What post covid measures are your peers taking?

Anne Marie Knuth

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Who am I

Anne Marie Knuth
Head of Reward Advisory Nordics
Tech Industry Lead, Europe Region

- Worked with Aon for 2 years, advising Sr. Management, HR and Boards on Performance and Rewards matters

- Primarily working with global Tech and Life Science clients

- Background of 17 years working with Performance and Rewards – heading up the functions in eg. NKT, SimCorp and Statoil

Who is Aon Human Capital Solutions?

Human Capital Solutions

Future world of work
o Unlocking the power of your people data
o Delivering a roadmap for people management today & tomorrow
o Business & People Strategy Alignment

Assessment
o Enable better people decisions through better data
o Selection & Development context

Rewards
o Total Rewards Philosophy Design
o Benchmarking
o External Best Practices

Performance
o Benchmark performance
o Salesforce transformation

Aon is the leading global provider of risk management, insurance & reinsurance brokerage, and human capital solutions, and combined give, us the experience and know-how across all your workstreams to deliver a holistic design approach resulting in a future-proof and state of the art solution for DNB

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Data & Analytics

Human Capital Solutions

Assessment

Rewards

Performance

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Aon's COVID pulse survey is the background for this session

- 7th survey during Covid-19

- European and North American participants

- 1.451 participants in the 7th survey

- Covering topics such as:

  - Plan to return workers

  - Future location strategy and remote working

  - Location-based pay strategies

  - Defining and implementing future of work

  - Enhancing DEI strategies

Survey Opened
April 20

?

Survey Closed
April 28

Results Shared
May 4

Key Highlights

73%
Exploring a Return Onsite
of organizations already have a tentative date to return workers onsite

41%
Vaccine Considerations
of organizations will provide, or are considering providing, incentives to employees who get a vaccine

86%
Remote Working
of organizations are creating or considering updating their remote work policy

85%
Defining the Future of Work
of organizations have a clear and consistent definition for the future of work, or will have one within the next 6 months

39%
Location-Based Pay Strategies
of organizations have adjusted, or are considering adjusting, geographic differentials in light of the pandemic
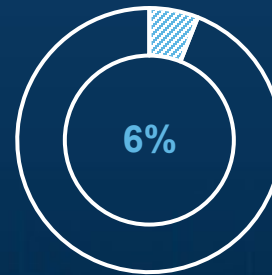
79%
Enhancing Diversity, Equity and Inclusion (DEI) Strategies
of organizations have created, or are planning to create, DEI metrics or goals

Organizations are Beginning to Reshape to develop agile and future ready workforce strategies…

React & Respond

6%

Recover

68%

Reshape

26%
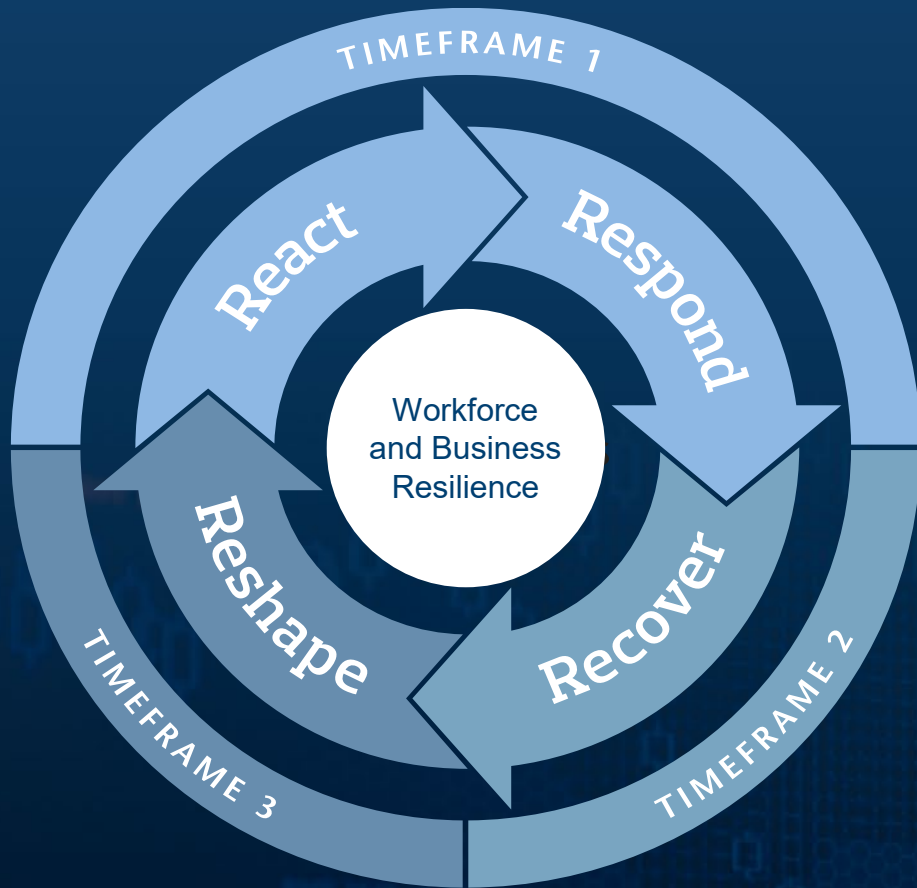
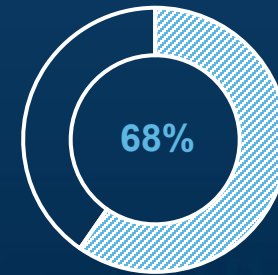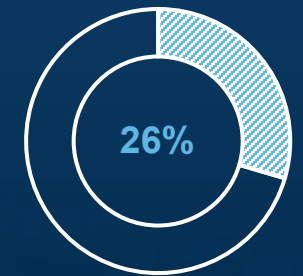**60%**
Of organizations have a future of work taskforce

Only 21%
of organizations have a clear definition of the future of work

67%
of organizations indicate HR is playing a leading role to define the future of work

What are most important when defining agile, future workforce strategies?

Organizations have defined components of agile workforce strategies:

Actively shaping where and how their people can work and re-structuring their policy

Understanding and communicating their DE&I metrics and committing to action on diversity of thought

Considering cost optimization, skills requirements, mobility and development initiatives in tandem

Tangibly enabling employee wellness and resilience in new ways

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Return to work strategies

Returning to the office is a clear aspiration, with most organizations looking to return portions of their remote workforces to the office. However, **many employees will remain remote, and there are different approaches for returning to the office**.

Percentage of Workforce: Post COVID-19 Returning to Office

Category	Value
0-25%	5%
26-50%	13%
51-75%	26%
76-100%	48%
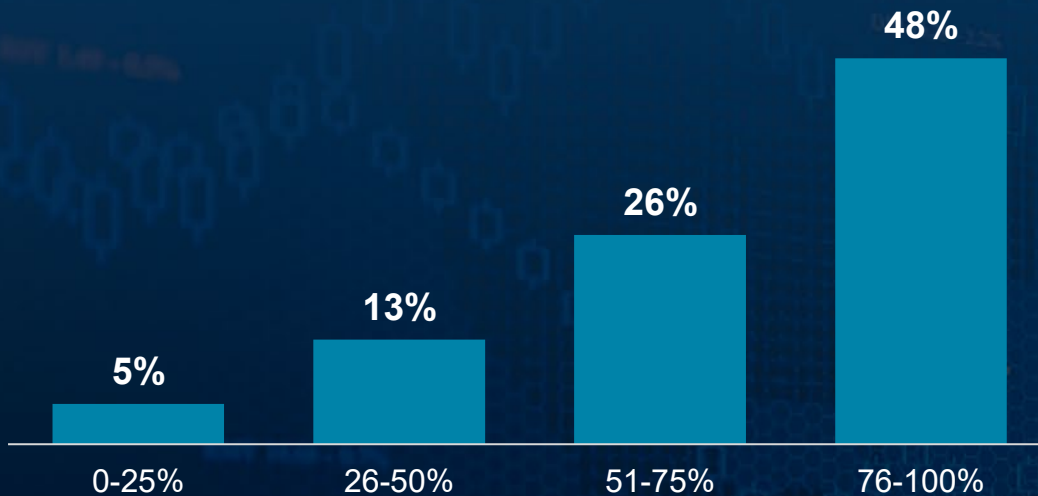
How many days a week, do you expect workers to be onsite ?

Category	Value
Unsure	17%
Leaving it up to the employee	13%
Leaving it up to the manager	13%
2 or 3 days	33%
4 or 5 days	17%

32% of technology firm expect 76-100% of the workforce to return to the office versus 54% of Retail & E-Commerce firms

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Defining Flexible Working Options

Has your organization completed a formal assessment of job/role types that can be performed remotely on a permanent basis?

No, but we are actively considering it; 31%

Yes; 33%

Unsure; 4%

No; 32%
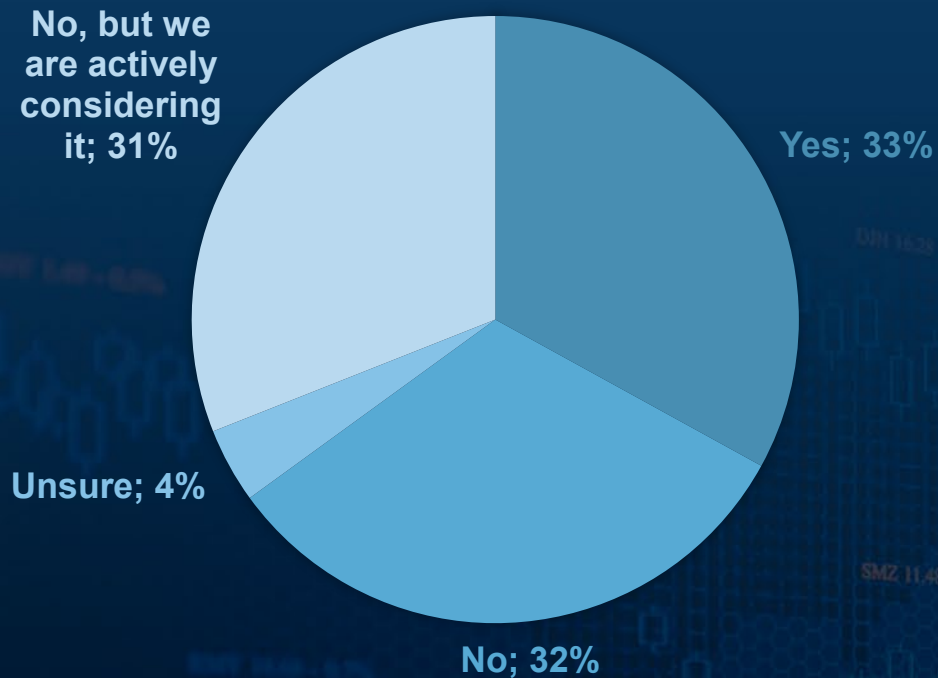
Is your organization creating or updating a formal/informal working remote policy?

No	**8%**
No, we are using the same policy we had	**6%**
No, but we are actively considering it	**17%**
Yes, we are creating or updating it now	**45%**
Yes, we already have it in place	**24%**

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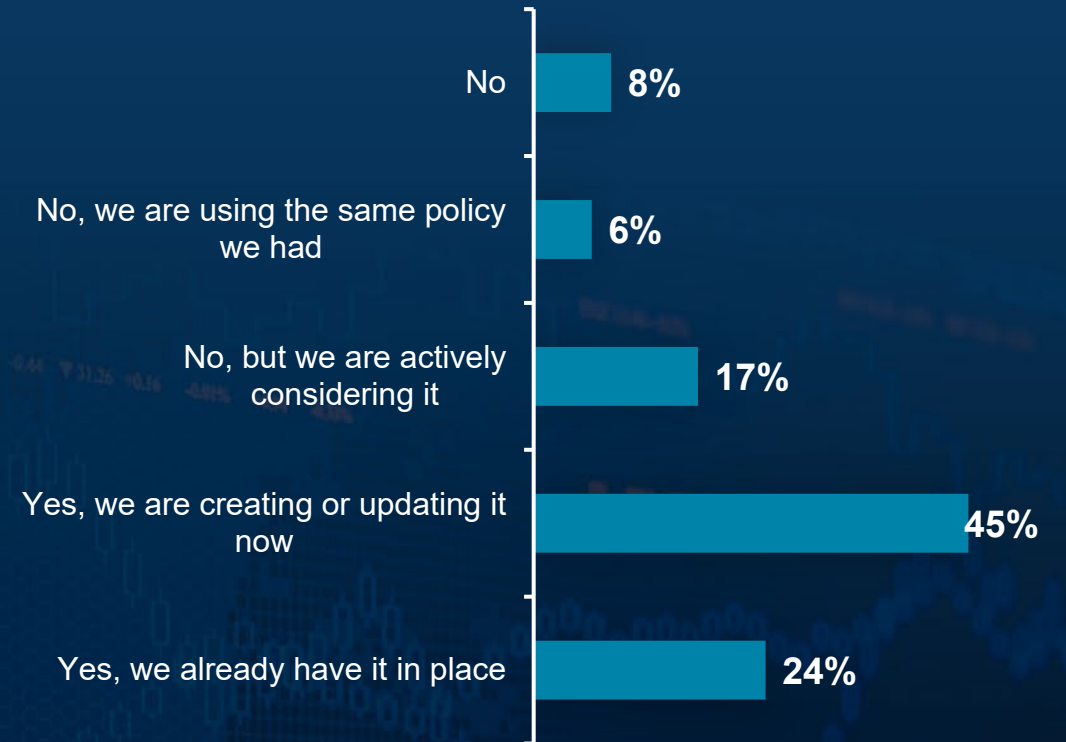
What elements does the working remote policy include?

Element	Percentage
Eligiblity	74%
Process to request and approve WFH	68%
Technology requirements	68%
Frequency or number of days allowed	67%
Travel requirements for face-to-face meetings	52%
Availability standard	43%
Eligible location	39%
Ongoing expenses covered or allowance	36%
Ad-hoc expensese covered	29%
Impact on copmensation & Beneftis	28%
Other	6%

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With more employees expressing a desire to work remotely, how is your organization adjusting its relocation policies?

	Already offered pre-pandemic	Yes, added on a temporary basis	Yes, added on a permanent basis	No, but we are actively considering it	No	Unsure
Allow remote employees to choose a new work location inside of their current country	13%	15%	11%	13%	33%	16%
Suspend the ability for remote employees to choose a new work location inside of their current country	2%	3%	2%	5%	66%	21%
Allow remote employees to choose a new work location outside of their current country	3%	6%	3%	6%	67%	15%
Suspend the ability for remote employees to choose a new work location outside of their current country	3%	3%	4%	4%	65%	20%
Expand eligibility for executives to apply for relocation with company approval	7%	4%	4%	6%	59%	19%
Expand eligibility for non-executives to apply for relocation with company approval	7%	5%	7%	7%	56%	18%
Reduce eligibility for executives to apply for relocation with company approval	1%	1%	1%	3%	73%	20%
Reduce eligibility for non-executives to apply for relocation with company approval	1%	2%	1%	4%	73%	19%

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What working models does your organization currently provide, or plan to provide, to employees who qualify to work remotely?
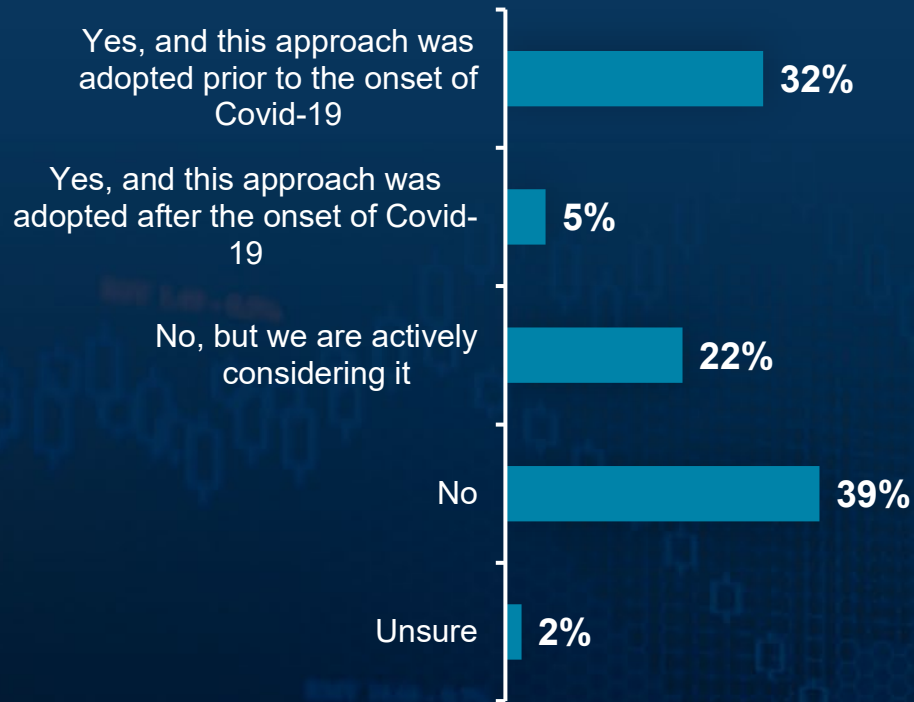
	Already offered pre-pandemic	Yes, added on a temporary basis	Yes, added on a permanent basis	No, but we are actively considering it	No	Unsure
Additional contractors/freelancers	15%	4%	2%	4%	61%	15%
Additional part-time workers	10%	4%	2%	5%	64%	14%
Hybrid (remote and office) based on company choice	17%	17%	27%	17%	15%	7%
Hybrid (remote and office) based on employee choice	16%	16%	26%	18%	17%	7%
Office only based on company choice	28%	4%	13%	7%	38%	10%
Office only based on employee choice	19%	5%	14%	9%	41%	11%
Remote only based on company choice	18%	10%	13%	10%	38%	10%
Remote only based on employee choice	11%	11%	12%	13%	43%	11%

Creating or enhancing location-based pay strategies for remote employees

Does your organization have specific geographic differentials for remote employees??

Response	Percentage
Yes, and this approach was adopted prior to the onset of Covid-19	32%
Yes, and this approach was adopted after the onset of Covid-19	5%
No, but we are actively considering it	22%
No	39%
Unsure	2%

What is, or will be, your geographic differential approach for remote employees?

Response	Percentage
Adjust based on home location	34%
Adjust based on closest office location to the employee's home	11%
Adjustment based on a national scale for remote employees	5%
Decisions are made on a case by case basis	14%
No adjustments are made regardless of location	12%
Other	3%
Unsure	21%

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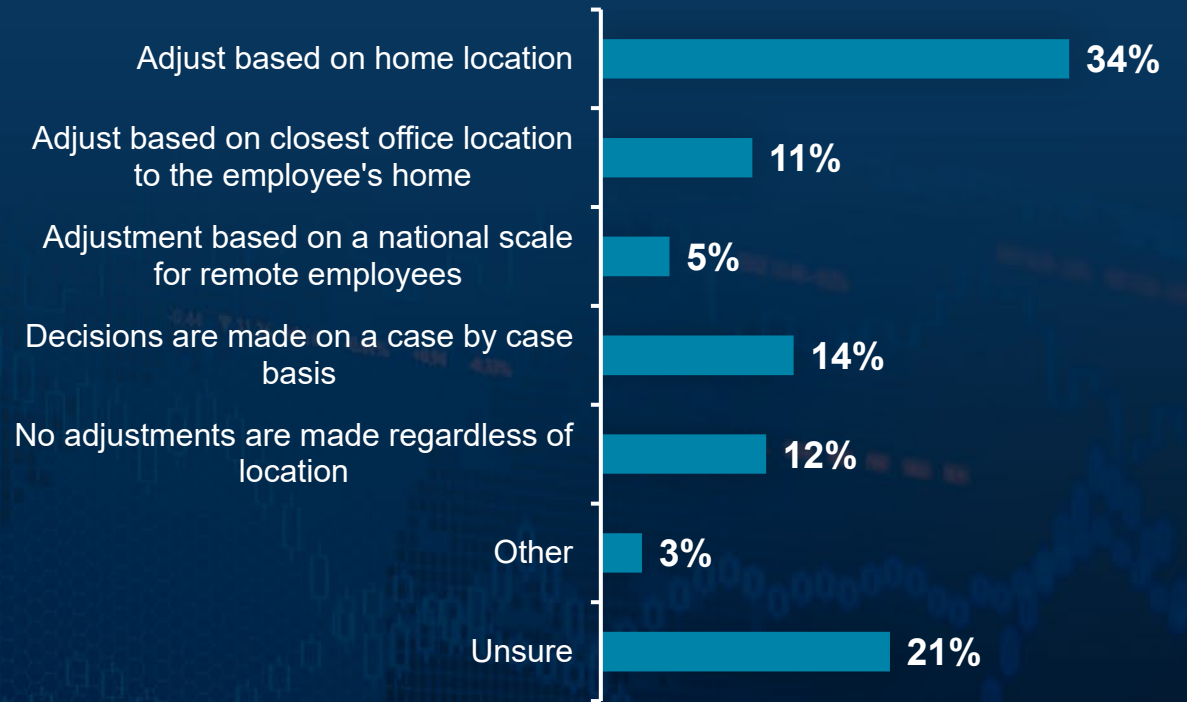
What elements of your employee value proposition are you reviewing, reviewed or will review?

Culture	73%
Work-life balance	72%
Career development	71%
Remote employee experience	69%
Benefits	68%
Compensation	63%
Recognition	59%
Onsite employee experience	54%

Where Are You on Your Return-to-the-Workplace Journey?

Defining the "New Better"	Engaging Employees	Adjusting the Work Environment
Using data & analytics engagement to lay the foundation of where and how people work	*Optimizing the "New Better" through insights and who should work where*	*Rethink ways of working and other implications of change*

Our Approach

Lay the Foundation

- Remote-ability analysis
- Location strategy
- Optimize real estate cost
- Geo-location pay analysis

Enable Your People

- Virtual worker/leader assessment
- Digital readiness
- Employee preference surveys
- Employee personas and actionable roadmap

Realize the Opportunity

- Job architecture
- Workforce planning
- Total Rewards Offering
- Workplace policies
- Capability Building

Build a Future-fit Workforce

- DE&I solutions
- Hiring & onboarding diverse talent
- Work-life balance and financial wellness and benefits
- Predictive analytics

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