

# INDUSTRY INSIGHTS

ATTRACTING AND RETAINING THE BEST AND BRIGHTEST TALENT—  
AN IMPORTANT STRATEGIC IMPERATIVE OF TODAY

## INSIGHTS

Employees in the workforce are changing. Find out what are they seek from employers.

## INNOVATION

Work experience innovations help an organization build a better brand to attract and retain employees.

## IMPACT

See who the best-in-class employers are and how they are impacting the overall performance of their organizations.

## WHAT MAKES A GREAT PLACE TO WORK?

Employee feedback, surveys, external data, and research are combined to produce insights and company strategies proven to attract and retain the best talent. Find out how in this issue of Industry Insights.

# BRINGING WHAT'S OUTSIDE IN.

Imagine a company where dining services aren't tied to cafeterias. If we can dream it, we can do it. Our business dining solutions provide employees access to options by offering service in original ways. Whether it's working with businesses, hospitals, stadiums, or universities, innovative customer service is at the heart of what we do.

**WE DREAM. WE DO.**



# FORWARD

## Welcome to the first Work XP report!

The workforce has changed and continues to evolve, gradually shifting to make room for new expectations, ideas, and establishments. With record low unemployment rates, employers are trying to find new ways to hire and retain the best talent. The job market has reached an inflection point: There are more jobs than there are appropriately qualified people. Employers are opening up many new roles to compete in this growing economy. Many of these positions are in software, service, sales, engineering, design, and other digitally enabled roles.

With a need to fill these crucial roles, the war for talent has become the new reality. Globalization of the workforce is a real factor as the available talent pool is now truly global. Attracting and retaining the best and brightest is now recognized by most Fortune 500 companies as being a top three strategic imperative for organizations to continue to innovate more effectively than their competitors.

This phenomenon is no longer reserved for the technology sector. Regardless of the industry, companies are looking at their business models differently and analyzing how they will operate and evolve into the future. And the future is anything but predictable. Think automotive businesses that aren't manufacturers, banks that don't operate any branches, apparel companies that don't make garments, and healthcare systems that don't run hospitals. Only those who embrace this evolution will survive. Those that understand it will get ahead of the curve and drive the change—and they'll thrive.

This report is designed to provide insights as to the different types of employee demographics—what is different and similar and what they are seeking in jobs and workplace environments. We will also discuss what makes a great place to work, what organizations are doing to compete for these employees, and we will provide examples of these companies based on third-party rankings. Finally, we will hear from a few of these companies who are successfully navigating the new workplace landscape.

Additional insights and best practices can be found at [workplaceinsights.aramark.com/](https://workplaceinsights.aramark.com/)

Moving the experience **FORWARD!**

**WORK XP**  
EXPERIENCE MATTERS

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Jeremy Myerson combines leadership of WORKTECH Academy with holding the Helen Hamlyn Chair of Design at the Royal College of Art, London. An academic, author, and commentator on the future of work, he is also an Honorary Professorial Fellow at the Oxford Institute for Population Ageing. He sits on the advisory boards of design schools in Hong Kong, Switzerland, Korea, and the UK. In 2016, he received an Honorary Doctorate from the RCA for his work in design research.



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Simon Elliot is a thought leader on the future of the workplace and specifically how employee amenities can drive employee convenience and collaboration, create a sense of community, and ultimately contribute to high levels of employee engagement. He has worked across a broad range of sectors including providing on-site employee experience solutions in the United Kingdom, Europe, Australia, Asia, North America and South America.

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**SUPPORTING THE  
COMMUNITIES  
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Since 1971, Raphael House has been at the forefront of providing homeless and low income families in the San Francisco Bay Area the personalized family-centered solutions they need to build brighter futures. Raphael House is a 100 percent privately funded and community-supported organization. Their success rate is unmatched: more than 85 percent of all Raphael House families go on to achieve long-term housing and financial stability.

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**Aramark  
Building  
Community**

# CONTENTS



## 4 INSIGHTS

Employers are rethinking their approach to attracting, hiring, engaging, training, and motivating employees. Learn from these insights to get a deeper understanding of what employees are seeking from their work proposition and experience.



## 8 INNOVATION

Innovation is the key to survival and progress and no less so as organizations think about how to attract and retain the best employees by investing in innovation and transforming the work experience. Take a look at just some of the latest emerging initiatives and strategies for today and for the future.



## 12 IMPACT

Find out which companies are leading the race in creating the most attractive work experiences, and in so doing, attracting the best and brightest employees to their organizations. It's a factor of not just who and what, but where and why that makes the entire work proposition most competitive.



# INSIGHTS

The landscape of the workforce is changing, forcing employers to rethink their approach to attracting, hiring, engaging, training, and motivating employees.

This is a unique period in the history of the workforce—four generations with distinctly different experience, and expectations of what their ideal workplace should contain. In addition, as globalization continues to occur, the wage gap between the rich and poor nations is narrowing quickly and cost and availability of qualified employees are increasing, while at the same time competition for the most qualified employees is also increasing. Along with globalization, technology continues to change with collaboration tools, cloud-based file sharing, video conferencing, and AI messaging tools for hiring and serving employees has allowed employees to collaborate easier and at a faster pace, and companies continue to create incentives to hire the best, and keep them happy and excited about their workplace.

**“The race for talent has become a primary catalyst for senior leaders to realign the relationship between people, place, and technology inside their organizations . . .”**

—Jeremy Myerson, Director, WORKTECH Academy



BY 2025,  
**3 OUT OF 4**  
**WORKERS**  
 WILL BE MILLENNIALS

**91%**   
 OF EMPLOYEES EXPECT TO STAY IN  
 JOB FOR LESS THAN 3 YEARS



**85%**

HAVE A STRONG NEED FOR  
 SOCIAL INTERACTION

**53%**



PREFER A HOME OFFICE 2-3 DAYS  
 PER WEEK VS 10% HIGHER SALARY



**92%**

SEE FLEXIBILITY A TOP PRIORITY  
 WHEN SELECTING A JOB

**90%**



OF WORKFORCE DIVERSITY WILL REQUIRE  
 EMPLOYERS TO DELIVER AN AUTHENTIC  
 WORK EXPERIENCE THAT MEETS THEIR  
 CULTURAL EXPECTATIONS



**80%**

WANT TO KNOW MORE ABOUT  
 HOW THEIR FOOD IS GROWN

**47%**



OF EMPLOYEES BELIEVE WELL-BEING  
 PROGRAMS SHOULD HELP TO IMPROVE  
 THEIR OVERALL JOB SATISFACTION



**84%**

OF COMPANIES SHOULD OFFER  
 WELL-BEING DAYS AS  
 PART OF THEIR BENEFITS

**66%**



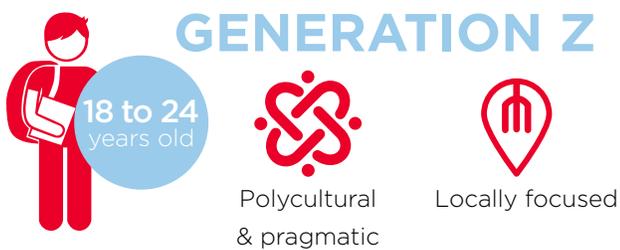
OF THE WORKFORCE BELIEVE  
 THAT COMPANIES SHOULD  
 REWARD EMPLOYEES FOR USING  
 ALL OF THEIR VACATION TIME

# MULTIPLE GENERATIONS IN THE WORKPLACE

Today's workplaces employ as many as four generations under one roof: **Gen Z** (born 1995-2015), **Millennials** (1980-1994), **Gen X** (1965-1979), and **Baby Boomers** (1946-1964). As a result, workplaces are no longer traditional bastions of age-related coworkers. They are generationally mixed microcosms of our rapidly changing world.

Owing to their generation differences, each age group has different expectations about the workplace and their experience in it. This includes everything from the technology they use, their workspaces, work hours, workplace amenities, and even the on-premise dining options they prefer.

With this vast span of experiences, attitudes, and preferences, employers face challenges making the workplace experience work for everyone.



**GENERATION Z**

18 to 24 years old

Polycultural & pragmatic

Locally focused

The infographic for Generation Z features a red silhouette of a person holding a laptop. To the right, there are three red icons: a circular network of nodes, a location pin with a person inside, and a stylized 'M' shape.

## Tips on Technology, Workspaces, and Amenities

**Gen Z represents 27 percent of the U.S. population and they are just starting to enter the workforce.**

This group's general work-related characteristics include:

- They are attracted to three Cs—customization, convenience, and community.
- Work and life are integrated—they take home more work, but want more life at work.
- They are looking for employers that offer rich, immersive experiences in the physical workspace.
- They view themselves as brands, which plays into the products and services they purchase.
- They are the most tech-savvy of all the generations because they've never known a world before the Internet.

**The oldest of Gen Z are now in the workplace.**

— Pulse



**MILLENNIALS**

25 to 38 years old

The "foodie" generation

Prioritizes experiences

The infographic for Millennials features a red silhouette of a person in a suit. To the right, there are three red icons: a fork and a target, a fork and a person, and a network of nodes.

## Tips on Technology, Workspaces and Amenities

**Millennials comprise 22 percent of the U.S. population, with 56 million in the workforce.** This group's general work-related characteristics include:

This group's general work-related characteristics include:

- Open-minded and excited about their career opportunities.
- Goal-oriented and great multi-taskers
- Skilled collaborators who crave open, honest relationships with managers.
- Desire to genuinely enjoy their jobs, as well as the people they work with.
- Tech-savvy, with an innate understanding of how to leverage technology solutions.
- Rely heavily on digital communication.

**In 2016, Millennials became the largest generation in the U.S. labor force.**

— Pew Research Center



39 to 53  
years old

## GENERATION X



Focus on authenticity  
and convenience



Economically  
constrained

### Tips on Technology, Workspaces and Amenities

**Gen X comprise 20 percent of the U.S. population and represent 53 million in the workforce.** This generation's general work-related characteristics include:

- Careful about advancement to the detriment of work-life balance.
- Welcome the ability to influence the terms and conditions of their jobs.
- Like a casual work environment.
- Looking for meaningful work and innovation.
- Have no attachment to a particular job/employer and move easily between jobs.
- Prefer diversity, technology, informality, and fun.
- Want to get in, get the work done, and move on to the next thing.

**Gen X comprises 23 percent of all restaurant businesses in the U.S.**

— Pew Research Center



54 to 72  
years old

## BABY BOOMERS



Often cooks  
favorites at home



Dining  
deal-seekers

### Tips on Technology, Workspaces and Amenities

**Baby Boomers are still the largest age group, with 75 million members in the U.S. population and 41 million in the workforce.** This group's general work-related characteristics include:

- Productive and hard-working.
- Very loyal to their company.
- Willing to put in long hours to get the job done.
- Skilled team players who like to feel valued.
- Able to break large projects down into smaller, more manageable sections and delegate appropriately.
- Communicate in a direct and diplomatic fashion.
- Prefer to have conversations in person.
- They grew up pre-computer and pre-cellphone so they are know as "digital immigrants."

**In 2017, the workplace participation rate for the 65-69 age group was 32.3%.**

— FactSet



# INNOVATION

The workplace is changing for many reasons: generational differences in the workforce, globalization and the desire for authenticity. But technology and innovation are the most impactful as the workforce adopts, adapts and flexes to how technology is changing the way we work. More collaborative tools, more efficient ways of doing business, more visibility, and the introduction of the AI revolution is changing the workplace forever.

Organizations and the workforce will need to change in order to thrive. As AI replaces some traditional, more routine and process orientated roles, new roles will be created to focus on driving value and experience.

As found in the Aramark Business Study Trends 2018, a survey that included 40 companies and over 200 participants, people want to belong to an organization that values their uniqueness and connects them to a larger mission and purpose. In this study we found that:

- 1 Small comforts dissipate stress.
- 2 Health is a barometer of progressive evolution.
- 3 Social experiences at work increase happiness.
- 4 People are creating new ways to define the way in which they sustain themselves.
- 5 Employees want to feel their company is a part of something meaningful.
- 6 Nature inspires productivity.
- 7 Diversity sparks pride.



## #1 Comfort Everywhere:

People seem to be in a constant state of overwork with highly scheduled days. In your workplace, offer comfort in intuitive ways—whether physical or emotional—as the antidote to the new normal.

- Take inspiration from trends in home décor. Avoid making the workplace feel too corporate. Add plants, natural light, art work, comfortable chairs, snacks, coffee, tea, and personal touches.
- Make sure employees have access to relaxing experiences, such as massages, meditation, and yoga, that boost productivity and morale.
- Create sanctuary, space, or room where employees can take a break and unwind.



## #2 Healthy as a Sign of Evolution:

Healthy is not just trendy. It is far more than the combination of eating healthily and working out. Health is about wellness; finding the connection between your body, mind, and soul.

- Cater to the needs of healthy lifestyles.
- Emphasize wellness with on-site gyms and offer food and drink experiences.
- Provide ways to personalize healthy options and help workers feel more in control of what is going in their body.
- Incentivize participation in wellness initiatives, which are seen as caring and trust-building, through bike rooms so employees can bike to work.
- Merchandise relevant nutritional information for transparency and to give people a sense of control.
- Create an environment where adopting mindfulness is seen as a priority to increase productivity, help make better decisions, and create a happy workplace.





### #3 People Power:

As more free time is dedicated to cocooning, work may be the most social part of an employee's day. Companies that encourage socializing produce happier employees. The environment that you build with your colleagues in the workplace facilitates the type of quality work you'll produce individually and as a team.

- Having positive relationships at work is instrumental in creating a happy work environment.
- Develop Employee Resource Groups to enhance the engagement, productivity, job satisfaction, and sense of belonging.
- Provide spaces where coworkers can gather together from morning coffee, breakfast, and lunch to afternoon meetings and happy hours.
- Take the lead in creating events that are customized to companies' unique cultures.
- Bring crowdsourcing dynamics into suggestions, ideas, and corporate social responsibility events and initiatives.
- When employees feel there is an authentic relationship with others in the workplace, there is a sense of community and mutual accountability that makes for a better, more authentic experience.



### #4 Purpose and Identity:

Helping companies translate their mission (beyond shareholder value) into experiences that feel rooted in a unique purpose and identity deepens employee loyalty and attracts talent.

- Great amenities help workers feel appreciated at work and reinforce the company's culture.
- Create opportunities around local food, local engagement, and local workforces.
- Invest in the development of people to motivate your team.
- Encourage your employees to reach their goals outside of the workplace, too.
- Harness employee desire to positively impact the world.
- Pursue sustainable practices such as recycling and provide a compost area.





## #5 Hacking Food and Drink at Work:

Dissolve resistance to dining programs by replacing “conventions of the cafeteria.” Build in more home-like aspects and restaurant-like experiences. Give café properties a competitive chance with the technology of competing fast-casual restaurants.

- Great amenities/perks make workers feel appreciated at work and reinforce the company’s culture.
- Harness employee desire to have a positive impact on the world. Source food locally, focusing on free-range meats and organic fruits and vegetables.
- Pursue sustainable practices such as recycling and providing a compost area.
- Encourage workers to have a voice. Give them opportunities to make suggestions, voice concerns, and give praise.



## #6 Bringing the Outdoors In:

Develop thought leadership on “biophilia” (love of nature) principles to bring its benefits into the workplace—from more plants to hydroponic vegetables growing in work spaces, to the use of more natural materials like wood and stone, to making the most of natural light.

- Workers often want a relaxing break to rest their eyes after looking at their computer screens all day.
- Decorate work spaces with natural elements. Biophilia rooms, plants, fountains, and natural lighting are a relaxing touch and a change of scenery from the typical office cubicle.
- Provide outdoor seating where possible. Employees enjoy escaping the workplace to eat lunch outside, walk paths, cycle paths, bike programs, and enjoy fitness opportunities.
- Outdoor events like barbecues, outdoor yoga, boot camp, farmers markets, concerts, and family days are a big hit socially and boost morale.

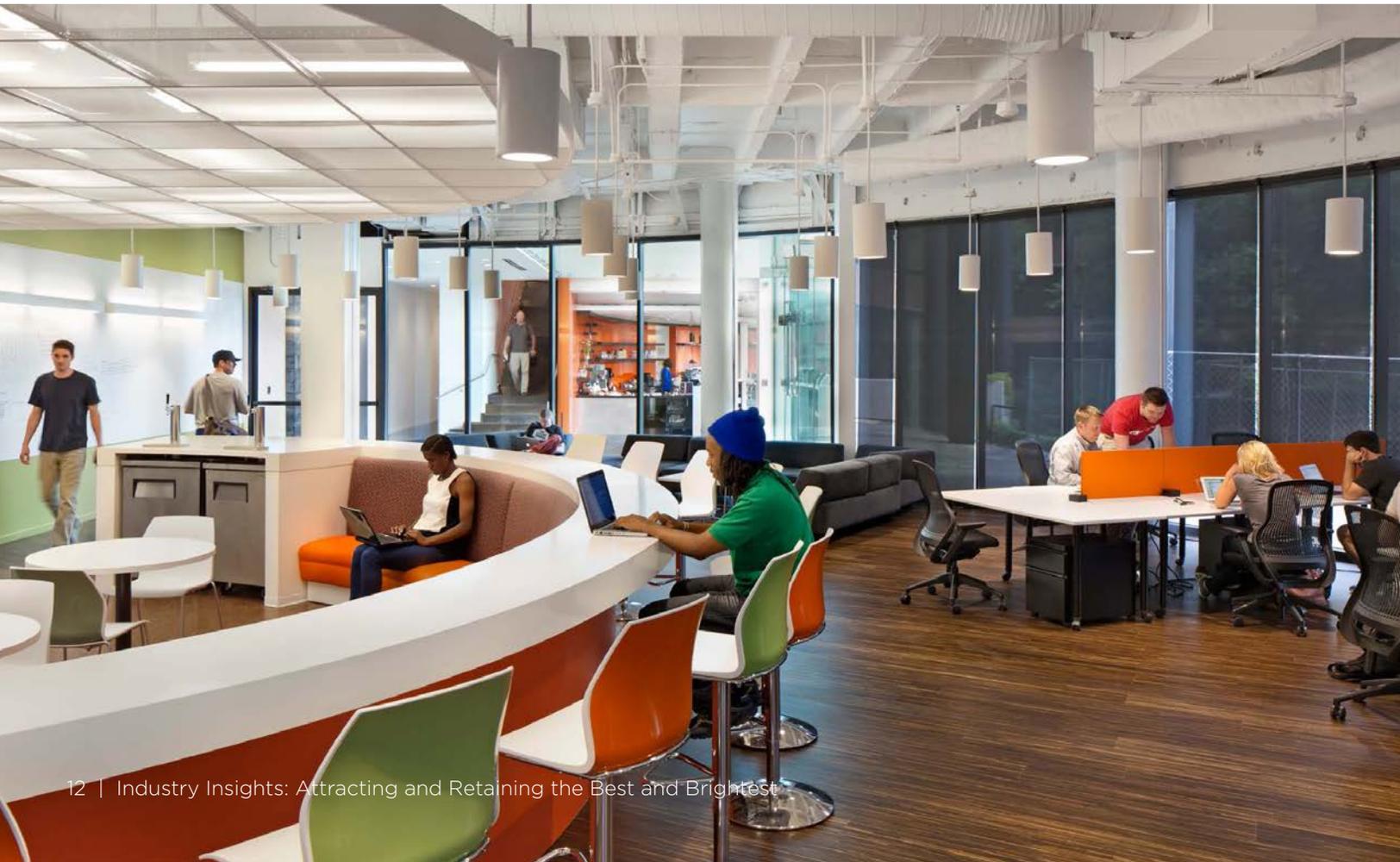




## #7 Diversity as a Source of Pride:

Honor diversity in each workplace setting. Every workplace is different, acknowledge diversity via customized programs and communication to garner employee loyalty and contribute to a sense of culture.

- In an ethnically diverse company, employees often wonder why culturally diverse food options are not always available. They feel everyone should be catered to, creating a caring and inclusive environment. Provide a variety of cultural fare by rotating options regularly.
- Organize cultural events recognizing holidays, as well as general educational experiences for all.
- Many companies have cultural/ethnic support groups. Collaborate with Employee Resource Groups to brainstorm new ideas for activities and events.



# WORKTECH™

work • workplace • technology • innovation

WORKTECH is a forum for all those involved in the future of work and the workplace as well as real estate, technology and innovation. Now in 25 cities across the world, WORKTECH attracts some of the biggest names to debate, discuss and divulge the latest thinking on the Future of Work and Workplace.

**WORKTECH 19**  
London  
WORK / WORKPLACE / TECHNOLOGY / INNOVATION  
Queen Elizabeth Southbank Centre,  
London  
27th & 28th November 2019

**WORKTECH 19**  
Hong Kong  
WORK / WORKPLACE / TECHNOLOGY / INNOVATION  
Champion Tower, Central, Hong Kong  
4th December 2019

**WORKTECH 20**  
Tokyo  
work / workplace / technology / innovation  
Toranomon Hills Forum, Tokyo  
2nd April 2020

• QUARTER ONE •

7 February 2020  
WORKTECH20 Bangalore

February 2020  
WORKTECH20 Madrid

11th March 2020  
SmartBuildings20 Singapore

19th March 2020  
WORKTECH20 New Zealand

24th March 2020  
WORKTECH20 Copenhagen

26th March 2020  
WORKTECH20 Sydney

March 2020  
PROPTech20 London

• QUARTER TWO •

April 20  
Smart Buildings London

April 2020  
Technology & Trends 20

2nd April 2020  
WORKTECH20 Tokyo

May 2020  
WORKTECH20 Los Angeles

May 2020  
WORKTECH20 Milan

May 2020  
WORKTECH20 New York

June 2020  
Wellbeing20 London

June 2020  
WORKTECH20 Mexico City

June 2020  
WORKTECH20 Munich

June 2020  
WORKTECH20 Quito

22nd July 2020  
WORKTECH20 Chicago

• QUARTER THREE •

September 2020  
WORKTECH20 Singapore

September 2020  
WORKTECH20 Switzerland

September 2020  
WORKTECH20 Bogota

September 2020  
WORKTECH20 Lima

September 2020  
WORKTECH20 Paris

October 2020  
Financial Workplace20

October 2020  
WORKTECH20 Buenos Aires

October 2020  
WORKTECH20 Santiago

October 2020  
WORKTECH20 San Francisco

• QUARTER FOUR •

November 2020  
WORKTECH20 Toronto

November 2020  
WORKTECH20 London

November 2020  
WORKTECH20 Amsterdam

December 2020  
WORKTECH20 Ho Chi Min

December 2020  
WORKTECH20 Hong Kong

# CREATING A GREAT PLACE TO WORK

According to research by WORKTECH Academy, there are five main tenets for creating and measuring what makes a great place to work.

## People

The needs of your workforce, who they are, what they do, where they come from, and what they aspire to are all important elements of understanding. This understanding develops the most ideal work experience that will not only be attractive, but help continue to engage with them and together help them and your organization thrive.

## Culture

As the old saying goes, culture eats strategy for breakfast. What is the culture of your organization today? What do you want it to be to drive the best results for your business? Harnessing the power of human potential and the collective of your human capital will provide you with important behaviors that you, your leadership, and your people will demonstrate each and every day.

## Place

Turning spaces into places where people choose to be is a common theme. The connection between what people want and the venue you create is important. A place that has a sense of belonging, a place that has its own signature, its own personality, a place where your people want to be, and a place that has a coexistent relationship with your people and your culture are like a glue that holds your people together.

## Technology

Technology is the enabler. The platform on which that you do business, interact, engage, and transact. It is the catalyst for driving efficiency, visibility, measurement, and performance but it is also the foundation for driving convenience, that in turn helps integration, engagement, and satisfaction.

## Design

Thinking about not just physical design but the design of your entire work experience is critical to its success. The design process should sit at the heart of everything—designing the right culture, the right spatial settings, and the right technology so that the workforce benefits from a symbiotic relationship between all the elements through an optimal work experience that drives the best possible business outcomes.

**WORKTECH™ ACADEMY**

Exploring future of work and workplace



# IMPACT

So, which companies are excelling in creating work experiences where people want to be? Who is turning spaces into places and destinations, creating a sense of belonging and pride about who they work for, what they do, and the bigger noble goals of their collective tribal belief? Who are these leading companies, what are they doing, and what is the impact of being a best place to work?

Utilizing the publicly available Best Place to Work lists from LinkedIn, Glassdoor, and *FORTUNE*, we have compared the types of organizations that have made it to the top 10 and there is an obvious correlation between industry and geography and in those who are investing the most in the work experience. We have also identified where these companies are primarily located.

**LinkedIn**

**FORTUNE**



# COMPARING THE TOP PLACES TO WORK

To make any Great Place to Work list should be a source of pride and achievement for any organization and a sure signal of a work experience that is attractive based on the different criteria of measurement. Here is a look at the most predominant industries represented on the three Top 10s:

- Technology, software, and social media
- Customer-facing industries such as hotels, food, retail, and airlines
- Legal, consulting, and professional services

**Top 10 Best Places to Work 2019 (LinkedIn)**

| Company           | LinkedIn |
|-------------------|----------|
| Google (Alphabet) | 1        |
| Facebook          | 2        |
| Amazon            | 3        |
| Salesforce        | 4        |
| Deloitte          | 5        |
| Uber              | 6        |
| Apple             | 7        |
| Airbnb            | 8        |
| Oracle            | 9        |
| Dell              | 10       |

LinkedIn’s list is developed from the billions of actions taken by LinkedIn members and looks at four main pillars: interest in the company, engagement with the company’s employees, job demand, and employee retention.

**Top 10 Best Places to Work 2019 (Glassdoor)**

| Company                 | Glassdoor |
|-------------------------|-----------|
| Bain & Company          | 1         |
| Zoom                    | 2         |
| In-N-Out Burger         | 3         |
| Procore Technologies    | 4         |
| Boston Consulting Group | 5         |
| LinkedIn                | 6         |
| Facebook                | 7         |
| Google (Alphabet)       | 8         |
| Lululemon               | 9         |
| Southwest Airlines      | 10        |

Glassdoor’s list is based on the input of employees who voluntarily provide anonymous feedback about their job, work environment, and employer over the past year.

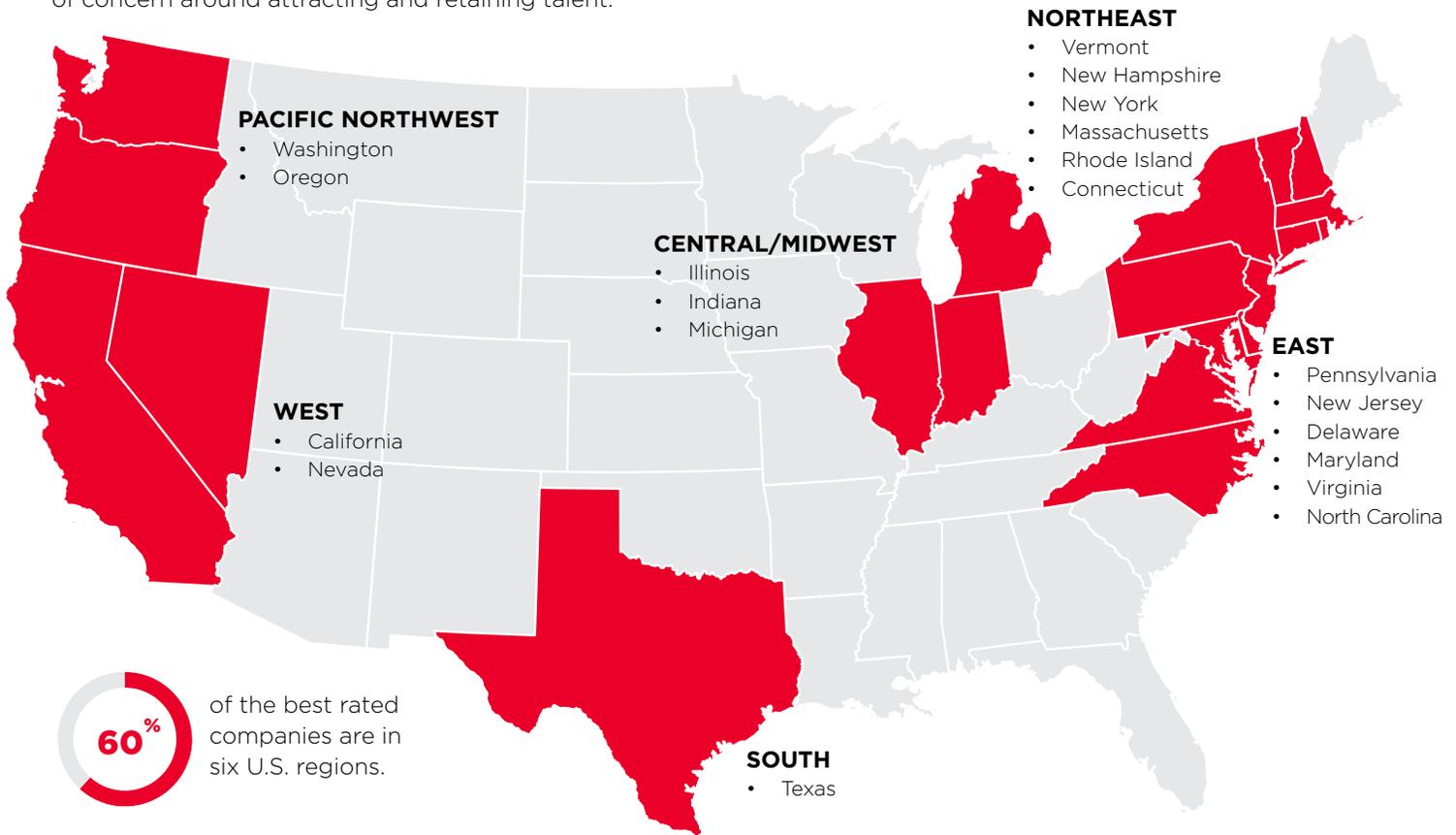
**Top 10 Best Places to Work 2019 (FORTUNE Magazine)**

| Company                      | FORTUNE |
|------------------------------|---------|
| Hilton                       | 1       |
| Salesforce                   | 2       |
| Wegmans                      | 3       |
| Workday                      | 4       |
| Kimpton Hotels & Restaurants | 5       |
| Cisco Systems                | 6       |
| Edward Jones                 | 7       |
| Ultimate Software            | 8       |
| Texas Health Resources       | 9       |
| Boston Consulting Group      | 10      |

Fortune’s list ranks the work places that offer the best conditions, including salary, growth, benefits, diversity, paid time off, and training.

# WHERE ARE THE BEST PLACES TO LIVE AND WORK?

With 60 percent of the listed top companies headquartered in just six geographic regions points to different cultural attitudes towards the work experience perhaps coupled with industry types attracted to those regions, and the level of concern around attracting and retaining talent.



60% of the best rated companies are in six U.S. regions.

Most cities have certain strengths and competitive advantages that make it easier to attract and retain talent. City marketing, by advertising key elements of a city to people who might be swayed to relocate, must play an important role. Another advantage that these cities may have is that the amenities are highly important such as pleasant weather conditions, nearby mountains, coffee shops, pedestrian malls, parks, great restaurants, and beautiful buildings. Research has shown that people tend to move to cities with plentiful amenities.

For Livability's Top Places to Live in the U.S. in 2019, they examined more than 1,000 cities based on thousands of data points measuring economics, housing, amenities, infrastructure, demographics, social and civic capital, education, and healthcare. Affordability was a number one priority and in this list of Top 100 places to live, no one city has a median house price above \$250,000, therefore excluding cities like New York, San Francisco, and San Jose.

## Top 10 Places to Live in the USA

Although there are numerous indices on what are the best cities to live and work in the United States, this is CNBC's take:



1. Austin, TX



2. Denver, CO



3. Colorado Springs, CO



4. Fayetteville, AR



5. Des Moines, IA



6. Minneapolis - St. Paul, MN



7. San Francisco, CA



8. Portland, OR



9. Seattle, WA



10. Raleigh - Durham, NC



# CONNECTED CITIES

## Cities that are connected physically and digitally are making the running in attracting the top talent

There's now a growing body of evidence that suggests the most sought-after talent in the U.S. wants to work in connected cities—cities that are connected geographically, socially, culturally, and digitally.

If there is a war for talent among companies, there is also a war for companies (and the jobs and investment they bring) among cities. According to soundings on the WORKTECH network, choosing the right location is a preoccupation for CEOs just as persuading the right organizations to relocate to your city is a preoccupation for city mayors and planners.

When Amazon launched its HQ2 initiative to create a second headquarters away from Seattle, its wishlist of requirements for candidate cities laid down a marker for what the future connected city should look like.

Amazon's demands included connections to a highly educated labor pool with a diverse spectrum of talent; proximity to population centers and transport hubs, with daily international flights to key business destinations; access to a compatible community and cultural environment; and demonstrable fiber optic connectivity to ensure optimal service. In other words, connectivity in the round.

A key feature of connected cities is their willingness to build new, digital-driven innovation districts or smart precincts to attract the top companies and the top talent. These are often created by remodeling central business districts (CBDs) or regenerating brownfield industrial or waterfront sites. Several North American projects are already making an impact, such as Port Covington, Baltimore; Water Street, Tampa, Florida; Hudson Yards, Manhattan, New York; Lake Nona, Orlando, Florida; and Quayside, Toronto.

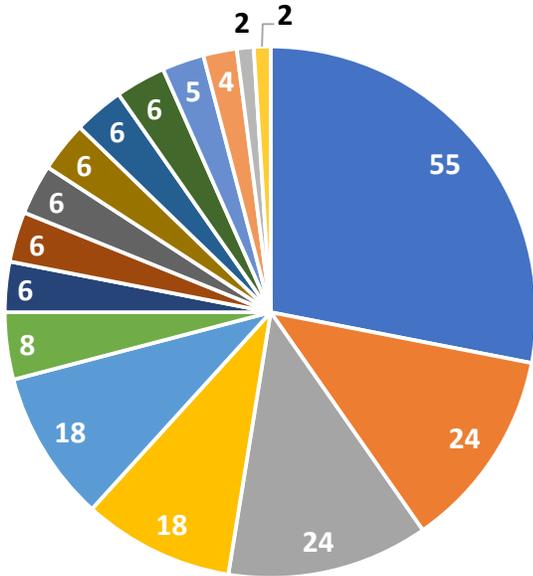
Smart precincts have been described as “built from the Internet up.” Today they are being designed and operated at an intermediate scale between the smart building and the larger-scale smart city. They are a useful and understandable unit of organization for thinking about how new technology will reshape city living and working over the next 20 years. Most importantly, they are a magnet for a smart, agile new workforce which doesn't want to be marooned on a sterile business park or stuck in a stuffy corporate skyscraper.

Smart precincts mix it up, adding retail, residential, arts, culture, and transit alongside the workspace offer. These are real “people places” and they comprise the building blocks for connected cities—as connectivity becomes a key factor in talent attraction and retention in the global digital economy.

# PREDOMINANT INDUSTRIES

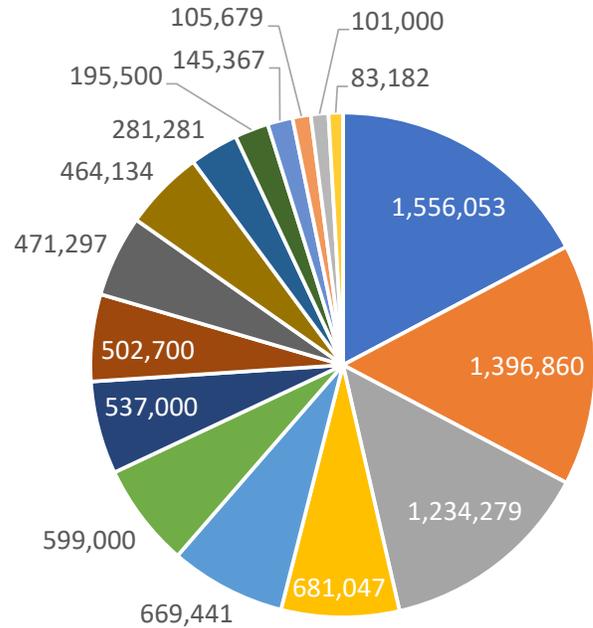
Out of the total 196 companies and organizations listed across all three Great Place to Work lists, the technology, software, and social media sector leads the way with 55 companies listed, followed by legal, consulting and professional services (18), and banking and financial services (18). Combined, these three represent 91 of the total listings, or 46 percent.

## COMPANIES OF THE LISTED 196

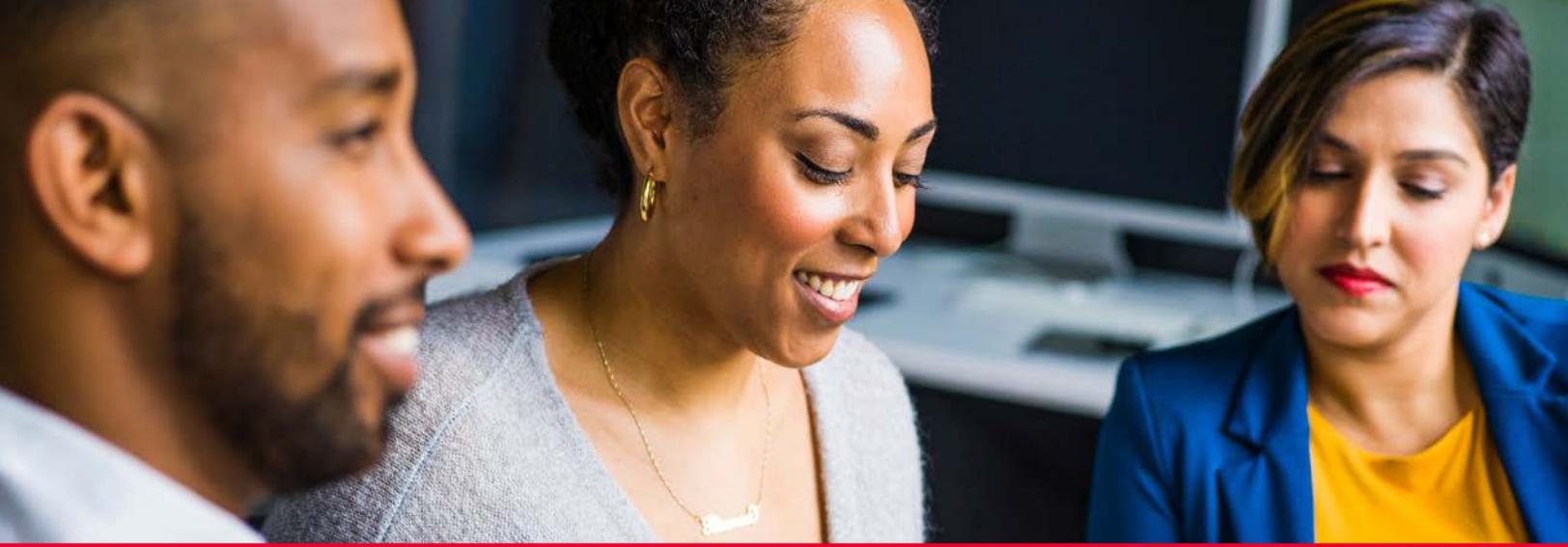


- Technology, Software and Social Media - 55
- Healthcare - 24
- Other - 24
- Banking and Financial Services - 18
- Legal, Consulting and Professional Services - 18
- Services - 8
- Media, Matketing, Entertainment - 6
- Bio-Tech, Pharma and Sciences - 6
- Food, Hospitality & Retail - 6
- Grocery Retail - 6
- Hotels, Resorts and Casinos - 6
- Insurance - 6
- Apparel - 5
- Retail - 4
- Telecommunications - 2
- Airlines - 2

## EMPLOYEES BY SECTOR (LISTED COMPANIES)



- Legal, Consulting and Professional Services - 1,556,053
- Technology, Software and Social Media - 1,396,860
- Banking and Financial Services - 1,234,279
- Retail - 681,047
- Other - 669,441
- Grocery Retail - 599,000
- Healthcare - 537,000
- Media, Marketing, Entertainment - 502,700
- Services - 471,297
- Hotels, Resorts and Casinos - 464,134
- Insurance - 281,281
- Telecommunications - 195,500
- Airlines - 145,367
- Bio-Tech, Pharma and Sciences - 105,679
- Apparel - 101,000
- Food, Hospitality & Retail - 83,182



# OBSERVATIONS

From the data, the following provides some observations and insights.

## COMPANIES IN ALL THREE LISTINGS

This table shows the companies and organizations who made it on to all three Great Place to Work listings with Salesforce having the best aggregate average ranking of 5.66, followed by Cisco Systems with an aggregate average ranking of 29.

| Company (Aggregate Score) | World HQ      | State | Employees | LinkedIn | Glassdoor | FORTUNE |
|---------------------------|---------------|-------|-----------|----------|-----------|---------|
| Salesforce (17)           | San Francisco | CA    | 35,000    | 4        | 11        | 2       |
| SAP America (81)          | Germany       | DE    | 96,498    | 26       | 27        | 28      |
| Cisco Systems (87)        | San Jose      | CA    | 74,200    | 12       | 69        | 6       |
| Deloitte (111)            | London        | UK    | 286,200   | 5        | 80        | 26      |
| Goldman Sachs (158)       | New York      | NY    | 36,600    | 21       | 75        | 62      |
| EY (162)                  | London        | UK    | 270,000   | 33       | 95        | 34      |

Given the three different methods of companies making these lists, this may be an indication of these organizations combined engagement with their employees, and vice versa.

**“The fact that these six companies make it on to all three listings is at least some indication that they are getting the workplace experience proposition right.”**

—Jill Marchick, Vice President, Consumer Insights, Aramark

# THE SERIOUS PLAYERS SHARE KEY STRATEGIES

Top-performing companies in the Best Place to Work listings use a complex mix of strategies to create a better experience for their people



## COMFORT EVERYWHERE

When Goldman Sachs announced maximum working hours for its interns to avoid burnout, it was tacit recognition that the office is not a machine and attention must be paid to live as well as work. More space and services for comfort and relaxation is a growing trend—an approach common to many of the top-rated employers in the listings.



## HACKING FOOD AND DRINK AT WORK

Premium people in the top organizations want a voice in how the workplace is run. There needs to be a platform for feedback and suggestions, and a sense that great new ideas will be taken seriously. Food and drink is a key area where people need to have their say as it is so central to the overall experience. Employee preferences are key to shaping a more customized culture.



## HEALTHY AS A SIGN OF EVOLUTION

Creating a healthier workplace through diet, exercise, and mental health support is high on the agenda for the big power players in the global talent market. Nutrition has a major role to play; so too does mental health awareness and training. EY London, for example, trains staff in a program termed Mental Health First Aid.



## BRINGING THE OUTDOORS IN

At Salesforce in San Francisco, a large digital wall in the lobby mimics a convincing waterfall or a redwood forest. Just one example of how the top-performing companies have turned to biophilia in the workplace to improve well-being and satisfaction. Natural elements, natural light, and natural materials have also become part of the new office landscape to reinforce the message.



## PEOPLE POWER

Long hours on screen-based tasks can fragment in-office work communities and cut highly dedicated workers off from the normal ebb and flow of social interaction. The top places to work build vibrant social communities which foster a sense of belonging. Food and drink often act as the social glue, promoting authentic friendships and more engagement in the workplace.



## DIVERSITY AS A SOURCE OF PRIDE

High-performing workplaces in large world cities make a virtue of the diverse make-up of their workforces. One size does not fit all and the top-ranked employers recognize this. Deloitte's new London HQ deliberately developed a wide range of work settings to enhance the user experience; others firms are using culturally diverse food options to make the same point.



## PURPOSE AND IDENTITY

The new workforces in the top-rated firms are not just interested in the paycheck at the end of the month. There needs to be a higher purpose to working for a large organization. The companies that score highly on experience share a commitment to giving their people a special reason to come to work—whether it is rewarding their efforts with great amenities or supporting their social causes.



# TOP SECTORS BLAZING A TRAIL

Some industries are simply more able or more attuned to providing their employees with the right workplace experience than others. Here's why:

It should come as no surprise that the Best Place to Work listings are dominated by employers in three specific groups: first, technology, software, and social media; second, customer-facing firms in retail, hospitality, and aviation; and third, legal, consulting, and professional services.

There are clear and abundant reasons why these industries have blazed a trail in workplace experience, leaving other sectors trailing in their wake.

## TECH TAKES THE LEAD WITH DEEP POCKETS

The tech sector thrives on the competition for talent and the race to innovate. It is part of its lifeblood. As entire industries are disrupted by digital newcomers, the rewards are huge if the right talent can be assembled in the right place at the right time, and given the optimum experience.

In tech, there is often little of the workplace baggage associated with more traditional sectors and there are powerful new exemplars at play, especially in Silicon Valley where Apple Park, Google's new campus at Mountain View and Facebook's development at Willow Park are setting new standards in terms of amenity and service for employees. Cash-rich technology firms such as Salesforce, Uber, and Airbnb also have deep pockets and are able to reward their people with substantial financial incentives and generous health packages.

## CUSTOMER SERVICE FIRMS KNOW THE SCORE

Organizations that work on creating a great customer experience every day—whether in retailing, hotels or airlines—have the tools to do the same for their own employees. Giving your own people the choice, convenience, and high standards of service you offer your customers is a first step to creating a great workplace experience, so it is no surprise to see Southwest Airlines, sportswear retailer Lululemon or the Kimpton hotel and restaurant group make the cut. All are steeped in the customer experience business, often using real-time sales information afforded by new technology to amend and adapt their services.

These types of organizations are also strong on understanding the value of diversity in their workforces because of their closeness to customers. Hilton, for example, has worked hard on creating a more diverse and inclusive company as part of its core “We are Hospitality” mission.

## PROFESSIONAL SERVICES KNOW THE VALUE

Legal, consulting, and professional service firms are in a highly competitive sector and understand the enormous demands that are placed on their client-facing employees. There is the constant threat of top performers being poached by rival firms; also, a need to alleviate the worst impacts of workplace stress and to offer a higher sense of purpose, so the job is not just about the paycheck. For these reasons, organizations in this sector are paying closer attention to workplace experience than ever before so that their people feel valued.

Boston Consulting Group has invested heavily in a system to make work schedules more predictable in an always-on, 24/7 industry; Deloitte has introduced a flexible working program that allows employees to choose the pace of work to best fit them; and many other companies have invested in individual employee development as a way to gain loyalty and establish a sense of belonging in the organization.

While different factors drive the focus on workplace experience in the three different industry sectors, they all share one common characteristic—a desire to up the ante in terms of experience and amenity as companies worldwide compete for talent. At WORKTECH Academy, we call this phenomenon the rise of the super-experience—from UX (User Experience) to SX (Super Experience).

Super experiences come in all shapes and sizes but, in essence, they can be defined by superior quality, originality, and impact; embracing authenticity, curiosity, and empathy; and combining physical and digital elements. Many of the organizations in the Best Place to Work rankings are already considering their next moves in the era of the super experience.

**“Super-experiences won’t happen by themselves in the workplace. They need activating.”**

—The Super-Experience: Designing for Talent in the Digital Workplace, WORKTECH Academy and Mirvac (2018)

# A QUESTION OF MATERIALITY

## INVESTING IN THE EMPLOYEE EXPERIENCE

As the competition for top talent gets more fierce with no end in sight, the next competitive frontier is the holistic employee experience. From waking to commuting to arrival, through the workday to community, after-hours, and home—keeping pace with evolving technologies will be critical to meaningful impact.

As mentioned earlier, many CEOs recognize that the employee experience is the number one strategic imperative leading their companies to not only survive but thrive in 2019 and beyond. Companies are discovering how prioritizing the employee experience can positively impact business performance in many areas. Research by Jacob Morgan, author of *The Employee Experience Advantage*, shows that organizations that invested most heavily in the employee experience enjoyed greater employee satisfaction.

In addition, it should be noted that the cost of labor turnover is estimated to be 33 percent of an employee's annual salary. Therefore, targeting this critical area as a meaningful talent acquisition strategy has not only long-term organizational implications but also potentially significant return on investment for organizations.

**“Employee turnover in U.S. businesses is a \$1 trillion problem.”**

—Gallup, 2019

**“Occupiers benefit from investing in a better experience at work by having the ability to retain and attract staff through the provision of superior amenities and services that help to build the corporate brand . . .”**

—The Future of the Smart Office report, Siemens (2018)

## EMPLOYEE SATISFACTION: WHAT IS IT WORTH?

When companies consider the cost of the workplace experience and the myriad options available, the real question should be one of return on investment and not simply cost. The second question should be one of materiality and how much value is placed on creating a great work experience and all the benefits that come with that.

For example, if the same organization of 20,000 people were to invest just \$5 a day in the work experience, then that would buy \$25 million a year, sufficient to make a very healthy impact in the work experience. As a percentage of payroll, and in terms of materiality, what is a \$10-, \$15-, or even \$20-a-day investment really worth to your organization, in the bigger picture and in the long term?

**“According to the Society of Hospitality and Food Service Management, a quality and valued food service program within a five-minute food commute from the workplace will deliver on average 20 minutes per day per employee in productivity improvements.”**

—Society of Hospitality and Food Service Management



# EMPLOYEE TURNOVER: JUST ONE METRIC OF MEASUREMENT

If employee retention alone is used as a measurement, and that according to the Society of Human Resources Management (SHRM), turnover costs 33 percent of annual salaries, then what is the opportunity in enhancing the work experience as it relates to reducing turnover?

| Employees | 1% Turnover Improvement | 2% Turnover Improvement | 5% Turnover Improvement | 10% Turnover Improvement |
|-----------|-------------------------|-------------------------|-------------------------|--------------------------|
| 1,000     | \$330,000               | \$660,000               | \$1,650,000             | \$3,300,000              |
| 2,000     | \$660,000               | \$1,320,000             | \$3,300,000             | \$6,600,000              |
| 5,000     | \$1,650,000             | \$3,300,000             | \$8,250,000             | \$16,500,000             |
| 10,000    | \$3,300,000             | \$6,600,000             | \$16,500,000            | \$33,000,000             |
| 20,000    | \$6,600,000             | \$13,200,000            | \$33,000,000            | \$66,000,000             |
| 50,000    | \$16,500,000            | \$33,000,000            | \$82,500,000            | \$165,000,000            |
| 100,000   | \$33,000,000            | \$66,000,000            | \$165,000,000           | \$330,000,000            |

Assuming an all-in cost per employee of \$100,000, and a 33 percent cost in turnover.

## AVERAGE EMPLOYEE TURNOVER

Hourly paid, transactional employees are often a major concern for corporations as they strive to maintain the highest levels of quality while at the same time minimizing the drain on resources and cost. As an example, most organizations today have some sort of call or contact centers and according to [www.dailypay.com](http://www.dailypay.com), this is what we found:



Outsourced call centers have the highest turnover of all



in large call center operations



in medium-sized operations



in small, less than 50-person call centers

**“Nearly 80% of executives rate employee experience as important or very important, but only 22% report that their companies are excellent at building a differentiated experience.”**

—Deloitte global survey of 11,000 business and HR leaders across 140 countries (2017)



# LABOR PRODUCTIVITY SAVINGS

| WORKFORCE       | 1,000            | 2,000            | 4,000                | 6,000                | 8,000                | 10,000               | 12,000               | 15,000               |
|-----------------|------------------|------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| MINUTES PER DAY | 5                | 5                | 5                    | 5                    | 5                    | 5                    | 5                    | 5                    |
| HOURS PER YEAR  | 20,833           | 41,666           | 83,333               | 125,000              | 166,666              | 208,333              | 250,000              | 312,500              |
| FTEs PER YEAR   | 10               | 20               | 40                   | 60                   | 80                   | 100                  | 120                  | 150                  |
| ANNUAL SAVINGS  | <b>\$300,000</b> | <b>\$600,000</b> | <b>\$1.2 million</b> | <b>\$1.8 million</b> | <b>\$2.4 million</b> | <b>\$3.0 million</b> | <b>\$3.6 million</b> | <b>\$4.5 million</b> |

\*Based on five minutes per day productivity increase per employee, 250 working days a year, a 40-hour working week, and a \$30,000 annual salary.

Therefore, the potential returns are significant in productivity savings alone. When you take into consideration the cost of labor turnover, the potential becomes even more compelling.

## THE COST OF LABOR TURNOVER

According to the Society of Human Resources Management (SHRM), monitoring labor turnover is an important function of human resources. Companies want to monitor the movement of employees out of the organization, so they can look for and minimize causes of turnover. Controlling turnover is one of the many quantitative ways human resources can impact the bottom line.

Turnover rate is calculated by taking the number of separations during a month divided by the average number of employees, multiplied by 100:

Turnover Rate = Number of Separations/Avg. No. of Employees x 100

At first this formula sounds pretty simple, but deciding which data to include and where can be confusing. For example, does an organization use full-time equivalent (FTE) or straight headcount when determining the number of employees and separations? What about temporary workers? What if an employee is on a leave or furlough?

Whatever the nuances of the calculation for your organization, it is very clear that labor turnover costs money, and a lot of it.

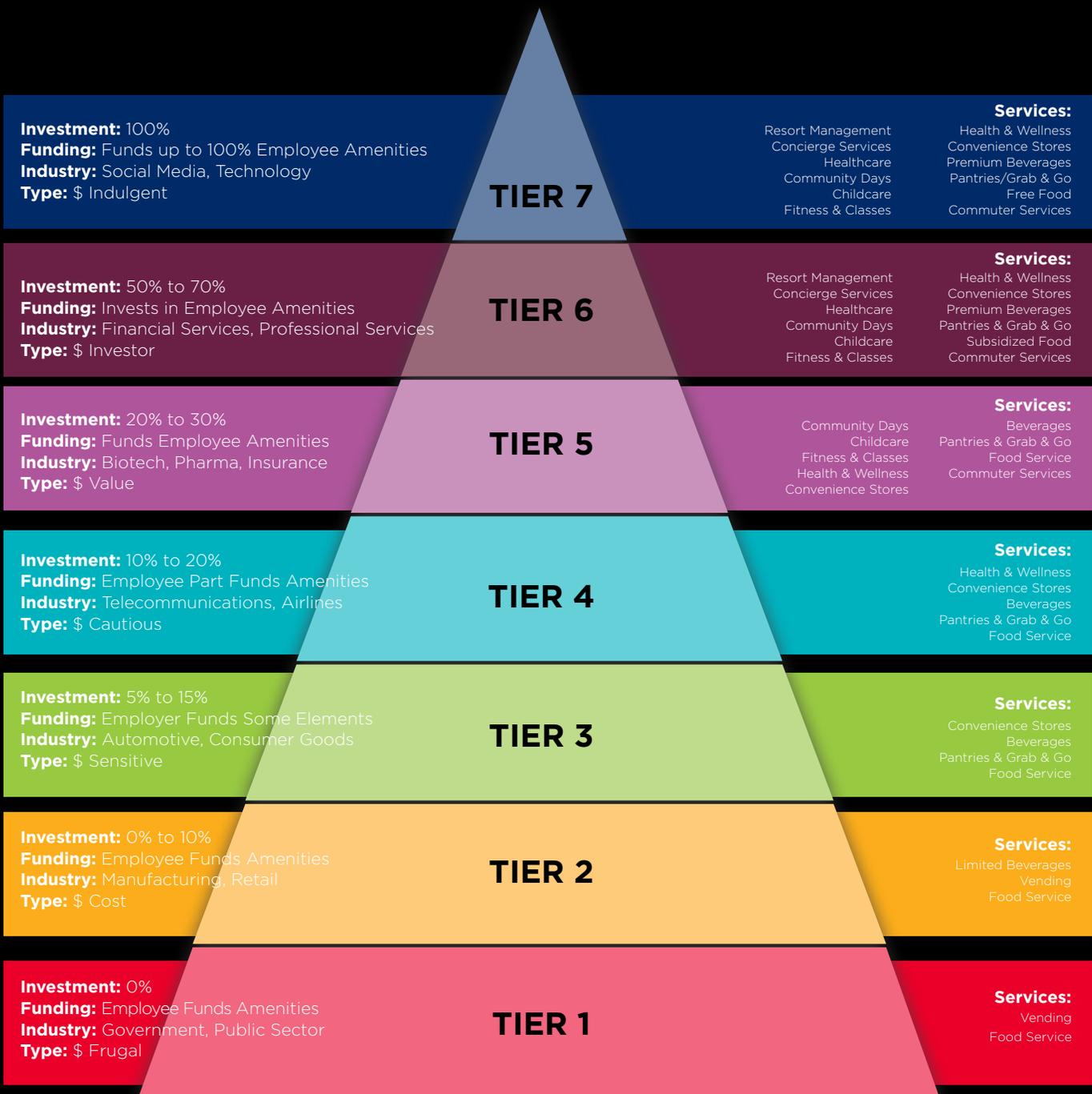
**“Turnover seems to vary by wage and role of employee. For example, a CAP study found average costs to replace an employee are 16 percent of annual salary for high-turnover, low-paying jobs (earning under \$30,000 a year). For example, the cost to replace a \$10-per-hour employee would be \$3,328.”**

—PeopleKeep

# GOOD, BETTER, BEST APPROACH TO EMPLOYEE AMENITIES

From doing as little as is necessary to provide a job and a workplace to a work experience that meets almost every need of the employee, the range is substantial but when understood and aligned with the corporate employment strategies and imperatives, then the true value and return on investment becomes clearer.

In the following, we have broken it down into tiers:



Career, progression, and opportunity to optimize HUMAN POTENTIAL



A PLACE where there is a sense of BELONGING and PURPOSE

TRUST



A positive work CULTURE with like-minded PEOPLE and colleagues

SECURITY: Remuneration, Healthcare, Retirement, and Benefits



A SAFE and SECURE Work Environment

A job that brings the means to SURVIVE, SUSTAIN, and allow for REST



By helping employees meet important needs at work, employers can create a highly motivated and happy workforce, which is more likely to be productive.



# WHAT'S NEXT?

Some say that the only way to predict the future is to build it, and that may well be the case as it relates to the future of the work experience. Here are some thoughts on some of the potential build projects in years to come (or sooner).

## THE CHANGING CORPORATE REAL ESTATE MODEL

We already know that the corporate real estate model is changing. The days of build it and they will come are counting down to zero.

People have higher expectations of the workplace proposition, more flexibility, less commuting, live where they work, the rise of the coworking model has eased some of these frustrations.

Companies need to be more nimble, have smaller footprints, and think about usage versus capacity planning, rethinking their real estate needs and working out what to do with access capacity.

Home working is not the solution for all. There is the desire to create a balance between the large corporate office in urban and suburban areas and home working. Provide more diverse, local, and regional options, and hence a more disparate footprint.

Will the future of corporate real estate become more lifestyle oriented, more retail, more pay as you go?

## Muting the Commute

The commute is widely recognized as being one of the single most important pain points for employees and any way to minimize it and therefore maximize the work experience is a priority. The days of commuting up to four hours a day are limited. Employees will make employment choices based on the length and frequency of commute required and will opt for a shorter commute to enrich their work-life balance.

Employee transportation options such as long-distance commuter buses, local shuttles, car share programs, and car valet all help to reduce the pain and help mute the commute.

## You Are Where You Live

Geographic location is also becoming more important as employees have more choices of where to work, and where to live. It is no longer just about the company's employer brand, its also about where people want to live.

Accessibility, airports, weather, crime rates, affordability, housing costs, taxes, education, and lifestyle are all important factors when today's workforce is considering where to work and live with affordability rising in the ranks, especially for places like California as other states such as Texas, Oregon, Washington, and North Carolina compete for company investment and talent.

## Resort Experiences in the Workplace (and out)

What about the services you provide on the campuses that you have? With the level of options and opportunity, the privilege to just have a job is no longer enough. Given the factors already addressed and oversized campuses can focus more on the experience *at work*, like a resort.

Beyond the staples of food, nourishment, places to meet, eat, connect, collaborate, and build community, there is a whole range of additional amenities that can help attract and retain talent—from childcare to pet care, to health, wellness and well-being, to yoga and dance classes, to laundry drop off and pickup, hairdressing, beauty, convenience stores, take-home meals, doctors, medical, dental, eyecare, and more.

Convenience is a major factor for today's employee. How can employers make their lives easier and therefore more productive, better engaged, and have a competitive edge in attracting and retaining the best and the brightest?

**“A bewildering blend of new technologies, theatrical practices, and curated encounters will transform our experience of the workplace . . .”**

—The Super-Experience: Designing for Talent in the Digital Workplace, WORKTECH Academy and Mirvac (2018)

## Technology—Embracing the Gig Economy

The gig economy is here to stay with advantages not only for the employee but the employer, too—immediately broadening the pool of potential workers that not only includes demographics that were once difficult to access, but also highly talented folks including retirees, caregivers, and parents tending children. But to what extent can technology help embrace the opportunity of hiring folks for shorter term, specific assignments while hiring the right people with the right skills for the right job at the right time? Maybe by pairing people to do what they are best at, what they enjoy the most, maximizing their efficiency and effectiveness.

## Technology—The Work Experience

App fatigue is a thing, mainly because there are too many, and too many with too narrow a focus. We all have busy lives and having yet another app that does yet another thing has proven to disappoint in terms of adoption.

The solution may be to create a workplace app that is all-encompassing from the commute in the morning, to arrival, reception, and security. Address morning coffee, breakfast, lunch, and even supper. Use the app in meeting rooms, for wayfinding, and for booking your workout, dance class, or meditation. Calendar management, coworker interaction and collaboration can be added, too. Employee Resource Group interaction and engagement, payroll, performance, and reviews are also part of the equation.

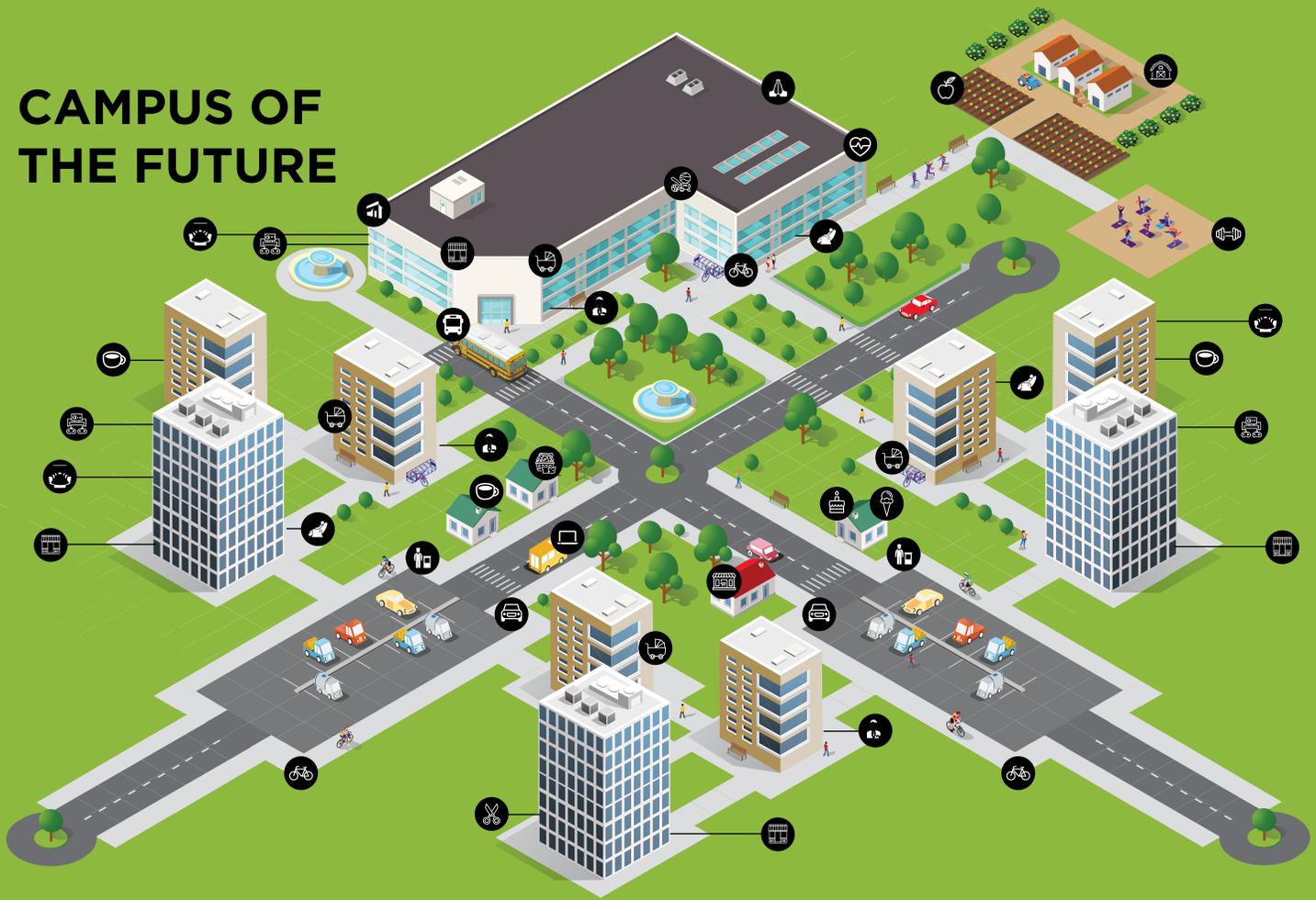
The app should be one place to manage the entire work experience, wherever you are—from San Francisco to Sydney to Singapore.

## Healthy Living, Healthy Lifestyles, Healthy Workforce

Healthy living and lifestyles are not only important to employees but for employers, too. A healthy workforce is more likely to be more productive, have less absenteeism, and be potentially even less costly from a health insurance perspective.

Introducing immersive, engaging health, wellness and well-being programs that proactively help employees attain a better, healthier lifestyle will help them, and your business, thrive.

# CAMPUS OF THE FUTURE



For many organizations with large, out-of-town campuses, there exists a unique opportunity to create an integrated campus experience. Imagine the principles of Resort Management being applied—from transportation to the campus, easing the commute and arrival, to a resort-style welcome, wayfinding, accommodations, meeting rooms, and activities. Manicured grounds, concierge, housekeeping, curated retail, and food and beverage experiences make up a fully integrated and immersive space for your employees. Imagine activating not only the services and amenities and aligning them to the needs of your workforce but also the campus itself with art galleries, museums, company stores, convenience retail, cycle and walking paths, mindfulness areas, and even hair, beauty, and grooming.

As for many employees of today, the work experience merges into their life experience and through a curated resort management approach then the future of the large, out-of-town campus could look very different and become a key driver in attracting and retaining talent.

- |  |   |  |  |
|--|---|--|--|
|  | Business and Shuttles pick up/drop off  |  | Prayer Rooms   |
|  | Car Valet   |  | Mother & Baby Rooms  |
|  | Mother & Baby Parking, Electric Car Charges, VIP Parking, Guest Parking                 |  | Childcare Center   |
|  | Reception Experience  |  | Geek Squad   |
|  | Cafes and Restaurants   |  | Outdoor fitness area (I.e. Boot camp, running groups etc)  |
|  | Coffee Shops  |  | Pop Up locations (rolling program)   |
|  | Games Room/Fun Zones  |  | Ice cream store  |
|  | Massage Chairs  |  | Cake Store   |
|  | Conference and Events Center  |  | Bakery   |
|  | Concierge   |  | Convenience Store  |
|  | Bike Share Program pick up/drop off   |  | Company Store  |
|  | Walking/Cycling Path  |  | Farmers Market location  |
|  | Hair and Beauty (Men's and Women's)   |  | Orchard  |
|  | Health, Wellness and Well-being Center (including classes and lessons) Meditation Rooms |  | Games Club: Track & Field, Baseball, Soccer, Hockey, Basketball Court, Driving Range (real or virtual) |



# CONCLUSIONS

## INSIGHTS

This special edition of Industry Insights has explored a range of employee motivations in the workplace across the different generational cohorts. Our research has revealed demand for more flexible working, greater social interaction, a sense of belonging, authenticity of experience, and greater consideration of well-being, diversity, and corporate responsibility. As the landscape of the workforce continues to evolve, these factors will become paramount to attracting and retaining the best talent.

Great workplace experiences with the food and drink offer at their core can encompass all the above and more. Organizations which are alert to delivering the right experience for their targeted talent pool will prosper. A clear understanding of the demands and motivations of the workforce will allow progressive companies to tailor their offerings as workplace experience becomes more bespoke.

## INNOVATION

In an increasingly fierce race for talent, companies are adopting more innovative methods –equipping new talent with new ideas, fresh perspectives and an appetite for pushing boundaries in a collaborative environment. The water cooler moment, the shared lunches and the spontaneous interactions at the cafeteria all contribute to creating a more cohesive and successful workforce. Yet this is an area of huge untapped potential.

Highlighted in the report are seven key factors which are important to the workforce: comfort, health, empowerment, purpose, food and drink, biophilia in design and diversity. The food and drink experience touches upon all of these elements. Companies are attempting to innovate not just through sophisticated technology and physical design features but also through interventions that support culture and brand.

## IMPACT

Organizations that analyze the aspirations of the changing workforce give themselves a strong platform to innovate, maximizing their investment in workplace experience in terms of business impact. Sectors such as tech, retail, hospitality, legal, and consulting have been swift to recognize that experience is at the heart of their business, enhancing worker productivity and retention. They are also industries which cannot afford to stand still—they are constantly evolving and innovating in the race for talent.

The companies that have consistently ranked highly in the Best Places to Work tables are the ones that are getting the workplace experience proposition right and investing the time, money, and resources to make sure they do so. In a world of political, environmental, and economic uncertainty, the new workforce looks to their employer to reinstate a sense of purpose, belonging and rationality in their lives. Experience is what brings the workforce together. Can we afford to ignore it? The evidence of this report suggests we can't.

# ENGAGE AT WORK



the smart approach to evolving the experience at work

## INSIGHTS | INNOVATION | IMPACT

Let us help you to uncover the insights in your business matched with the right innovation, designed to drive impact, changing your work experience for good!

**CONTACT US NOW FOR MORE INFORMATION AND HOW TO ACTIVATE YOUR WORK EXPERIENCE.**

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**Thought leadership, research & insights,  
case studies & community**

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**Research:** Co-create thought-leading white papers and reports on themes you choose with WORKTECH Academy's research team and academic network. Take a look at some of our co-authored white papers here.

**Knowledge:** Host Future of Work briefings and master classes led by senior Academy team to share new knowledge with your key people, clients, customers, and opinion-formers.

**Showcase:** Share your latest ideas, research, products and services on the Academy platform, which is viewed regularly by more than 3,000 workplace professionals.

**Best Practice:** View our Case Study Archive for the latest new project information and submit your own case study to this resource. Soon to include 100 best practice workplace case studies.

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# INDUSTRY INSIGHTS

## SOURCES

We would like to take the opportunity to acknowledge and thank the following for the data, insights, comments, and aid in preparation of this report:

**FORTUNE**

**Forbes**

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**FORWARD**



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