

Covid-19 & Beyond

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The crisis has impacted the workforce in unprecedented ways

Global health crisis

Global economic crisis

Humanitarian crisis

Massive changes in demand across industries



- High-tech
- Fast-moving Consumer Goods
- Healthcare
- Retailers providing essential goods and services




- Automotive
- Leisure & Hospitality
- Aviation
- Retailers providing non-essential goods and services

No one is left unaffected, and no two companies or individuals are affected in the same way.


Today is a time unlike any other in our experience as people, communities and organisations

- **79% of companies** expect that COVID-19 will have **negative impact** on their **business results** in the next **six months**
- **66%** have made or are considering **changes to business targets**


Not every company is in the same place but we are all wrestling with:




Manging the new work environment and virtualising work




Reducing risk and ensuring business continuity



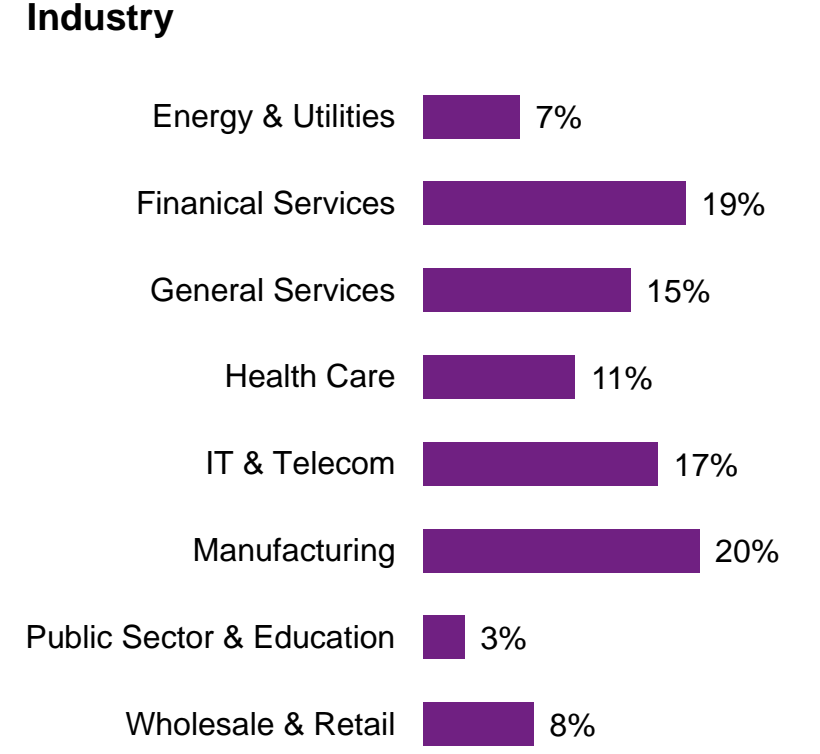
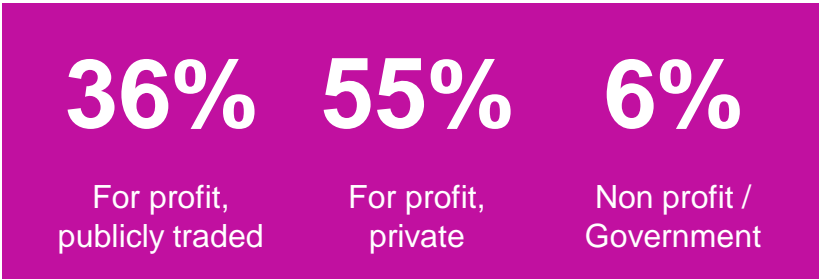
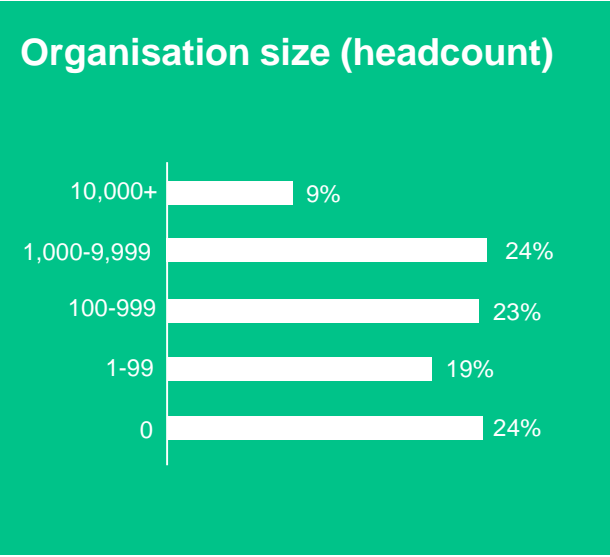
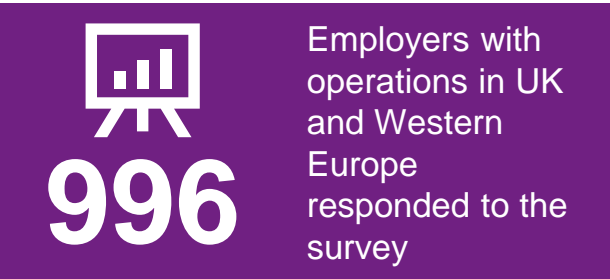
Responding with agility to massive changes in demand



Containing costs



Humane, fair and compassionate approaches to the workforce



The world as we know it has changed

Global health crisis

40-70% of the world's population could become infected with COVID-19

Global economic crisis

Volatile global financial markets, supply chain disruptions, increased unemployment

Humanitarian crisis

Lockdowns, self-isolation, school closures, social distancing, travel bans

What employers are doing

75%

Workforce (on average) now working remotely



57%

Say there has been little to no impact on productivity as a result of new working conditions



86%

Have put in place measures to ensure that people feel supported during this time



64%

Employers making adjustments to performance targets



81%

Employers making good use of social communication channels (Slack, Teams, WhatsApp)



34%

Have conducted a listening exercise (survey, virtual focus group) in response to COVID-19



Source: Willis Towers Watson COVID-19 Employer Survey

The world as we know it has changed

Anxiety or worry

91% report at least some anxiety from the coronavirus, with 55% indicating a moderate or high degree of anxiety

Distractions from work

60% report at least some distraction due to work from coronavirus concerns, with 20% indicating a moderate or high degree of distraction

Increased financial concerns

61% report at least some new financial concerns due to the coronavirus, with 26% indicating a moderate or high degree of worry

Impact on Employee Experience


93%

Trust leaders to respond to business challenges



43%

Agree fully that colleagues are able to cope well with the stress they are feeling




59%

Agree fully that they are able to find ways to manage challenges outside of work




26%

Indicate there has been a significant decline in their ability to connect with colleagues




75%

Have shifted to a work-from-home arrangement



44%

Agree fully that they know how to apply company benefits to coronavirus care



Source: Willis Towers Watson Employee Opinion Norm Database

AUDIENCE POLL:

1

Responding with agility

2

Leaning into the broader ecosystem

3

Virtualising work and its implications

4

Digitalisation and analytics

5

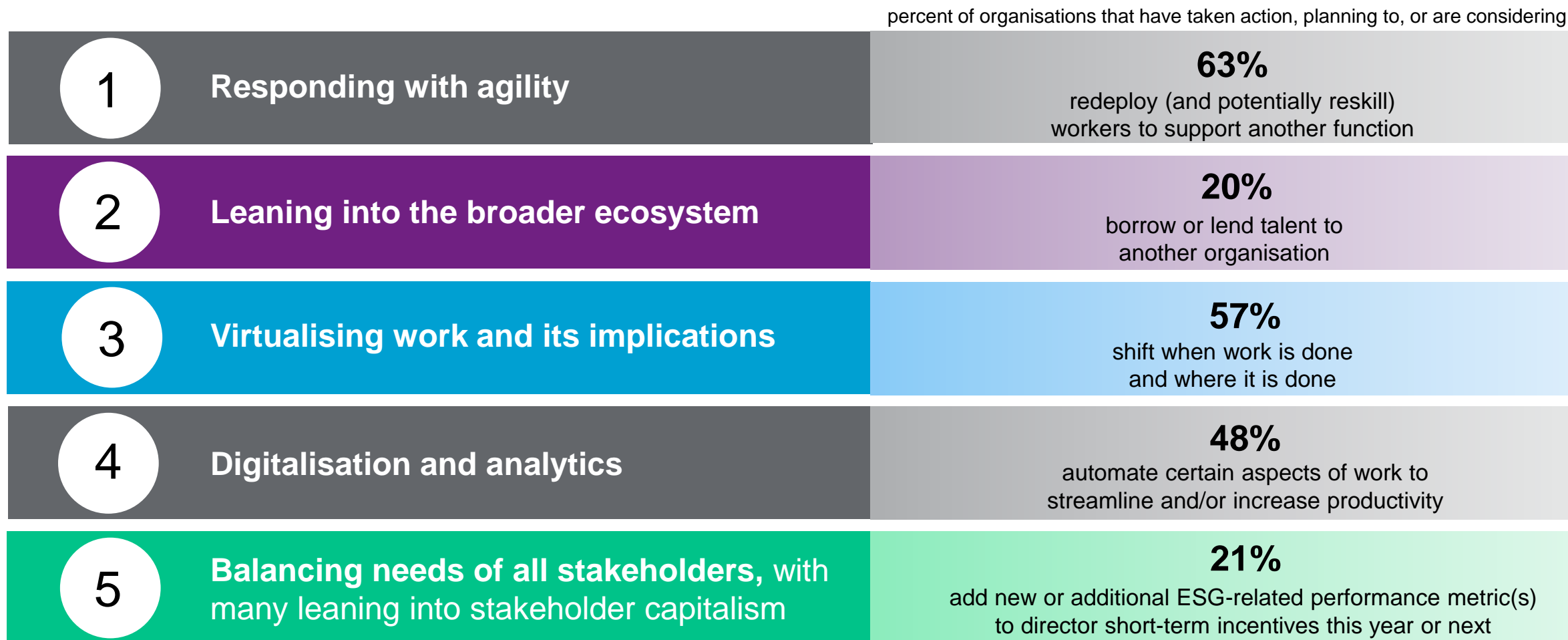
Balancing needs of all stakeholders, with many leaning into stakeholder capitalism

Select the actions from the list that your Company is currently taking

Source: Willis Towers Watson Readiness Plans for Resetting Business Operations survey of 514 global employers, April 22, 2020

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Challenges and opportunities COVID-19 presents for how we need to work today and beyond



Source: Willis Towers Watson Readiness Plans for Resetting Business Operations survey of 514 global employers, April 22, 2020

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A Perspective on the Future

- The new watchwords will be resilience, flexibility and agility over efficiency and growth
- For organisations, this means a sustainable reset
 - A portfolio approach to work (automation, gig talent, outsources, etc.)
 - Flexibility to rapidly pivot to reduce risk (work not being bound up in narrow siloes or jobs and less operating leverage)
 - Increased decision making from the edges to enable agility
- Greater collaboration between companies
- Work flexibility will be the hallmark of the new deal with the promise of relevance over security

The great dichotomy:

- For workers – a quest for certainty and stability
- For companies - the promise of continued relevance and clarity

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We believe there are five key principles for shaping an effective course of action

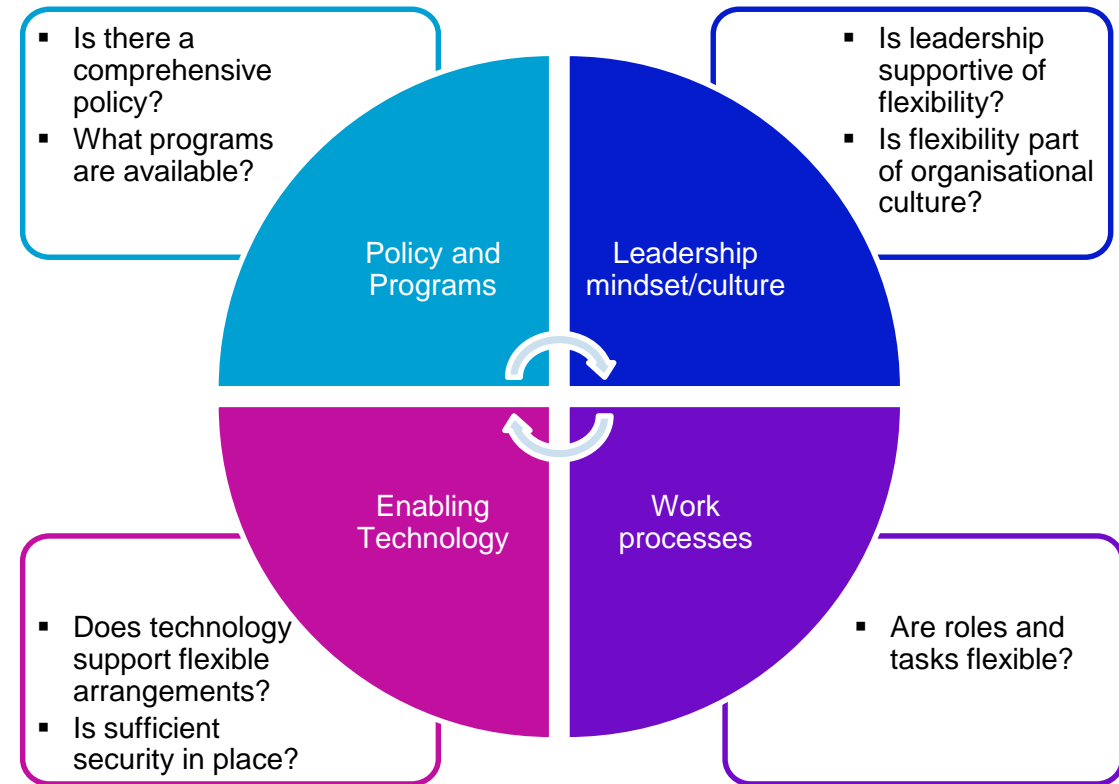


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Reconsider Work Design – 4 potential action areas

■ Sustainably manage the shift to flexible/remote working

- Prior to the pandemic, 8 percent of all wage and salaried employees worked from home at least one day a week, [according to the Bureau of Labor Statistics](#); about 2 percent worked from home full time. Today, we are at about 35%
- Balance the needs of employees and the company



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Reconsider Work Design – 4 potential action areas

- **Rethink workforce strategy to incorporate contingent labour/gig talent while optimising the role of automation in a responsible manner**
 - Certain industries (e.g., distribution and logistics) are seeing a spike in demand and are resourcing that spike with talent from the gig economy. However, as organisations pursue the flexibility afforded by gig talent, it is critical that they do so ethically and responsibly
 - As organisations continue on their journey towards greater automation, it is essential that they do so in a responsible and sustainable manner that balances the needs of all stakeholders including workers. Instead of merely looking to replace humans with automation, employers should reinvent jobs to achieve the optimal combinations of humans and machines

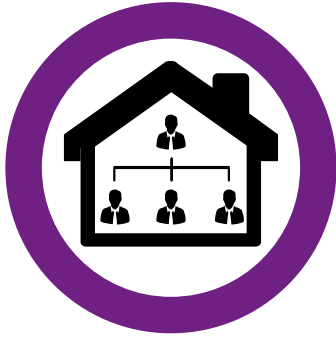
World Economic Forum Principles for Good Platform Work

- Diversity and inclusion
- Safety and wellbeing
- Flexibility and fair conditions
- Reasonable pay and fees
- Social protection
- Learning and development
- Voice and participation
- Data management

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Not “binary” anymore: the employment relationship is changing

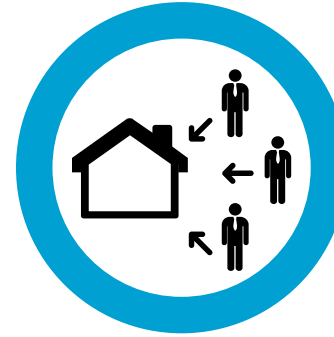
A plurality of work is already here...and accelerating with the pandemic



Traditional employees



Outsourcing



Free agents



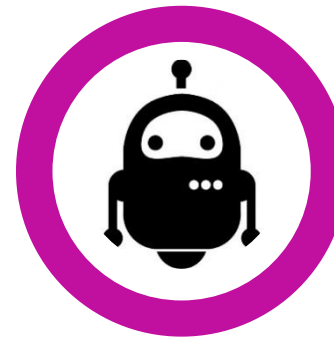
Alliances



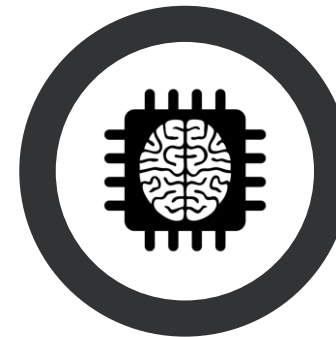
Talent platforms



Volunteers



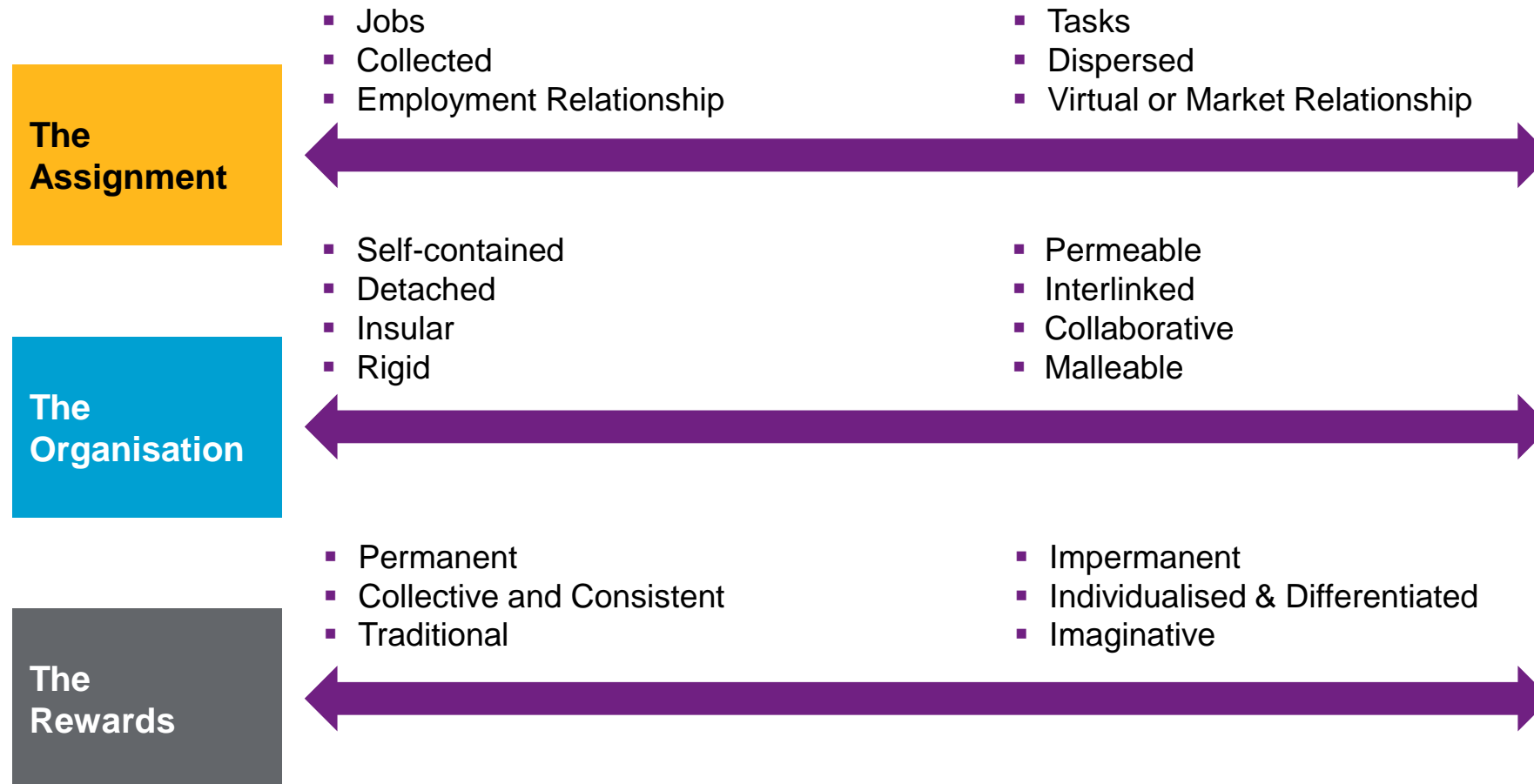
Robotics



Artificial Intelligence

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Lead the Work Map



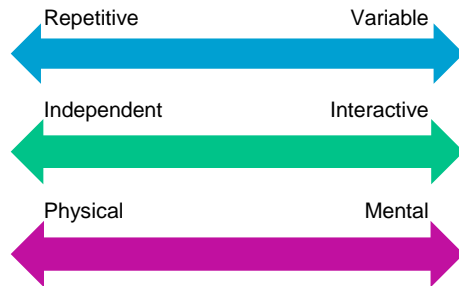
Source: John Boudreau, Ravin Jesuthasan and David Creelman

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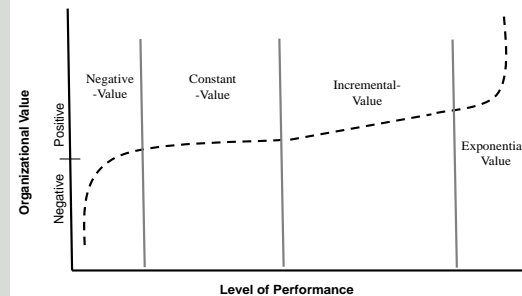
Optimising work + automation

Deconstruct the Work

Step 1 Automation Compatibility

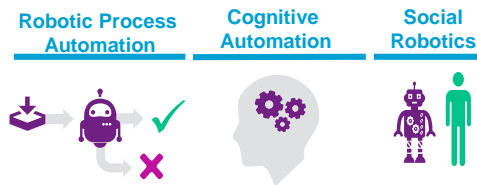


Step 2 Return on Improved Performance



Automate the Work

Step 3: Automation Type



Step 4: Automation Role



Optimise the Work

- RPA substitutes for repetitive, independent mental work to reduce mistakes
- Social robotics substitutes for repetitive, independent, physical work to reduce variance
- Cognitive automation augments variable, interactive, mental work to incrementally improve productivity
- Social robotics creates new variable, interactive, physical work to exponentially improve performance
- Etc. ...

Reinventing Jobs, Jesuthasan and Boudreau, Harvard Business Review Press, 2018

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Reconsider Work Design – 4 potential action areas

- **Consider a cross-industry talent exchange**
 - Re-deploy select talent with comparable skills from industries facing reduced demand to those facing a significant increase in demand for a limited period of time
 - Significantly minimise the frictional cost and time associated with traditional employment transitions while supporting workers in developing new skills and new networks
- **Make progress towards your longer-term upskilling and reskilling agenda**
 - Learning is moving from the fringes to become a centrepiece of the employee experience; this crisis provides companies the opportunity to turn their commitment to continuous learning into a reality for all workers
 - Take advantage of this time to identify the skills that talent in various roles should acquire to stay relevant and ensure they have access to the digital resources that can help them develop those skills
 - Conduct learning with a view to rapid redeployment within different parts of a business

The World Economic Forum estimates that by 2022, 42% of core skills required to perform existing jobs are expected to change, with over 133 million new jobs created in major economies

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Using work redesign as a response to the COVID-19 crisis

Automate



Insurance company redesigning Customer Service job to increase use of automation for 15% productivity gain in call handling

Use Non-Traditional Talent



Energy distribution company identified 8% of Advisor work to be moved to freelance talent

Make Work Portable



Financial services company re-deploying reporting activities to central services and mobilising agile teams for customer-focus

Shift the Where of Work



Utility company shifting field operations' data collection work to data centre

Shift the When of Work



Technology company implemented new work schedules such as “same team shift-work” to minimise on-premise exposure risks

Borrow or Lend Talent



Airline baggage handlers moving to eCommerce logistics in talent exchange

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What a High Performance Employee Experience sounds like through the pandemic



AUDIENCE POLL: How well are you delivering the Essentials, the areas of Emphasis and Excellence?

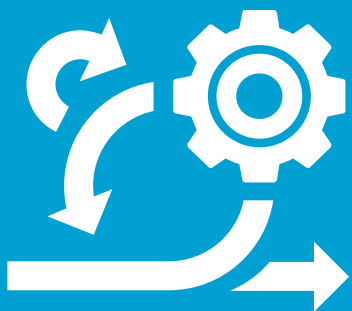
COVID-19 lens				
 EXCELLENCE	INSPIRATION <i>"I am inspired by what our company stands for and my role in shaping our future"</i>	DRIVE <i>"I'm ready and able to work in new ways to transform our business"</i>	GROWTH <i>"I know how to grow my career and stay focused on achieving my ambition and potential"</i>	TRUST <i>"I trust our leaders to use good judgment while living our values and protecting our wellbeing"</i>
	INCLUSION <i>"I feel a deep sense of connection to achieving our mission"</i>	VOICE <i>"I can openly communicate my views and contribute to solving our business challenges"</i>	CAPABILITY <i>"I am learning the skills I need to adapt and be resilient during this time"</i>	COLLABORATION <i>"As colleagues, we have strong regard for each other and our shared experiences"</i>
	UNDERSTANDING <i>"I understand how my job contributes to our current business priorities"</i>	ORGANISATION <i>"I know where to find the information, tools, and resources I need to get the job done"</i>	FAIR PAY <i>"I have access to the resources and benefits needed to manage my wellbeing"</i>	SUPPORT <i>My manager understands my current needs for support, and I know where to seek answers when I have concerns"</i>
 ESSENTIALS	Purpose	Work	Reward	People

Learn from the hallmarks of a high-performance employee experience



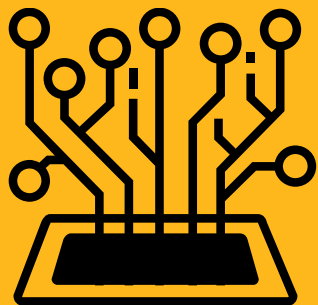
XX EX in companies classified as ‘change masters’ vs companies undergoing “typical” change curve. Numbers are % favourable differences

A new era in which HR is at the epicentre of a sustainable reset and the reinvention of the organisation



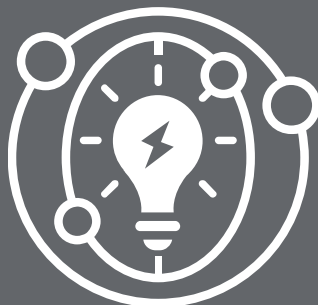
Push boundaries to power organisational agility

How do CPOs become the architect of the organisation's vision for the future while steadying its foundation?



Unleash digital enablement

How do CPOs accelerate digital enablement for the business, work experience and HR?



Embrace perpetual work reinvention

How do CPOs enable optimal combinations of humans and automation and a shared commitment to continuous learning?



Rethink culture and leadership

How do CPOs shape a culture that empowers leadership at the edges in an inclusive work ecosystem?



Elevate HR decision science

How do CPOs combine data and decision science to spark future-focused insights and human-centred innovation?