



The Sodexo Institute for Quality of Life **2018 Retrospective**



The Sodexo Institute for Quality of Life

The Sodexo Institute for Quality of Life is Sodexo's in-house 'think-tank'. It is inspired by Sodexo's conviction that improving quality of life leads to the progress of individuals and contributes to the performance of organisations. The Institute's role is to gather and develop insight to help Sodexo understand better what it means to improve quality of life and the impact this has on individuals and organisations.

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We provide a sample of what we have been reading to give you a flavour of where our thinking is at and how this weaves into our work.

Welcome!

In this report, we share the wide variety of projects we undertook over the past year and the insights gathered throughout. We also provide a sample of what we have been reading over the past few months to give you a flavour of where our thinking is at and how this weaves into some of our work. Here is an overview of the work featured in this year's Retrospective:

- **research and publications:** in this section, we feature the report produced following our round-table Dialogue on sustainable development challenges in Latin America, also our research with Universities and Energy & Resources
- **external conferences and seminars:** the Institute spoke at a number of conferences and seminars this year on topics including quality of life for older adults to the impact of AI on business and society
- **2018 Quality of Life insights and trends:** with our gaze focused externally in search of insights to help us advance our understanding of quality of life, we continued to collect interesting knowledge from a variety of sources including this year's World Happiness Report, the UK's Royal Society of Arts, McKinsey's Global Institute and Gallup
- **looking forward to 2019:** here we give you an overview of what is in the pipeline for the coming year

I. Institute research and publications

I.I. Institute reports

“From awareness to action for sustainable development in Latin America: learning from obesity, climate change and population ageing”

In 2017, the Sodexo Institute for Quality of Life published a [report](#) based on the responses of experts who took part in a Dialogue held near Santiago de Chile to understand better the social and economic costs of obesity in Latin America. The report concluded that obesity trends in Latin America continue to justify the label ‘epidemic’. There are many hurdles to tackling obesity from a lack of perception and awareness of the condition, to widespread access to highly processed food and drink combined with targeted marketing, also inadequate access to nutritious food and drink among the less educated and lower income population, among other factors. At a high level of abstraction, these hurdles are not specific to obesity. They are shared with other sustainable development challenges such as climate change and population ageing, all of which:

- require a combination of planning for the long term and immediate action
- present population level risks and require individual, community and population level engagement
- are highly political and include significant resource allocation trade-offs though not one of them is a majority vote winner
- involve a wealth of data and empirical evidence but face great difficulty in shaping a narrative discourse that is capable of serving them adequately

In their discussions, the experts brought together in November 2016 began to consider whether one of the best ways to tackle obesity in Latin America may in fact be to look beyond it, to other sustainable development challenges – in particular to climate change and population ageing – to work across sectors, to draw from successful initiatives and achieve the popular support necessary to inspire new forms of governance that will feel empowered to address these pressing 21st century challenges to quality of life.

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The gap between 'awareness' and 'action' for more sustainable development is succinctly called 'behaviour change'.

With this in mind, the expert participants gathered at the November 2017 Dialogue in São Paulo on which the Institute's second Latam report is based considered the following questions:

- what are the pre-requisites for successful behaviour change intervention?
- drawing on examples, what are the keys to successful communications campaigns to support behaviour change?
- what are the factors that can inspire and empower public policy-makers to be bold in driving behaviour change?
- what is governance and is it important?
- what lessons can be drawn from different sectors (nutrition/obesity, ageing populations, climate change) regarding smart governance?
- are these lessons relevant to the local, national and regional levels?

The report highlights that the gap between 'awareness' and 'action' for more sustainable development is succinctly called 'behaviour change'. Sustained behaviour change requires us to understand better what motivates us. In this quest, we can helpfully start to think of ourselves more as citizens who share in the benefits and burdens of achieving more sustainable development. For us to realign ourselves along these lines requires a change of language and tone in communications and marketing. Responsible authorities are needed at the highest level with long term plans, the power to implement and evaluate corresponding policies, and the obligation to account for what is achieved.

Click [here](#) to read more in the full report or get an overview of the main ideas in the executive summary and infographic (also available in Spanish).

A short [video](#) of the Dialogue in São Paulo is also available.

The dynamic identities of women and their quality of life

Before we think about how to improve quality of life, there is lots to explore in terms of the many, intersecting, evolving parts of identity and their impact on quality of life. To get started, in 2017, the Institute published a report inspired by a round-table it convened with experts from University College London's anthropology department to unravel the concept of 'identity' and explore its many intersections: ["A brief introduction to thinking about identity in the 21st century"](#). Later in 2017, the Institute published a report inspired by the round-the-world journey of Marie Desjars de Keranrouë, a French expert in intercultural thinking and practice. The report sheds light on quality of life around the world through an intercultural lens: ["Quality of life around the world: an introduction"](#).

Building on these findings, the Institute analysed new insight from a study conducted by Sodexo Group's diversity & inclusion team in late 2017 to understand the evolving identities of women across different cultures and their influence on how they see their quality of life. In total, 3002 women took part in this survey across France, India and the US. The study did not seek to compare the identities of women in France, India and the US, but to use women as an illustration of the dynamic nature of multiple and intersecting identities. If our identity is made of many unpredictable, ever-evolving canvases, a better understanding of them can only support our relations with others near and far. We hope to continue building on these findings in 2019.

A brief insight into living with a disability and quality of life at work

In the Spring of 2018, Sodexo Group's diversity and inclusion leadership invited the Institute to collaborate with a view to understanding better the drivers of quality of working life with a disability through the experience of Sodexo employees. The first phase of this collaboration involved conducting semi-structured interviews with Sodexo employees in the UK, Ireland, India, Brazil, Canada and the US during July and August 2018. We started by noting that many of the drivers of quality of life at work for people living with a disability are not specific to them e.g. the importance of meaning and purpose in work or the value of good relations with your boss and team, but some aspects of quality of life at work are experienced in different ways or take on greater importance for people living with a disability. We look forward to continue collecting insight around this topic in the coming year.

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The first 2018 Sodexo University Trends Report presents key trends from the higher education sector that are set to impact the academic journey, campus experience and student success.

I.II. Segment research collaboration

Universities

The Institute was part of the editorial committee for the first [2018 Sodexo University Trends Report](#). It identified key trends from the higher education sector that are set to impact the academic journey, campus experience and student success:

1. Beyond Academics: preparing students to thrive in a complex world
2. First and Foremost: engaging the growing number of first-generation students
3. Connected, enabled and personalised: how technology can enhance student experiences
4. A Fundamental Shift: the next evolution of brick-and-mortar universities
5. Lifelong Learning: adapting and evolving to a multi-generational student body

Energy & Resources

Measuring improvements in Quality of Life among indigenous populations

Sodexo Energy and Resources invited the Institute to help it consider how best to (a) develop a better understanding of how to measure Sodexo's contribution to the Quality of Life of First Nation Band members in Canada (those employed by Sodexo and those in the community) (b) develop better ways of communicating Sodexo's contribution. Thanks to cross-functional contributions, we now have a much clearer view of the importance of story-telling and the creation of shared values-based narrative in stakeholder engagement.

II. External conferences and seminars

Age-Friendly Societies Forum: *Towards a World Adapted for Older Adults: Maintaining Quality of Life*

May, Ottawa

The second Age-Friendly Societies Forum of the University of Ottawa Life Research Institute and the International Longevity Centre (Canada) brought together stakeholders from clinical practice, policy, academia, the business and public sectors, all of whom share an interest in optimising quality of life for current and future older people. The Forum represented a valuable opportunity to identify common priorities and work together to create collaborative research and action plans that promote age-friendly principles for healthcare, homes, retail and travel. Age-friendly societies that value and encourage the ongoing engagement of older adults strengthen communities and benefit people of all ages. However, current gaps in research and evidence-based policy limit our ability to implement an integrative approach to age-friendly societies. To address this, the Forum focused on four pillars:

- Age-friendly Health Care
- Age-friendly Homes
- Age-friendly Retail
- Age-friendly Air Travel (including a presentation by Thomas Jelley that focused on the benefits of approaches to FM that take into account the sensory capacity and challenges of older adults, whatever their environment)

The 17th Annual Responsible Business Summit Europe 2018

June, London

Hundreds of corporate executives attended the 17th Annual Responsible Business Summit convened in London by Ethical Corporation, a leading provider of business intelligence to more than 3,000 multinational organisations yearly. Thomas Jelley gave a key-note speech on the impact of AI on business and society at the start of a dedicated panel session. Following the Institute's

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[expert round-table Dialogue](#) held in Singapore (May 2017), Thomas focused on a future of work vision in which business must do all it can for change and new ones will emerge, he argued that the responsibility of business as an employer, as a service provider and a corporate citizen, is to innovate with services and products that contribute value widely and support broad work engagement.

P&G Europe Leaders' Annual Meeting

July, Brussels

120 senior Europe-based P&G leaders in manufacturing, customer service / logistics, transport, warehouses and purchasing attended their annual meeting at the Procter & Gamble Business Innovation Centre in Brussels. Following an introduction to *'Artificial Intelligence and Automation Impact on Jobs and Workers of the Future From a Threat to an Opportunity'* by the European Commission, Thomas Jelley joined a panel alongside P&G's head of logistics for Europe, representatives of Nike Europe, the Apple Developer Academy in Italy and BALYO. Once again drawing on insight from the Institute's [expert round-table Dialogue](#) held in Singapore (May 2017), Thomas' contribution concluded that while technological progress is inevitable and must be embraced, it's up to the responsible business community to determine its course in favour of human-machine collaboration.

2018 EAHSA-EDE Congress: "Is there a Future of Long-Term Care in Europe – What can we learn from each other?"

September, Prague

Aline Le Clef of Sodexo Seniors in the Benelux and Thomas Jelley presented Sodexo's research collaboration on sense-sensitive approaches to FM with the University of Ottawa at the annual conference in Prague of the European Ageing Network and the European Association for Directors and Providers of Long Term Care Services for the Elderly. Together, they talked participants through Sodexo and the University's [guide to the importance of the senses in facilities management for older adults](#), the audit tool we are creating for use in long-term care locations and service-based examples of how Sodexo's Quality of Life mission comes to life.

III. 2018 Quality of Life insights and trends

World Happiness Report 2018

Co-edited by Professors John F. Helliwell¹, Richard Layard² and Jeffrey Sachs³, this year's [World Happiness Report](#) focuses on the impact of migration on happiness. The report recognises that while rural-urban migration within countries is an age-old phenomenon, large-scale international migration has increased greatly in recent years due to globalisation. In 1990 there were in the world 153 million people living outside the country where they were born⁴. By 2015 this number had risen to 244 million, of whom about 10% were refugees. In their opening chapter, the co-editors conclude that immigration will continue to pose both opportunities and costs for those who move, for those who remain behind, and for natives of the immigrant-receiving countries. The remaining chapters explore the happiness of people who are directly and indirectly affected by migration, the impact of rural-urban migration within China on the happiness of migrants, also the reason why people in Latin American countries are on average, other things equal, unusually happy.

Artificial Intelligence: Real Public Engagement

Technological breakthroughs often encompass a complex combination of both benefits and risks. On the one hand, they can provide the basis for a potential better way of life, e.g. medical discoveries like penicillin, new modes of transport like trains and planes and more recently inventions like the internet have transformed the world and provided plethora of opportunities for the masses. On the other hand, technological breakthroughs can also trigger complications, e.g. the potential loss of jobs to automation, the threats to privacy, security and psychological wellbeing.

This year's World Happiness Report explores the happiness of people who are directly and indirectly affected by migration.

¹ Prof. John F. Helliwell, Vancouver School of Economics at the University of British Columbia, and Canadian Institute for Advanced Research

² Prof. Richard Layard, Wellbeing Programme, Centre for Economic Performance, at the London School of Economics and Political Science

³ Prof. Jeffrey Sachs, Director, SDSN, and Director, Center for Sustainable Development, Columbia University

⁴ This is based on the definitions given in the sources to UN-DESA (2015) most of which are 'foreign born'. UN-DESA. (2015). *International Migrant Stock: The 2015 Revision*. Accessible at: www.un.org/en/development/desa/population/migration/data/estimates2/index.shtml

The Royal Society of Arts in the UK argues that it is essential to initiate a public dialogue to ensure the public's views and values can help steer governance in the best interests of society with regards to the use of AI.

When it comes to the rapid development of artificial intelligence, although it has enormous promise in a wide range of fields from education to health and transport, a growing number of voices is calling for greater consideration of ethics as AI is further developed and adopted more widely. In May, the Royal Society of Arts in the UK launched a [report](#) as part of its initiative to convene a citizens' jury to deliberate on the ethical use of AI, particularly in decision-making. In its report, the RSA argues that it is essential to initiate a public dialogue to ensure the public's views and values can help steer governance in the best interests of society with regards to the use of AI.

Baby Boomers and Ageing Well in Europe

In June, the Institute attended the presentation of a survey conducted by *Seniosphère Conseil* (a Paris-based agency). The survey conducted in April featured respondents aged 55-75 living in France, Germany and the UK. The session began with a brief presentation surrounding the evolution of the use of the term 'ageing well' which emerged around ten years ago in France and the UK. Unlike anti-ageing, it suggests a more positive vision of the advancing of age and an acceptance of its signs. On the other hand, no corresponding expression is currently established in Germany. While it does not yet appear to be as recurrent a topic in the public discourse as in France or the UK, there are signs that it may eventually catch up as an increasing number of German survey respondents rated the issue as very important. Survey results show that respondents between the country disagree on the age at which they need to start taking care of their 'ageing well': in the UK, the majority of respondents found that preparation should start before 40 years of age, in France most respondents found that preparation should start before 50 while in Germany, after 50 is considered to be a good time for preparing to 'age well'. In terms of priorities for ageing well, respondents across the three countries agreed on the importance of social relations with family and friends, followed by a balanced diet and cultural/artistic activities. When presented with the scenario that they had an extra €300 to be dedicated to ageing well, most respondents claimed that they would spend it on a balanced diet. In France and Germany, a high number of respondents claimed that they would spend the extra money on spa or thermal cure sessions. Read more [here](#) (in French).

Smart cities: Exploring quality of life in tomorrow's urban environments

In June, the McKinsey Global Institute published a new [report](#) analysing different digital solutions and their potential positive impact on quality of life indicators in cities. The report points out that becoming a smart city is not a goal but a means to achieving more effective and dynamic responses to the needs and desires of residents. While few cities want to lag behind, it is important not to get caught up in technology for its own sake. Smart cities need to focus on keeping residents at the centre of their initiatives, ensuring their continued participation in shaping the places they call home. Key insights include:

- more comprehensive, real-time data gives agencies the ability to watch events as they unfold, understand how demand patterns are changing, and respond with faster and lower-cost solutions. Smart technologies have a particular impact on the nature and economics of infrastructure as they reduce the cost of gathering information about usage patterns
- smart technologies could improve key indicators⁵ by 10-30% from the time they are introduced. Some applications affect more than one aspect of the quality of life, e.g. intelligent traffic signals not only improve mobility but also lower emissions and make roads safer
- tens of millions of people in cities as diverse as Jakarta, Bangalore, Rio, Nairobi, Seoul and Atlanta who begin and end their working day fuming in traffic or piling onto overcrowded buses and trains. By 2025, cities that deploy smart mobility applications could cut commuting times by 15-20% on average

Smart cities need to focus on keeping residents at the centre of their initiatives, ensuring their continued participation in shaping the places they call home.

⁵ Quality of life indicators used in the study were classified under the following categories:

- health, e.g. disease burden
- time and convenience, e.g. commute time
- safety, e.g. emergency response time
- cost of living, e.g. citizen expenditures
- jobs, e.g. formal employment
- social connectedness and civic participation, e.g. citizens' feeling of connectedness to their local government
- environmental quality, e.g. water consumption

"The emerging contours of the new world of work are rapidly becoming a lived reality for millions of workers and companies around the world".

The Gig Economy and Alternative Work Arrangements

In August, Gallup published a new [report](#) to present its latest data on the gig economy in the US. Gallup defines the gig economy as multiple types of alternative work arrangements such as independent contractors, online platform workers, contract firm workers, on-call workers and temporary workers. Using this broad definition, key insights include:

- an estimated 29% of all workers in the US have an alternative work arrangement as their primary job. Including multiple job holders, 36% have a gig work arrangement in some capacity
- 'a tale of two gig economies' appears from Gallup data, where independent gig workers (freelancers and online platform workers) appear to often enjoy the advantages of non-traditional arrangements, while contingent gig workers (on-call, contract and temp workers) are treated more like employees without the benefits, pay and stability that come with traditional employment
- workers with traditional employment arrangements are more likely to say they are doing their preferred type of work (71%) compared with gig workers (64%)
- legal challenges involving worker classification are complex and evolving, both in the US and abroad. Misclassifying employees can result in serious financial consequences

The Future of Jobs Report 2018

In September, the World Economic Forum published a new [report](#) to explore the potential of new technologies, including automation and algorithms, to *augment* existing jobs and create wholly new tasks thereby opening up opportunities for a new range of livelihoods for workers. In the words of Klaus Schwab⁶ : *"the emerging contours of the new world of work [...] are rapidly becoming a lived reality for millions of workers and companies around the world"*. The report highlights the importance of all stakeholders to take an active role in this transformation of the world of work:

- businesses can support their existing workforces through reskilling
- individuals can take a proactive approach to their own lifelong learning
- governments can create an enabling environment, rapidly and creatively, to assist in these efforts

⁶ Founder and Executive Chairman, World Economic Forum

The report's key findings include:

- the main drivers of change set to dominate the 2018-2022 period include four specific technological advances (ubiquitous high-speed mobile internet; artificial intelligence; widespread adoption of big data analytics; and cloud technology) and a range of socio-economic trends (e.g. national economic growth trajectories; expansion of education and the middle class; and the move towards a greener global economy)
- while companies across all sectors are most likely to adopt the use of stationary robots, leaders in the Oil & Gas industry report the same level of demand for stationary and aerial and underwater robots, while employers in the Financial Services industry are most likely to signal the planned adoption of humanoid robots in the period up to 2022
- businesses are set to expand their use of contractors doing task-specialised work, with many respondents highlighting their intention to engage workers in a more flexible manner, utilising remote staffing beyond physical offices and decentralisation of operations
- given the wave of new technologies and trends disrupting business models and the changing division of labour between workers and machines transforming current job profiles, the vast majority of employers surveyed for the report expect that, by 2022, the skills required to perform most jobs will have shifted significantly

The science of timing

Why should you never go into a hospital or schedule an important doctor's appointment in the afternoon?

Why do both human beings and great apes experience a slump in mid-life?

Why are you most likely to run your first marathon at age 29, 39, 49, or 59?

These were the opening questions posed by Daniel Pink during his talk at the Royal Society of Arts in January. Author of '[When: The scientific secrets of perfect timing](#)', Pink discussed one aspect of this body of research: what is the hidden pattern of the day? how does it affect our mood and our performance? In his book, he cites research conducted by two Cornell University sociologists who decided to use Twitter to feed more than 500 million posts by 2.4 million users in 84 countries

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A greater understanding of our circadian rhythm could help us not only live better but also work smarter.

over two years into a powerful and widely used computerised text-analysis programme called LIWC (Linguistic Inquiry Word Count, used to evaluate the emotional content of words). Their findings published in the eminent journal *Science*, show a remarkably consistent pattern across people's waking hours. Indeed, language revealing that tweeters felt active, engaged, and hopeful generally rose in the morning, plummeted in the afternoon, and climbed back up again in the early evening. They found the same pattern occurred across continents and time zones – a peak, a trough, and a rebound. Pink argues that a greater understanding of our circadian rhythm⁷ could help us not only live better but also work smarter. Questions of when matter and have a material effect on our wellbeing, health and education.

⁷ A circadian rhythm is any biological process that displays an endogenous oscillation of about 24 hours. These 24-hour rhythms are driven by a circadian clock, and they have been widely observed in plants, animals, fungi and cyanobacteria.

IV. Looking forward to 2019

As we look back on 2018, the Institute is already anticipating a new year of cross-discipline research and insight to continue advancing our understanding of what it means to improve Quality of Life across the world:

- **re-kindling our Wellbeing Away model by testing it among Sodexo employees with Cardiff University:** we are currently developing a survey in collaboration with Professor Andrew Smith from the University of Cardiff to determine the impact of the adoption (or lack thereof) of wellbeing away strategies among adults who work away from home on Sodexo Energy & Resources sites
- **exploring the future of the workplace in APAC:** at the request of Corporate Services in Asia-Pacific, the Institute hosted Dialogues in Mumbai and Singapore on 30 October and 1 November with clients to explore how the IFM industry should address future workplace trends and deliver Quality of Life in 2023.

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