

# Return to Work & Work Reimagined

PAS Ireland

2020



# Work Reimagined

## NOW

Returning people to work

Who do we **need** to come back first?

Who **can** come back?

Who **should** come back?

Operating in the new world

What does the **shape of our workforce** need to be to return to work?

What are our **core and critical skills** and how do we retain them?

How can we strengthen and **align our management team** to be productive?

Returning people to productivity

What workforce **reset opportunities** do you have and what benefits are available?

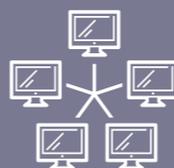
Your future of work is NOW. What options are available to **drive productivity**?

How do we **support our employees** and bring them along on this reset?

### The 'new normal'



Evaluate lessons learned from your response to the crisis and establish new cultural norms. Carry out tactical workforce planning to optimise your workforce



### Guide the new work experience



Deploy technology enablers to support workers and monitor worker health. Train leaders on remote management techniques, driving outcomes and productivity



### Enable emotional safety



Address social and emotional issues appropriately, mobilise on-site and virtual access to physical and emotional well-being resources



## NEXT



## BEYOND

### Shift mindset and trust



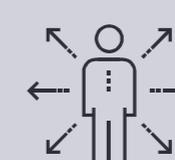
Agree new cultural norms, indicative ways of working, and physical/virtual interactions amongst the diverse workforce. Demonstrate flexibility



### Evolve people policies



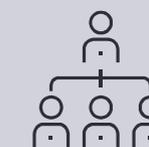
Stay ahead of the game of remote working and utilise analytics to understand and optimise workplace usage, update mobility and reward strategies



### Address the Operating Model



Holistically rethink the composition and size of the workforce into the future, address how the crisis altered future roles, property needs, technology support and the new roles of HR and people leaders



# The EY Response Blueprint

Operate in two gears to plan a physical return to work and prepare for BEYOND

## OUR APPROACH

EY's people and organisational blueprint response to the COVID-19 crisis

Operating in two gears to support your physical return to work and reimagine the future of your organisation

**Gear 1:** Practical preparation for a physical return to the workplace: Workforce, operational continuity, H&S, technology, security, productivity, inclusive culture and wellness

**Gear 2:** Future-focused planning, recognising that there are aspects of work that you may wish to change permanently

**EY wavespace™:** 3 virtual workshops to co-create a clear, actionable plan for the future of work

### Responding to the 'Now'

#### EY wavespace™



Interactive virtual workshops to help you plan your next steps in response to C-19.

Future-focused workshops build a team, a blueprint and a plan for your Now, Next and Beyond.

#### Remote Working Support



Remote working, learning and development, and a focus on employee welfare to maintain morale and productivity.

Tax, expense policy and reward implications on remote workers including mobile employees.

### Guiding the 'Next'

#### Workforce Planning



Tactical workforce planning to assess impacts, define scenarios, build flexibility, optimise costs, measure and fill gaps, and determine who returns and when.

Workforce cost reduction, employee reward strategies including benefit plans, mobility policies and equity incentive plans.

Rethink the composition and size of your workforce for long-term.

#### Workplace Health & Safety



Analysis and planning tools to create and implement a safe, economically feasible new working environment.

#### Leadership



Train and equip your leadership team for the challenges of new norms and to build a diverse and inclusive environment, wherever work is happening.

Plan leadership roles into the future, selecting and developing the right leaders.

#### Operating Model



Determine the future size, shape, locations and ways of working aligned with emerging new strategies. Reshape HR to be more agile, data driven, digital and project based, to establish a more human-centred organisation.

#### Future Workforce Capabilities



Capability Planning builds a future-focused resource model to support the new enterprise.

#### Organisation Design and Implementation



Redefine roles, teams, and structures for a new future work scenario - more agile, more digital, more remote, and cost and reward optimised.

### Comms & Stakeholder Engagement

### Change Management

### PMO

### Implementation Support

### Benefit Tracking

## EY PEOPLE CONSULTING LEADERS

Jackie Gilmore  
Partner  
Jackie.Gilmore@ie.ey.com

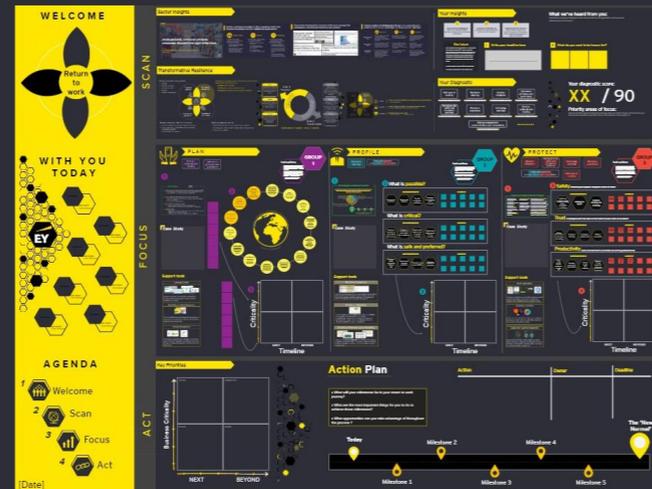
Michael Rooney  
Partner  
Michael.Rooney@ie.ey.com

Andrew Kerr  
Associate Partner  
Andrew.Kerr@ie.ey.com

Laura Flynn  
Director  
Laura.Flynn@ie.ey.com

## Operate in two gears to plan a physical return to work and prepare for BEYOND

### OVERVIEW



### Overview

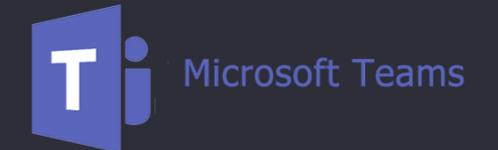
Create interactive virtual experiences to help your business visualise a future beyond today... and then to collaboratively develop strategic responses to those futures.

EY's wavespace™ is a unique virtual space that enables co-creation by bringing together multi-disciplinary talent, unique capabilities and techniques in a collaborative environment that includes face-to-face communication, screenshare presentations and demos, digitally facilitated interactive activities, virtual whiteboards, and an emerging technology lab.

An initial visioning session helps plan your immediate next steps and longer term journey in response to COVID-19 - agreeing your strategy, team and approach by focusing on what matters most and mapping a physical return to work plan that aligns with a re-imagined future for your business.

Subsequent workshops delve deeper into 'Next and 'Beyond' activities to plan and mobilise the future of your business post COVID-19.

### Supporting Tools



*Unified communication and collaboration platform that combines workplace chat, video, meetings, file storage, and MS applications integration*



*Browser based tool used to create presentations with real-time feedback, facilitating online polling and voting*



*MURAL is a visual workspace that helps remote teams collaborate. Digital whiteboards empower modern teams and individuals to research, brainstorm and design ideas visually and collaborate across time zones and locations*

### KEY QUESTIONS & OUTCOMES

#### Key Questions

- What are our next steps in response to the COVID-19 crisis? Tomorrow, in the next 30 days, and beyond?
- Have we mobilised the right team, capabilities and governance to steer and plan our physical return to work?
- How do we get ready to transition our people back to physical work environments?
- What will be our new operating norms now and into the future?
- What is the future of the business?
- What does this mean for our workers and our workplace?
- Do we have the necessary health and safety protocols in place?
- How are we leveraging this opportunity to transform our business?

#### Outcomes

- ✓ Step-by-step clarity on response and team, through all stages
- ✓ Accelerated decision making
- ✓ Command centre approach & how to navigate and control (roles and responsibilities)
- ✓ Holistic understanding of organisations' technology, design, workplace, and workforce Planning strategies
- ✓ Roadmap for the future of the business Now-Next-Beyond

### Suggested wavespace™ Experiences

#### NOW

Create a vision and end-to-end plan for your physical return to work and work reimagined programme

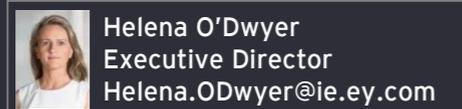
#### Next

Co-create a clear, actionable return-to-work plan for the safe physical return to work

#### Beyond

Reimagine your business and co-create a strategic roadmap to achieve your transformation

### KEY CONTACTS



### EY ThinkTank

*Dynamic risk and opportunity assessment capabilities to drive cohesion amongst stakeholders. The program is pre-loaded with over 200 questions to drive significant discussion amongst key stakeholders*

# Remote Working

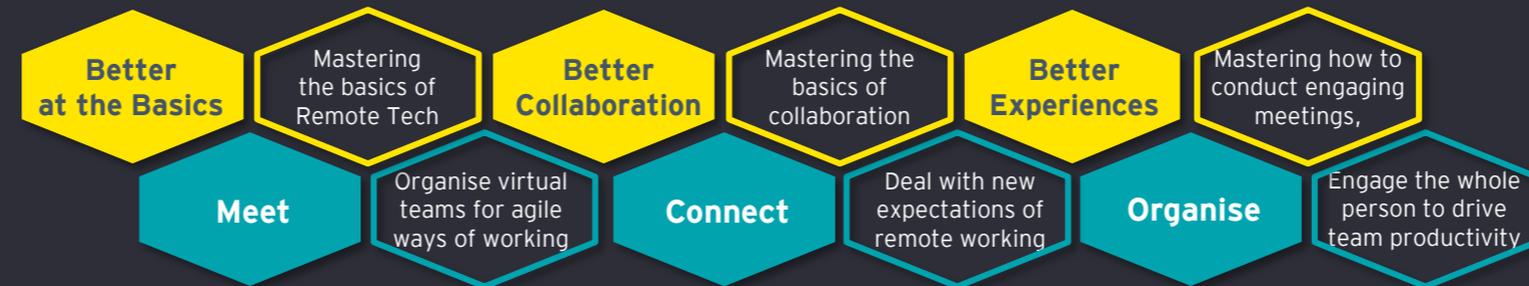
Operate in two gears to plan a physical return to work and prepare for BEYOND

## OVERVIEW



### Overview

Build confidence and expertise in new ways of remote working and technology, measuring productivity, building community in a remote working environment, and managing the tax implications of a remote workforce. EY will deliver **6 CORE VIRTUAL TRAINING WORKSHOPS** focused on upskilling your workforce on desired platforms and operationalising remote working practices.



### Key Questions

- What lessons learnt from working remotely must be converted into habits? How do we close remaining capability gaps? What technology enhancements are needed?
- What are the tax implications of employees working remotely? How do we reward remote employees in a tax efficient manner?
- What analytics are required to track behavioural change and identify opportunities for productivity improvements?
- What governance changes are required to overcome the unique challenges of virtual working with external groups and systems?
- What is the best way to keep a pulse on colleagues emotional and physical wellbeing and the overall work experience? What should be in place to support colleagues and mitigate against the negative aspects of blurring work and home?
- What do we need to do to mitigate against bias and ensure an inclusive remote environment?
- What behaviours and tools can be used to manage, lead and co-create a strong community that meets members' human, as well as business, needs?

### Outcomes

- ✓ Engaged and supported workforce
- ✓ Increased data on productivity and how your teams are feeling
- ✓ Inclusive remote environment
- ✓ Improved remote working experience
- ✓ Learnings on new networks and how work gets done
- ✓ Improved employee experience and loyalty
- ✓ Increase in use of collaboration tools for a more digital savvy workforce
- ✓ Tax efficient reward, remote working, and mobility policies

### Supporting Tools



Nuliaworks is a pioneer in Digital Enablement, getting users using their Microsoft productivity suites to become more productive on a continuous and sustained basis



TeamFusion is a next generation employee enablement platform that combines the power of guided training, social learning, and a centralized knowledge hub to ensure employees can perform at their best



Qualtrics Remote Work Pulse survey helps organisations to understand if they are prepared for a remote workforce, and if their employees have what they need to succeed in this new environment



MURAL is a visual workspace that helps remote teams collaborate. Digital whiteboards empower modern teams and individuals to research, brainstorm and design ideas visually and collaborate across time zones and locations

## KEY QUESTIONS & OUTCOMES

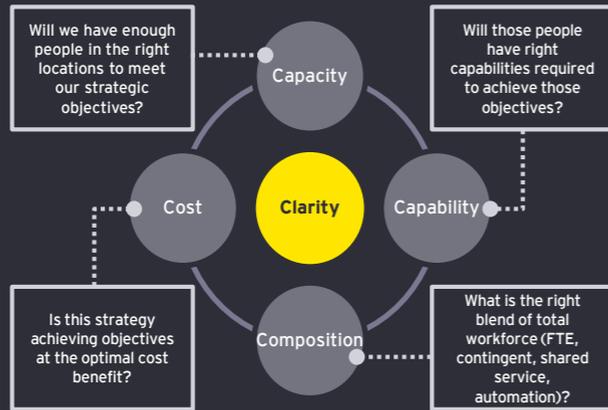
## KEY CONTACTS

**Andrew Kerr**  
Associate Partner  
Andrew.Kerr@ie.ey.com

# Workforce Planning

Operate in two gears to plan a physical return to work and prepare for BEYOND

## OVERVIEW



## Overview

Approach workforce planning tactically to assess the impact of remote work on your workforce. Define scenarios and flexible plans, and plan for a physical return to work. EY can assist in optimising workforce cost in a tax efficient manner including employee reward and mobility policies. It will not be possible to return to work in one go, we will support you to plan for waves of return, including understanding your critical roles and priority return roles, measuring and filling gaps, and helping you to redeploy your workforce.

Turning a lens to the future, EY can facilitate you in rethinking the composition and size of your workforce in the new normal long-term, building workforce planning infrastructure if required and identifying supply and demand gaps as well as plans to resolve them.

## Supporting Tools

### MillionYou

EY's employee listening platform enables virtual engagement with your employees through an online platform, gathering real-time employee views and feedback

### EY Absence Prediction Model

AI-driven analysis and tracking absentee data for triggers and decision making

## KEY QUESTIONS & OUTCOMES

### Key Questions

- How do we prepare to bring people back to physical work locations?
- What is a new economically feasible workforce model?
- Where are all of our people and how are they faring?
- Where are our employees located globally? How do we get these employees back to their base work location? Will they want to come back to this country?
- Where do we have increased or decreased capability demands and how can we service this demand from existing and new labour pools?
- Can we continue to maintain the same number of employees? How can we reduce numbers in the most tax efficient manner?
- Do we know where all of our critical skills are and have we taken steps to safeguard them?
- How do we know which of our people to transition when?
- How do we keep our people safe and engaged?
- What has been the impact of absenteeism to date?
- What opportunistic talent acquisition opportunities exist and should we be taking them?

### Outcomes

- ✓ Tactical Workforce Plan: Short term workforce plan including key skills and critical resources
- ✓ Clarity on current gaps and scenario planning options
- ✓ Workforce dashboards
- ✓ Workforce Economics: Short-term and longer-term modelling of employee plan and program and workforce actions
- ✓ Sourcing strategies for hard-to-fill positions
- ✓ Reviewed and updated employee reward strategies (benefit plans, mobility policies & equity incentive plans)
- ✓ Clarity on critical and priority roles to return to physical work locations

## EY Physical Return to Work Diagnostic

Rapid workforce supply assessment, with workforce availability given Mobility, Government and Business considerations

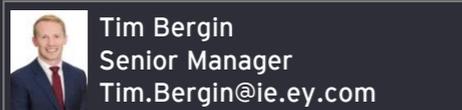
## EY Workforce Diagnostic

A workforce planning model based on 16 key variables aimed at helping client's answer the question of how many, and which people to shift back from remote work

## EY Workforce Optimisation Bot

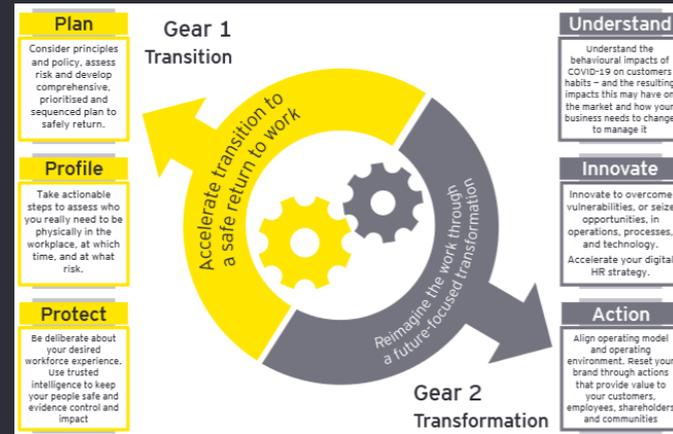
The workforce optimisation bot produces personalised cover letters and tax calculations for departing employees, significantly reducing the time and costs incurred in rolling out a workforce reduction programme. The tool also provides data analytics dashboards in relation to the workforce reduction programme

## KEY CONTACTS



## Operate in two gears to plan a physical return to work and prepare for BEYOND

### OVERVIEW



### Overview

Employee health and safety in the new normal is concerned with building a safe, secure, workplace to allow people to work safely wherever they are based, working with facilities to plan a phased return to the physical workplace, and listening to employees and adapting accordingly. EY can support you to develop safe return to work principles, take actionable steps to assess who needs to be in the workplace, at what time and what risk, and to ensure employees are safe at home, on their commute, and at work.



1. Plan



2. Profile



3. Protect

### Supporting Tools



EY health and safety management enables health monitoring via medical and facility surveillance and incident management (TBC if available in Ireland)

### MillionYou

EY's employee listening platform enables virtual engagement with your employees through an online platform, gathering real-time employee views and feedback

### KEY QUESTIONS & OUTCOMES

#### Key Questions

- How do we prepare to bring people back to physical work locations?
- How can we deliver a safe working environment for our teams, wherever they are?
- How do we decide which of our workforce return to the physical office? What is safe, feasible and preferred? What is possible? How do we prepare?
- How do we create a safe environment whilst maintaining trust and productivity?
- How do we protect our data?
- How do we listen to our teams? What if staff feel unsafe returning to work?
- How do monitor the health of our employees?
- How do we communicate our safety procedures/protocols with our employees, visitors, vendors?
- What cost is associated with transitioning the workforce to the physical office (e.g. PPE)?

#### Outcomes

- ✓ Workplace safety and occupancy planning
- ✓ Safe return principles & governance
- ✓ Workforce phasing plan (actionable return to work plan)
- ✓ Readiness, monitoring systems in place
- ✓ Workforce policies, protocols reviewed & updated
- ✓ Infection Mitigation in place
- ✓ Plan for communicating new workplace procedure/practices (to employees, visitors and vendors)

#### EY Controls

Cloud based monitoring platform that manages workflow, control ownership and evidence collection for pandemic response

#### EY Safe Return to Work Diagnostic

Provides an indicative assessment of critical considerations against planning domains

#### EY ChangeInsights

The Change Insights tool is designed to provide clients with the capability to navigate, drive and measure change management interventions in a single place

### KEY CONTACTS

**Tim Bergin**  
Senior Manager  
Tim.Bergin@ie.ey.com

Operate in two gears to plan a physical return to work and prepare for BEYOND

## OVERVIEW



## Overview

Effective and inclusive leadership is a critical success factor in the recovery from the COVID-19 crisis. EY can facilitate you in training and equipping leaders to inclusively lead in uncertain times. We can provide support to current leadership team members through training in agile leadership, cross functional teaming and enhancing engagement. EY can help to plan a future leadership model, helping to select and develop the right leaders in your business to lead in the new working environment. The leadership basics matter, but they are not enough for today:

### THE FOUNDATIONAL CAPABILITIES



### EVOLUTION OF THE FOUNDATION



### EMERGENCE OF THE NEW



## Supporting Tools

### EY Transformative Leadership Framework

*Enabling leaders to think differently, navigate a complex world, relate to others on a human level, and connect people and possibilities in a virtual system*

### EY Leading Through Crisis Suite

*Technology enabled tools and content to prepare executives and front line managers to lead their teams through crisis*

### EY Leadership and Teaming Assessment

*Helps clients accelerate their ability to lead in today's dynamic environment. Provides a view of strengths, development opportunities, and ways to accelerate staff development*

### EY Leadership Academy

*The Transformative Leadership Academy is an engaging and immersive digital learning academy, housed in a mobile-compatible, algorithm-driven platform.*

### EY Inclusive Leadership Training

*Renowned training programme enhances inclusive leadership, team performance and collaboration and helps build highly effective and diverse teams. Increases the awareness of biased behaviour and helps people inspire, manage and operate in diverse teams, even remotely.*

## KEY QUESTIONS & OUTCOMES

### Key Questions

- How ready are my leadership team to support new working models? How does a leader demonstrate virtual leadership?
- How can our business support our leadership team?
- Do our leaders role model inclusive behaviours needed to develop culture where smart/remote working can thrive? How do we ensure our leaders are leading by example in this new digital working environment?
- Are our team leads and People managers trained to support people remotely, focusing on output and performance to determine reward and progression?
- How will we retain our enduring culture through periods of significant change?
- What soft skills do my leadership team need support in?
- How do we keep our workforce engaged and connected through our leadership team? How do we build resilience?
- How does a leader balance human and technology and practice empathy?

### Outcomes

- ✓ Retain strength and continuity of leadership and spirit in the organisation
- ✓ More empathetic, resilient, innovative, authentic leaders
- ✓ Better understanding of the principles and impact of Inclusive Leadership and an inclusive culture, and converse of same
- ✓ Reviewed leadership competencies and support
- ✓ Agile leaders who role model inclusivity, practice conscious decision-making and have practical skills to recognise and manage unconscious bias
- ✓ Confidence to build richer internal and external stakeholder relationships in a disruptive and transformative working world
- ✓ Better communicators

## KEY CONTACTS



**Robert Freese**  
Director  
Robert.Freese@ie.ey.com

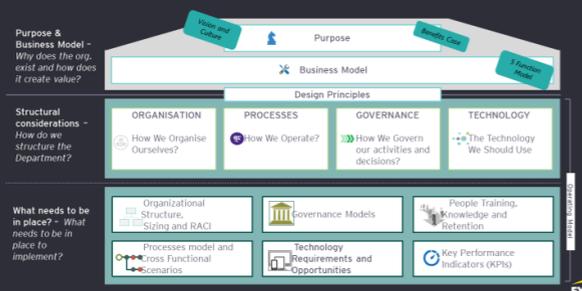
# Operating Model

Operate in two gears to plan a physical return to work and prepare for BEYOND

## OVERVIEW

### TARGET OPERATING MODEL

Representation of how the key components of the new Operating Model (people, process, technology and decision-making) will integrate together to enable it to deliver on its purpose and vision



## Overview

As your business looks past the immediate return to work, EY can provide support to reshape the way business is performed in your company for the long term. Ways of working that were already being disrupted by a series of 'mega-trends' have now been further challenged by COVID-19. Opportunities to accelerate transformation are quickly emerging. Operating model design support includes potential reshaping of sourcing models, consideration of tax implications of global mobility, rebuilding location strategies, reconsidering governance models and identifying process improvement opportunities.

### Global mega-trends



## Supporting Tools

### EY Operating Model Methodology

Closely connects the core components of the organisation, bringing together People, Processes and Systems ensuring that the design at each stage is integrated and focused on the practicality of implementation

### EY Process Depot

Repository of leading practice processes which can provide perspectives on leading practice business processes. Includes process models along with related information such as risks and controls, KPIs (including APQC benchmarks), maturity models and more to drive leading practice processes

### HR Operating Model Framework

Target operating model based methodology to define and create a set of actions which will deliver tangible value

### EY HR FutureFitness Diagnostic

Online diagnostic combined with benchmark data and good practice insights provides a rapid assessment of current HR maturity, relative performance, risk profile against emerging HR practices, and tailored recommendations

### EY Rewards Framework

A reimagined rewards framework consisting of a core suite of tax effective total reward elements plus flexible / supplemental benefits selected annually by employees with robust tools and AI.

## KEY QUESTIONS & OUTCOMES

### Key Questions

- Has the shape of our business changed forever? Are there parts of the business that we no longer require or are no longer fit for purpose?
- Which aspects of our work could now remain remote?
- What should the property portfolio look like in the future and what will our buildings be used for?
- What is the future of work and life integration? How will flexibility be defined in the future?
- What can employees do to enhance remote productivity? How can digital tools continue to enhance the future of work?
- What are the tax implications of a new operating model? How will we reward employees in a virtual workplace?
- How do we incentivise our employees in this new way of working?
- What is the role of HR in the now, next and beyond? Does the HRBP model deliver the required results and how can we get HR more involved in innovation / experimentation / change? How do HR remain connected as a strategic support to the Business?

### Outcomes

- ✓ Business case for change/restructure
- ✓ Blueprint for different ways of working and capabilities required for the long term
- ✓ Review of existing and re-design of to-be processes
- ✓ KPIs and metrics to measure effectiveness and productivity
- ✓ Tools & systems to enable the future ways of working
- ✓ Integrated flexible working, property, technology and tax strategy
- ✓ Reimagined future HR function
- ✓ Rewards system reimagined

## KEY CONTACTS



**Andrew Kerr**  
Associate Partner  
Andrew.Kerr@ie.ey.com



**Laura Flynn**  
Director  
Laura.Flynn@ie.ey.com

# Future Workforce Capabilities

Operate in two gears to plan a physical return to work and prepare for BEYOND

## OVERVIEW



### Overview

Capability Planning builds a future-focused resource model to support the new enterprise. Workforce planning maps an organisations people strategy with its business strategy so they both to work in sync. The nature of work and the makeup of the workforce is changing rapidly leading to various challenges for organisations for the people agenda. Strategic workforce planning provides clarity on the workforce today through the use of data and the workforce required for the future to enable better decision making.

### Supporting Tools

#### EY Workforce Economics modelling

*Interactive tool to model organisation and workforce cost reduction options. Organisation and workforce modelling platform enables transformation*

#### EY Workforce Planning Maturity Model

*Provides an assessment of maturity derived from mapped observations against a combination of EY/Forbes benchmarking data and comparisons to other selected organisations*

#### EY Benchmarks

*Provides insight into your organisation's performance by comparing financial and related data from similar organisations*

#### Advanced Scenario Planning And Modelling

*AI-driven analysis and tracking absentee data for triggers and decision making*

## KEY QUESTIONS & OUTCOMES

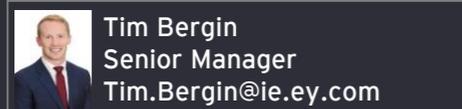
### Key Questions

- How will the shape, size and nature of our workforce change?
- What workforce do we need to deliver in this new way of working?
- What workforce will we need in the future? What skills will be important?
- What future talent opportunities now exist?
- How can we build more flexibility into our workforce model?
- How can we bridge capability gaps and deal with surpluses?
- Which capability gaps will we no longer need?
- What are the risks to our workforce from new and future immigration and mobility restrictions?
- How will we reshape Reward systems and packages to better reflect a more flexible workforce (make sure it is win-win for employee and employer)
- Should we be considering different working hours and shift patterns? How would this work? Scenarios.

### Outcomes

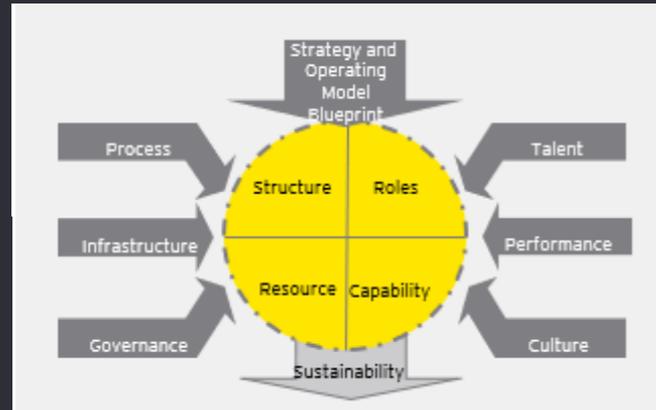
- ✓ Baseline workforce model, your current workforce, skills and capabilities
- ✓ Reshaped workforce model agreed
- ✓ Scenario modelling (demand & supply drivers)
- ✓ Elevated workforce planning capability
- ✓ An embedded solution which can live on within the business
- ✓ Key recommendations for short, medium, long term
- ✓ Roadmap for Implementation

## KEY CONTACTS



Operate in two gears to plan a physical return to work and prepare for BEYOND

## OVERVIEW



### Overview

Organisation design and implementation is concerned with redefining roles, teams, and structures for a new future work scenario. In the short term EY can support workforce cost optimisation through organisation reviews (i.e. spans, layers, overlaps, redundant roles), project management, coordination and tax support for cost optimisation exercises.

In the longer term we can support your business to become more agile, more digital, more remote and optimised in terms of cost and reward by disassembling and rebuilding roles to suit the realities of your new operating model. We can also provide transition planning and delivery support including redundancy advice and modelling.

Define the scope and purpose of organisational design

Understand the current org. structure and operating environment

Create the high level design for the future organisation

Create the detailed design for the future organisation

Implement the new org. and continually assess performance

### Supporting Tools

#### EY Organisation Framework

EY organisation framework provides a structure for translating organisations purpose, business model, and operating model decisions into a coherent design

#### EY Benchmarks

Provides insight into your organisation's performance by benchmarking against comparable organisations and industries

#### EY Transformation Navigator

EY online diagnostic to determine friction points in your operating model and operating environment and allows for prioritization and planning to overcome obstacles and accelerate transformation

#### EY ChangeInsights

The Change Insights tool is designed to provide clients with the capability to navigate, drive and measure change management interventions in a single place

## KEY QUESTIONS & OUTCOMES

### Key Questions

- How can we reshape roles to allow more to be completed remotely on a permanent basis?
- How will we bring more flexibility into our business?
- Which teams will change and in which ways? Do we have duplication of effort in certain teams?
- Are we over reliant on key members of our teams? Should we be looking to reduce key man dependencies?
- How are our management team managing their teams remotely? Do we need to review our team size and structure?
- Are our staff clear on their roles and responsibilities?
- Are there redundant roles in our organisation?
- Will we review Pay and Reward in response to changes in ways of working?
- Have labour policies been updated to reflect new realities, such as flexible working policies?

### Outcomes

- ✓ Reshaped organisation design clearly separates and defines remote and on-site roles
- ✓ Roles and responsibilities updated to reflect new working practices
- ✓ Realignment of role scope and levels
- ✓ More agile workforce with updates to team / leadership structures
- ✓ Removal of redundant work
- ✓ Development of KPIs in roles, clearer view of operational productivity
- ✓ Removal of key person dependencies
- ✓ Working hours / contracts updated to reflect working practice changes
- ✓ Labour policies updated to reflect working practice changes

## KEY CONTACTS



**Andrew Kerr**  
Associate Partner  
Andrew.Kerr@ie.ey.com



**Laura Flynn**  
Director  
Laura.Flynn@ie.ey.com