

How does a
stronger workforce
drive a stronger
recovery?

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The better the question. The better the answer.
The better the world works.



EY

Building a better
working world

The pandemic is testing the trust bonds between organizations, their workforces and their customers

For perhaps the first time in history the human population has been united around the world by a common threat at the same time: COVID-19. When uncertainty and fear levels are high, our human ability to trust is naturally put to the test which is why now, more than ever, putting humans at the center will be key to building true enterprise resilience.

Only **29%**
of respondents say CEOs are doing an outstanding job meeting the demands placed on them by the pandemic.

Source: Edelman 2020 Trust Barometer

Organizations must put humans at the center of their pandemic response

Authorities and employers all over the world have a duty of care for their citizens and employees – failing to be proactive in preserving trust throughout the pandemic could have serious immediate and long-term consequences for organizations.



Why EY

We know that people matter most.

We'll help you place humans at the center of the physical return to work and reimagine the future of work. This will ensure a trusted transition to new ways of working while transforming to succeed in the next normal.

Navigating a saw-toothed economic recovery

As the world's economy recovers, we envision a slow-paced, uneven recovery trajectory with varying rates of growth for sectors and geographies, and periods of acceleration offset by setbacks. This saw-toothed shaped return to growth demands organizations be more flexible, resilient and adapt fast. Combining an immediately actionable plan to mitigate the impacts of the pandemic with a longer-term reimagining of the future of work will prove critical in sustaining and re-building trust among customers, employees and communities.



Key actions to recover stronger

Adapt operations

1. Adopt a “two gear” approach: creating a trusted transition plan to manage business continuity and mitigate disruption while undertaking broader transformation efforts.
2. Protect, enable and support teams as they lead through crisis, establishing resources for safety and crisis management and keeping dialogue active.
3. Establish authentic business continuity and crisis management communications while keeping leadership visibility high and accessible.


63%

of organizations are considering physical return to work and transformation simultaneously.

Source: EY Sponsored Survey - April 30, 2020

Increase resiliency

1. Chief Human Resources Officers must integrate with other functions to coordinate a trusted, humans-at-center response, ensuring leadership support.
2. React to employee expectations of a broader duty of care, including both employees and contingent workers.
3. Match workforce capability to financial and risk considerations linked to lower levels of economic activity and customer demand.



Respond faster. Recover stronger. Reframe your future.

In a global crisis that impacts every part of the business, the global EY network will lead you through each stage of COVID-19 and beyond. We work globally and collaborate to bring you professional teams to address complex issues relating to organization transformation, end-to-end employee lifecycles, effective talent deployment and mobility, gaining value from evolving and virtual workforces, and the changing role of HR in support of business strategy.

Key actions

- ▶ Focus on enabling authentic business continuity and crisis management communications while keeping leadership visibility high and accessible.
- ▶ Adopt a “two gear” approach: creating a trusted transition plan to manage business continuity and mitigate disruption while undertaking broader transformation efforts to adapt to the post-pandemic world.
- ▶ Integrate HR with other functions to ensure people are placed at the center of the organization’s coordinated response.
- ▶ Adopt greater care and responsibility for the entire employee ecosystem, including contingent workers.
- ▶ Model workforce capability to changing economic and risk considerations including tax and cross-border impacts.

EY has a global network to lead you through COVID-19 and beyond. Connect with our People Advisory Services team to learn more.

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About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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EYG No. 003606-20Gbl
EY-000120531.indd (UK) 05/20.
Artwork by Creative Services Group London.

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