

HOW LEADERS VALUE  
**QUALITY  
OF LIFE**  
IN THEIR ORGANIZATION

The first international study



*sodexo*  
QUALITY OF LIFE SERVICES

# QUALITY OF LIFE: THE NEW FRONTIER OF PERFORMANCE



As the world leader in Quality of Life services, Sodexo is committed to deepening its understanding of how **Quality of Life** is perceived, valued and tackled **as a factor of performance in today's organizations.**

To that end, with its Institute for Quality of Life, Sodexo **has conducted an international survey among top leaders and key decision makers.**

This is the first global study that reveals the importance that **top leaders place on Quality of Life as a factor of performance.** Feedback and insights were collected from 780 decision makers from three different sectors (Companies, Hospitals and Universities) across six countries (Brazil, China, France, India, the United Kingdom and the United States).

This study shows that **decision makers recognize a link between improving Quality of Life and performance.** It goes even further, to identify the specific outcomes, such as image and reputation, business and financial performance, and organizational efficiency.

To varying degrees, and depending on the sector, organizations **already have programs or teams in place dedicated to improving Quality of Life. But this trend is set to increase in the years to come,** notably with the rising importance of the consumer and the arrival of new generations in the workplace.

Despite the importance that organizations assign to Quality of Life, **several challenges persist.** How to measure the direct impact of Quality of Life on performance? How to move from scattered Quality of Life initiatives to comprehensive programs? How to promote a common culture that focuses not on a cost strategy, but on an investment strategy?

This survey reveals that Quality of Life—of employees, patients or students—**is more than a passing trend.** In all of the countries and sectors surveyed, **it represents a new frontier of performance.**



## Sodexo Institute for Quality of Life

In 2009, Sodexo set out to create a resource to deepen its understanding of Quality of Life. The resulting think tank, the Sodexo Institute for Quality of Life, is founded on Sodexo's conviction that improving Quality of Life leads to the

progress of individuals and contributes to the performance of organizations. The Institute's objective is to gather and develop insight on the drivers of Quality of Life and their impact. It does this by developing and leveraging relationships with external experts.

# STUDY METHODOLOGY

- **The study was conducted by international market research firm Harris Interactive. Between November 2014 and January 2015, 780 interviews were carried out in six countries (Brazil, China, France, India, the United Kingdom and the United States) and three sectors (Companies, Universities and Hospitals).**
- **The respondents were top decision makers within each sector.**
  - **Companies:** CEO, Vice CEO, Chief Human Resources Officer of companies with more than 1,000 employees (57% of companies had more than 2,500 employees), etc.
  - **Hospitals:** Hospital CEO, Chief Medical Officer, Chief Nursing Officer, etc.
  - **University:** President or Vice President, Provost, Dean or Vice-Dean, etc.
- **For most of the questions, respondents could answer “Totally” “Somewhat,” “Not really,” “Not at all” agree. The results presented in this document indicate when respondents “Totally agreed” with a given statement.**

“ A global study of this magnitude is particularly challenging given that top leaders typically have less time to dedicate to this type of initiative. But the topic of Quality of Life was very well received. All respondents showed great interest: 82% of participants requested to receive the final results. ”

*Delphine Martelli-Banégas,  
Harris Interactive, Head of Corporate Department*

# 01

## QUALITY OF LIFE: A MAJOR ISSUE FOR LEADERS AROUND THE WORLD

- Today's top leaders in all geographies recognize that Quality of Life is a strategic priority for their organizations. The subject is a real concern that rises to the highest level of management.

**66%**

totally agree that they place a high level of importance on improving Quality of Life in their organization.

- This trend is present in developed as well as emerging markets. Leaders totally agree:



**73%**

United States



**66%**

India

- And with significant differences between sectors.

Leaders totally agree:



**90%**

Hospitals



**71%**

Universities



**43%**

Companies

# 02

## QUALITY OF LIFE IS ALREADY OPERATIONAL WITHIN ORGANIZATIONS

**86%**

of leaders have already implemented at least three specific Quality of Life initiatives.

**60%**

have a dedicated budget.

**58%**

have a dedicated program that increases managers' awareness of the importance of Quality of Life.

- Initiatives implemented by organizations concern the fundamental dimensions of Quality of Life.

### LEADERS WHO HAVE IMPLEMENTED INITIATIVES IN THE FOLLOWING QUALITY OF LIFE DIMENSIONS:

**89%**

Physical environment

**74%**

Social interactions

**73%**

Ease and efficiency

**69%**

Health and Nutrition

The dimensions listed above are those common to the three environments (Companies, Hospitals, Universities).

## >>> The 6 dimensions of Quality of Life

**Drawing upon extensive studies on individual perception of Quality of Life combined with 50 years of experience with clients and employees, Sodexo has been able to identify six dimensions of Quality of Life.**

- **Physical environment** concerns everything that contributes to an individual's comfort and security: optimal temperature in a corporate environment; quality room furniture in a hospital and effective energy and well-monitored environment in universities.
- **Social interactions** refers to factors that help to strengthen bonds among individuals. In a company this could be meal sharing experiences. In a hospital, actions could include comfortable visiting areas. In a university, this could mean online student communities.
- **Ease and efficiency** involves factors that impact an individual's ability to carry out activities smoothly: flexibility of working hours in a corporate environment; reducing waiting time in a hospital; transportation services in a university setting.
- **Health and nutrition** represents: nutritious and healthy meals, advise on nutrition and lifestyle, access to fitness and athletic programs whether in a company, a hospital and a university.
- **Recognition** includes factors that help an individual to feel truly valued, such as non-financial employee rewards or incentive programs for companies.
- **Personal growth** refers to everything that helps individuals to learn and progress, for instance: offering first professional experience to students in universities.

# 03

## QUALITY OF LIFE AND PERFORMANCE: THE LINK CLEARLY IDENTIFIED BY LEADERS

- If leaders place a high level of importance on improving Quality of Life, this is because of a clearly identified link to performance.

**57%**

totally agree with the fact that improving Quality of Life has an important impact on the performance of their organization.

- This is true across all sectors.

Leaders totally agree:



**60%**  
Hospitals



**57%**  
Companies



**54%**  
Universities

- This trend is present in developed as well as emerging countries.

Leaders totally agree:



**72%**  
India



**70%**  
Brazil



**65%**  
United States

# 04

## THE IMPORTANCE OF QUALITY OF LIFE: IT'S ONLY THE BEGINNING

- Quality of Life also represents a future challenge for organizations.

**65%**

totally agree with the fact that the level of importance of improving Quality of Life will increase in the coming years.

### WHAT LEADERS HAVE TO SAY

“ It is never enough. We must always question Quality of Life for our patients. We don't address this topic as we did twenty years ago and twenty years from now it will be different again. Quality of Life is a topic that never ends evolving. ”

*Hospital Director, France*

“ There is no limit to Quality of Life. Quality of Life will definitely get higher and higher with the development of society, the improvement of economics, more humanized management, better rules and processes, well-educated patients, etc. ”

*Hospital COO, China*



>>> 04 **THE IMPORTANCE OF QUALITY OF LIFE:**  
IT'S ONLY THE BEGINNING

- What are the main levers to improving Quality of Life in the coming years? Leaders identified three categories of drivers.

**1. THE RISE OF THE POWER OF THE END USER**

Leaders who say that end users' demands are a driver:



**2. NEW GENERATIONS WITH NEW NEEDS**

Leaders who say that the rise of the younger generations is a driver:



**3. POLITICAL PRESSURE**

Leaders who say that the new laws and regulations are drivers:



# 05

## THE BIGGEST CHALLENGE: THE SHIFT FROM COST TO INVESTMENT

- How can Quality of Life find its rightful place in an organization? Leaders are aware that this is not just a matter of cost, it is also about professionalizing practices, better assessing the impact on performance and enabling a cultural transformation in their organization.

### IDENTIFIED OBSTACLES:

<b>53%</b>	Cost
<b>28%</b>	Other priorities within the organization
<b>21%</b>	Lack of culture and understanding of the topic within the organization
<b>19%</b>	Difficulty in demonstrating its impact on company performance
<b>18%</b>	Difficulty in getting started and/or implementing programs to improving Quality of Life
<b>13%</b>	No dedicated department in charge of Quality of Life

- Whereas all sectors agree that cost is the number one obstacle, leaders don't identify secondary obstacles the same way:



Companies

**33%**  
feel there are other priorities.



Hospitals

**26%**  
say there is a lack of culture.



Universities

**20%**  
have difficulty in getting programs started.

# 06

## HOSPITALS: BEST IN CLASS

- Of the three sectors, leaders from hospitals showed the most “maturity” in their understanding of how improving Quality of Life impacts performance, as well as in their dedicated actions and financial resources.
- This is explained in part by the nature of the organization’s activities, which aims to directly improve the Quality of Life of their end-user: the patient. Their *raison d’être* is care and treatment.



**90%**

totally agree with the fact that they place a high level of importance on improving Quality of Life in their organization.

**66%**

Average of all sectors

- Hospitals are true Quality of Life “laboratories” that can provide best practices to other sectors.

### 1. DEDICATED PROGRAM FOR MANAGERS' AWARENESS



76%

58%

Average of  
all sectors

### 2. SPECIFIC METRICS MEASURING THE IMPACT OF QUALITY OF LIFE ON PERFORMANCE

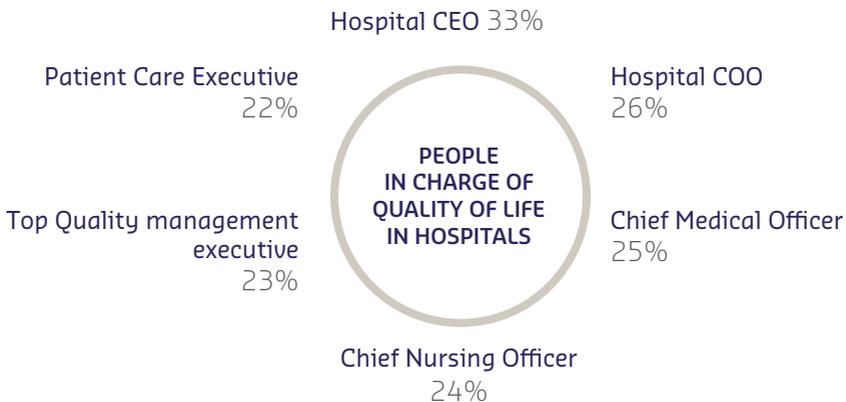


83%

62%

Average of  
all sectors

### 3. A HIGH LEVEL AND CROSS-FUNCTIONAL MANAGEMENT OF QUALITY OF LIFE



# QUALITY OF LIFE, A MAJOR ISSUE FOR THE FUTURE OF ORGANIZATIONS

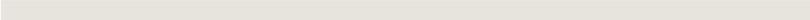


This study shows to what extent **Quality of Life is a major strategic issue for the future of organizations.** An issue that shouldn't be addressed through scattered initiatives, but through comprehensive programs managed at the highest levels of organizations.

It also demonstrates how **Quality of Life issues differ depending on the environment.** Hospitals show the most "maturity" in their understanding and implementation of Quality of Life practices. Although less advanced, companies clearly identify a link between Quality of Life and performance.

Serving 75 million customers each day in 80 countries, **Sodexo is in a unique position to observe and act on global evolutions in business at a time when the pace of change is accelerating.** We plan to conduct the study "How Leaders Value Quality of Life" on a regular basis to monitor the shifts in leaders' thinking and practice on this critical issue.

**More results and information on [qualityoflifeobserver.com](http://qualityoflifeobserver.com) and [sodexo.com](http://sodexo.com)**



## ABOUT SODEXO

Founded in 1966 by Pierre Bellon, Sodexo is the global 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 On-site Services, Benefits and Rewards Services and Personal and Home Services.

Through its more than 100 services, Sodexo provides clients an integrated offering developed over more than 45 years of experience: from reception, maintenance and cleaning to foodservices and facilities and equipment management; from Meal Pass, Gift Pass and Mobility Pass benefits for employees to in-home assistance and concierge services. Sodexo's success and performance are founded on its independence, its business and financial model and its ability to continuously develop and engage its 420,000 employees throughout the world.

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