

# THE FUTURE OF FM IS NOW

**sodexo**  
QUALITY OF LIFE SERVICES

Australian Facilities Management Trends Report



# OVERVIEW

As the facilities management industry grows, Sodexo grows with it, and ahead of it, continuing to rise above client and consumer expectations in our delivery of Quality of Life services.

In Australia, Sodexo has delivered integrated facilities management services for more than 30 years, across the Corporate, Education, Government and Justice, Defence, Healthcare, and Energy and Resources industries.

We are bolstered by our global footprint extending 50 years, which allows us to provide scalable solutions to a variety of clients.

In Australia, this is delivered by more than 5,000 employees based at more than 300 sites around the country, including support centres in many of Australia's capital cities. Our talent has the capability, experience and understanding to provide exceptional facilities management, encompassing 100 different service lines.

Every day, our team takes an integrated approach to provide end-to-end solutions, from facility and asset management, to building and project management, hospitality and catering, security, landscaping and health and fitness. We deliver successfully through our research; understanding trends, listening to the market, identifying what our clients need, and acting boldly to deliver.

Leveraging our in-depth understanding of the sector, we have identified the key trends in the industry centre upon leveraging technology, data, talent and sustainability.

Innovative technology and improved data processes are key to our success. A focus of this is the Internet of Things (IoT) which, while still in its up-and-coming phase, has become an integral part of Sodexo's operational DNA. The ability to automate building assets allows us to bring the facilities management industry into the future, creating greater efficiencies and cost savings.

We are also leading the way with our Augmented Reality (AR) technology program, which allows Sodexo's specialists to support remote and isolated sites from more central locations. Our innovation in such areas has resulted in award-winning projects. Sodexo won the People & Productivity award at the Australian FM Industry Awards for Excellence in 2019 for our initiative to achieve greater efficiencies in communication between offices and client's facilities using AR technology. At the same event, Sodexo was awarded the Occupant Safety and Wellbeing Award for its specialised Heating, Ventilation, and Air Conditioning (HVAC) Improvement Program which provided solutions to the aging assets being used by residents in six villages across Western Australia.

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Our talent in Australia is exceptional and we pride ourselves on our experience, skills and acceptance of diversity. We continue to make lasting community and environmental impact, through actions such as investment in Indigenous employment and regional businesses, commitment to food waste reduction targets and removal of single-use plastics at designated sites.

Sodexo is committed to leading the industry globally and, in line with this, has maintained certifications set by the International Standardisation Organisation.

**These certifications include:**

- AS/NZS 4801:2001 Occupational Health and Safety Management System recertification
- ISO 14001:2015 Environmental Management System
- ISO 9001:2015 Quality Management System certification
- ISO 45001:2018 Occupational Health and Safety Management System certification

We are proud to provide this report on the current and future direction of facilities management and look forward to continuing to deliver upon these trends, while being a constant benchmark for improvement across the industry in Australia.



**Paul Amato,**  
Director FM Platform,  
Sodexo Australia

**“We deliver successfully through our research; understanding trends, listening to the market, including identifying what our clients need, and acting boldly to deliver.”**

**5,000+**  
**IFM Employees**



**100+**  
**Professions**



# TECHNOLOGY

Cutting edge technology is the cornerstone of innovative facilities management practice and offers opportunities to deliver services more efficiently and cost effectively, with this largely achievable through augmented reality and automation.

## AUGMENTED REALITY FOR REMOTE LOCATION SUPPORT

To effectively maintain assets, workers must be provided with accurate and timely support and direction. However, with field workers often operating complex assets and equipment in remote locations, access to on-site support is often seriously delayed.

Augmented Reality (AR) technology has demonstrated its capability to link a specialist expert to a client team in the field – often thousands of kilometres away – where the work or support is needed. This methodology is heavily employed by Sodexo's Technical Services Team, enabling workers to deliver support remotely to sites across Australia.

Sodexo's team use glasses equipped with AR technology to see through the eyes of on-site field workers. This provides insight into how assets are performing and, in turn, enables accurate and timely support to field workers, meaning assets can be back in action as quickly as possible.



**“Each time the AR technology is used, the team achieves the equivalent cost and productivity savings of at least one return flight and up to 12 hours of labour.”**

**Eduardo Somoano,**  
Manager BM Technical Services,  
Sodexo Australia

## The Effects of Implementing AR:

Sodexo was requested to provide structural engineering advice on aged concrete failure and recommendations to rectify. Sodexo was able to eliminate the need for multiple individuals to travel to site by having the key stakeholders gathered in Perth to provide guidance to the site technician. The team also produced a live recording for post event review by other subject matter experts. This one event saved more than \$5,000 in travel and lost productivity costs.

The client may have experienced as much as 100 percent improvement in cost savings.

## USING APPS TO IMPROVE FIFO WORKERS' WELLBEING

Sodexo's focus on Quality of Life extends to everyone the company encounters, including its employees, clients, consumers and the communities in which it operates. Technology plays a central role in monitoring and supporting residents, including fly-in, fly-out (FIFO) workers.

The mobile MyWay app is bringing Australia's more than 100-year-old oil and gas industry into the modern era to enhance the wellbeing of FIFO workers, while helping clients ensure a safer, more motivating environment.

Whether they work on an offshore platform or a mine site, workers can now access real-time information and services at the touch of a screen, regardless of the strength of their network connection.

The app was designed using a consumer-centric methodology to understand user expectations and needs. It involves a set of standard and customised features to facilitate site entry, settling-in and departure, ordering of meals and retail items, activity reservations, maintenance requests, incident reporting and tracking, and provides a new channel of communication.

MyWay also allows residents to access the health and fitness offerings available at their village and keep up to date with social and group activities.

The app responds to client needs by increasing visibility, facilitating dialogue with residents and generating valuable data on their level of satisfaction. This, in turn, helps pinpoint opportunities to improve quality and services, which is critical to maximise employee engagement.

**“MyWay provides users a heightened ‘home away from home’ experience, allowing them to connect both socially and mentally, no matter where they are.”**

**Darren Hedley**, CEO Energy & Resources, Sodexo APAC

While the main focus of the app is to increase wellbeing, other important functions include safety and reporting systems. With the app, users can instantly report hazard or safety issues and upload photos. Frontline managers can use the app to send safety alerts or communicate other critical safety messages to residents.

Following its launch in 2019 at Sodexo sites in Australia, MyWay is being rolled out to client sites in additional countries in 2020.

## MyWay by the Figures

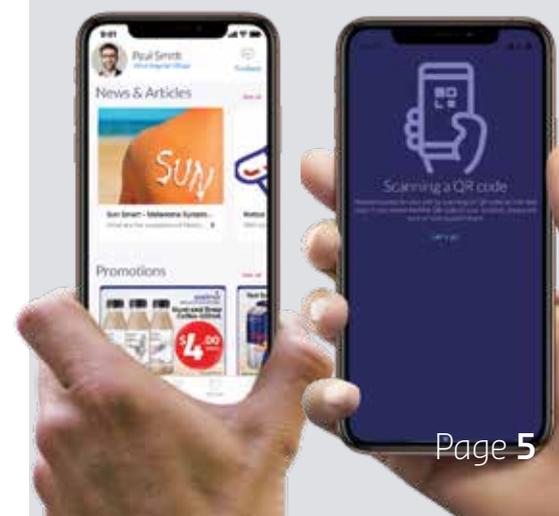
MyWay has been deployed to  
**19 villages in Australia**

**8,800**  
installs,  
and counting

**4,500**  
monthly users

**9,000**  
service requests,  
and counting

**73%** adoption rate



# DATA

Accurate data collected over time allows companies to enhance their service offering to be both efficient and economic, allowing clients to achieve operational excellence at a competitive cost. Through automation, each time Sodexo completes a work order the asset generates information to describe its performance and status. In this way, each work order becomes a touch point on the asset, which allows the company to view all data held against that asset and compare it to benchmarks, while looking for opportunities for performance improvement. These insights allow cost reductions, optimised timing of asset replacement and accurate maintenance scope.

## REMOTE SENSING TAKES PLANNING AND MAINTENANCE TO ANOTHER LEVEL

Remote sensing, to gather data from assets, is taking planning and maintenance to another level.

The old adage that 'you can't be in two places at once' takes on even more significance in facilities management, where there are often multiple assets with demands for maintenance in geographically diverse locations.

Having to fly in maintenance resources to conduct regular inspections can be cost prohibitive. By adding IoT sensing technology to existing assets, facilities management service providers can capture, consolidate and aggregate data for all assets in a centrally located command centre.

Specialist expertise can be called in to support onsite resources with additional expertise from the head office.

## PUTTING PREDICTIVE DATA TO WORK FOR PROACTIVE MAINTENANCE

Collecting data via remote sensors in real time is one thing, being able to interpret this data into actionable insights is quite the other. That's where Sodexo's expertise in predictive analytics is being put to work, based on the knowledge of managing millions of work orders across client assets.

Predictive analytics data can pre-empt when assets will fail or are scheduled for maintenance, reducing the need for periodic visual inspections and purely calendar-based maintenance activities. The data also allows Sodexo to forecast what materials and labour is required for maintenance activity and when it needs to occur, based on the performance of that asset.

Predictive data goes beyond identification of when faults occur or when maintenance is due. It schedules the availability of the most appropriate resources and tradespeople to carry out the required work, not just according to a calendar, but according to need.

By visualising asset degradation over time, predictive data can also ensure timely maintenance to significantly extend asset life and deliver further cost savings.



Sodexo  
completes an  
average of  
**250,000**  
work  
orders in  
Australia  
each year



**“Sodexo allows for a continuous improvement and learning culture. We not only learn from every work order and job, we take those insights to make the next one better, to refine and enable operational excellence.”**

**Danai Stamp**, Data Science Lead,  
Sodexo Australia

### **REAL-TIME DATA IMPROVING ASSET PERFORMANCE**

Moving to performance-based maintenance will be beneficial for both remote and urban facilities, as costs and labour can be reduced when maintenance is based on need, rather than predetermined calendar scheduling.

Currently, there is great justification to amplify occupant comfort and reduce the inconvenience of assets not working onsite. For example, if an employee experiences air conditioning that is too cool, it's a distraction from their tasks and may limit their desire to be in the building.

Understanding the performance of assets in real time, including identifying degradation, can allow proactive maintenance activity to be scheduled before a total failure of the asset occurs. This reduces occupant discomfort and saves money by preventing major asset failure and expensive maintenance callouts.

Some maintenance requirements are driven by statutory obligations and compliance. The maintenance of fire systems and treatment of water in air conditioning cooling towers prevents major health consequences. But Sodexo has recognised the opportunity for amplified efficiency when assets that do not require planned preventative maintenance are maintained on a performance-based basis and is incorporating this into its service delivery.

**“The facilities management industry is moving towards maintenance activity that is actually based on the need and performance of the asset itself rather than a calendar-based approach. There are a lot of efficiencies to be made from a maintenance and labour perspective as well through improved performance and asset uptime.”**

**Paul Amato**, Director FM Platform  
Australia, Sodexo Australia

**Through operational excellence and continual learning processes using work order data, Sodexo is on target to achieve:**

**12.5% reduction in services visits** by increasing first time fault resolution and applying proactive preventative maintenance

**7.5% reduction in time spent per service visit**, using data to enable better business decisions

# TALENT

A diverse team means diversity of thought, improved problem solving and employee retention. Historically the facilities management industry has lacked diversity across a number of categories, but Sodexo is bucking the trend.

Sodexo regards diversity as the foundation of its culture and a fundamental component of its growth strategy. The company continues to support diversity across culture, age, gender, sexuality and origins, underpinned by its Better Tomorrow 2025 corporate responsibility roadmap.

## GENDER DIVERSITY FOR IMPROVED PRODUCTIVITY AND SAFETY

**“Sodexo has long advocated the inclusion of women in its workforce. In Australia, we are incredibly proud to have 52 percent of our workforce represented by women, and 40 percent of our management team are female.”**

**Sharne Brennan**, HR Director, Sodexo Australia

Sodexo research, conducted to better understand the modern workforce, shows that a gender balance ratio of 40:60 (no matter the skew) achieves better productivity and an eight percent increase in employee retention. Gender-balanced teams are also safer, with 12 percent less accidents than in single gender teams.

## LEADING THE CHARGE IN INDIGENOUS EMPLOYMENT & INDUSTRY

Corporate Australia understands the important role it must play in improving employment opportunities for Indigenous Australians and the positive change this can have in the wider community.

Sodexo is now in the ninth year of its reconciliation commitment, underpinned by the company's Elevate Reconciliation Action Plan (RAP) 2019 - 2021. Sodexo is one of 10 organisations on its second Elevate RAP, with only 24 at the Elevate level.

As part of its RAP commitments, Sodexo invests in Indigenous communities by providing employment opportunities and choosing to partner with Indigenous suppliers. The difference Sodexo is able to make for Indigenous businesses is clear, as identified by Australian Indigenous Coffee (AIC).



In 2019, Sodexo was named AtWork Australia's Indigenous Employer of the Year and continues to enhance Indigenous employment opportunities by partnering with organisations such as Clontarf Foundation and the Vocational Training and Employment Centre (VTEC).

### **SUPPORTING LGBTI EMPLOYEES**

A diverse and inclusive work environment emboldens workers to be happier and more fulfilled and productive for the long-term.

Sodexo has taken action to ensure workers feel comfortable to bring their whole selves to work and introduced the Sodexo Pride Network in Australia in May 2019. Sodexo's Pride Network works in collaboration with human resource (HR) policies while also setting a tone of acceptance throughout the company's internal culture and all business endeavours.

The overarching aim of the Network is to build greater esteem and alliance within Sodexo's workplaces, raising awareness through communication, education and engagement with leaders and allies of the LGBTI community.

### **SUPPORTING PEOPLE WITH DISABILITIES**

Sodexo prides itself on its proactive effort to create a diverse workforce, including its disability program, with a number of partnerships currently in place, or in the works, to further drive opportunities to employ and nurture people with disabilities.

This includes a partnership with Impact21. Based in Victoria, Impact 21 is a 12-month intensive work readiness program designed to help individuals gain employment in meaningful, sustainable jobs with national employers who are committed to workplace diversity and inclusion. Sodexo's involvement in Impact21 is to provide 'on the job' learning opportunities, with the goal to help participants move into permanent employment.

Sodexo also partners with Edge Employment Solutions and VisAbility and has employed three workers with disabilities as a result of these partnerships.

**“Sodexo’s support has allowed AIC to perfect and consolidate its business model into a national, full-service coffee supply company, where we forecast a robust growth profile into FY20 and beyond.”**

**Ezekiel Kwaymullina, CEO, AIC**



## A CULTURE OF SAFETY

Actions to deliver upon facilities management industry trends must be aligned with safety.

Sodexo's commitment to safety is driven by the company's Health, Safety and Environment (HSE) platform to ensure its segments in Australia meet Health, Safety, Environment and Quality (HSEQ) objectives.

The platform develops strategies to drive improvement in health (both physical and mental), safety, environment, sustainability and quality performance. It inspires a cultural and behavioural change towards total food safety and a zero-accident mindset and identifies and manages risk throughout the business to comply with legal, client and other obligations.

Sodexo's commitment to safety is reflected across all levels of business and in its talented workforce who are passionate about due diligence and the safety of workers and clients.

The company is continually building the HSE capabilities of segment operations and inspiring leaders to develop a safety culture in their teams.

### Elevate RAP by the Figures:

**\$33.5 million**  
earned by  
Indigenous  
employees  
through  
Sodexo  
salaries

**\$23.9 million**  
invested by  
Sodexo in  
Indigenous  
owned  
business  
between  
2014 - 2018

**1,100**  
Aboriginal  
and Torres  
Strait  
Islander  
peoples  
employed  
by Sodexo  
since 2009

An average  
of **80**  
Indigenous  
jobseekers  
successfully  
placed at  
Sodexo each  
year





**“Sodexo’s vision and culture of safety starts with each individual employee. It’s wanting to be there for our loved ones, looking out for our mates and being accountable for them, and knowing that all accidents and injuries are preventable.”**

**Ria Smith**, HSE Director, Sodexo Australia



# SUSTAINABILITY

With the environmental impact and waste caused by business operation becoming an increasing concern, sustainable practice is more important than ever.

Sodexo is committed to embedding corporate responsibility in all levels of service and delivery. This includes aligning practices with the United Nations Sustainable Business Goals and, in doing so, helping clients meet their own goals.

In Australia, this commitment extends across Sodexo's sites, with a major focus on energy use and reducing food waste and single-use plastics, highlighted by milestone dates, such as WasteLESS Week and World Food Day. Sodexo's mission is to provide on-site support services that improve quality of life for consumers, employees and residents, while contributing positively to the communities in which they operate.

## REDUCING SINGLE-USE PLASTICS

The facilities management industry contributes greatly to single-use plastic waste from workers, especially in the energy and resources sector where workers take lunch and other meals from the crib to isolated areas. Sodexo is working with clients across Australia to develop reusable kits, from cups and straws to food containers, to limit waste going to landfill.

The company is already committed to reducing plastic in other areas of business, having reduced the use of single-use plastic bags from Sodexo's Australian operations in 2018. Sodexo is diverting more than three million single-use plastic bags, over five million single-use plastic containers, and over three million disposable paper cups from landfill each year. This will represent an 80 percent reduction in waste across operations by 2025.

## CHANGING THE CULTURE OF FOOD WASTE

Around 1.3 billion metric tonnes of food – a third of the food produced annually – is wasted or lost globally. Feeding 100 million consumers each day, globally, Sodexo knows it can lead the charge to reduce food ending up in landfill.

Sodexo has identified that introducing data and technology processes to sites through the WasteWatch program, powered by Leanpath, is one way to support this work. The program will be rolled out at 35 Australian sites over 2019 - 2020, as part of Sodexo's global objective to prevent 50 percent of food waste from its operations by 2025.

As part of its strategy of limiting food waste, Sodexo partnered with online surplus food wholesale marketplace Yume in 2018. To date, Sodexo has purchased almost 65 tonnes of quality food from Yume, equating to 4,400,000 litres of water saved and 129,000 kilograms of CO2 emissions prevented.



**“We believe the effects of food waste prevention are circular, reducing both the amount spent on food and the resources used to produce more food.”**

Keith Weston, Director Onsite Services, Sodexo Australia

### STOPPING HUNGER

While so much food is wasted each year globally, Sodexo is aware that people are still going hungry, even in a rich country like Australia. Sodexo is driven by its global initiative Stop Hunger to make a difference; and in Australia, this includes a partnership with Foodbank Australia, the country’s largest food relief organisation.

Each year, Sodexo’s employees volunteer for Servathon, while raising funds through personal and corporate efforts for Foodbank.

In 2019 Sodexo enabled Foodbank to procure food with a retail value of \$150,000 for distribution to its charity network, helping children start the day with a healthy breakfast, pensioners to enjoy a cup of tea with a friend and families to share a nutritious meal.

### CUTTING WATER USE WITH SMART BUILDINGS

Demand across Australia is escalating for energy efficient, water efficient and environmentally-friendly buildings that achieve meaningful performance outcomes. Australian Government at all levels, alongside the country’s building industry, are recognising this in policy and regulation to improve sustainable outcomes.

These changes are reflected at Sodexo’s Brisbane headquarters, where the company has reduced main water usage for non-drinkable purposes by more than 50 percent by substituting it with rainwater harvested from its roof.

**“Population growth and decreased rainfall continues to put pressure on limited state government water supplies. Smart buildings such as Sodexo’s Brisbane office assist in reducing this demand, saving water for others in the community.”**

Keith Weston, Director Onsite Services, Sodexo Australia

### Sustainability by the Figures:

**65T** of quality food purchased from Yume  
**YUME**

**4,400,000** litres of water saved 

**129,000** kilograms of CO<sub>2</sub> emissions prevented 

Since July 2015, the Brisbane office has captured 670,356 litres of rainwater, which it uses 50 percent of the time for non-drinkable water use, such as for toilets, outdoor taps, ponds and irrigation. This has reduced more than 50 percent of the building's reliance on mains water and Queensland's declining dam levels for non-potable water.

Brisbane's Sodexo office has been able to achieve these results by harvesting rainwater to an inground tank and a dual feed water system which separates potable and non-potable water supply in the building.

### SMARTER ENERGY BUILDINGS

In Western Australia, Sodexo is making a positive impact to conserve energy by optimising and understanding the solar panels at its Balcatta office, and by preserving energy through consolidating lighting systems.

Sodexo aims to power the office, which extends over 3,000m<sup>2</sup>, using its 100kwh solar panel system, made up of approximately 380 solar panels which feed into four inverters, each 25kwh in size.

In 2019, the office's lighting was upgraded to a series of sensors or timers, including within main seating areas, meeting rooms, bathrooms and small spaces. Around 30 manual light switches, which in the past relied on workers to manually switch them off each day, were blacked out or consolidated. This resulted in an immediate drop in energy use, which has been consistent since July. In October, the energy usage dropped by approximately 24,724kwh and by November the monthly power bill had reduced by \$12,600 from the year previous.

Sodexo's commitment to making tangible change, including lowering its day-to-day energy output, is a great example of how the company is making a difference in its own court, and how it can support clients to improve their own energy consumption.

## AUSTRALIAN FACILITIES MANAGEMENT COMMAND CENTRE

Sodexo's Facilities Management Command Centre is an established operation that handles over 660,800 client interactions annually.

Sodexo's team of experienced and dedicated Facilities Management (FM) Coordinators have been trained to handle enquiries across all sectors, which currently includes:

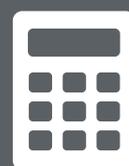


Servicing **1,517** locations



**154,692** annual work orders

**38,340** planned preventative maintenance works



**109,430** invoices processed annually



**“Whether it be recycling water or installing automated lighting solutions to reduce energy consumption, Sodexo is committed to making a positive environmental impact.”**

Steve McManus, General Manager Project & Facility Management, Sodexo Australia



**Round the clock** Australian and New Zealand coverage



A dedicated **1300 number** per client

**Multi-channel service offering,** via phone, email, and portal interactions



**FM coordinators** skilled in FM triage and troubleshooting



Assets, PM scheduling and reactive work orders **logged via Maximo**



**Engaging and coordinating contractors** from the start of a project to completion

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QUALITY OF LIFE SERVICES