2017 GLOBAL WORKPLACE TRENDS

sodexo
QUALITY OF LIFE SERVICES

Sodexo's Focus: Quality of Life

Sodexo is the world leader in services that improve quality of life, an essential factor in individual and organizational performance. Operating in 80 countries, Sodexo serves 75 million consumers each day through its unique combination of Onsite Services, Benefits and Rewards Services, and Personal and Home Services.

At Sodexo, we believe that when companies place people's quality of life at the center of their thinking, they create a more committed and engaged workforce. We have worked to make quality of life something that is concrete and operational, reconciling individual expectations with the goals of companies and viewing workplace trends through the lens of quality of life. We have identified six dimensions of quality of life on which our services have a direct impact:

The Physical Environment: Ensuring that employees are safe and feel comfortable

Health & Well-Being: Providing opportunities to make employees healthier

Social Interaction: Strengthening bonds among individuals and facilitating access to culture and leisure

Recognition: Making employees feel valued

Ease & Efficiency: Simplifying the daily employee experience and improving work-life balance

Personal Growth: Helping employees grow and develop

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Sodexo is a "people company," working directly with individuals and for individuals. As the world's 19th-largest employer, we provide a workplace to more than 420,000 employees and are committed to ensuring the best work environment for our people. Our employees contribute daily to the workplace experience of more than 10,000 companies in 80 countries, in a diverse range of industries and work environments. This is why 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.

Identifying and understanding what's new and truly significant in this context has never been more important—or more complex! Change is happening at an unprecedented pace across the world, in all economies—whether they are emerging or mature—impacting the very nature of work and how individuals thrive (or not) at work.

The trends we discuss in this report therefore resonate across the spectrum of workplace experience: for instance, the overlap of personal and corporate brands, the evolution of learning at work, the workplace as a wellness destination, the link to deeper societal issues such as migration and many more. We are deeply grateful to the nearly 50 subject matter experts who joined Sodexo in this endeavor and whose contribution was invaluable in shaping our understanding. We sought out leading voices, experts from renowned academic institutions, associations, consultancies, foundations, NGOs, research groups,

think tanks and more. They are authors, researchers, speakers, thought leaders and influencers from organizations such as Accenture, the American Psychological Association, Case Western Reserve University, Columbia University, Cranfield School of Management, Harvard University, ESCP Europe Business School, the International Federation of Robotics, the International Food Waste Coalition, LinkedIn, McKinsey & Company, the Organisation for Economic Co-operation and Development (OECD), the United Nations Foundation, University of Granada, USAA, the World Wildlife Fund (WWF), among many, many others. We are honored that these experts agreed to participate and that we had the opportunity to engage them and tap into their insights to better understand the future of quality of life at work.

Identifying, exploring and researching these trends and distilling them into this report has stimulated a great deal of thinking and conversation, but this is not the end. We see this as the beginning of important discussions. With this report we look forward to engaging our stakeholders in a dialogue and to continue making progress in how we respond together to meet these new challenges. We want this report to spark inspiration and spur wider audiences into thinking and engaging in conversations about how to create the most seamless employee experience and improve individual quality of life.

I hope you enjoy reading this report!

Best regards,

Sylvia Metayer, CEO, Sodexo Corporate Services Worldwide

THE ART AND SCIENCE OF SODEXO'S GLOBAL WORKPLACE TRENDS REPORT

Our system is grounded in primary and secondary research. Initial identification of trend topics came from research and through our own insights into workplaces around the world. We looked at global news sources focused on HR and the workplace and selected 10 trends relevant to Sodexo based on the services we offer and/or the way we partner with clients. Once we had identified global topic-area experts, we conducted more than 55 hours of interviews, with two to eight expert interviews per trend. Secondary source material and statistics were compiled from global news sources and research databases.

Our intention is for our trends story to resonate with individuals and organizations across a spectrum of different workplaces. We want it to feed conversations that spur new thinking and dialogue around the way we live and work, the ways work is changing, and ultimately the environments and cultures that will define the workplace of the future.

We have divided this 2017 report into 10 subject areas, although common threads run through many of them. In fact, it has been striking to see how interrelated the trends are. Technology and interactivity are increasingly shaping *how* people work as well as *where*. As work becomes more about adding value than cranking handles and pushing food carts, organizations are learning that communicating their values is imperative as they work to motivate and engage employees. And with a growing understanding that many subtle factors influence employee performance, smart companies are looking to

disciplines such as space design, wellness, intergenerational learning and corporate responsibility to gain an edge.

THE 10 TRENDS WE EXPLORED THIS YEAR

1. **The Agile Organization: Striking a Balance Between Speed and Stability**
   Organizations are seeking the holy grail of agility—speed plus stability—with an ultimate goal of responding to new conditions, all while keeping employees agile, too, with help from disciplines like mindfulness.

2. **The Rise of Cross-Workplaces: Accelerating Innovation Through Chance Interactions**
   The newest iteration of collaborative work spaces takes co-working to a new level, with organizations not only sharing physical space and resources but also intentionally structuring interactions across boundaries to encourage problem-solving approaches that combine strengths to address complex issues.

3. **Employees Without Borders: Understanding the Impact of Migration on the Workplace**
   The sheer spread and scale of the relocation of workers, in both emerging and developed economies, is driving new opportunities to demonstrate inclusive leadership by evaluating skill needs, availability, location benefits and effective cultural integration.

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

Robots have been in the workplace for years, and advances in artificial intelligence have led to organizations increasingly using them for jobs that humans used to perform. The newest discussion: exploring the success of robots, especially as they collaborate with people on uniquely human jobs.

5. Intergenerational Learning: A New Model for Talent Development

As people continue to live and work longer, all workers are forcing companies to think differently about hierarchical and traditional employee learning. Employees of all generations are teaching one another from their own experiences and driving a new culture of personal development.

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

Personal branding is taking on a new life and getting deeper scrutiny, as employers look to leverage the power of employees' personal brands for the good of the company.

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

From physical space and technology to virtual work considerations and amenities, the way workers experience their surroundings is key to a happy workforce. Design thinking can help optimize this experience so that it supports employees both within and outside of the workplace.

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

The 2030 Sustainable Development Goals (SDGs) call on organizations to work together and with government toward a shared vision. The way businesses interpret and adapt practices will affect not only the progress toward meeting the SDGs but also the needs of a workforce hungry for positive change.

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

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

10. Wellness 3.0: The Workplace as a Wellness Destination

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

THE AGILE ORGANIZATION

STRIKING A BALANCE BETWEEN SPEED AND STABILITY

As 21st-century organizations become increasingly agile, so must individuals. This can be challenging and require practice, but mindfulness is a discipline that is proving useful.

In the past 10 years, corporate norms have evolved steadily toward the agile organization—that is, businesses that are nimble and responsive enough to get ahead with technological progress (or at least adopt it very early); work increasingly across cultures, borders and workplaces; and move quickly to market, among so many other entrepreneurial tactics.

That shift brings new approaches to addressing challenges: new forms of collaboration and more inventive and faster ways of delegating and sharing responsibilities. For some employees, adjusting to the new order creates a fair amount of discomfort. But according to Michael Bazigos, Ph.D., Managing Director at Accenture Strategy and Adjunct Professor in the Department of

Organization and Leadership at Columbia University in the United States, the future of businesses hinges on embracing that agility.[1]

"In the context of a competitive, globalized market, we need to accept that everything we believed about how success could be achieved may change suddenly and all at once, requiring us to rethink the entire approach and to aggressively and rapidly transform," he says. "Those management cultures that give their people permission to wonder about, question and debate whether the way things are done today is the best way forward are the ones best equipped to deal with agility."

THE RISE OF AGILITY

The move toward agility has mirrored workplace technological advances. In the 1980s, organizations started to shift from being solo silos in the marketplace toward developing collaborative networks with partners such as suppliers. As a result, employees needed to embrace flexibility, adaptability and a true commitment to teamwork.

The next phase: transversal organizations, that is, those that focused on compressing project and business activity life cycles, allowing products and services to be created, refined and made available in ever-shorter time frames. Multidisciplinary teamwork became important here, with members from all corners of organizations working quickly toward a common vision for specific projects.

Isaac Getz, Co-Author, *Freedom, Inc.*; Professor of Leadership and Innovation, ESCP Europe Business School, says the subsequent evolution—the liberated business—is "one in which the majority of people have the freedom and responsibility to take any initiative they think is best in alignment with the organization's objectives."[2]

Today, the next iteration, the cellular organization, is on the rise, with autonomous cells inside organizations operating in a spirit of collaboration and friendly competition, but joining forces when necessary.[3] It is poised to revive the entrepreneurial/startup spirit in any size business.

THE AGILE ORGANIZATION

Striking a Balance Between Speed and Stability

WHAT IS AN AGILE ORGANIZATION?

Works across cultures, borders and workplaces

Nimble and responsive

Moves quickly to market

Early adopter of technology

THREE MAIN CHARACTERISTICS OF THE AGILE ORGANIZATION

Helps achieve balance between speed and stability

HOW MINDFULNESS CAN LEAD TO AGILITY

Principle of adaptive performance

Emphasis on teamwork

Creates accountability

Common orientation toward organizational goals

Promotes compassion and sense of community

Helps employees focus and achieve greater calm

Source: "Work in the 21st Century: Agile and Mindful," Institute for Quality of Life, Sodexo, June 28, 2016

Each of these evolutions has taken big bites out of the barriers within organizations, and that has translated into the need for greater agility, both from organizations and the individuals who work within them. The old sense of "rules and procedures," Bazigos says, functioned like "historical layering of sedimentary rock, which can ossify organizations over time."

As recently set out in a *Harvard Business Review* case study, the danger of not recognizing and addressing those hardened layers of business bureaucracy can be significant. "At one *Fortune* 1000 company, for example, 'flame wars' broke out between customer support units, desperate to respond faster to customer complaints, and the technical design group, equally desperate to avoid ad hoc fixes," says the case study. "Neither group could effectively solve the problems without the other, but their overlaps quickly became sources of conflict rather than collaboration. That pathology isn't uncommon."[4]

MAKING AGILITY FIT

It might seem as if agility and stability are pitted against each other, but Bazigos sees a way forward: "When we look at agility, there are two parallel systems that may seem to be at odds—but actually they are not: a stabilizing structural backbone and capacity for velocity. Most companies still need hierarchy and structure; so rather than 'blow up' the structure, the question becomes: How do you become agile behind that?"

We can thank the tech world for giving other business sectors a road map toward—and multiple case studies for—successful agility. Software developers outlined and pushed the importance of steady adaptation, steady output back in 2001, signing and publishing the then-controversial, now clearly prescient Agile Manifesto. Among its core edicts: "customer collaboration over contract negotiation" and "responding to change over following a plan."[5]

Fast-forward to the present and, as HP Technology Evangelist John Jeremiah said on TechBeacon (an online hub for developers and technology professionals), "agile is now the norm."[6] This circles back to the old adage that "Change is the only constant," but nudges remain necessary for companies all across the corporate landscape.

In order to avoid ossification and embrace agility, Bazigos squares in on

mindset. Businesses need, he says, to "innovate, be more productive, integrate acquisitions and shorten time to value." It helps to start at the top: An agile mindset embraced by management fosters adoption throughout an organization; once adopted, agility yields benefits both inside and outside.

To get there, businesses can set their sights on three principal characteristics:[7]

1. A common orientation toward organizational goals

2. An emphasis on teamwork

3. A principle of adaptive performance

AGILITY AT WORK

For the workforce, agility definitely is as empowering as it is demanding: Along with calling on employees to take responsibility for acting in line with the company's objectives, it allows them to experience freedom, and it encourages and rewards proactivity and creativity.

Bazigos says that in order to tap into the potential of an agile workplace, "employees need to embrace ambiguity."

That embrace can be challenging for many employers and employees. "Traditional organizations are built

for cost reduction, optimization and efficiency, imperatives that do not necessarily underpin flourishing, creativity and innovation," says Bazigos. "And the traditional workforce had been conditioned to adhere to well-defined roles, which can put a brake on velocity."

Traditional organizations also tend to be helmed by traditional leaders, who might struggle to adapt to a more tactical, nimble approach much like you'd see in a fencing match. "There are a small number of organizations whose leaders have the ability to make decisions quickly and adapt to a changing environment," Bazigos says. "They also have a flexible structure that allows them to move fast without disrupting the very structural support that allows for this ability to move quickly in the first place."

Bazigos points to the business rewards of optimizing both: "Of 277 companies we studied at Accenture, the ones with higher levels of both stabilizing structural backbone *and* velocity were 436 percent

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> —ISAAC GETZ, Co-Author, *Freedom, Inc.*; Professor of Leadership and Innovation, ESCP Europe Business School

likelier to be seen as outstanding financial performers in their industry than those that lacked both. This is consistent with published research in professional journals that documents the contribution of agility to operational and financial performance, and finds that agility's power roughly doubles in volatile environments compared to stable ones."[8]

To gain insight into agility, companies can look for inspiration from their in-house pros who are immersed in the agile tech world: their information technology team. "Agility has long been essential to creating usable software quickly, and chief information officers have developed a suite of agile approaches and tools to address long delivery cycles and inflexible legacy systems," says Paul Willmott, a Director at global management consulting firm McKinsey. "Many of these approaches can be expanded well beyond the perimeters of IT and applied across an organization."[9]

"Bringing agile philosophy beyond IT function is hard for many companies because it requires the transformation of their structure, such as hierarchy and functional silos," says Getz. But that's just one of many challenges. He offers the example of Brazilian manufacturing company Semco as showing great agility when facing the external pressure of a national economic crisis. More than half of the company's 500 employees accepted an offer to leave Semco's payroll. Some took their severance and left; about 200 stayed, and another 200 became satellite employees, working in positions that were once contracted out, starting their own businesses with the support of Semco resources (but perhaps not even with Semco as a client) and other scenarios. It's one of dozens of innovations the company has used to keep employees engaged, creative, loyal, productive and happy—and Semco profitable.[10] For many companies, intentionally developing into an agile organization comes with swift, clear dividends.

WORKPLACE IMPLICATIONS

As Getz tells us, "People don't resist change; they resist being changed." Organizations that recognize the challenge to their workers created by the need to pivot and adapt quickly are

striving to help employees embrace agility by introducing them to practices such as mindfulness. Marc Benioff, CEO of U.S. tech company Salesforce, for example, has added a meditation room to every floor of the group's San Francisco office tower, while European beverage manufacturer Carlsberg has engaged a mindfulness consultant.[11]

As a type of voluntary, intentional mental training, mindfulness can be a space for balance and a counterweight to the information/responsibility overload that can cause workers to feel overwhelmed, frustrated and even disengaged. New studies show that making mindfulness a group activity could make it even more effective as a productivity enhancer.[12] Here, too, it helps to start at the top: Engaging a high-visibility individual in the organization, and clearly communicating the facts and

benefits of participating, tends to encourage employees to take advantage of opportunities to learn mindfulness techniques and practice them.[13]

Among the perks of the practice of mindfulness: It can make it easier for employees to focus, strengthen their sense of community, promote compassion, create accountability and help them achieve greater calm.[14] It can also help employees achieve the necessary balance between speed and stability that makes agility work—something companies across all industries, and across all borders, should be pointedly aiming for.

"Agility is not limited to a sector or geography," Getz says. "If we allow people to have freedom and the responsibility to work out the challenges of today, we'll see a surge in innovation and creativity. The potential of human beings remains largely untapped."

THE RISE OF CROSS-WORKPLACES

ACCELERATING INNOVATION THROUGH CHANCE INTERACTIONS

As innovation moves from optional to essential, organizations are seeking to structure environments where employees generate new ideas by virtue of interacting across boundaries.
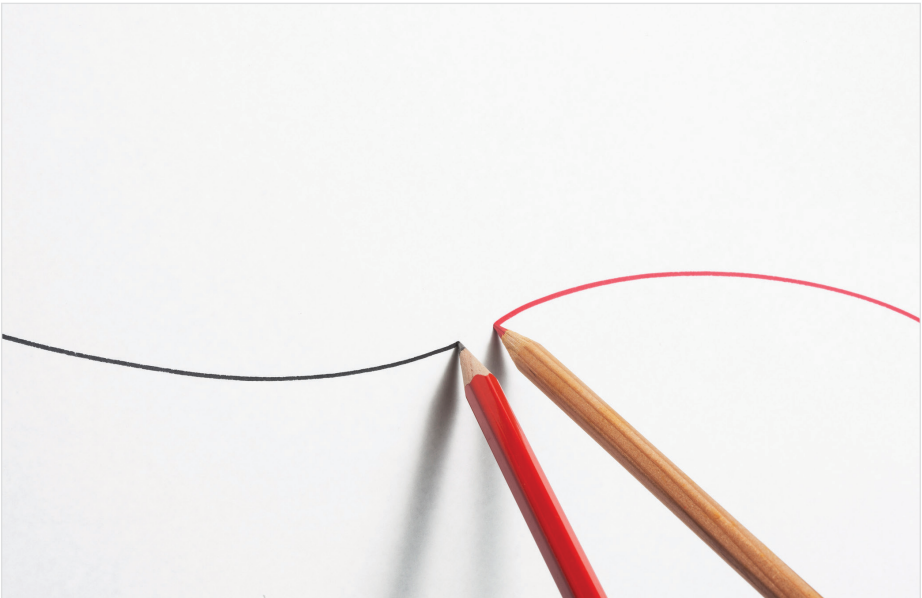
There will always be room for incremental change and improvement, but no discussion about economic growth and prosperity is complete without mention of disruptive new ideas and those who make them work. Innovation is the drumbeat of the relentless change that's such a feature of 21st-century work and life: new products, new processes, new services, new ways of organizing and new ways of thinking.

For consumers, this innovation has become so normal, so expected, that people have started taking much of it for granted. Increasingly, we assume that whatever need we might have, someone somewhere has probably concocted a smart way of meeting it; it just takes the right online search terms to track it down. Most of the time, we don't see an innovative product and wonder, "How did they come up with that?"

> **"Creating places and programs where people from different teams can collide and bond is also a good idea, be that through hackathons, off-sites or other types of social collisions. It can also be beneficial to design physical spaces that funnel people into the same area, forcing constant, unplanned interactions."**
>
> —GILLIAN TETT, Author, *The Silo Effect*

For employers, it's a different matter. They can't afford to take innovation for granted, to simply "consume" it. They have to generate innovation if they want to get ahead of competitors rather than be overtaken by them. They can't just watch and wonder where people get new ideas; they must understand how to do it for themselves, to find a magic formula that enables them and their employees to pluck brilliant new ideas as if out of thin air.

Of course, no self-respecting organization thinks in terms of "magic." They want logical, tried-and-tested processes that appear in publications such as *Harvard Business Review*,[1] are taught in innovation management courses[2] and use innovation tools.[3] Still, despite the faith that organizations put in systems and processes, they have a lingering belief in a missing ingredient: the spark of creative genius. It might not be the genius of an individual but rather the unpredictable magic that happens when the right ingredients come together. The buzzword for this is emergence, and the formula involves permutations of "cross":

cross-cultural, cross-disciplinary and the boss of them all, cross-pollination.

THE MAGIC OF CROSS-POLLINATION

When people work in silos, things tend to stagnate. Working with the same people sharing the same assumptions develops groupthink. Everybody is concerned with getting along with one another, so new ideas and people who think differently are resisted as potentially disruptive. In her book *The Silo Effect: The Peril of Expertise and the Promise of Breaking Down Barriers*, *Financial Times* Columnist and U.S. Managing Editor Gillian Tett shows how organizations can systematically get people from different disciplines to interact and cross-pollinate.[4]

"One lesson," she says in the book's conclusion, "is that it pays to keep the boundaries of teams in big organizations flexible and fluid, as Facebook has done. Rotating staff between different departments, as in the Hackamonth program, makes sense. Creating places and programs where people from

THE RISE OF CROSS-WORKPLACES

— Accelerating Innovation Through Chance Interactions —

"The most fruitful collaborations are often the result of the most unexpected encounters." —Frédéric Chevalier

DISCIPLINES

GENERATIONS

SKILL SETS

CROSS-POLLINATION

CULTURES

BACKGROUNDS
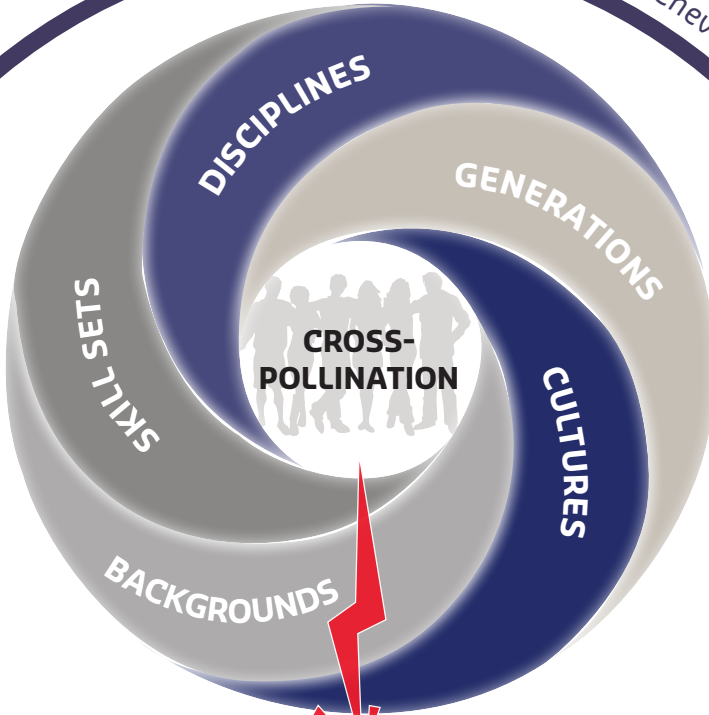
INNOVATION

ORGANIZATIONS CAN FOSTER CROSS-POLLINATION BY ENCOURAGING:

Listening

Curiosity

Lateral Thinking

Belief That Anyone Can Innovate

"**Globalization, the democratization of new technologies and their increasing sophistication enable … unmatched levels of cooperation, both in terms of the number and variety of people involved as well as the immediacy of the results.**"

—FRÉDÉRIC CHEVALIER, Founder, thecamp; Founder and Former Chairman, HighCo

different teams can collide and bond is also a good idea, be that through hackathons, off-sites or other types of social collisions. It can also be beneficial to design physical spaces that funnel people into the same area, forcing constant, unplanned interactions. The corridors at Cleveland Clinic do this well. So do the squares at Facebook. Either way, people need to be mixed together to stop them becoming inward-looking and defensive."

Tett herself is an outstanding example of bringing the thinking of one discipline to bear on other fields. With a graduate degree in anthropology, she brought those tools into her analysis of the financial world, giving her the raw materials to unpack the economic crisis of 2007-08 in her book *Fool's Gold*.

Just as case histories and personal experience confirm the downsides of working in silos, so does the image of cross-pollination intuitively evoke the creation of beautiful flowers and delicious fruits and vegetables. The promise in businesses is that great ideas and

innovative solutions emerge when people with different skills and backgrounds interact. This is part of the appeal of incubator hubs and meetups, where different startups bounce ideas off one another in hot locations such as the Silicon Roundabout[5] area of London, Station F[6] in Paris, Berlin's Factory,[7] Philadelphia's Pennovation Works[8] and many more.

An upcoming example is thecamp, a new ecosystem in Southern France, gathering together private and public leaders, students, entrepreneurs, children and artists, striving for a more sustainable world and more humane societies. The campus hosts a variety of living and "fab labs" (artificial intelligence, virtual reality, media…) that enable campers to experience innovative technologies, appropriate them, imagine potential applications and prototype. thecamp was founded by tech entrepreneur Frédéric Chevalier (also Founder and Former Chairman of tech group HighCo) to foster collective intelligence that is primordial when addressing the challenges of the contemporary world with a focus on urban

sustainability. Chevalier tells us: "The most fruitful collaborations are often the result of the most unexpected encounters. thecamp's team itself is made up of different nationalities, generations, skills and backgrounds, allowing for a constant flow of differing points of view, new ideas, and ways of addressing and solving problems."[9]

As Chevalier explains, thecamp's philosophy is based on the conviction that "it is not so much about us needing to further develop our models but rather about having the opportunity to do so. Globalization, the democratization of new technologies and their increasing sophistication enable us to achieve unmatched levels of cooperation, both in terms of the number and variety of people involved as well as the immediacy of the results. These represent unique opportunities for creating positive impact that we need to explore."[10]

DO'S AND DON'TS OF CO-CREATION

Andrew Welch, Managing Director of Y&R's Landor London brand consulting and design group, offers some tips for co-creation initiatives (some relate directly to the ad business, but all can be extrapolated to any industry):

DO's	DON'Ts
Build a strong community where people share ideas, build on one another's work, critique, praise and compete	Make your community too big, too fast
Get your top people involved	Underestimate the work required in keeping an online community energized
Have an open mind and be creative about whom you recruit as co-creators	Present co-created ideas to a design team as a fait accompli—nothing will alienate the team faster
Ask your co-creators to create with pictures, life stories and lifestyle images	Run a "make us an ad" campaign; this is not co-creation
	Criticize ideas
	Take innovation for granted

Source: wpp.com/wpp/marketing/branding/collaboration-and-cocreation-brand-innovation

> **"Open innovation thinking, where companies collaborate with suppliers, distributors and customers to co-create unique value, is fast replacing traditional thinking that viewed innovation as a proprietary activity and marketing as a static, one-way broadcast."**
>
> —GAURAV BHALLA, Author, *Collaboration and Co-Creation*

WORKING TOGETHER BENEFITS CUSTOMERS, TOO

"Collaboration and co-creation are increasingly central to creating customer value," says Gaurav Bhalla, Author of *Collaboration and Co-Creation: New Platforms for Marketing and Innovation.* "Open innovation thinking, where companies collaborate with suppliers, distributors and customers to co-create unique value, is fast replacing traditional thinking that viewed innovation as a proprietary activity and marketing as a static, one-way broadcast. However, while there is significant advocacy and buy-in for collaborating with customers, there is little guidance for companies on how to undertake the journey from applause and appreciation to execution."

Futurist Brian Solis, a Principal Analyst at Altimeter Group, a tech-trends research and strategy consultancy, says cross-pollinating with groups outside your own company offers two main advantages: "It will increase credibility for your products and services; it will allow participating consumers to develop themselves toward external brand ambassadors: we see this as an activation effect. The second advantage is the image of the marketer. When a marketer can tell his colleagues, friend and competitors that the consumer is part of his decision process, he will be seen as an innovator by many."[11]

WORKPLACE IMPLICATIONS

To reduce the risks of silo working, employers need to ensure that workplaces and work processes are structured to encourage employees to interact with a wide range of people: those from other disciplines within the organization, those at other levels in the group and those from outside.

Nevertheless, it's not enough for employers to create conditions for random interactions and just hope that they spark innovation. They must foster the mindset and skills that make fruitful cross-pollination more likely: curiosity for unfamiliar ideas from other people, listening skills to hear them out, lateral thinking to play with them and the belief that anybody can be an agent of innovation.

EMPLOYEES WITHOUT BORDERS

UNDERSTANDING THE IMPACT OF MIGRATION ON THE WORKPLACE

As global migration continues to dominate the political discourse, businesses that understand it are better equipped to demonstrate and benefit from inclusive leadership that fosters a sense of belonging.

There is a sense in which we are all migrants. No matter how we arrived in our home country, whether to accept a corporate promotion or escape conflict, whether to relocate temporarily or permanently, and whether it was us or our great-great-grandparent who made the journey, migration is a common and widely shared feature of our history.

We move for many reasons: in search of better food and water; to find opportunity and prosperity; or to escape inequality, war or civil unrest. As we witness the highest level of displacement on record[1] and the highest level of humanitarian need since World War II, UN Secretary-General Ban Ki-moon has said, "This is not just a crisis of numbers; it is also a crisis of solidarity."[2]

> **"[Migration] is not just a crisis of numbers; it is also a crisis of solidarity."**
>
> — BAN KI-MOON, Former UN Secretary-General

If we're all to share in the responsibility, then the most likely solutions to the challenges presented by migration lie in collaboration between governments, NGOs and businesses. This is a position supported by the Organisation for Economic Co-operation and Development (OECD), which is leading the call for businesses to support the successful labor market integration of refugees.

Though public law and policy are central to discussions[3] about migration, the business community has a role to play in helping to facilitate the integration of migrants. This is more than corporate social responsibility; seen in an informed and considered manner it can be about shaping the sort of labor market that businesses need, one that is skilled, employed and engaged.

AN INEVITABLE SHIFT

UN estimates put the number of migrants across the globe at 244 million, or 3.3 percent of the world's population.[4] For businesses in particular to know how to collaborate with stakeholders in government and nonprofits, Jean-Christophe Dumont, Ph.D., Head of the

International Migration Division of the Directorate for Employment, Labour and Social Affairs at the OECD, suggests considering the dynamic and diversity of migration flows. Although the focus has recently been on refugees, people migrate for all sorts of reasons (employment, study, family, etc.) and have diverse skills profiles. Understanding this diversity is key for employers to map migrants' profiles to their skills needs. Indeed, "New immigrants into the U.S. come from nations around the globe to work in the full range of occupations, from construction workers and cooks to computer engineers and medical doctors," says Randel Johnson, Senior Vice President of Labor, Immigration and Employee Benefits for the U.S. Chamber of Commerce.[5]

Most of the current attention is focused not on high-flying corporate employees but on those who are looking for better life opportunities at lower ends of the pay scale. Our attention is also necessarily drawn to those who are fleeing conflict in large numbers, having lost most personal resources before facing myriad challenges in their new countries. Two factors— language and employment—are central to

EMPLOYEES WITHOUT BORDERS

Understanding the Impact of Migration on the Workplace

244 million migrants worldwide[1]

73% of migrant population are working age[2]
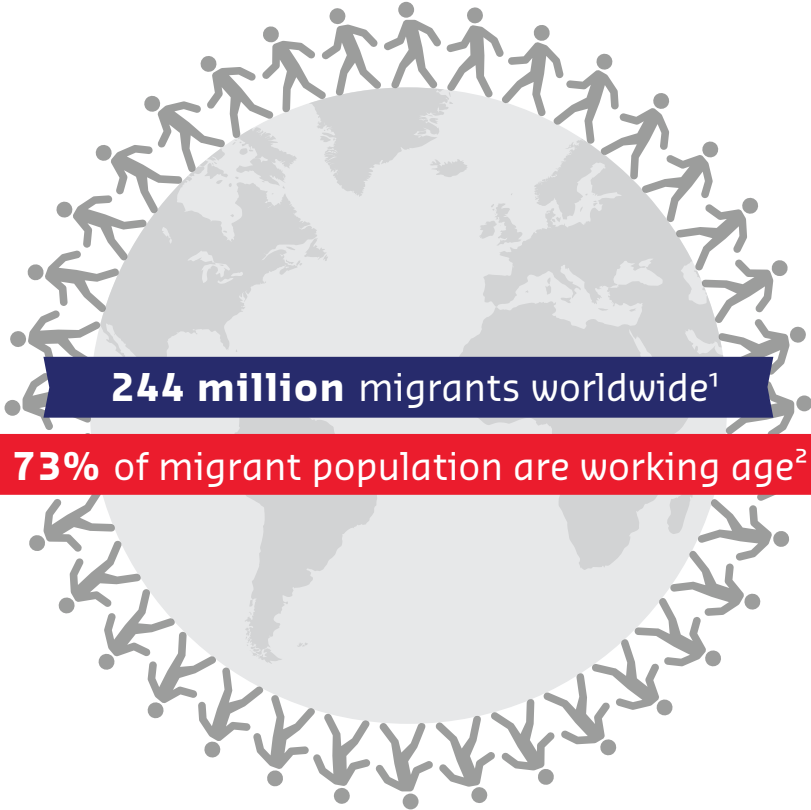
MIGRANTS' CONTRIBUTION TO ECONOMIC GROWTH

Global Economic Growth & Competitiveness

Importing Skills Fills Shortages

Empowered Consumers

[1]un.org/sustainabledevelopment/blog/2016/01/244-million-international-migrants-living-abroad-worldwide-new-un-statistics-reveal

[2]www.ilo.org/global/topics/labour-migration/news-statements/WCMS_436140/lang--en/index.htm

such migrants' successful integration and here businesses have a key role to play, says Dumont.

CHALLENGES AND OPPORTUNITIES FOR EMPLOYERS

There is a perception that the private sector has been difficult to engage with as set out in the World Economic Forum (WEF) Global Agenda Council on Migration report titled "The Business Case for Migration." Reasons range from the fear of negative public opinion to uncertainty regarding its role in the public policy discourse.[6] The OECD's work has also sought to understand better the barriers that businesses perceive to hiring migrants. It has identified issues relating to labor market access, language, and skill and qualification transferability—all of which businesses, in collaboration with public sector and NGO stakeholders, can play a part in helping to overcome.

As its challenges are acknowledged, the business sector's role in addressing global migration is becoming more highly valued. To this end, the Global Agenda Council on

Migration has compiled evidence-based arguments that demonstrate how recognizing and valuing migrant skills can contribute directly to company- and country-wide economic growth. Its conclusions include:

- The easy movement of highly skilled workers between countries contributes to national, regional and global economic growth and competitiveness.

- Importing skills can fill shortages in specific sectors in the short term so that skills don't have to be diverted from other sectors.

- Empowered migrants are better consumers who create often-untapped markets.[7]

A number of public-private collaborations around migrant employment have emerged, starting with the establishment of a Business Advisory Board of the International Organization for Migration (the UN migration agency) in 2005. This board encourages the private sector to play a relief role in migration emergencies and post-crisis scenarios, in building capacity and rehabilitating infrastructure

in times of recovery and transition, and in employing migrants to contribute to their long-term socioeconomic stabilization.[8] In January 2016, the Tent Partnership for Refugees was founded to bring private-sector partners such as Johnson & Johnson, LinkedIn and Mastercard together with NGO partners such as Human Rights Watch, Kiva and Save the Children in order to support displaced persons and inspire more private-sector partners to become involved.[9]

THE ROLE OF MULTINATIONALS AND LARGE BUSINESSES

Larger, multinational corporations are uniquely equipped to leverage the talent that migrant workers bring to the workplace. As work processes and standards across industry sectors have become globalized, it has made it easier for people to enjoy job mobility with organizations that recruit internationally.

Rohini Anand, Ph.D., Sodexo Global Chief Diversity Officer, shares some examples of how the company has supported migrant integration over the years: In the U.K. business, Spanish-speaking Sodexo workers are paired with English-speaking teammates to improve their English-language skills and strengthen cross-cultural relationships with staff.[10] In Luxembourg, Sodexo provides employees with no-cost language classes and career coaching in collaboration with the country's national employment service, and in the U.S., Anand sponsored a learning module ("The Importance of Belonging and Being an Ally") with support for Sodexo employees on how to create a safe and inclusive culture in challenging times.

Other companies making strides to integrate migrants into the global talent market include McDonald's Deutschland, which has employed more than 900 refugees across the country since 2015 and has provided 20,000-plus online German language learning course licenses to the German Federal Employment Agency.[11] Microsoft has connected refugees to the digital economy by donating desktop computers to refugees in Germany;[12] the U.S. natural-food company Chobani can now claim that resettled refugees comprise roughly 30 percent of its manufacturing workforce;[13] Accenture set up its Refugee Talent Hub, an online platform for firms in The Netherlands that are interested in hiring refugees;[14] and

> **"Business has a responsibility to train workers not just for commercial gain, but also to contribute to the wider community."**
>
> —World Economic Forum

elsewhere in Europe, Bosch Group, Deutsche Telekom, Evonik, Siemens and Uniqlo have all hired refugees as paid interns.[15]

WORKPLACE IMPLICATIONS

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

To encourage more companies to follow suit, it is critical that business leaders cultivate a better understanding of migration and that they learn how to assess migrants' skills so that they can be transferred in a way that ensures their long-term employability. International transferability of skills remains an issue, as Dumont remarks. First it is crucial that recently arrived migrants invest in host country language skills. It is also important to assess professional and informal skills in order to identify employment or retraining opportunities. A car mechanic originating from a less-developed country may be excellent in his job but may lack some of the skills needed to repair a car with lot of electronic devices. For such a case it is necessary to build on existing skills rather than to ignore them. Even in the most highly regulated professions, such as medicine and law, the transferability of knowledge and experience can be lengthy and costly, but worth investing in. Whatever their activity, businesses are called on to help manage the hopes and aspirations of some, the fears and concerns of others. As the World Economic Forum suggests, "Business has a responsibility to train workers not just for commercial gain, but also to contribute to the wider community."[16]

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

THE NEW GEN OF ROBOTICS

─ HOW ROBOTS ARE TRANSFORMING THE WAY WE WORK ─

Workers around the world must figure out how to share space with their new "co-bot" colleagues—and smart companies will be those welcoming the change.

The rate of technological progress is increasing exponentially. "Robots and Retail," for example, a white paper co-authored by Olivier de Panafieu, Senior Partner at global consultancy Roland Berger, tells us that by 2025, the market for androids could reach 10 billion euros (US$10.8 billion).[1] As we look at the advent of the fourth industrial revolution—a main hallmark being the proliferation of robots, automated processes and artificial intelligence (AI)—

the future of the way we live and work has become something of an unknown quantity.[2]

Just how that future plays out in the workplace is the subject of conflicting opinion. On one side, organizations hope that workers will embrace their new robot colleagues and that those "co-bots" will increase productivity and free up employees to engage in more creative tasks.[3] On the other, there's a

strong contingent of anxious workers who worry that machines will take their jobs, rendering human staff passé.[4] Both factions have valid points.

THREAT OF THE UNKNOWN

Those at the lower end of the skill and education spectrum might be at greater risk; a 2016 study from the World Bank predicts that in developing nations, about two-thirds of jobs are in danger of being replaced by automation.[5] And the Roland Berger study "Of Robots and Men—in Logistics" tells us that over the next 10 years, the anticipated robotization of logistics could mean hundreds of thousands of unskilled jobs gone, over time potentially affecting up to 1.5 million positions in the eurozone.[6] Further, a study from the National Bureau of Economic Research agrees, with a model that "illustrates the range of things that smart machines can do *for* us and *to* us. Its central message is disturbing. Absent appropriate fiscal policy that redistributes from winners to losers, smart machines can mean long-term misery for all."[7]

A McKinsey Global Institute report, however, found that *positions* will not necessarily be replaced wholesale by machines, but instead up to 45 percent of *activities* that people perform in those positions could be automated.[8] Viewed in this light, it's clear that robots and AI are primed to take over a proportion of jobs, from hourly positions to those in the C-suite, and that everyone must be prepared to work alongside co-bots.

Does that mean some positions will be eliminated on a large scale? After all, we saw this phenomenon in the late 1970s, when gas station attendants were put out of work en masse after the adoption of self-serve pumps.[9] It is quite possible, if not probable, that we will see it happen again as technology rapidly progresses. Just as those automated gas pumps paved the way for new and different jobs that couldn't have been easily imagined before their creation, though, the current wave of technology will "augment jobs and allow people to open up possibilities to better types of jobs," says Bob Doyle, Director of Communications for the Association for Advancing Automation (A3).[10]

ROBOTS AND HUMANS: THE NEW COWORKERS

The Benefits of Robotics in the Workplace

WORKERS

ORGANIZATIONS

Fear that machines will take their jobs

Fear falling behind in the global marketplace

2 MILLION [1]

jobs will be created by robots in the next eight years

45% [2]

of human work activities can be automated

Robots:

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

Robots:

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

[1]mckinsey.com/business-functions/digital-mckinsey/our-insights/four-fundamentals-of-workplace-automation
[2]digitaltrends.com/cool-tech/robots-replace-5-million-jobs-2020/

UNEXPECTED OPPORTUNITIES

Some robots, for instance, need trained operators, which will require workers in higher-paying STEM positions. Not only will increased automation allow for the creation and fulfillment of better jobs for people in these cases, but it will also save workers from "bad" jobs—those that are boring or, worse, unsafe.[11] Many robots are designed to take over dangerous or repetitive tasks, allowing employees to enjoy safer, more meaningful work. Laurent Cousin, Global SVP of Research and Development for Sodexo, cites such examples as drones in Poland or in Brazil being leveraged to undertake building inspections that might involve unsafe environments. Other applications could include removing snow from roofs. Cousin shares that Sodexo is piloting programs using robots to perform parts of the service it provides to customers or clients—initiated both by client request and by internal activation.[12]

The consensus is that the increase of automation in the workplace will necessarily change labor patterns worldwide, and this will create unrest in the short term.[13] The Centre for Economic Performance, an interdisciplinary research center at the London School of Economics and Political Science Research Laboratory, conducted empirical research to project how robots will affect economies, concluding, in part: "If the quality-adjusted prices of robots keep falling at a rate similar to that observed over the past decades, and as new applications are developed, there is every reason to believe that they will continue to increase both labor productivity and value added."[14]

Gudrun Litzenberger, General Secretary of the International Federation of Robotics, tells us: "Many people are anxious today thinking about robots, but in 2030, people will have a good understanding of robots and how they make life easier and improve productivity. By 2030, robots will be everywhere and commonplace."[15]

ADDING INTELLIGENCE

Robots are increasingly able to execute more complicated tasks with little to no human intervention, which is fueling anxiety in workers who can't help but feel uncertain about their job security. De Panafieu tells us: "AI will be developed further in all elements of life."[16] Witness IBM's Watson, which can process natural language and learn from experience—skills that have been used to traffic

> **"We do not want to lose the human factor, as this drives quality of life; robots can help create stable delivery of service but will not have the 'human touch' that can make the difference to customers."**
>
> —LAURENT COUSIN, Global SVP of Research and Development, Sodexo

in the mundane (such as winning the game show "Jeopardy!") or dive into weightier issues (searching for the cure to cancer).[17]

Driverless cars, one of the most visible real-world manifestations of automation in industry, have been heavily tested, and yet the hottest debate surrounding them is theoretical: How would they demonstrate ethical intelligence when choosing which life to save in a crash, and who would be responsible in such an event?[18] (An intriguing side note that might serve to stoke people's seemingly innate fear of robots: Google's AI group DeepMind is hoping to speed up robots' learning process by enabling them to "dream."[19])

But even proponents have concerns about the future implementation of AI. Tech guru Elon Musk, for example, has gone on the record with his belief that trying to achieve artificial intelligence is "summoning the demon."[20] His fears haven't kept him from doing just that, though: He joined with OpenAI to promote artificial intelligence that "helps rather than hurts humanity," in the words of one reporter.[21]

MAINTAINING THE 'HUMAN TOUCH'

The world of robotics will continue to evolve, yet some tasks and roles will remain uniquely human. And increasing acceptance of technology—including robotics—will undoubtedly lead to progress. But at what cost? At Sodexo's Quality of Life Conference 2015, Michel Landel, CEO, Director and Chairman of the Executive Committee of Sodexo, reminded us that "the goal of progress should be to preserve the essence of what it means to be human and to be of greater benefit to humanity. New technologies should be an additional opportunity to care for one another; they should be the engine for inclusion, and this kind of progress—human rather than dehumanized—sets out to respect basic principles."

Cousin agrees: "We do not want to lose the human factor, as this drives quality of life; robots can help create stable delivery of service but will not have the 'human

touch' that can make the difference to customers." With the movement toward co-bots, companies are experimenting with how robots can collaborate with humans. In Germany, for example, a Ford factory has co-bots working alongside humans on the assembly line.[22] Rather than completely taking over work tasks, technology can complement and augment human capabilities, opening up possibilities for exciting new work and ways of working.[23]

WORKPLACE IMPLICATIONS

Machines won't be taking over the workplace entirely—at least not for the foreseeable future.[24] A recently updated guide to robotics in the United States reveals that even in this age of burgeoning work robots, 600,000 jobs have been added in manufacturing in the past half-dozen years.[25] And large industries won't be the only ones enjoying the benefits of robotic help, Litzenberger tells us; we'll also see an "increase of robots that are easy to use in the production process by smaller companies." Doyle agrees, telling us

there's a "wave of new opportunities for small/medium companies to explore the possibility of using robotics." Small and medium-size enterprises (SMEs), ranging from dairy farms in New York to logistics companies in Germany to injection molding companies in Minnesota, are deploying robots to fill worker shortages and enhance productivity.[26]

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

INTERGENERATIONAL LEARNING

A NEW MODEL FOR TALENT DEVELOPMENT

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

Worldwide, people are enjoying longer, healthier lives than past generations. Children born in 2012 are expected to live on average six years longer than those born as recently as 1990.[1] And by 2030, the percentage of the population aged 60 and over is expected to leap, from 12.3 percent in 2015 to 16.5 percent.[2]

As we stay healthier longer, we stay working longer, too—and although this might be a necessity for some, it is a choice for those who derive a sense of meaning and satisfaction from playing a part in the workplace. Elizabeth Isele, Founder and CEO of the Global Institute for Experienced Entrepreneurship, sees a major business upside to retaining workers into their 60s and 70s: "This new demographic, the 'experienced economy,' is our only natural resource that is actually growing."[3]

> **"This new demographic, the 'experienced economy,' is our only natural resource that is actually growing."**
>
> —ELIZABETH ISELE, Founder and CEO,
> Global Institute for Experienced Entrepreneurship

WHO'S TEACHING WHOM?

Historically, much of learning and sharing in the workplace followed a relatively linear and top-down model. But as the makeup of our teams broadens, as people have longer working lives, and as the workplace very rapidly changes along with new technologies and innovations, the norms of work-related learning challenge the received wisdom that older people teach (before shifting onto a pension around age 65) while younger people learn.

Today's workforce spans five generations, and employers who promote intergenerational learning initiatives for their employees optimize the value of these five generations in their organization. Catalyzing intergenerational experience is a new source of competitive advantage that benefits all generations and organizations. Youth have specially focused knowledge, while older adults often bring collective knowledge about the culture and dynamic of work. In a world that points increasingly to artificial intelligence, oceans of data and the internet of things, we need ways to keep human needs and potential front of mind: Older adults bring analytical skills honed throughout their

life and work experience, well-developed interpersonal and communication skills, wide networks of resources, insights and expertise; and deeply rooted ethics. This diversity of skills and experience is similar to that found in the mentoring model where "mentors learn at least as much as mentees," according to Jodi Davidson, Director of Diversity and Inclusion Initiatives for Sodexo.[4]

Intergenerational learning throughout the course of one's life puts the onus on workers of all ages to draw from and contribute to one another, developing nonlinear work lives and establishing longer, more dynamic careers that defy generational stereotypes.

CONNECTING THE GENERATIONS

The diversity of the intergenerational workplace isn't just a development—it's a creative opportunity. To Peter Whitehouse, M.D., President of Intergenerational Schools International and Professor of Neurology at Case Western Reserve University in the United States, today's baby boomer workers are an experienced, engaged resource that should be fully tapped. He believes we should value this group's accumulated experience and knowledge, and celebrate

INTERGENERATIONAL LEARNING

A New Model for Talent Development

FIVE GENERATIONS IN THE WORKPLACE

BRING UNIQUE QUALITIES TO THE TABLE.

Knowledge

Perspectives

Experience

Ideas

Skills

90%
of millennials
agree that baby boomers are a great source of mentorship at work.[1]
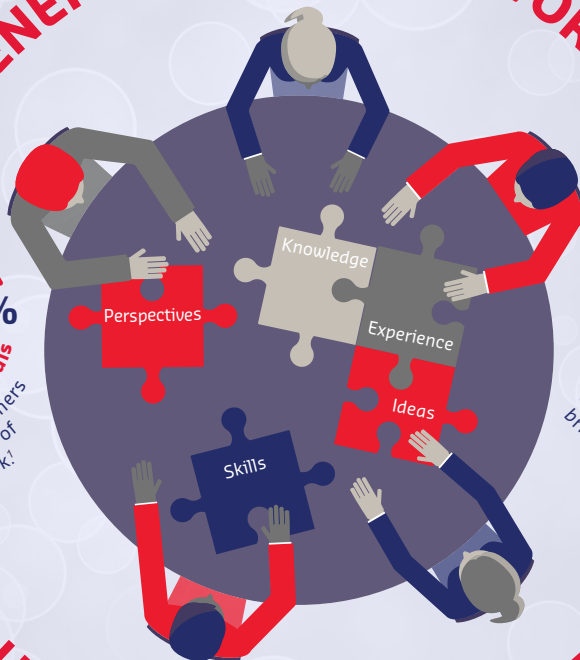
93%
of baby boomers
agree that millennials bring new skills and ideas to the workplace.[1]

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

[1]http://www.thehartford.com/sites/thehartford/files/millennials-leadership.pdf
[2]https://www.bls.gov/news.release/sept.nws.htm

it in intergenerational relations with "intergenerativity"—the creativity that emerges from reciprocal exchanges across diverse identities, professions, ethnicities and ages.[5]

Workplace-approach changes like this can come with pitfalls and wrong turns; there's a danger of replacing linear learning by clumping workers into social groups based on age. But Professor Mariano Sánchez of the University of Granada in Spain hopes we can push past that inclination, instead considering the idea that "generational identities" are about life trajectories, skills and experience, not just age.

At home, a millennial daughter might play software mentor to her grandmother, and apprentice to her master-chef dad. In the workplace, we can similarly move beyond the temptation to label based simply on age, says Sánchez.[6] The focus instead is best placed on "generational intelligence,"[7] the capacity to be aware of generational positions and to approach workforce management with a generational lens in mind. This doesn't mean organizing activities for different generations but organizing activities that raise generational awareness, connect generations and help them work better together—exchanging knowledge, ideas, skills and more to enhance the broad skill sets everyone needs in today's jobs.

Steve Toomey, Executive Vice President and Managing Partner for the U.S. Midwest for BTS, a global professional services firm headquartered in Stockholm,

sees a future where workplace learning will be transformed. His prediction: "Organizations will try to retain people by creating an accredited scholastic achievement process."[8] Similarly, universities are starting to offer degree courses spread over a lifetime.

As the five working generations stay on the job longer—and as those jobs are marked by an increasing amount of complexity, uncertainty and change (co-working and the gig economy are two current standouts)—lifelong learning will drive all of them to keep up. This is consistent with the United Nations' concept of a "society for all ages" introduced in the late 1990s as a way for generations to invest in one another and share in the fruits of that investment, guided by the twin principles of reciprocity and equity.[9] This theme was further developed by the UN in 2002 as education was identified as critical in connecting generations throughout the life course: "Education is a crucial basis for an active and fulfilling life. A knowledge-based society requires that policies be instituted to ensure lifelong access to education and training. Continuing education and training are essential to ensure the productivity of both individuals and nations."[10]

Today, as we increasingly appreciate the lifelong reciprocity that exists with the fact that (in the words of a study on intergenerational programs that Sánchez led) "each person gives and receives throughout their lifetime and that people of all generations have value and can

> **"Organizations and businesses must develop a language of inclusiveness across the workplace in relation to the many generations represented in their workforces. In the same way that we've become more gender inclusive, we need to be generationally inclusive."**
>
> —MARIANO SÁNCHEZ, Professor, University of Granada

contribute to civic life,"[11] the workplace represents a critical confluence for intergenerational learning.

THE ROLE OF THE WORKPLACE IN INTERGENERATIONAL LEARNING

Employers must recognize the need for learning to take place at all generational levels and understand the barriers holding them back, which are rooted in culture, life experiences, values, vocabulary, thinking styles and organizational structures. "Organizations and businesses must develop a language of inclusiveness across the workplace in relation to the many generations represented in their workforces," Sánchez says. "In the same way that we've become more gender inclusive, we need to be generationally inclusive."

Intergenerational learning programs in the workplace need to evolve and be endorsed by youth champions if they are to successfully extend beyond the scope of aging specialists and not be considered as serving only the interests of the aging field.[12] Furthermore, if such programs are still focused on vocational skills rather than on situated learning, employees will not gain "meta-competences … such as critical reflection and creative thinking," according to Donald Ropes of The Netherlands' Centre for Research in Intellectual Capital.[13] And that kind of thinking is necessary for all generations in our rapidly changing, increasingly knowledge-based workplaces.

Expectations around workplace learning have shifted significantly in other ways, too. Take the added pressure on HR as just one example. According to Marc Effron, President of the Talent Strategy Group, "executives are demanding more from HR now, particularly in the talent space."[14] Board members and CEOs are all getting far more serious about having higher-quality talent, Effron tells us, with focus intensifying since the most recent economic downturn. The corporate mindset has shifted from a traditional role-based learning-and-development mentality to one that looks to all the organization's assets—hard and soft—to empower employees to share in the design of learning and mentoring across the organization, and

across generations. As Héctor Martínez, Assistant Professor at INCAE Business School in Costa Rica, suggests, if training and learning become the norm throughout the course of our working lives, employers should be less afraid to "let talent go" knowing they also stand to benefit from the accumulation of training and knowledge brought with external hires.

From the office to the outside world, complex challenges can be solved through intergenerational learning. Isele saw that play out in Zimbabwe, where young women learning to code helped older, rural women who were struggling to raise and feed their grandchildren through subsistence farming (while mourning a missing generation, lost to the ravages of AIDS). As part of their learning, the younger women built an online network that helps the older women farmers sell surplus produce to urban areas, by signaling when and where demand exists.

WORKPLACE IMPLICATIONS

Demographic and technological changes are giving us an unprecedented opportunity to reconsider the 20th-century approach to intergenerational learning and sharing, which is creaking at the seams because of demographic pressures. Yes, challenges abound, but we are already well-equipped to understand and tackle them, as pointed out by Sánchez and his research team: "In an aging and increasingly global society, we have a unique opportunity to build awareness, shape attitudes and strengthen relationships across the life span with the aim of ensuring social inclusion for people of all generations."[15]

Sean Haley, Regional Chairman and Managing Director of Service Operations for Sodexo U.K. and Ireland, believes that organizations will quickly see the benefits of intergenerational learning. With better communication and understanding, we see greater efficiency and greater productivity allowing us to be more competitive, he says. Intergenerational agility is a critical piece of the employee value proposition, and competitive, innovative companies are increasingly focused on successfully developing and managing that kind of workforce.[16]

PERSONAL BRANDING GOES TO WORK

A POWERFUL TOOL FOR EMPLOYEES AND EMPLOYERS ALIKE

Personal and corporate brands, once entirely separate entities, are now overlapping, as organizations realize the value of the influencers in their workforce.

You could make the case that personal branding is an age-old construct, but its modern iteration was born alongside blogs and social media, platforms that have evolved into our fully realized presentations of self and of our ongoing job desirability. The personal brand is ubiquitous enough today that anyone with access to a computer can have one—Asia's leading personal branding and engagement expert, Gaurav Gulati, insists that everyone should[1]—and yet the formula for success is challenging (witness the new wave of personal branding books, training programs, podcasts and apps).

As more companies come to view their employees' social presence and personal branding websites as always-on (and no-cost) marketing channels for the corporate brand, they're looking for new

> **"The personal brand should really be the essence of who a person is, their relevant expertise and passion. Too many social media 'strategies' today focus on tools that will be implemented; impressions, friends or followers; or campaign goals they will achieve. Too few social media strategies specify the relationships they intend to nurture and the business value that the organization expects to accrue from those relationships."**
>
> —SUSAN EMERICK, Author, *The Most Powerful Brand on Earth*

ways to ride along with their social reach, to shape personal messaging to the corporation's benefit and to protect their interests when employees use social media in ways that can be harmful to the organization. This has given way to the rise of companies with social employee advocacy programs, social listening programs and professional development plans that include instructions and governance models on how employees can enhance their personal brands while supporting company goals.

This melding of personal and corporate branding has the potential to create tension between the millennial who prides himself or herself on brand ownership and the Chief Talent Officer who hopes to arrange a happy partnership between the two. But branding experts such as Gulati and Jeanne Meister, Co-Author of *The Future Workplace Experience: 10 Rules For Mastering Disruption in Recruiting and Engaging Employees* and Founding Partner of HR advisory and

research firm Future Workplace,[2] say that corporate and personal objectives can be accomplished in unison with respect—and benefits—for both parties.

Just how blurred are the lines between corporate and personal brands becoming? It depends whom you ask. As the virtual workplace grows, freelancers are embracing the personal brand as a way to market themselves effectively, CEOs are quite willingly welding their personal brand to the corporate one as a way to start bigger conversations, and companies are investing in executive branding as a strategy to assert thought leadership and form a more personal bond with their consumers. Further, HR departments are monitoring personal brands to recruit and vet new talent, and Susan Emerick, Author of *The Most Powerful Brand on Earth*, tells us that they will soon take it a step further, using predictive analytics to identify the people who have the skill sets and personal brands they're looking for in the marketplace.[3] Robert Moran, Global

THE VALUE OF OVERLAPPING PERSONAL BRANDS AND CORPORATE BRANDS

Organizations Recognize the Value of the Influencers in Their Workforce

THEN

NOW

PERSONAL BRAND

Singular, built primarily through personal contact

Ubiquitous, online, global

CORPORATE BRAND

Controlled and managed from the top down

Leveraging influencer employees and executives as viable marketing channels

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

THE BENEFITS OF ENGAGING EMPLOYEES IN CORPORATE BRANDING

Engaged and socially valued employees are:[2]

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

20% More likely to stay at their company

40% More likely to believe their company is more competitive

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

> **"Personal branding is moving quickly beyond hipsters and celebrities and into mainstream culture. In the near future we will all be searchable and ratable. Our world is shrinking, and our digital presence will become increasingly important."**
>
> —ROBERT MORAN, Global Head, Brunswick Insight, and Partner, Brunswick Group

Head, Brunswick Insight, and Partner, Brunswick Group, says employees and job seekers will also grow more tactical about their online personas and will begin using findings from behavioral science and neuromarketing to their advantage—for example, gaining small edges with the pictures they display on their profiles.[4]

For all these reasons and more, personal branding itself stands to get a rebrand in 2017. Says Moran: "Personal branding is moving quickly beyond hipsters and celebrities and into mainstream culture. In the near future we will all be searchable and ratable. Our world is shrinking, and our digital presence will become increasingly important." Anyone who has ever Googled himself or herself, or a colleague, knows just what Moran means.

PERSONAL BRANDING TO BECOME MORE DISCIPLINED

In this hyperconnected world, a website can be put up and a social media profile created at virtually no cost. But just because we can start a profile on

LinkedIn, where more than 467 million of us currently maintain profiles (72 percent of which are outside the U.S.),[5] doesn't mean we innately know how to maximize its impact. As more people embark on this explicit and conscious commercialization of social interaction—and the self—they're wondering where to start or are already going it alone.

Gulati insists on the importance of being authentic, pointing to Indian Prime Minister Narendra Modi as an example of someone who built his brand on the grounds of honesty and won the heart of his country (ushering in an era of personal branding in India at the same time). In addition to embodying unflinching authenticity, Gulati says that truly great personal brands define a person's unique value proposition. Masterful personal branders are also purposeful about sharing good content, proactive at networking and aware of building both the breadth and quality of their online connections, says Meister.

Just as product branding had to become more systematic beginning in the 1980s,

> **"Personal branding has the potential to make lasting change. It is one of the new future job skills that cuts across levels—as important for millennials who want to grow and develop in their job as it is for boomers who want to continue working in their job."**
>
> —JEANNE MEISTER, Co-Author of *The Future Workplace Experience: 10 Rules For Mastering Disruption in Recruiting and Engaging Employees* and Founding Partner, Future Workplace

personal branding is set to become more disciplined. A world where so many are competing for attention, work and influence will demand higher standards of personal branding. For those who can afford it, there are professionals for hire with a global reach, such as Gulati, Tanvi Bhatt, Tom Coelho and Silvia Sanchez. For everyone else, the growing wealth of books, articles and videos on the subject provide a solid foundation.

In some parts of the world, people might need more coaching than others. Moran calls the United States a personal-branding hub, but Gulati says it's not yet second nature to those in Asia, where personal branding is still used primarily by speakers, trainers and résumé writers: "They need complete one-on-one support at every level of brand building." Different cultures also mandate different personal branding guidelines. For instance, Gulati offers the insight that Middle Eastern women can't use their social media profile photos the same ways Indian or Western women can.

THE PERSONAL AND BUSINESS BRAND MEET

Not satisfied with employees taking their personal brands into their own hands, more companies are taking steps to merge and manage employees' personal brands through the corporate lens. "Permanent changes in human communication are making trust-building and online advocacy critical priorities for brands. Trust in traditional media is declining while trust in social media is increasing. In addition, people trust information and official corporate channels less, while trusting employees more. The ways that brands connect with customers must change. Ultimately, brands that empower their employees in social media give a tremendous gift to their audiences in the form of expertise, diversity and passion," says Emerick.

Gulati tells us that every organization should assist its employees—from low-level workers up to CEOs—in becoming brand ambassadors. In this way, they can give the organization a sustainable,

competitive advantage while improving reputation, improving employee satisfaction and retention, and, most important, improving reach and visibility. Sociable brand Nokia uses tools like Agora, a social visualizer, and Socialcast, an internal social network, to empower its employees to share their stories across social media networks.[6] And at Adobe, after an enthusiastic employee drove more social traffic to the website than the company's official Twitter presence, the software company famously created a program to train people in how to discuss the company with friends and social networks.[7]

Brand messages are re-shared 24 times more frequently when posted by an employee versus the brand's social media channels.[8] And employees who feel engaged with and valued socially by their company are 27 percent more likely to feel optimistic about their company's future, 20 percent more likely to stay at their company and 40 percent more likely to believe their company is more competitive.[9] Yet unengaged employees still make up three-quarters of the average company's workforce.[10]

But personal branding is also revolutionizing the way the HR engine runs. A Jobvite survey of American recruiters found that 87 percent search LinkedIn to evaluate candidates, 43 percent search Facebook and 22 percent consult Twitter accounts.[11] Meister says that for those who build quality networking connections and cultivate an admirable presence on social media and websites like LinkedIn, Xing, Viadeo and Klout, jobs usually find them.

This has led, Meister says, to the emergence of a new type of job candidate: the continuous job seeker, as profiled in the book *The Future Workplace Experience*. Different from the active and passive job-seeker segments we're already familiar with, these are people who are always keeping their eye on and applying for jobs. They're assisted by job-matching apps like Anthology and Switch, modeled after Tinder to tempt people with attractive employment opportunities.

WORKPLACE IMPLICATIONS

With more employers checking out potential employees online and vice versa, Moran predicts that we'll move away from an era of surveillance and into one of co-veillance, where employers and employees constantly monitor one another. Emerick, who introduced a pilot social listening program at IBM, tells us the tech giant initially adopted it to identify prominent influential individuals in key areas of interest outside the company, but it soon became a way to uncover socially active IBM employees who were earning stature as influencers in their own right: "We started to look at these influential employees and thought, 'We should support them.' Through pioneering IBM's social engagement strategy it became clear that empowering employees and partners in social media is not simple. You have to do more than write a policy, publish training and give people permission to engage. In reality, including more people requires a different approach, one that equips employees to effectively share their expertise through brand building as well as effective engagement practices," says Emerick. In a study of workforce listening programs, the IBM Smarter Workforce Institute found that HR practitioners who use multiple listening methods rated their organizational performance and reputation 24 percent higher than those who do not.[12]

"Personal branding has the potential to really make lasting change," says Meister. "It is one of the new future job skills that cuts across levels—as important for millennials who want to grow and develop in their job as it is for boomers who want to continue working in their job. We hear so much about technology taking people's jobs away and disrupting, but this is a case where it's favorably affecting people's lives."

REDEFINING WORKPLACE EXPERIENCE

PUTTING DESIGN THINKING PRINCIPLES TO WORK

With today's employees expecting more from their employers, designers and strategists are rethinking all elements of the workplace to put the employee experience first.

"Workplace experience design" is an approach that has seen rapid evolution over the past few years. What began as a novel way to address changing demands of workers has become a critical strategic imperative for organizations looking to put the employee experience first.[1] In Deloitte's 2016 Global Human Capital Trends survey, 79 percent of executives rated design thinking an important or very important issue.[2] With this in mind,

workplace strategists are paying more attention to consumer behavior as it relates to how people experience the workplace.

Keeping employees happy, healthy and productive requires that companies consider numerous factors about where they work—the built environment, technology and virtual work considerations, amenities and how people experience their surroundings. However,

> **"Design thinking can make employees' lives easier along their journey in the workday, ultimately improving quality of life."**
>
> —RACHEL PERMUTH, Ph.D., Global Vice President of Research, Corporate Services, Sodexo

it's not just about physical space but also about software, communications, workflow, organizational structure, rewards, learning and development, performance management—in short, any of a number of tools and resources to enable employees to get through their workday.

Dr. Rachel Permuth, Global Vice President of Research, Corporate Services at Sodexo, says the current approach to experience design is "the practice of designing a service, journey or other component of the workplace with the focus on the employee throughout. It starts with thinking about a typical place of work, whether that be an office or an off-site location. You might think about what the experience is like for employees throughout their workday—from the time they get up to the time they stop working—and all of the different touchpoints they experience in between. Design thinking can make employees' lives easier along their journey in the workday—ultimately improving quality of life."[3]

Mark Newlands is the Global Workplace Experience Lead at Johnson & Johnson, a leader in using design thinking to leverage its assets and innovate to find creative solutions. He agrees that it's vital to keep the specific needs of the employees in mind, and consider what happens throughout their entire day. Workplace experience "begins at home when workers are preparing to travel into the office," he says, "and ends when they are leaving for the day."[4] With this in mind, experience design strategists must consider touchpoints that fall outside of the 9-5 workday and the "typical" workplace.

THE HUMAN-CENTRIC WORKPLACE

Rather than expecting employees to adapt to workplaces, the discipline of experience design/design thinking aims to create workplaces adapted to the way employees work and do their jobs. Tom Stat, Innovation Expert, Design Thinker, Strategy Consultant and Entrepreneur formerly with IDEO, touches on that human aspect when he describes design thinking as a "mindset whose key traits are optimism, courage (to explore, fail and learn), imagination, curiosity and persistence."[5] Design thinkers seeking to elevate the workplace experience

WORKPLACE EXPERIENCE TOUCH POINTS

Using Design Thinking to Overcome Workplace Complexity

74% OF EMPLOYEES RATE THEIR WORK ENVIRONMENT AS EITHER COMPLEX OR HIGHLY COMPLEX.[1]

79% OF EXECUTIVES RATE DESIGN THINKING AS AN IMPORTANT OR VERY IMPORTANT ISSUE.[2]

40% OF WORKERS BELIEVE IT IS NOT POSSIBLE TO SUCCEED AT WORK, MAKE A GOOD LIVING, AND HAVE ENOUGH TIME TO CONTRIBUTE TO FAMILY AND COMMUNITY.[1]
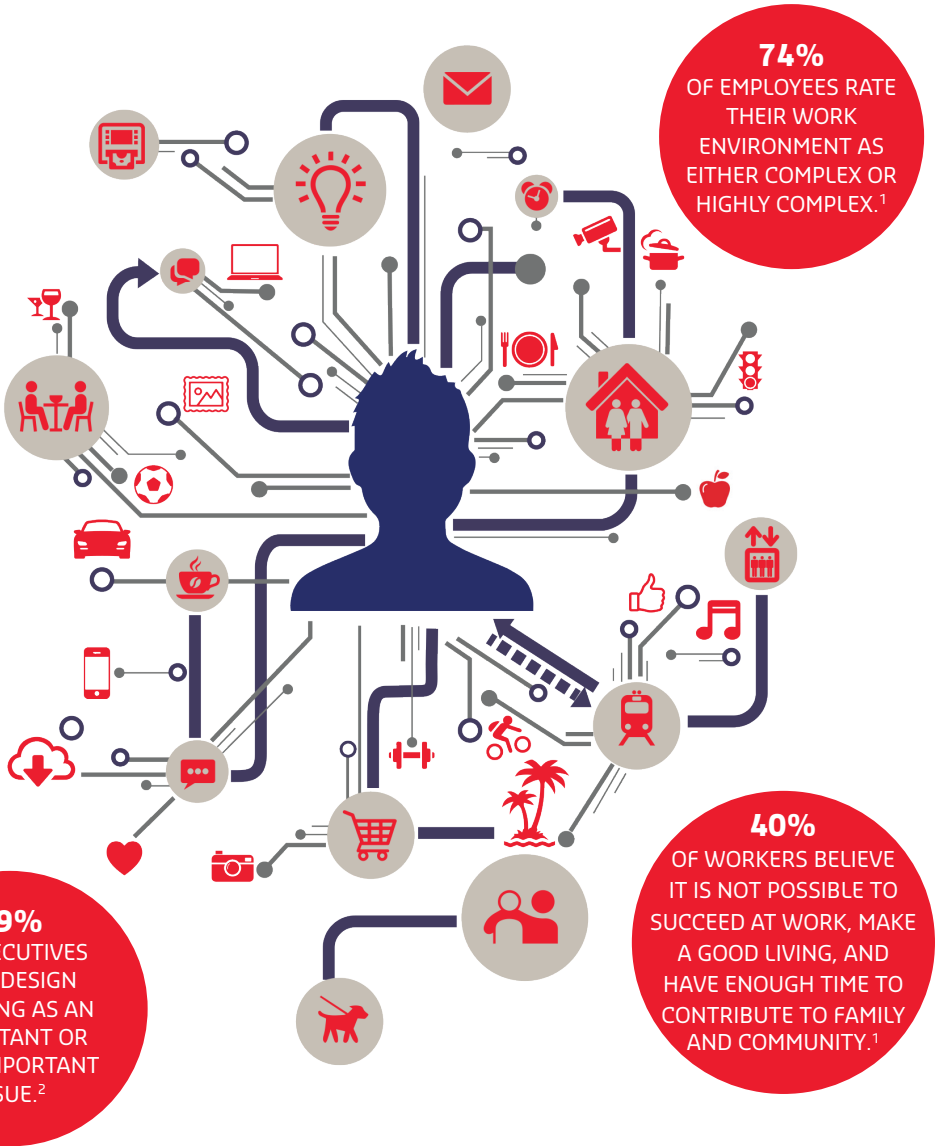
Design thinking can help optimize and simplify the employee experience so that it supports employees both within and outside of the workplace.

[1] https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends/2015/work-simplification-human-capital-trends-2015.html
[2] https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends/2016/employee-experience-management-design-thinking.html

> **"Getting buy-in from workers on the design—i.e., reaching decisions collaboratively—yields the best design solutions and greatest acceptance from employees."**
>
> —RANDY FISER, CEO of the American Society of Interior Designers (ASID)

increasingly look for ways to make it more human-centered, a concept that Stat describes in his 2016 trend article on "Humanizing the Workplace."[6]

As a people-centered rather than process-centered discipline, design thinking should be a catalyst for thinking of existing organizational roles in different ways—HR, facilities management, corporate real estate and IT should champion the discipline and tap into its signature skills of observation, empathy and insight. Increasingly, organizations are dedicating full-time staff members to lead the experience design function for their workforce (e.g., a Chief Experience Officer).[7]

KEEPING A COMPETITIVE EDGE

Sodexo has used tools such as its proprietary Personix™ system to evaluate consumer needs states in the built environment for years, and other companies are long established in reinventing the workplace based on this concept. With the rise of innovative Silicon Valley companies, so too has arisen a modern way to think about what the workplace means and how the design of the work experience affects worker well-being, satisfaction and productivity.

By improving quality of life, workplace experience design also plays a significant role in the competition to attract and retain the best and the brightest talent. Becoming a sought-after employer is, in fact, a major benefit to organizations that focus on the employee experience. Google has long served as a case study for this—its campuses enjoy legendary status as worker-centric domains while the company itself has gained a reputation as one of the most sought-after employers in the world.[8]

However, the human-centric work space is also designed to enable people to feel and perform better, to remove unnecessary workplace complexity and relieve the overwhelmed employee. In fact, two-thirds of companies believe complexity is an obstacle to business success and a barrier to growing business productivity.[9] The human-centered approach contrasts sharply with the workplace shaped to satisfy other imperatives, whatever they may be—production, business process, cost control, etc.

THE DESIGN THINKING APPROACH

Improving the workplace experience can mean making changes to any service, process or aspect of the workplace that affects the employee in some way. Design thinking first defines the problem (e.g., employee engagement, productivity) and the end-use population(s) whose experience is being considered (e.g., employees, clients, visitors). The approach then examines the experience of the target group(s) in more depth through methods like focus groups, interviews, journey maps, storyboards, service blueprints and prototyping. With enough insights gathered, solutions can then be developed and implemented, always with the needs of the user demographic at the core of concept development.

When it comes to solution design, Stat emphasizes that solving an obvious problem is rarely an effective approach leading to sustainable outcomes because "then you're focusing on the solution to a specific issue, rather than taking a bigger-picture look at the surrounding context and environment and imagining new-to-the-world opportunities." He adds that design thinking is driven by "looking for remarkable insights that lead to new inspirations—taking advantage of pattern recognition and the ability to see and synthesize familiar things in entirely new ways." He likens it to the original iPod, which featured no new technology, but rather brought together existing technologies in new ways to address unmet and unexpressed needs.

A CUSTOMIZABLE PROCESS

When it comes to experience design, there is no one-size-fits-all solution, especially for multinational organizations. Randy Fiser, CEO of the American Society of Interior Designers (ASID), emphasizes the importance of climate when designing and customizing the work space for global locations.[10] Culture, geography, workplace size and industry type—and the breakdown of employee population groups—all play a role in what will work in each situation. Even the strategy for flagship locations doesn't always carry through to smaller, regional/satellite offices.

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

agrees that implementation varies by region and location.[11] Hautop, who is leading extensive renovations and new construction at LinkedIn facilities around the world, emphasizes that expectations around workplace amenities will differ, as will preferences for space utilization and design. For example, features like open collaborative spaces may not be appropriate or desirable in certain cultures. The goal should be not only to provide a genuine experience but also to maintain consistency: even if no two spaces are alike, all should feel in the same vein as the parent company brand.

Given that the core end user is typically the employee, Fiser tells us that "getting buy-in from workers on the design—i.e., reaching decisions collaboratively—yields the best design solutions and greatest acceptance from employees." Newlands agrees that a collaborative approach is key—a baseline must be established with the employees, understanding the frustrations they feel and what changes could be made to help them be happier, healthier and more productive. Says Hautop: "The goal should be not only to

provide a genuine experience but also to maintain consistency: Even if no two spaces are alike, all should feel in the same vein as the parent company brand."

BEST PRACTICES IN WORKPLACE DESIGN

Fiser notes that with people spending 93 percent of their time indoors and 70 percent of their waking hours seated,[12] experience design should bring natural elements inside and promote health and well-being—not just the "expected tactic of using plants, but also looking at how the environment encourages people to move through the space." He adds that "we'll see more places use circadian lighting to mimic natural light, which has shown to be beneficial to health and productivity." Certifications like the WELL Building Standard™ can guide organizations toward a common foundation for measuring wellness in the built environment.[13]

With much of the global workforce connecting to the cloud and working from anywhere, workplace design is also reflecting our nomadic desires and

abilities. Modern design in office layouts is heralding the end of permanent workstations in favor of modular units, lounge spaces and communal spots that allow employees to wander and collaborate with others throughout the environment.[14]

Workplaces have also evolved to include amenities and a sense of play (LinkedIn's office in the Empire State Building even has a speakeasy[15]). According to *The New York Times*, "Early offices were designed to extract relentless productivity from workers. The prodigal offices of today are the logical endpoint of a decades-long backlash against this way of thinking."[16]

The *NYT* article also illustrates how the next generation of the workforce is influencing forward-thinking design principles. German design firm Studio A/S says: "'Generation Y' is searching for 'greater meaning' from office design; a new generation 'wants poetry, form and atmosphere' in its workplaces." With work and life overlapping more than ever, office design will increasingly reflect our interest in spaces that foster happiness, playfulness and creativity.

Silicon Valley has smartly created inspired workplaces where employees can enjoy a sense of play: Google's campus is famously packed with fun features like sliding boards between floors and cocooned meeting rooms, while Etsy's whimsical space in Brooklyn is a folksy nod to its handmade appeal.

WORKPLACE IMPLICATIONS

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

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

It makes sense that the principles of design thinking are spilling over into our workplaces—people are, after all, an organization's greatest investment. But it's not just about offering amenities or improving the built environment; rather, the notion of workplace experience design involves examining all of the different touch points in the workday and considering how these either enhance—or detract from—employee quality of life. Through this lens, it is easy to understand why the focus on the holistic employee experience has intensified, and will undoubtedly increase in importance in the years ahead.

THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

REFRAMING CSR THROUGH A SHARED VISION AND COMMON PURPOSE

Once the preserve of the United Nations, leading NGOs and scientists, sustainable development is increasingly recognized as the legitimate responsibility of businesses—and employees are also playing their part.

In 1962, a lone U.S. scientist asked the readers of her new book to imagine what the countryside would be like without birdsong. Her concern was intensive agriculture and, to many, Rachel Carson's seminal work, *Silent Spring*, sparked the modern environmental sustainability movement.

Exactly 25 years later, the former Prime Minister of Norway, Gro Harlem Brundtland, chaired the United Nations commission that gave us *Our Common Future*,[1] a report whose definition of sustainable development remains hugely influential 30 years later: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

> **"The SDGs have given us a new set of goals and an unprecedented opportunity to redefine the notion of sustainability by engaging all levels of our ecosystem, starting at work. They affirm that Sodexo's responsibility as an employer is to foster a culture of responsibility and create and support a workforce that's reflective of the people we serve in our communities."**
>
> —NEIL BARRETT, Group SVP
> Corporate Responsibility, Sodexo

Since then, the UN has continued to make waves: at Rio in 1992, then with the launch of the Millennium Development Goals for human development in 2000, in Johannesburg in 2002 and back to Brazil for Rio+20 in 2012. With the UN's release in September 2015 of the 17 Sustainable Development Goals (SDGs) for 2030,[2] we now look to that year as our due date to deliver a better trajectory for present and future generations.

The awareness created by the SDGs, and indeed by the UN's decades of work, is shaping a new way of thinking about the big picture of sustainable development. This cultural shift emphasizes the connectivity between the issues affecting us all and contributes to an increasingly global focus on the intersections between human activity and the world we rely on for everything from clean air and fresh water to awe and wonder.

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

THE PIVOTAL ROLE OF BUSINESS

There can be no doubt that business is part of the civil society that will carry and deliver the Sustainable Development Goals. "The SDGs have given us a new set of goals and an unprecedented opportunity to redefine the notion of sustainability by engaging all levels of our ecosystem, starting at work," says Neil Barrett, Group SVP Corporate Responsibility, Sodexo.

Sodexo may be particularly on-trend today, but sustainable development is something

the company has been committed to since 1966, when Founder Pierre Bellon saw to it that the company's mission included to "contribute to the economic, social and environmental development of the cities, regions and countries where we operate."[3] While many organizations have made sustainable development central to their mission and operations, others must join the call to action now if the SDGs are to be a success.

Because businesses have come to be seen as part of the problem(s), they've had to become part of the solution. "We need businesses to work toward solutions for our communities and our planet," says Jeff Malcolm, Director of Private Sector Engagement for the World Wildlife Fund. "Working with companies on direct operations and sourcing of everything from forest products to seafood makes the world a better place."[4] By being aware of crucial common

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

SUSTAINABLE DEVELOPMENT GOALS

concerns such as food waste, Malcolm notes, the corporate world counteracts negative impacts of their operations.

FOCUS ON THE PARTS, NOT THE SUM

Organizations of all sizes and in all sectors have learned to navigate issues full of challenging trade-offs, such as energy production and procurement, supply chain standards and traceability, biodiversity, deforestation, the conditions of workers and the health and well-being of consumers around the world. Many corporations have easily integrated certain CSR principles into "business as usual" due to the proliferation and adoption of standards and verification schemes that hold them accountable for the economic, social and environmental sustainability of their operations.

Other organizations are looking to external partners for guidance. Elisabeth Laville is the Founder and Director of Utopies, an organization whose core focus is to help companies identify which social and environmental issues they should integrate into their strategy. "All SDGs are relevant," she says, "but in order to maximize impact, it is important that companies choose the most relevant SDGs where they intend to focus their efforts." Laville adds that although there are specific targets in place for each SDG, organizations should set their own goals regarding the level of performance they want to achieve.

Aaron Sherinian, Chief Communications and Marketing Officer for the United Nations Foundation, says seeing companies weave their commitment to specific SDGs into the fabric of their organization isn't a surprise. Before the SDGs were adopted, Dell petitioned for the passage of Goal No. 8 ("Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all") with its campaign #EntrepreneursUNite.

"Tech companies understand that we are living in a social media reality, so we need to talk to customers about specific issues and make conversations about sustainability a part of their everyday lives and feeds," says Sherinian.[5]

EMPLOYEES: CONTRIBUTORS AND BENEFICIARIES

The good news is that today's employees want to be part of the solution, too—they're willing, committed and paying attention. In fact, a new generation of employees and consumers have grown up demanding that the organizations that they work for and purchase goods and services from contribute to sustainability. In response to these values, corporations have been forced to react—*Fortune* Global 500 firms now spend over $15 billion a year on just one aspect of their responsibility: corporate philanthropy.[6]

Notably, building a company based on sustainable (and real human) values can attract and retain top talent—and is particularly valuable for engaging the oft-discussed younger staff members. In fact,

> **"Employees feel more engaged and loyal when their organization's mission is shaped by the values of CSR—and when those values extend to their own health and well-being."**
>
> —JESSICA ROSE COOPER, Executive Vice President and Director of Sustainability, Delos

a 2016 survey of millennial employees found that 75 percent would take a pay cut to work for a socially responsible company.[7] As Barrett says: "The SDGs affirm that Sodexo's responsibility as an employer is to foster a culture of responsibility and create and support a workforce that's reflective of the people we serve in our communities."[8]

This sentiment is echoed by Jessica Rose Cooper, Executive Vice President and Director of Sustainability for Delos, which pioneered the WELL Building Standard for measuring, certifying and monitoring the performance of building features that impact health and well-being[9]: "Employees feel more engaged and loyal when their organization's mission is shaped by the values of CSR—and when those values extend to their own health and well-being." With people spending so much time in the workplace, the built environment must support not only occupant wellness, but also best practices when it comes to things like affordable energy, clean air and clean water. By investing in a sustainable workplace, employers are creating an environment where workers feel happy, cared for and connected to a larger purpose.

When it comes to sustainability issues, "employees need to feel that they don't work in isolation but in collaboration," says Thomas Candeal, Sustainability Project Manager for the International Food Waste Coalition. "Very often, sustainability is about exchange—it provides a solid link between different players inside the company who may not be used to talking to each other or working together."[10] This need for collaboration is reflected in Goal No. 17 ("Revitalize the global partnership for sustainable development"), which drives home the fact that accomplishing the SDGs will require all stakeholders to work together—sometimes in unprecedented ways.

WHO'S KEEPING SCORE

A number of standards, certifications and industry initiatives provide a measure of commitment or external verification of claims that sustainability is being integrated into supply chains, operations,

products and services. These contribute over time to companies' progress, disclosure and transparency, and many have also become a badge of honor of sorts. They range from the likes of the Dow Jones Sustainability Index— launched in 1999 and now assessing over 3,400 listed companies around the world on economic, environmental and social factors—to industry-specific initiatives such as the Extractive Industries Transparency Initiative (EITI)—a global standard to promote the open and accountable management of oil, gas and mineral resources.

There are also ecosystem sustainability marks in forestry and fisheries, the ISO 14001 standard for organizational environmental management, and the commodity-specific Roundtable on Sustainable Palm Oil, which in collaboration with the global supply chain has been transforming the palm oil industry since 2004 to put it on a more sustainable path. All of these point in the same direction: the integration of sustainable development into businesses by leaders and employees who take the

opportunity, responsibility and positive outcomes as a matter of course.

WORKPLACE IMPLICATIONS

As the SDGs provide a framework for action in the lead-up to 2030, the notion of sustainable development continues to anchor itself within business as a natural part of a broader, more inclusive conversation that business leaders can inspire within the workplace. It has even sparked the welcome development of integrated reporting for environmental, social and governance performance *within* financial reporting, and prompted one of the world's largest and best-known companies, Unilever, to stop quarterly reporting of profits as it focuses on its long-term sustainability.

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

THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The Business Case for the Sustainable Development Goals

Companies can use the SDGs as a framework for their strategies, goals and activities, allowing them to capitalize on a range of benefits.

Identifying future business opportunities

Enhancing the value of corporate sustainability

Strengthening stakeholder relations & keeping up with policy developments

Using a common language & shared purpose

Stabilizing societies & markets

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

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

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

UNLOCKING THE POTENTIAL OF MILLENNIAL TALENT

A NEW UNDERSTANDING OF WHAT DRIVES THIS GENERATION

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

A 2016 survey of 7,700 millennials from 29 countries found that one in four would quit his or her current job to do something different within the next year,[1] and more than 20 percent of American millennials really did change jobs within the past year. This is more than three times the number of non-millennials who report the same.[2]

For this reason, the generation born between 1980 and the early 2000s has been labeled, among other things, the "job-hopping generation."

This is but one of many misconceptions about them; when Dr. Jessica Kriegel, Author of *Unfairly Labeled: How Your Workplace Can Benefit From Ditching*

Generational Stereotypes, examined figures from the Employee Benefits Research Institute she found that Gen Xers had the same turnover rates as millennials do today.[3] Most often we hear millennials called entitled, lazy, disrespectful, needy and disloyal—assumptions explored by Crystal Kadakia, a two-time TEDx speaker, in her book *The Millennial Myth: Transforming Misunderstanding into Workplace Breakthroughs*.[4] These and other misconceptions are affecting millennials' performance and happiness within the workforce. This may also have been the case for earlier generations—baby boomers were once called spoiled[5] and Gen Xers used to be referred to as the whiny generation.[6]

To break the cycle of generational stereotyping and capitalize on the opportunities uniquely presented by the millennial generation, companies in emerging and developed nations alike must cultivate a new understanding of them and why they matter. First, there's the sheer number of them to consider: Millennials now represent the largest share of the labor market—32 percent—a percentage that will only grow over the next decade.[7] By 2025, they will comprise 75 percent of the global workforce.[8]

By creating a culture where millennials are engaged behaviorally and emotionally, experts tell us these workers will reward employers with their honesty and their highly collaborative approach. And because they crave experiences and meaning more than things, and put a high value on personal interactions, many millennials make excellent managers. Joan Kuhl, Founder and President of training, research and consulting agency Why Millennials Matter and the Author of *Misunderstood Millennial Talent: The Other 91 Percent*, says the members of this inherently tolerant generation are hands-on and want to help their employees connect to a bigger purpose. They're also natural innovators ("millennipreneuers," as they're called, are creating more companies than their parents or grandparents[9]) and are the most highly educated (college enrollment rates for millennials are higher than for

MILLENNIALS: THE CREST OF THE TALENT WAVE

Creating a Successful Work Environment for This Generation

WHO THEY ARE

Seeking a bigger purpose[1]

Natural innovators

Highly educated

WHAT MOTIVATES THEM

Human contact
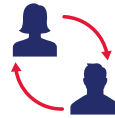
Continuous feedback from superiors

Training and development[2]

Flexibility[3]

THE WORKFORCE OF TOMORROW

75% of the workforce will be millennials by 2025[4]

[1]deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millenial-survey-2016-exec-summary.pdf
[2]www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/assets/reshaping-the-workplace.pdf
[3]workplacetrends.com/gen-z-millennials-collide-at-work
[4]https://www.bls.gov/news.release/sept.nws.htm

> **"We're so fascinated with millennials because we're fascinated with the future of work and how we think about future workplaces through the eyes of generations. There's something happening with this generation that is fundamentally different from how previous generations operated."**
>
> —ELISABETH KELAN, Ph.D., Professor of Leadership, Cranfield School of Management

boomers or Gen Xers). Finally, they are the most diverse generation to date (44.2 percent identify as non-Caucasian).[10]

FLEXIBILITY TO BE YOU

Over the past few years, millennials have been studied in detail by a world that's insatiably curious about how they are faring in the workforce. After all, they are the first digital natives, the children of helicopter parents, survivors of the Great Recession and bearers of the most cumbersome student loan debts on record. Google Trends[11] shows interest in millennials taking off in 2013 and ticking up sharply in 2016. "We're so fascinated with millennials because we're fascinated with the future of work and how we think about future workplaces through the eyes of generations," explains Elisabeth Kelan, Ph.D., Professor of Leadership, Cranfield School of Management, and Author of *Rising Stars: Developing Millennial Women as Leaders*. "There's something happening with this generation that is fundamentally different from how previous generations operated."[12]

In a 2014 study of millennials and Gen Z employees across 10 global markets, both generations chose health care coverage as the most important employee benefit. But by September 2016 (when a follow-up study was conducted) their priority had shifted to work flexibility, yet only 34 percent of companies now offer it.[13] The study was conducted by Dan Schawbel, Partner and Research Director at Future Workplace and Author of *Promote Yourself: The New Rules For Career Success*—who has published 35 workplace studies, with an emphasis on millennials—who told us that the desire for workplace flexibility is the biggest trend overall for this generation.[14]

Matt Britton, Author of *YouthNation*, says the fact that *Fortune* 500 companies don't offer the freedom, flexibility or mobility that millennials attribute to startup culture is precisely why millennials aren't as interested in going to work for them anymore. "They have no desire to spend their 20s stuck in one city, so if you can offer them the ability to relocate and be mobile, it fits their lifestyle," Britton says. "They want to live a largely nomadic

existence, and they want a workplace that supports that."[15]

To create a more flexible work environment, employers should look for ways to give millennial employees opportunities to travel (they are by nature collectors of experiences versus things), offer flexible work hours or the ability to work from home periodically. Ron Alsop, Author of *The Trophy Kids Grow Up*, says that while employers didn't initially want to give their young employees, whom they didn't yet know and trust, these kinds of benefits, they're coming around to the idea, especially since workplace flexibility is something that all generations are asking for.[16] Companies might also take steps such as allowing employees greater, more personalized options for benefits and compensation packages that address the needs of a variety of generations and stages of life, says Kadakia.

Millennials will also feel more satisfied if their employers encourage and empower them to hone their talents outside of work. "Old-world culture dictates that you can't have side jobs, but if companies embrace that millennials have other

things going on, they'll see that they have someone working for them who's an entrepreneur, and that's what every company wants," says Britton. Employers can also take steps to encourage millennials' entrepreneurial spirit within the workplace—for example, allowing them to work on projects that fall outside of their primary performance goals.

GETTING PERSONAL

Millennials are especially thirsty for connection and thrive in environments that offer meaningful relationships. "They view their coworkers as their work family and their managers as their work parents," says Schawbel. "They prefer to work in teams."

And when millennials, who are naturally more collaborative than competitive, make these connections at work, they're likely to be authentic. Schawbel told us that millennials today value human contact more than ever. And in fact, their tendency of being forthright is also one of the reasons we're starting to see the gender wage gap narrowing among younger generations. Millennial colleagues, he says,

> **"Employers should be creating new experiences where millennials can learn so they don't feel like they're stagnating. They will then feel disengaged. This is why they always feel so insatiable in regard to feedback. They have understood that only by receiving feedback can they be at the top of their game."**
>
> —ELISABETH KELAN, Ph.D., Professor of Leadership, Cranfield School of Management

are more likely to reveal salary information to one another and are more open to talking about money with their manager.

Millennials also seek continuous feedback from their superiors. Because of this and the increased pace of change, Kadakia says companies would be wise to phase out the traditional quarterly review in favor of ongoing performance discussions; this creates opportunity for more agile course correction. "When you learn how to manage a millennial in a way that works for them, you really do get a great work ethic out of them,"[17] says Christine Hassler, Author, Speaker, Coach and Consultant, whose website is millennialexpert.com. She offers as an example a global company that hired her to address its retention problem, especially with regard to millennial turnover at offices in multiple countries. "One thing I did was have the C-suite executives come down and talk to their millennial employees, to show them how their work mattered and how they impacted the business. We also provided opportunities for them to interact with their colleagues, and because of this

they started to feel more connected—to the organization and each other."

Schawbel encourages companies to have a training curriculum that combines online learning with classroom learning. Says Kelan: "Employers should be creating new experiences where millennials can learn so they don't feel like they're stagnating. They will then feel disengaged. This is why they always feel so insatiable in regard to feedback. They have understood that only by receiving feedback can they be at the top of their game. I talk a lot about the concept of companies 'feeding forward' millennial employees—it's not about necessarily reflecting back information but about helping them develop skills they will need for the future."

WANTED: LEADERSHIP DEVELOPMENT

One set of skills that many companies don't know how to nurture in millennials is leadership. A survey fielded by Deloitte in 2016 found that 63 percent of millennials don't believe their leadership skills are being fully developed. In some markets, such as Brazil and the Southeast Asian

> **"Millennials are really driven by the idea of YOLO—you only live once. … So the question for a millennial becomes, if I only live once, why would I want to work for you?"**
>
> —CRYSTAL KADAKIA, Author, *The Millennial Myth: Transforming Misunderstanding into Workplace Breakthroughs*

nations of Malaysia, Singapore and Thailand, the figure exceeds 70 percent.

"The average age that someone becomes a manager is something like 30 years old, but the average onset of leadership development starts at 42, so there's a gap in leadership training and an urgency to develop these skills before becoming the boss," says Kuhl. Deloitte found that mentorship levels for millennials were especially low in Australia, Canada, France, Germany and The Netherlands.[18]

WORKPLACE IMPLICATIONS

By customizing approaches that address their unique perspectives and ambitions, employers will help the millennial generation bring their best selves to the table.

Millennials thrive in workplaces rich with regular human contact, and they work well on teams. Organizations that find ways to open the lines of communication and encourage authenticity among colleagues will enjoy greater collaboration and a more positive working environment—benefiting employees from all generations.

Employers should also give millennials opportunities to put their entrepreneurial spirit to work, both within and outside the company.

Don't discourage millennial employees from taking the initiative on a new project, or even from having side jobs; this actually makes them more entrepreneurial (good for the company) and provides a sense of freedom (good for the employee).

Multiple experts agree that millennials make great managers, but employers must consider how to better prepare them for leadership roles. Mentorship opportunities, training and skills development are highly sought out by ambitious millennial employees looking to quickly move up the ladder. Ongoing performance feedback is also a must.

And finally, organizations must understand and take action around the fact that this generation values purpose beyond compensation. Says Kadakia, "Millennials are really driven by the idea of YOLO—you only live once. … Growing up with digital technology constantly shows millennials a whole world of choices that they could be missing out on. At the same time they're seeing a lot of global, social and economic challenges. Impactful experiences become the name of the game, rather than simply material pursuits. So the question for a millennial becomes, if I only live once, why would I want to work for you?"

WELLNESS 3.0

THE WORKPLACE AS A WELLNESS DESTINATION

Forget what you thought you knew about workplace wellness—look instead for holistic approaches from employers that take all aspects of employees' health and well-being into consideration.

Work used to be more of a social contract—"I go to work, you pay me for work done well"—that provided both employee and employer with a sense of continuity and safety. However, today's workers are seeking out a new and improved employee value proposition, one that includes a focus on all aspects of their health and well-being. They increasingly look to their employers to foster a culture of health, optimize the built environment and provide wellness-enhancing amenities, programs and policies. As the boundaries between work and life continue to blur, employees expect their workplace not to be a *source* of stress, but rather a wellness "destination" designed to enhance their quality of life.

Also contributing to this shift in expectations is the fact that the most common approach to workplace wellness—often a compartmentalized

set of benefits packaged together—is not working. "Most workplace wellness programs are not designed well, and employers are beginning to realize the importance of taking a customized, employee-centric approach to workforce well-being," says Nebeyou Abebe, Senior Director of Health and Well-Being, Sodexo North America. According to a Kaiser study, only 13 percent of workplace wellness programs in the U.S. are comprehensive in nature (i.e., providing extensive screening, disease management and other lifestyle services).[1] Among U.S. workers with access to a wellness program, only 40 percent say these programs actually improve their health/wellness, nearly one-third don't use them, and 10 percent don't even know if one is available.[2]

As the chronic disease burden continues to grow, the way that businesses address the health and well-being of their workforces is also shifting out of necessity. While disease-management programs are effective at saving employers money on health care,[3] it is a wellness-enhancing approach that more workers, particularly

in developed countries, are coming to expect. The new approach will benefit not only workers but also employers who are beginning to see more clearly how well-being is tied to business results. *The Journal of Occupational and Environmental Medicine* has shown that companies that focus on the well-being and safety of workers have, in multiple studies, consistently outperformed the stock market.[4][5][6]

Dr. Peter Wald, Chief Medical Officer at USAA, tells us: "The old model consists of wellness programs that are piecemeal, not integrated—the more modern model that we are working on is about creating a culture of well-being focused on not just physical wellness, but on the intimately tied components of physical/financial/emotional wellness—they all wrap together." At USAA, for example, the "Culture of Wellness" is evident from the moment someone walks onto one of its facilities. There are digital billboards with messages about wellness components, and the major USAA campuses have fitness centers that are free for employees to access. The culture of wellness is

further conveyed by shirts that are used as first-level rewards, as well as a plethora of devices—including Fitbits, which are also given as rewards. The onsite cafes have been redesigned not only to present healthy food first, but to display wall art of healthy food, people being physically active and enjoying activities with their families. And by offering healthy food at 50 percent off the list price, the company is in effect providing a financial incentive to further reward those who make healthy food choices.

CULTURE IS KEY

A shift in corporate culture that comes from the top is key in the new world of workplace well-being, as it is a company's core culture that will define its health and well-being strategy. "Creating a culture is about what people see and what they say—that's very important. It's important that senior leaders talk about well-being," Wald tells us. Dr. David W. Ballard, Assistant Executive Director for Organizational Excellence at the American Psychological Association, agrees that "leaders in an organization

must support a culture of well-being. Higher levels of employee well-being help drive organizational performance. And when a company is functioning well, it helps foster well-being—so it becomes a virtuous cycle that feeds itself."

Employers seeking to establish themselves as wellness destinations know that amenities, policies and programs also contribute to a culture of well-being. In addition to USAA, some other organizations to look at include Google, whose menu of workplace amenities includes onsite doctors, physical therapists, chiropractors and massage therapists; Facebook, which builds expansive parental leave policies into its benefits package; and Patagonia, which offers company bikes, volleyball courts and onsite yoga.

Sylvia Metayer, CEO of Sodexo Corporate Services Worldwide, says, "Talking about well-being at the individual and organizational level is another way of talking about overall quality of life. There are many ways employers can improve this, in terms of how we shape

work environments for different functions. For example, thinking nontraditionally about a manufacturing space—how can we optimize that environment for better employee quality of life through manufacturing process design, redesign of uniforms, innovative ways of flex-work or job sharing, etc."

DEFINING THE NEW APPROACH

The current approach to well-being is all-encompassing, holistic and comprehensive—in short, it takes into account the "whole person" in the workplace. Several models and frameworks help illustrate the new approach and shed light on the notion of the workplace as a wellness destination. While common themes unite them, each examines and defines employee well-being through a different lens.

Spotlight on the Total Worker Health® Approach

Dr. Glorian Sorensen, Director, Harvard Center for Work, Health and Well-Being, notes that the National Institute for Occupational Safety and Health

defines the Total Worker Health® approach as "policies, programs and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness prevention efforts to advance worker well-being."[7] She emphasizes that we must assess the physical work environment, organizational policies, programs and practices, and individual behavior and resources—all within the larger policy and community context.

Sorensen adds that "the physical surroundings and social interactions of the workplace are increasingly being attended to as we think about well-being at work, going beyond prevention of risk to explore how employees can thrive at work."

Spotlight on the Fitwel[SM] Certification

Joanna Frank is the Executive Director of the Center for Active Design, operator of Fitwel[SM], a cost-effective, high-impact building certification system that supports the well-being of building occupants and surrounding communities. Fitwel[SM] was developed by experts in public health

MOVING TOWARD WORKER SAFETY AND HEALTH

Conceptual Model for Integrated Approaches to the Protection and Promotion of Worker Health and Safety

ENTERPRISE
Characteristics

WORKER/ WORKFORCE
Characteristics

INTEGRATED WORKPLACE POLICIES, PROGRAMS & PRACTICES ADDRESSING THE CONDITIONS OF WORK

CONDITIONS OF WORK
- Physical Environment
- Organization of Work
- Psychosocial Factors
- Job Tasks & Demands

WORKER PROXIMAL OUTCOMES
- Health & Safety Behaviors
- Engagement in Programs
- Beliefs
- Knowledge
- Skills

WORKER OUTCOMES

Illness   Injury

Well-being

ENTERPRISE OUTCOMES

Turnover & Absence

Health Care Costs

Productivity & Quality

and design, led by the U.S. Centers for Disease Control and Prevention (CDC) and the General Services Administration (GSA).[8] Frank describes how promoting health through design, policies and environmental changes can improve employee health and productivity, with potential savings in health care costs. The Fitwel[SM] certification has considered wellness holistically and identified seven health impact categories: impacts community health, reduces morbidity and absenteeism, social equality for vulnerable populations, increases physical activity, promotes occupant safety, provides healthy food options and instills feelings of well-being.

Frank tells us: "Health is a system; it's all interconnected—individual and community health, social health, mental health, physical health, etc.—all of these things work together." Taking this philosophy into account, Fitwel[SM] identifies "areas of opportunities" where work spaces can take steps to improve their score. The areas are organized by potential for impact; for example, having a lactation room is ranked highest in terms of ways employers can improve work spaces.

Spotlight on the WELL Building Standard™

The WELL Building Standard™ (WELL) is an evidence-based system for measuring, certifying and monitoring the performance of building features that impact health and well-being.[9] WELL™ sets performance requirements in seven concepts relevant to occupant health in the built environment: air, water, nourishment, light, fitness, comfort and mind. WELL Certified™ spaces can help create a built environment that improves the nutrition, fitness, mood, sleep patterns and performance of its occupants.

The WELL Building Standard™ provides the opportunity to design and build with a human-centered approach, which ultimately supports organizations in comprehensively addressing the health of their workforce. Employers spend 90 percent of their operating costs on people—this means that even a small impact on productivity, engagement and satisfaction in the workplace can have huge returns on investment.

Spotlight on the Psychologically Healthy Workplace

A psychologically healthy workplace fosters employee health and well-being while enhancing organizational performance and productivity. Ballard tells us that the American Psychological Association groups psychologically healthy workplace practices into five categories—work-life balance, health & safety, employee growth & development, employee recognition, and employee involvement—and emphasizes that communication plays a key role in the success of any program or practice.[10]

Ballard notes that this approach applies to any type of organization. "In health care and nonprofits, where we've seen a lot of focus on workplace well-being

programs, these values weave throughout internal and external missions. Larger organizations are able to provide robust menus of offerings, giving employees the ability to pick and choose what works for them. And even small organizations are able to provide unique, customizable options that work well for employees— they may not have as many offerings, but what they provide makes very good sense for their employees."

GLOBAL CONSIDERATIONS

While many organizations are striving to move toward the wellness destination concept to employee health and well-being, globally, the conversation is a little different. Sorensen tells us, "There is a long tradition in Europe, particularly in Scandinavia, of considering the impact of work on worker health outcomes. We are also working with colleagues in other countries, such as Australia, Chile and Brazil, to explore comprehensive strategies to addressing safety, health and well-being in the workplace." Along these lines, Sweden has been experimenting with a mandated six-hour

workday. Sorensen also noted that in her collaborations in India, it is more challenging—"readiness for this approach requires first a foundation of work safety before progress can be made into well-being."

Ballard agrees that "developing countries are in a different place in terms of workplace well-being" (and in fact only about 9 percent of workers across the planet even have access to workplace wellness programs[11]). He reminds us that "cultural norms are very important to consider; employer programs need to be customized to ensure differences are respected and incorporated, and not all programs work around the globe." In other words, what works in one country may not necessarily work in another.

WORKPLACE IMPLICATIONS

Given that we spend about 30 percent of our lifetime working,[12] it makes sense that integrating well-being into the workplace will positively impact overall health. However, many organizations are going a step further by striving to make

their workplaces healthy "destinations" for employees. This means adapting both work and the workplace so that both are truly wellness-enhancing and improve all dimensions of quality of life. It is these types of environments that are increasingly being sought out and even demanded by employees who understand that work can and should contribute to their health, not detract from it.

As organizations look toward this new approach to workplace well-being, they must develop a clearer definition of the desired outcomes and how to attain these from a benefits, programmatic and built environment perspective. Wald believes that the next steps are more integration of technology to support the workplace wellness movement, as well as analysis and measurement to know what is or isn't working and how initiatives are affecting business objectives. He believes measurement is going to play a much greater role in the employee well-being space, as it is critical for organizations to be able to shift already-tight resources to solutions that enhance human health and

prevent disease. USAA has consistently looked very deeply into the measurement issue—evaluating its holistic approach to come up with a baseline to measure against for the future.

With respect to measurement, there are many ways to show the efficacy of the components of a healthy workplace; several frameworks, models and certifications have been described here. Given the limitations of the traditional ROI approach, there will be an increasing shift toward a VOI (Value on Investment) model,[13] which allows organizations to measure qualitative outcomes like employee engagement and morale. As organizations seek to understand what is important to measure for worker well-being, they will also look to evaluators to identify which components of their approach are most effective. While there is still much work to be done to measure and achieve success, today's business leaders unequivocally know that a healthy workplace is part of the new employee value proposition that the "best and brightest" expect from their employers.

More About the Experts Who Contributed

Sodexo conducted primary research through interviews with nearly 50 subject matter experts to inform the topics in our 2017 Global Workplace Trends Report. Below are brief biographies of these individuals.

THE AGILE ORGANIZATION

Michael Bazigos, Ph.D., Managing Director at Accenture Strategy; Adjunct Professor, Department of Organization and Leadership, Columbia University. As the head of Accenture's organizational analytics business, Bazigos' insights lead companies to high-yield performance and organizational agility.

Isaac Getz, Co-Author, *Freedom, Inc.*; Professor of Leadership and Innovation, ESCP Europe Business School. Getz conducts research, publishes and speaks globally on the topics of innovation, liberating leadership, corporate transformation and employee initiative.

THE RISE OF CROSS-WORKPLACES

Frédéric Chevalier, Founder, thecamp; Founder and Former Chairman, HighCo. Chevalier founded HighCo, a communication group focused on new technologies, then started thecamp, an innovation catalyzer where up to 250 people can live temporarily while collaborating.

EMPLOYEES WITHOUT BORDERS

Rohini Anand, Ph.D., Global Chief Diversity Officer, Sodexo. Anand is a pioneer in organizational change, diversity and inclusion. Under her stewardship, Sodexo has been recognized for its diversity and inclusion commitments; for example, it has been ranked for eight consecutive years in the top 10 on the DiversityInc Top 50 Companies for Diversity ratings and was recognized by the 2016 UN Women's Empowerment Principles for championing gender equality.

Jean-Christophe Dumont, Ph.D., Head, International Migration Division of the Directorate for Employment, Labour and Social Affairs, OECD. A development economist, Dumont is responsible for the OECD's annual "International Migration Outlook" and other publications on that topic.

THE NEW GEN OF ROBOTICS

Laurent Cousin, Global SVP of Research and Development, Sodexo. With more than 30 years of diversified experience with Sodexo, Cousin addresses multidirectional, key transformation challenges in service activities, client and consumer interactions, service delivery protocols and process.

Olivier de Panafieu, Senior Partner, Roland Berger. With more than two decades of experience in numerous countries, de Panafieu now leads Roland Berger's Consumer Goods & Retail practice, which he also helped develop.

Bob Doyle, Director of Communications, Association for Advancing Automation (A3). Once an environmental engineer for GM, Doyle has extensive experience in strategic communications for environmental and automation organizations.

Gudrun Litzenberger, General Secretary, International Federation of Robotics. As General Secretary, Litzenberger works to promote and strengthen the robotics industry worldwide and raise awareness; she also oversees the collection of related data.

INTERGENERATIONAL LEARNING

Jodi Davidson, Director of Diversity and Inclusion Initiatives, Sodexo. Among Davidson's many roles at Sodexo, she has built a strong mentoring culture within the organization.

Marc Effron, President, Talent Strategy Group. Effron consults globally to large corporations, created and publishes *Talent Quarterly* and co-wrote the best-seller *One Page Talent Management.*

Sean Haley, Regional Chairman and Managing Director of Service Operations, Sodexo U.K. and Ireland. Haley chaired the award-winning Generations workstream, which seeks to forge understanding and better working relationships between the different generations in Sodexo's global workforce.

Elizabeth Isele, Founder and CEO, Global Institute for Experienced Entrepreneurship. Isele is the go-to expert on senior and intergenerational entrepreneurship for the White House, Congress, the EU, the OECD, and other governments, universities and private corporations worldwide.

Héctor Martínez, Assistant Professor, INCAE Business School. Martínez is an experienced leadership development coach who applies the intentional change theory in his coaching and teaching.

Mariano Sánchez, Professor, University of Granada. Sánchez led a study that clarified the concept of a "society for all ages," designed to cover needs and ensure well-being across generations.

Steve Toomey, Executive Vice President and Managing Partner for the U.S. Midwest, BTS. Toomey works for BTS, which is the business and talent partner that helps translate organizational strategy into personal behaviors to accelerate business results for more than half of the Global 100.

Peter Whitehouse, M.D., President, Intergenerational Schools International; Professor of Neurology, Case Western Reserve University. Whitehouse helped discover fundamental aspects of the dementia pathology that led to the development of our current generation of drugs that treat these conditions.

PERSONAL BRANDING GOES TO WORK

Susan Emerick, Author, *The Most Powerful Brand on Earth*. Emerick is founder of Brands Rising, where she helps business leaders establish employee advocacy programs to drive company brand advocacy.

Gaurav Gulati, Asia's Leading Personal Branding and Engagement Expert. Gulati is a consultant to some of Asia's most recognizable faces and world-class companies.

Jeanne Meister, Co-Author of *The Future Workplace Experience: 10 Rules For Mastering Disruption in Recruiting and Engaging Employees* and Founding Partner, Future Workplace. Meister founded consulting firm Future Workplace to help organizations in rethinking, reimagining and reinventing the workplace. She is also the author of three books.

Robert Moran, Global Head, Brunswick Insight; Partner, Brunswick Group. Moran is a data-driven strategist, author and frequent speaker on emerging trends in public opinion.

REDEFINING WORKPLACE EXPERIENCE

Randy Fiser, CEO, American Society of Interior Designers. Fiser leads ASID in its quest to raise awareness of the power of design to transform the human experience in all spaces.

Brett Hautop, Head, Design + Build, Global Workplace Services, LinkedIn. An award-winning architect, Hautop works with LinkedIn to make employees' lives better through the process of design.

Mark Newlands, Global Workplace Experience Lead, Johnson & Johnson. Newlands has worked for almost three decades in property and facilities, now focused on improving the workplace experience and delivering the best workplaces for Johnson & Johnson.

Rachel Permuth, Ph.D., Global Vice President of Research, Corporate Services, Sodexo. Permuth brings her specialties in research and insight, experience design and behavioral psychology to align the needs of Sodexo and its employees around the world.

Tom Stat, Innovation Expert, Design Thinker, Strategy Consultant and Entrepreneur. Formerly an associate partner at IDEO, Stat works with global companies in a wide range of industries as a business and strategy consultant, innovation thought leader, speaker and innovation adviser.

THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Neil Barrett, Group SVP Corporate Responsibility, Sodexo. Barrett is responsible for sustainable development throughout Sodexo, including its Better Tomorrow Plan, which focuses on the environment, supporting the development of local communities and nutrition, health and wellness. Under his leadership, Sodexo has been named the top-rated company in its sector on the Dow Jones Sustainability Index (DJSI) and has earned Gold Class distinction as an Industry Leader and Industry Mover in the RobecoSAM Sustainability Yearbook 2016.

Thomas Candeal, Sustainability Project Manager, International Food Waste Coalition. For this collaborative approach against waste throughout the food services value chain, Candeal is a project manager who implements reduction projects in a variety of settings in Europe.

Jessica Rose Cooper, Executive Vice President and Director of Sustainability, Delos. Cooper works at Delos—the pioneer of Wellness Real Estate™ and founder of the WELL Building Standard™—to bring health-related design and policy solutions to the built environment across sectors around the globe.

Elisabeth Laville, Founder and Director, Utopies. Recognized as a European expert in sustainability, Laville runs this consultancy's efforts to help businesses integrate sustainable development into their strategy and practices.

Jeff Malcolm, Director of Private Sector Engagement, World Wildlife Fund. Malcolm works with companies to integrate sustainability into their business operations and supply chains in support of WWF's mission: conserve important ecosystems and preserve vital natural resources for generations to come.

Aaron Sherinian, Chief Communications and Marketing Officer, United Nations Foundation. Sherinian leads the foundation's PR efforts, media relationships, strategic outreach and online presence, helping to build some of the most-talked-about milestones in digital global engagement around causes and UN issues.

UNLOCKING THE POTENTIAL OF MILLENNIAL TALENT

Ron Alsop, Author, *The Trophy Kids Grow Up.* A longtime reporter and editor for *The Wall Street Journal*, Alsop's latest book is about the millennial generation in the workplace. He currently writes "Generation Work," a column about generational and other workplace issues, for the BBC.

Matt Britton, Author, *YouthNation*. Britton founded global digital marketing agency MRY, part of Publicis Groupe, and consults with *Fortune* 500 companies on youth marketing strategy.

Christine Hassler, Author, Speaker, Coach and Consultant. Hassler has written various books about millennials, including *The Twenty-Something Manifesto*. Her websites are millennialexpert.com and christinehassler.com.

Crystal Kadakia, Author, *The Millennial Myth: Transforming Misunderstanding into Workplace Breakthroughs*. Kadakia is a two-time TEDx speaker, founder of Invati Consulting and expert on the modern workplace and millennials.

Elisabeth Kelan, Ph.D., Professor of Leadership, Cranfield School of Management. Kelan is the author of *Rising Stars: Developing Millennial Women as Leaders* and a keynote speaker on topics of gender, generations and leadership.

Joan Kuhl, Founder and President, Why Millennials Matter; Author, *Misunderstood Millennial Talent: The Other 91 Percent*. A mentor and coach, Kuhl founded training, research and consulting agency Why Millennials Matter to raise awareness to employers about Gen Y.

Dan Schawbel, Partner and Research Director at Future Workplace and Author, *Promote Yourself: The New Rules for Career Success.* Schawbel has conducted three dozen studies on the future of work and generations.

WELLNESS 3.0

Nebeyou Abebe, Senior Director of Health and Well-Being, Sodexo North America. Abebe is responsible for developing Sodexo's enterprise-wide health & well-being strategy, advising clients on their workforce and community health and well-being goals, creating and empowering an organized community of practice for well-being within the organization, and establishing mutually beneficial partnerships with private, public and nonprofit entities.

Dr. David W. Ballard, Assistant Executive for Organizational Excellence, American Psychological Association. An expert on corporate wellness initiatives, Ballard directs the APA's healthy workplace program, designed to enhance employee wellness and organizational functioning.

Joanna Frank, Executive Director, Center for Active Design. Previously Director of Active Design at the City of New York's Department of Design and Construction, Frank is the founding Executive Director at CfAD, which oversees the Fitwel healthy building standard.

Dr. Glorian Sorensen, Director, Harvard Center for Work, Health and Well-Being. The core of Sorensen's research is worksite- and community-based studies that test the effectiveness of theory-driven interventions targeting individual and organizational change.

Dr. Peter Wald, Chief Medical Officer, USAA. Wald is a physician executive with 30 years' experience in population health and prevention, occupational medicine and medical data infrastructure.

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