

Delivering Excellence in Temporary Living for the Energy Sector

How We Exceeded KPI Expectations and Expanded Client Capacity



GIANT SECTOR, BIG EXPECTATIONS

The energy sector is one of the largest in the world – employing about 65 million people worldwide, or roughly 3 percent of the world’s total current workforce. The nature of the work and the distribution of talent in exploration, extraction, and refining as well as the research and development of new energy resources means thousands of energy industry employees are traveling or on an assignment across the globe, often in challenging and remote locations. Many of Dwellworks Living’s largest relocation and business travel clients include household names in global energy, and account for an important portion of our annual volume, as is the case for many service suppliers across the mobility and business travel industries. Our experience in the energy sector has shaped our response to the key competencies these employers require of their selected temporary living partners.

Employers in the energy sector generally have well-established policies and protocols for how they manage their risk in complex and demanding environments, and those practices extend to HR, business travel, and global mobility as well. By committing our resources to exceed these requirements, **Dwellworks Living has earned the confidence of companies with some of the highest expectations in the world. Meeting these goals for operational excellence in the energy sector also makes us a well-qualified service partner for other clients with similar exacting expectations.**

Our partnerships center around Key Performance Indicators, or KPIs, which we and the clients agree upon before the first accommodation is ever booked. Here are the top 5 KPIs used to measure a successful corporate housing partnership in the energy sector. There are many more, but these criteria define the essence of the industry’s expectations.

5 KPIs



Supply: Global capacity to select, audit, train, onboard, and manage high-performance suppliers.



Safety and Security: Effective Health, Safety, Security, and Environment, or HSES protocols, and the capability to partner with clients’ security teams on the ground to meet requirements and expectations.



Service and Support: Demonstrated capability to consistently exceed customer experience and service targets.



Streamlining and Savings: Ability to meet cost targets and leverage volume for client value, while always ensuring premier service.



Sustainability: Processes in place for sourcing sustainable suppliers and driving net zero goals.

How We Deliver

Relocation and business travel programs, including benefits for short-term/temporary living accommodations, are a significant expense for large energy enterprises. A company that places 1,000 or more employees in temporary housing could spend \$20 million annually on this cost (using global averages for length of stay and average daily rates).

With this level of client investment in mind, Dwellworks Living works tirelessly to deliver on every KPI and demonstrate a measurable ROI on our partnership and the value of our accommodations solutions.

Client Specific Use Case

Dwellworks Living has been a temporary living solutions partner to one of the world's largest diversified energy companies since 2017. In a recently renewed and extended contract, we are now the global solutions provider for the outsourced temporary housing needs of this company and its nearly 90,000 employees, coordinating housing across 100+ global locations and responding with more than 5,000 options from our solutions portfolio.

Read on for examples of how we've exceeded expectations in the 5 high-profile KPIs for this client.

KPI: Comply with Client HSSES Requirements in Top-Volume and High-Risk Locations

A DWELLWORKS LIVING CASE STUDY

The Requirement

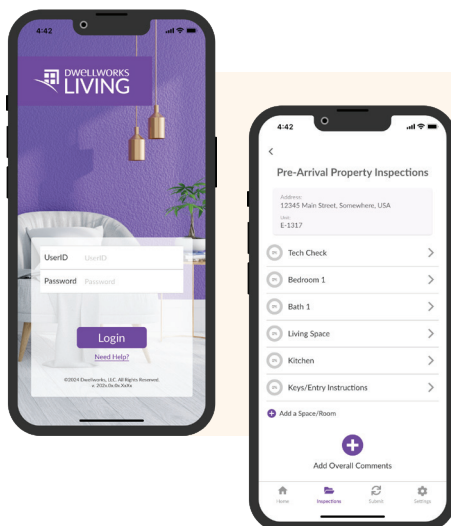
Suppliers who contract with this client, as with all major global energy companies, must successfully complete a detailed audit process across multiple categories of HSSES compliance. This assessment includes a review of Health, Safety, Security, and Environment protocols, as well as documented governance for Social Responsibility, including Business Ethics, Anti-Corruption and Bribery Policies, and Fair Pay and Employment Practices, plus alignment with the client's Code of Conduct and demonstrated Financial Stability and Risk Management controls.

The Response

Dwellworks Living manages client compliance requirements through multiple enterprise-level and client-specific programs. Our Enterprise Risk Management Committee, co-chaired by our CEO, CFO, and Chief Technology Officer, manages risk assessment and mitigation across the

business, proactively addressing identified opportunities for improvement across service delivery, supply chain management, and financial operations as well as data privacy and security. This level of governance also makes it possible for us to provide ESG leadership in our industry and respond to requests for reporting and documentation from our clients.

Our own integrity due diligence (IDD) facing our supply chain includes an independent audit of each supplier's financial standing and required compliance with anti-corruption and bribery laws, as well as compliance with Dwellworks Living's and the client's Code of Conduct, which every property operator must attest to prior to being enrolled as a provider. Finally, every property is pre-inspected and documented for meeting health, safety, and security standards, with additional capacity for the supplier to summarize sustainable housing features, such as efficient energy use, water-use controls, food waste management, and more.



A completed 60-point pre-move-in survey, with photo documentation, is a compliance requirement for every reservation – and a KPI which Dwellworks Living meets 100% across all client-specified locations.

As a value-added service to clients, we are implementing our digital Pre-Arrival Property Inspection app across our supply chain in 2024, to reinforce consistency and compliance, as well as more efficient process management and review.

KPI: Continuously Expand Global Coverage and Available Supply

A DWELLWORKS LIVING CASE STUDY

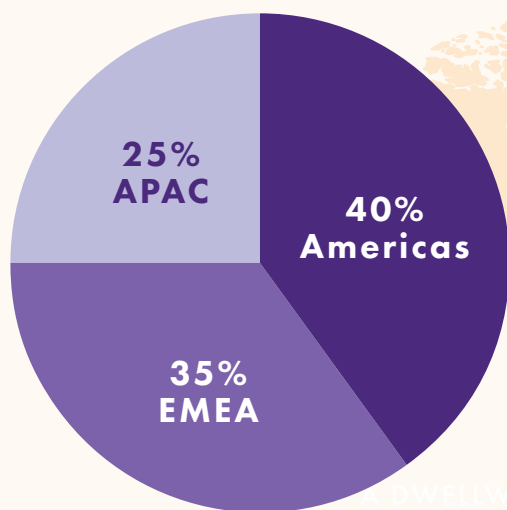
The Requirement

As the client’s business interests diversify, they both expand their R&D activity into new geographies and consolidate their executive and administrative presence in several key hub locations worldwide. As a result, they require continuous expansion of housing supply that meets their HSES requirements across multiple markets.

The Response

Dwellworks Living has a proven, dedicated global team of corporate housing supply chain professionals, with 100+ years of industry experience among them, to identify and certify professionally managed corporate housing partners even in the most challenging, remote, and low-volume markets. In the past 24 months, our team has expanded our supplier capacity with hundreds of properties (for this client and others) and conducted site visits for new suppliers in regions as diverse as Southeast Asia and near the Arctic Circle, while adding depth in traditional energy markets and hub locations such as London, Houston, and Rio de Janeiro. These partners expanded a base that includes over 3,500 supplier partners worldwide with access to 80,000 apartments and homes.

Global Supply Chain Distribution



We added 300+ vetted and compliant suppliers to our global supply chain in 2022-2023.

A DWELLWORKS LIVING CASE STUDY

KPI: Meet or Exceed Customer Service Satisfaction Targets

A DWELLWORKS LIVING CASE STUDY

The Requirement

Every client expects high levels of customer service. Global energy companies often send their employees to difficult locations, far from home, for extended periods of stay. Professionals being relocated may have the comfort of being accompanied by family members, but in many markets, the housing available for larger numbers of occupants and longer stays along with increased customer expectations for privacy, consumer-quality amenities, and upgraded health and safety protocols can lead to fewer options at higher prices.

The Response

In Dwellworks Living's case, the opposite is true. In 2022, for example, in a surge of relocation and business travel activity (at the same time as the unfortunate and ongoing emergency migration from Ukraine and unprecedented levels of leisure travel), we consistently delivered service scores of 95% satisfaction to this client throughout the year. The satisfaction is attributable to:

- Securing availability even under extremely competitive and scarce market conditions
- Our vast resources across Europe, enabling us to source solutions from local landlords, beyond standard temporary living options
- Relentless customer engagement – staying in touch with guests in a period of high stress and uncertainty, to earn this sample feedback from an employee of this client:



Your service partner has been an excellent agent. He followed the specifications of our move request and found a property that was exactly what we needed in terms of location and company compliance. He has also dealt with any issue we had in a prompt and timely manner. He is very responsive, polite, and has a great attitude. It has been a pleasure working with him.



-Energy Sector Professional on Assignment

In our recently completed performance analysis, our 2023 net satisfaction score in top volume markets for this client was 97%.

KPI: Deliver Ongoing Savings in High-Volume Locations

A DWELLWORKS LIVING CASE STUDY

The Requirement

With their large global volumes, energy companies expect their service partners to secure pricing leverage, while expanding coverage and ensuring supplier compliance. This requires a deep understanding of market dynamics and savings opportunities, while also securing high performance providers who earn the title of “preferred provider” based on their amenities and service records.

The Response

As with meeting HSSSES and broader compliance requirements, the keys to managing price and client costs are close communication with the client in setting goals and then executing on governance, data analytics, reporting, and market expertise. Dwellworks Living sets the baseline for our expertise in cost management with a proprietary and secure Market Rate tool that clients can access for an instant update on average daily rates for properties in hundreds of markets around the world.

Houston, TX - US

\$155

12-month average

Unit Type:

1 Bedroom ▾

Price Rate:

Nightly ▾

Currency:

USD ▾

Low price average: \$137 | High price average: \$220

Our Market Rate calculator analyzes pricing averages for a trailing twelve months and is designed to provide clients with an early indicator of the cost of their prospective reservation. You can find the tool in the [bottom menu of dwellworksliving.com](https://dwellworksliving.com).

To meet client-specific savings KPIs, we track and report on our negotiated rates versus average market rates. For this particular client, our KPI goal was to secure annual savings between 10-15% compared to market rates. **In 2023, our actual performance was over 22% savings, amounting to over three-quarters of a million dollar saving for this client because of our well-defined temporary living partnership and the effectiveness of our [epic® technology](#) in securing competitive pricing across our supply chain.** Importantly, the savings were realized most significantly in the client’s top reservations markets, where competition can be fierce. Instead of paying a premium for quality in markets such as London, Singapore, and Calgary, Dwellworks Living secured better-than-market pricing for our client. To complement this KPI we also provide reporting on savings versus our clients’ internal budgets again demonstrating significant savings.

KPI: Implement Processes and Track the Use and Impact of Sustainable Providers

A DWELLWORKS LIVING CASE STUDY

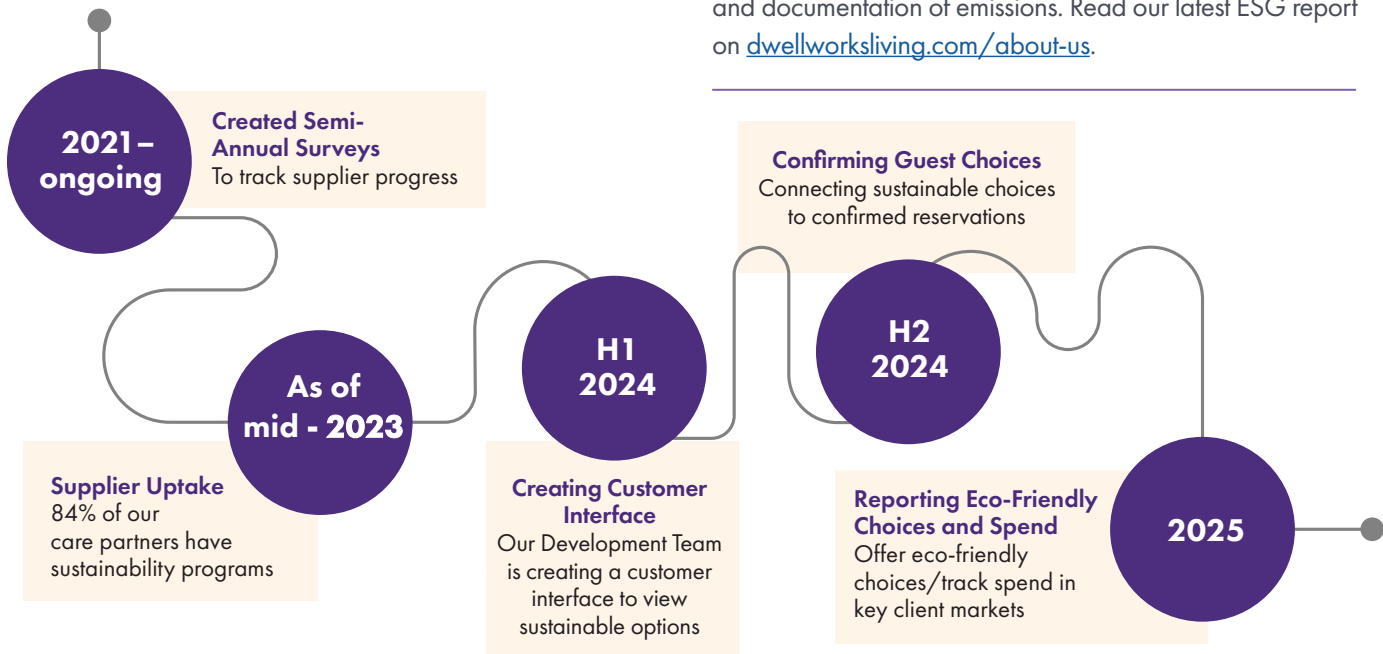
The Requirement

Per zerotracker.net, “929 companies from the Forbes 2,000 list have set net-zero targets.” All the world’s largest publicly held energy companies have published zero emissions targets to be achieved by 2050 or earlier. As each major energy enterprise determines its path towards diversification and carbon neutrality, it also requires supplier alignment to those goals. Our use-case client had specific requirements for timing, market penetration of sustainable suppliers, and the ability to track sustainable supplier spend, which can be converted into an estimate of total greenhouse gas (GHG) emissions produced during a corporate housing stay, using standardized factors for calculations.

The Response

Dwellworks Living has registered in the client’s supplier sustainability portal (a now common tool in all large corporate procurement supplier platforms). We are capturing the data needed to enable emissions reporting per the client’s specifications and timelines. Our ability to comply with this KPI was an important differentiator in the client’s assessment of our capabilities in their recent contract review. Dwellworks has invested in its ESG initiatives since 2021, taking a stakeholder approach to meet the expectations of clients, customers, investors, communities, and regulators, while managing our business per reasonable sustainability goals and resource commitments. Our VP of Global Supply Chain [Debbie Woodley](#) is the co-chair of the Corporate Housing Providers Association (CHPA) Sustainability Workgroup. That leadership allows us to educate thousands of corporate housing suppliers regarding stakeholder expectations and enables us to gather detailed information from our supplier network and translate that data into a better, choice-driven customer experience, as well as tracking supplier spending and documentation of emissions. Read our latest ESG report on dwellworksliving.com/about-us.

Sustainable Solutions Roadmap



Performance Earns Partnership

An unstated but essential sixth KPI in this engagement has been demonstrating a Strategic Focus that aligns our business strategy and key investments with the priorities of the client. Dwellworks Living is wholly committed to this approach – knowing that meeting the performance requirements of one of the world’s largest energy companies would drive improvements and excellence across our entire organization. We know that in this global, complex, and rapidly evolving industry, meeting KPI targets is not enough. To be a world-class partner to a world-class company, we’re expected to bring continuous innovation and value-added ideas and execution.

A sampling of recent partnership investments by Dwellworks Living include:

- A million-dollar, multi-year commitment to upgrades of our core epic® technology – the industry’s only purpose-built application for sourcing properties that exactly match client specifications. Continuous development in epic® enables broader and deeper supplier options in our portfolio.
- Leadership contributions to the client’s global mobility supplier summit. Our assigned deliverable was a deep dive into sustainability in corporate housing, outlining the extent of action, investment, and analysis required to be a meaningful contributor to the client’s net zero goals.
- Development of a client-unique solution for one of their key headquarters operations, where we can leverage our unique co-competency in destination services and corporate housing to meet multiple relocating employee needs.
- Responding to market requirements by adding local language speakers in the client’s exploration locations to facilitate and expedite supplier selection and familiarization with requirements and KPIs.
- Roll-out of initial use cases of AI at maximum levels of data security.

Let’s Get Started



As our case studies and key client KPI criteria demonstrate, success in temporary living management for global energy clients has unique requirements for partner depth, breadth, talent, and domain expertise. Understanding, contributing to, and performing to the level of those requirements defines us as a uniquely qualified partner to manage their global accommodations programs. If you are a decision maker in global mobility or business travel services in the energy sector, visit DwellworksLiving.com/Contact to learn how we can deliver service, savings, and solutions that support your strategic objectives.