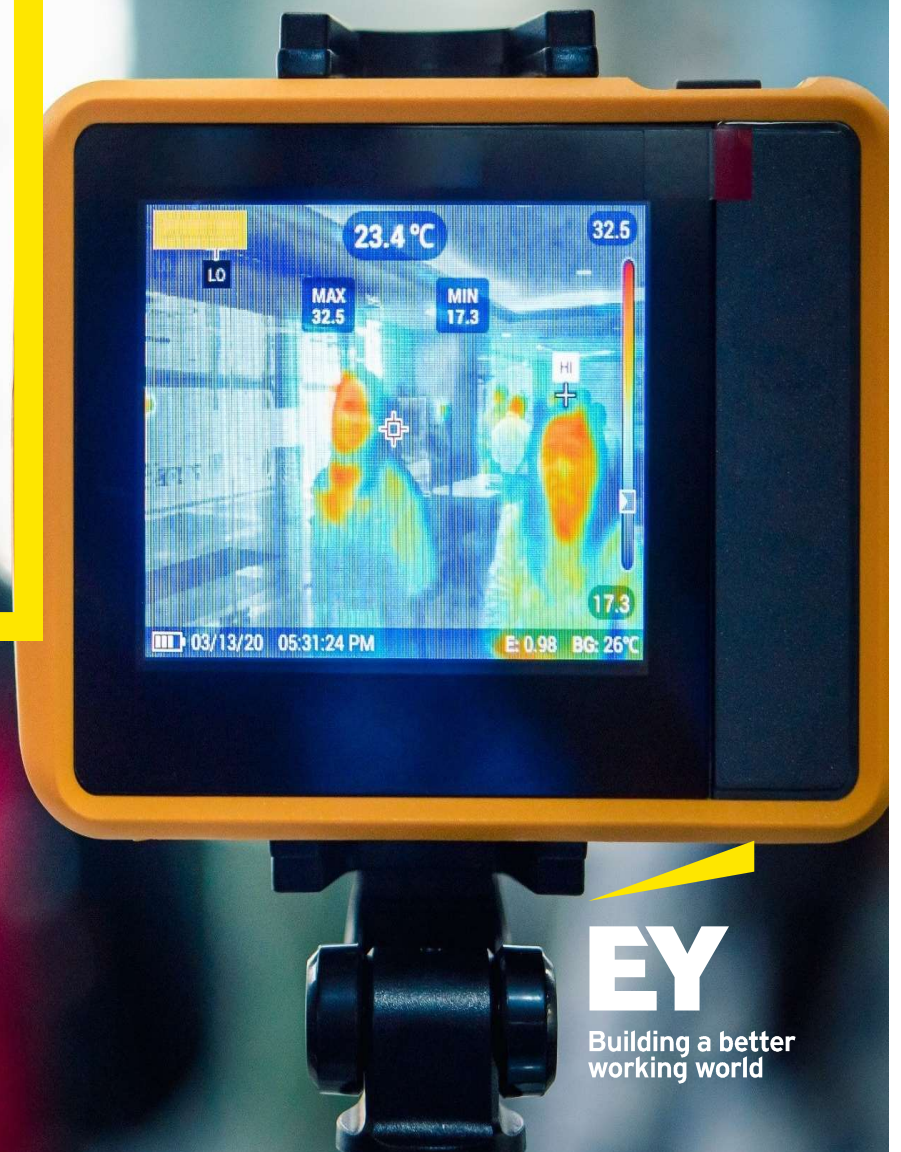


Can reopening your workplace help you reimagine your future?

Work reimaged: a two-gear approach to reopening and transforming your business

23 June 2020



EY

Building a better
working world

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

Housekeeping items



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Today's moderator



Peter Reinhardt

EY EMEIA People Advisory Services Leader

Peter is the leader of EY's People Advisory Services (PAS) practice for Europe, Middle East, India and Africa. Across his 27 years with EY, Peter has served as an advisor to clients on strategic performance & reward matters as well as supported with international mobility programs. Originally from the US, Peter has spent most of his career working internationally, including having been based in Moscow, Russia from where he led the CIS PAS and Tax practices, as well as in London, UK where he now resides in his current role.

Today's topics

Now:

What is the two gear approach to re-opening your workplace?

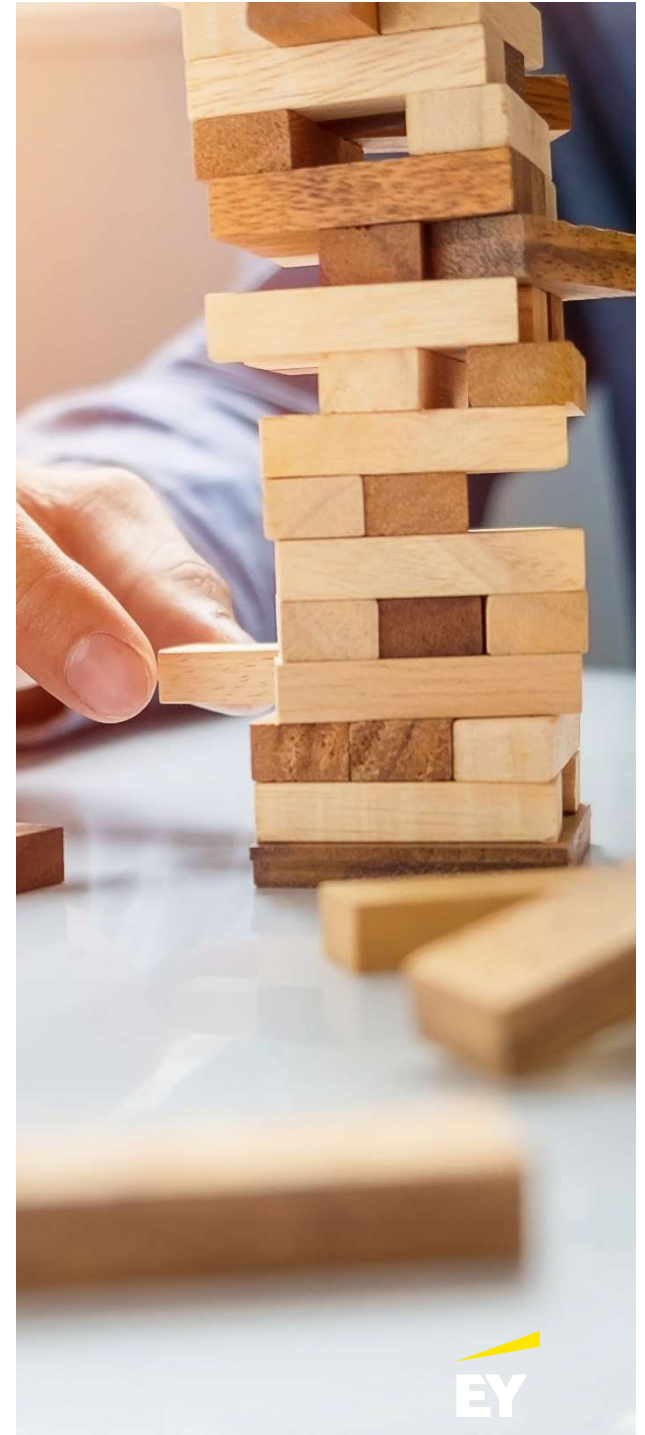
Is there any data on how employees are feeling about physically returning to work and what employers can do today to respond

Next:

What are organizations doing to build employer trust?

Beyond:

What are organizations doing to emerge ready for growth?



Poll question 1

Q

Is your organization focused only on preparing for physical return to work, or is it simultaneously considering longer-term transformation?

- A Primarily physical return to work only
- B Physical return to work and longer-term transformation (work reimagined)
- C I don't know
- D Not considering it



Today's speakers



Liz Fealy
EY Global Americas People
Advisory Services Solution Leader



Mark Grinis
EY Global Real Estate,
Hospitality and Construction
Leader



Dan Higgins
EY Global Advisory Technology
Consulting Leader



Gear 1: Transition

Take thoughtful steps to return to the workplace by thinking holistically about operational continuity considering technology, security, productivity, wellness and engagement

01

Consider policy, health and risk scenarios to develop a comprehensive, prioritized and sequenced plan to return to normal

02

Take actionable steps to safeguard of your employees and customers as they return into the workplace

03

Enable operational capacity across process, technology and people for managing a hybrid working model focused on continuity

Gear 2: Transformation

Capitalize on this moment to reimagine your organization And a approach this event as an inflection point to redefine the way your organization operates

01

Understand the long-term behavioral impacts of COVID-19 on customers habits – and the resulting impacts this may have on the market

02

Identify vulnerabilities highlighted by COVID-19 in your operations, processes and technology to prioritize your digital strategy

03

Hit reset on your market brand through thoughtful actions that provide value to your customers, employees, shareholders and communities

Poll question 2

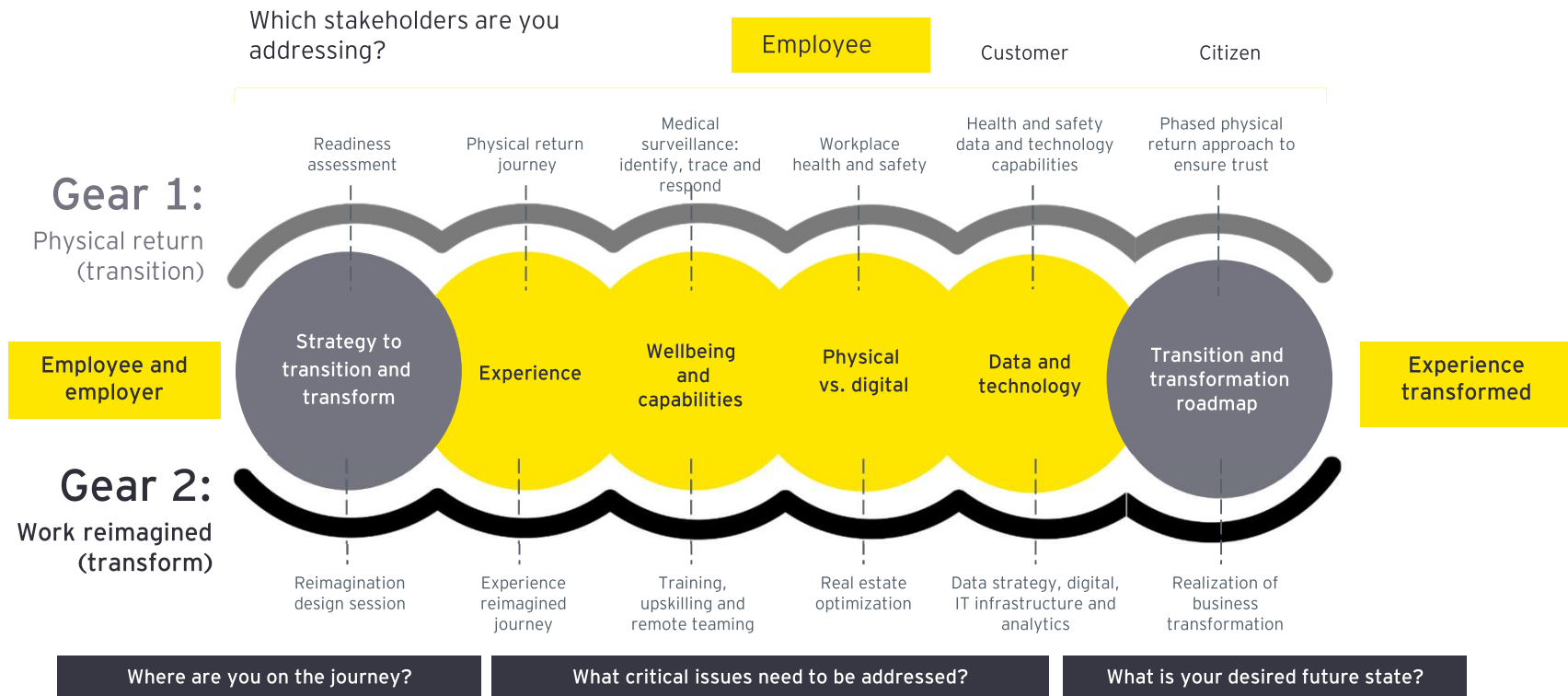


We can see several drivers of change. Which of these is driving the most change in your business?

- A Finance
- B Customers
- C Employees
- D Society
- E Technology

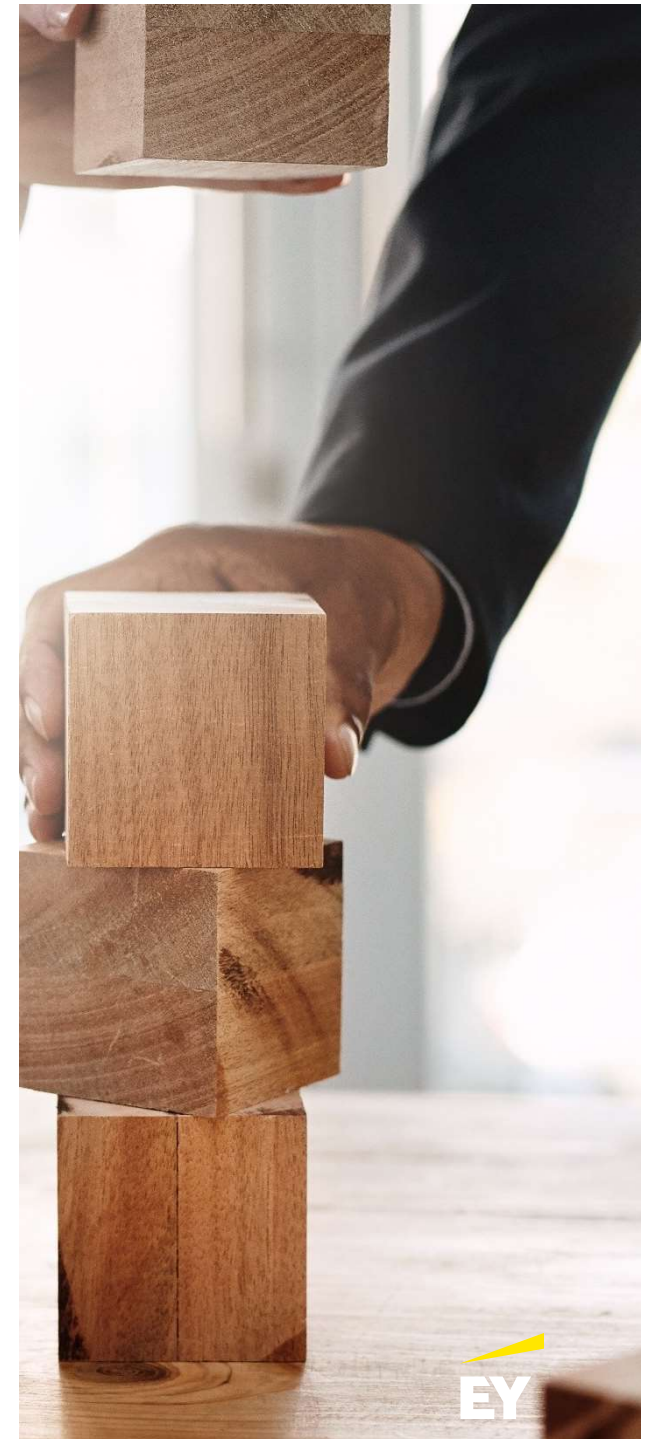
Physical return and work reimagined

Leading companies will employ a “two-gear” approach in the post COVID-19 environment. Companies will focus on the short-term physical return to work issues, as well as longer-term opportunities to transform their work environment and business operations to adjust to and capitalize on the “new normal”. There are six key considerations along both paths of this journey, through the three potential stakeholder lenses.



Key takeaways

- ▶ Leverage what you have learned about remote work through the crisis to reimagine how work happens
- ▶ It's imperative to shape the journey and experience that your people need and keep humans at the center
- ▶ Companies are currently developing their policies and processes for protecting critical workforce and how they safely return in a phased approach.
- ▶ Approaches will need to be flexible, risk based, driven by the best science and leading institutional guidance, and enabled by technology.
- ▶ We must show utmost care and concern for people's health and well-being by creating clean, welcoming and secure environments where workers feel safe.
- ▶ Companies will continue to need to build trust with employees, which will have long-lasting impacts on workforce engagement and long-term value.



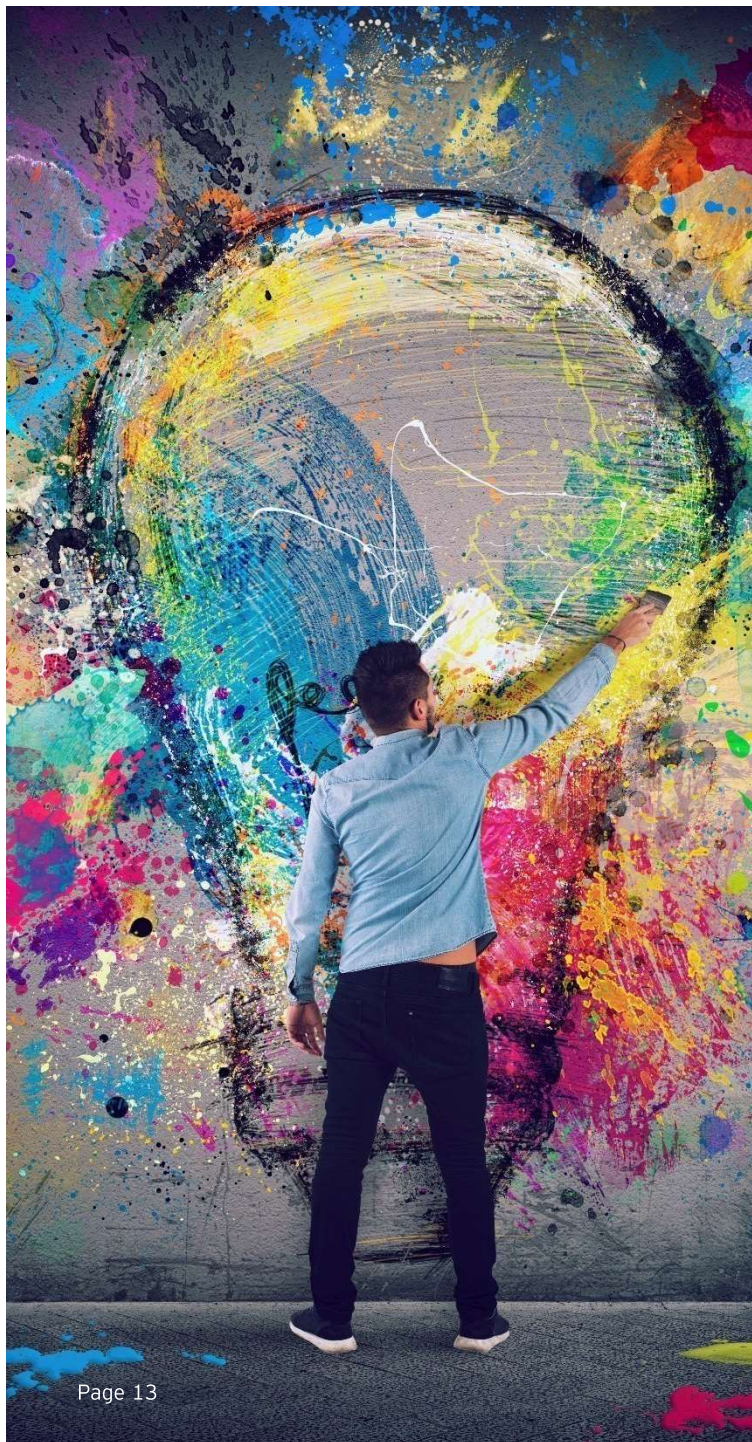
Poll question 3



What topics would you want to hear most about on future webcasts?

- ☐ A Health and safety
- ☐ B Government, public policy and legal
- ☐ C Workplace/site safety
- ☐ D Operation continuity/business

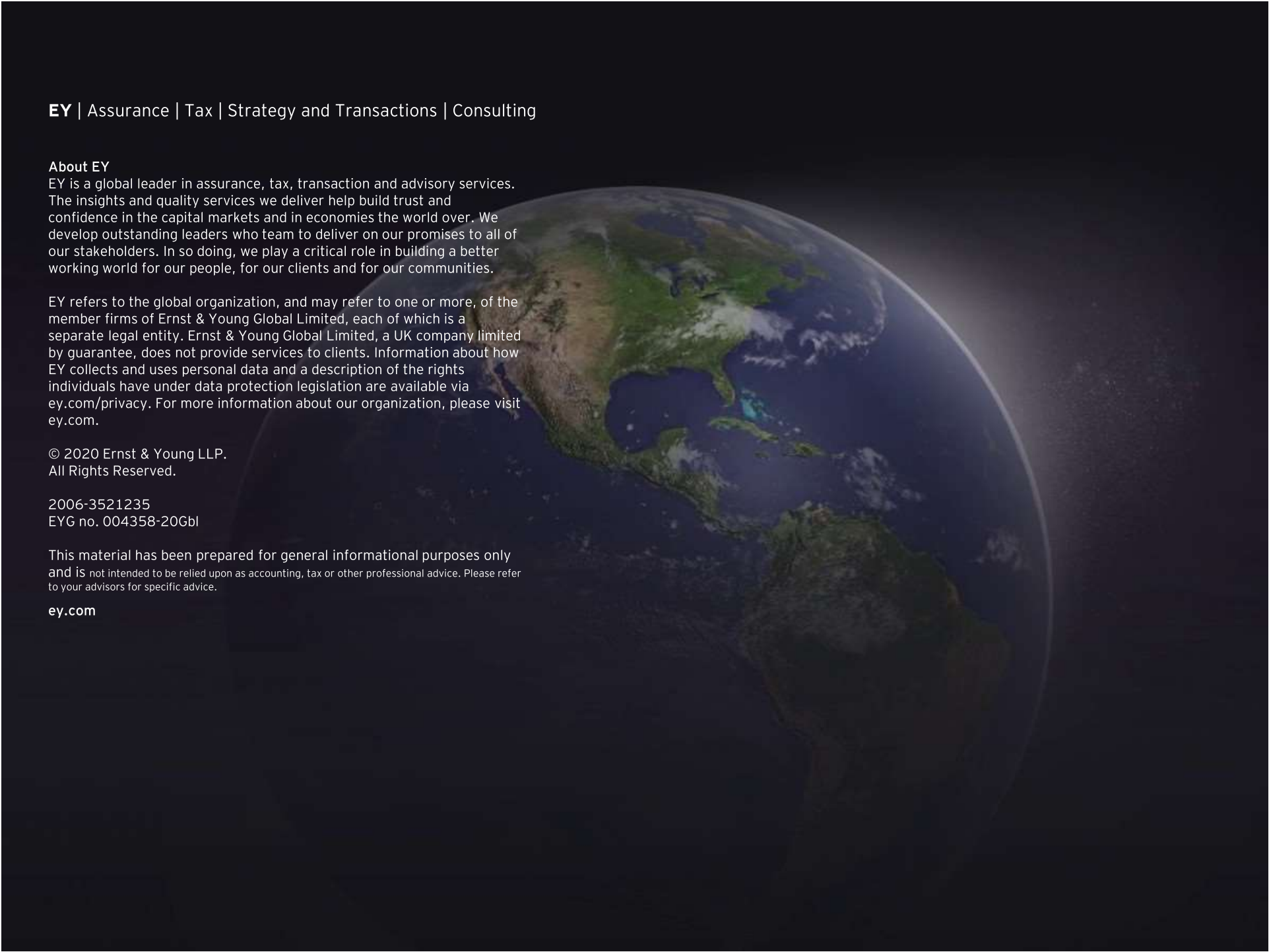




Have you completed our survey on employer and employee findings?

<https://millionyou.com/work-reimagined>

Now open through July 3.



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Create trust, agility and transformative resilience through a four-pillar framework

Command center

Manage immediate and long-term financial stability

- ▶ Liquidity
- ▶ Financial reporting
- ▶ Government relief
- ▶ Taxation
- ▶ Portfolio management

Maintain commercial viability of the business

- ▶ Customer experience/services today and tomorrow
- ▶ Crisis support (e.g., credit extension for customers, retooling for supplies)
- ▶ Protect and secure revenue through:
 - ▶ Pricing strategies
 - ▶ Customer relationships
 - ▶ Product portfolio
 - ▶ Channel alignment
 - ▶ Geographic review
 - ▶ Corporate partnerships/sponsors
 - ▶ Explore new opportunities

Engage internal and external stakeholders to support a coordinated response

- ▶ Workforce, customers, value-chain partner (suppliers, partners), government/local agencies, creditors, lenders, community
- ▶ Communication channels (external and internal)
- ▶ Crisis management tools
- ▶ Targeted diagnostics

Enable the workforce response with a humans-at-the-center approach

- ▶ Workforce capability/capacity strategy and scenario modeling
- ▶ Workforce experience
- ▶ Health and safety
- ▶ Workplace and facilities
- ▶ Work productivity and costs

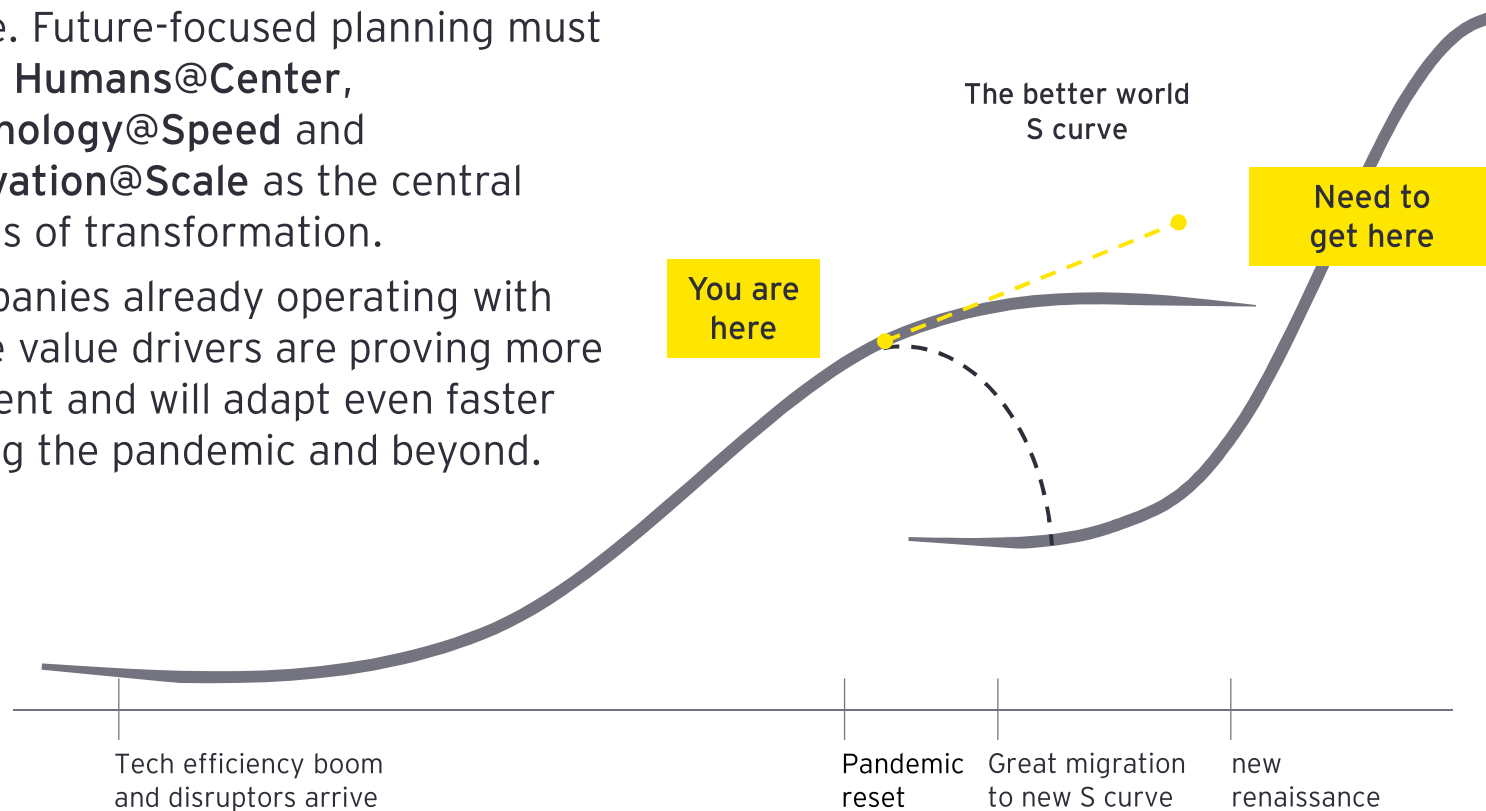
Stabilize operational disruption and re-establish recovery protocol across all functions (business, technology, HR, supply chain, etc.)

- ▶ “New normal” business processes/operating conditions
- ▶ Technology and cybersecurity transformation and monitoring
- ▶ Triggers for escalation and “return to normal”



Transforming while you transition to jump up on the next S curve

- ▶ Beyond the COVID-19 physical return, organizations will need to go digital and transform for growth on the new S curve. Future-focused planning must place **Humans@Center**, **Technology@Speed** and **Innovation@Scale** as the central values of transformation.
- ▶ Companies already operating with these value drivers are proving more resilient and will adapt even faster during the pandemic and beyond.





Liz Fealy

EY Global Americas People Advisory Services
Solution Leader

Liz serves as the PAS Global & Americas Solutions and Global Workforce Advisory (WFA) Leader, where she partners with teams to synthesize EY's business and people solutions to solve clients' pressing talent and workforce issues. Liz is a strategic advisor to clients on people and HR implications in mergers, acquisitions, divestitures, spin-offs, joint ventures and restructurings as well as large-scale organization transformations. Over her career, Liz has partnered with more than 25 of the Fortune 100 companies on their corporate transactions. Liz is an employment and labor attorney by background



Dan Higgins

EY Global Advisory Technology
Consulting Leader

Dan Higgins is EY's Global Technology Consulting leader and a member of EY's Global Advisory Executive where he is responsible for driving the business strategy and offerings for the practice. Technology Consulting has grown in importance for EY and Dan is in charge of expanding the practice's capabilities, assets and solutions. Dan has been with the firm for over 18 years. During this time he has held a number of senior leadership positions.



Mark Grinis

EY Global Real Estate, Hospitality and Construction Leader

Mark Grinis is the Global Real Estate, Hospitality & Construction Leader. He also leads the firm's global Real Estate Private Equity practice and has been the lead audit Partner for the firm's largest global accounts overseeing the firm's 1,000 professionals globally that provide lead advisory, M&A and restructuring services to investors, creditors and sponsors for EY's real estate equity clients. Prior to this role Mr. Grinis served as the Central Region Real Estate, Hospitality, and Construction (RHC) Market Segment Leader and led the firm's Transaction Real Estate Group.