



COVID-19
Workforce and Mobility
Protecting people,
operations and values
through a global crisis

**Workforce and People
Advisory Services**

March 2020

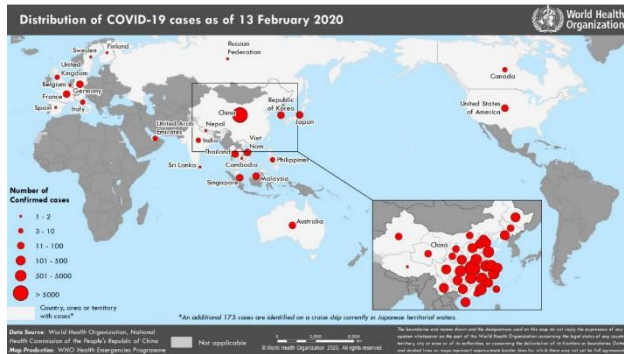


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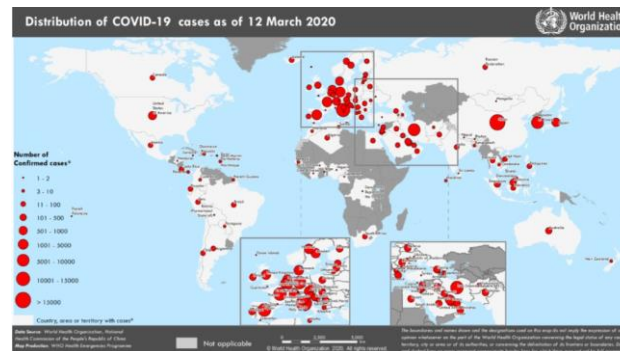
Building a better
working world

COVID-19 | The people impact - background and purpose

A fast evolving public health crisis¹

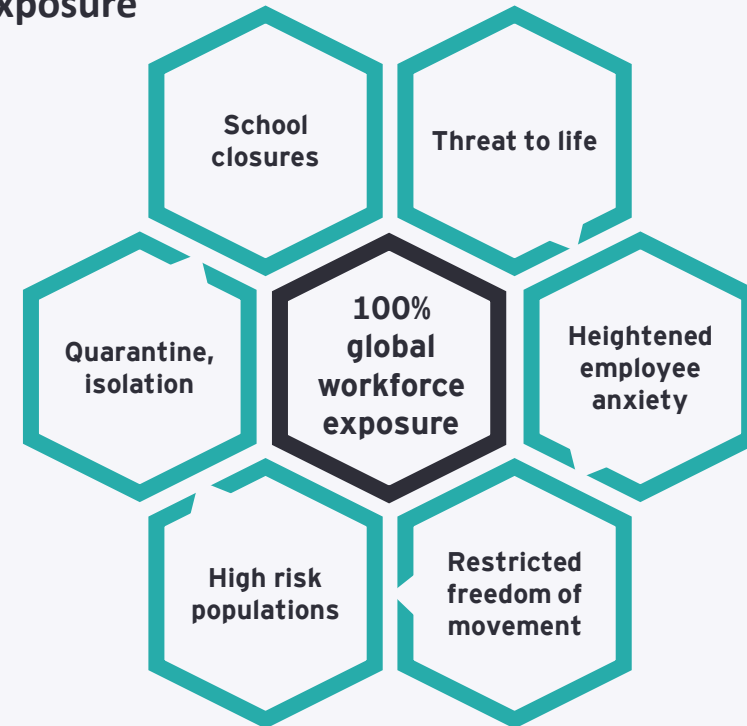


13 February 2020 - Epidemic



12 March 2020 - Pandemic

Exposure



Purpose

- ▶ To help consider your people impacts within this fast moving and complex challenge that affects local and global workforces, workplaces and communities
- ▶ To outline major people themes, with key topics for discussion and ideas to help address

Focus



We're on the highest level of alert and risk assessment in terms of spread and impact, but that's not to alarm and scare people... it's a reality check

Michael Ryan, Executive Director, WHO Health Emergencies Program²

¹ <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports>

² <https://www.facebook.com/NBCNews/posts/4054837701202896>

COVID-19 | The people impact - key observation and themes

Key observation

The rapidly escalating challenges from the COVID-19 global outbreak present critical people issues for organisations to assess and address. People/HR functions are the first line of resilience for the workforce during a crisis. Short term responses should be built on a clear understanding of impact. They should help establish different ways of working as needed and an agile mind-set as people look to live, work and travel in an uncertain environment

Major people themes

- ▶ **Five people themes** have been identified that cover the range of **topics, challenges and risks** to be managed by all organisations
- ▶ They **cover the iterative lifecycle** of understanding and assessing the situation that people are in and the movement, protection and enablement of individuals and teams
- ▶ There is also the need to look at **immediate and likely capability and capacity needs** and how these may need to dynamically change over time



COVID-19 | The people impact - at a glance



COVID-19 | Continuing to fulfil purpose through the crisis

Be clear on the values that align with your purpose and actively plan to protect these workforce values during these testing times.

Good leadership and role modelling will shine brighter than ever

- ▶ Top down governance and leadership
- ▶ Mid-level management and team leadership
- ▶ Employee communications, policies and messaging
- ▶ Accessibility and usability of health and safety information
- ▶ Risk assessment and controls
- ▶ Risk and incident reporting and investigation
- ▶ Assurance, monitoring and reporting
- ▶ Agility, flexibility and empathy

“

Let hope be the antidote to fear, let solidarity be the antidote to blame and let our shared humanity be the antidote to our shared threat

World Health Organisation, 2020¹

“

It's also important to help employees understand how easy it is to lean on our stereotypes during times of fear and uncertainty. Ensuring that employees are equipped with the facts and are prepared will help you cultivate a culture of inclusion inside and outside of the workplace

Forbes, 2020²



¹ <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/events-as-they-happen>

² <https://www.forbes.com/sites/janicegassam/2020/03/03/stop-using-the-coronavirus-as-an-excuse-to-be-racist/#6d410c57be9b>

COVID-19 | People assessment and strategy framework

Establish and align the leadership capability to dynamically assess, plan, decide and communicate people strategies.

Leadership alignment

1 Assess people exposures and risks
Conduct current state end-to-end risk assessment covering operational and geographical risks, globally mobile employee implications, customer impact, health and safety impact resulting in a calculated risk index

2 Define crisis scenarios
Identify best to worst case crisis scenarios, designed to stress test your operation's ability to manage disruption and evaluate the severity of impact of current gaps using risk assessment findings and data

3 Identify workforce gaps
Identify essential business functions, high value assets (HVA), essential jobs or roles, and critical elements within your supply chain. Activate existing crisis management policies and protocols in each disruption scenario to identify gaps within current workforce model including qualitative and quantitative impact



6 Build intervention business case
Build resiliency intervention business case to implement validated crisis response triggers including requirements, solutions and value proposition

5 Test potential response
Execute simulation of crisis scenarios - particularly mass remote working - to test effectiveness of defined potential responses to validate effectiveness against an established success criteria

4 Develop potential response
Define potential response triggers to prevent crisis impact or enable agile response to mitigate repercussions considering people, process and technology factors

Effective communication network

Assessing global workforce exposure



Mapping global talent for worst case scenarios



Representative analysis

COVID-19 | Continuing to fulfil purpose through the crisis

Managing increasing costs

How do we balance cost increases in the short term, while protecting our long-term strategy?

What it is



Why it matters

- ▶ Reduced revenue due to disruption of supply chain and customer purchasing
- ▶ Increased cost and loss of productivity due to absences, travel restrictions and mandatory quarantines
- ▶ Workforce absences due to long-term school closures
- ▶ Unexpected spikes in health care costs

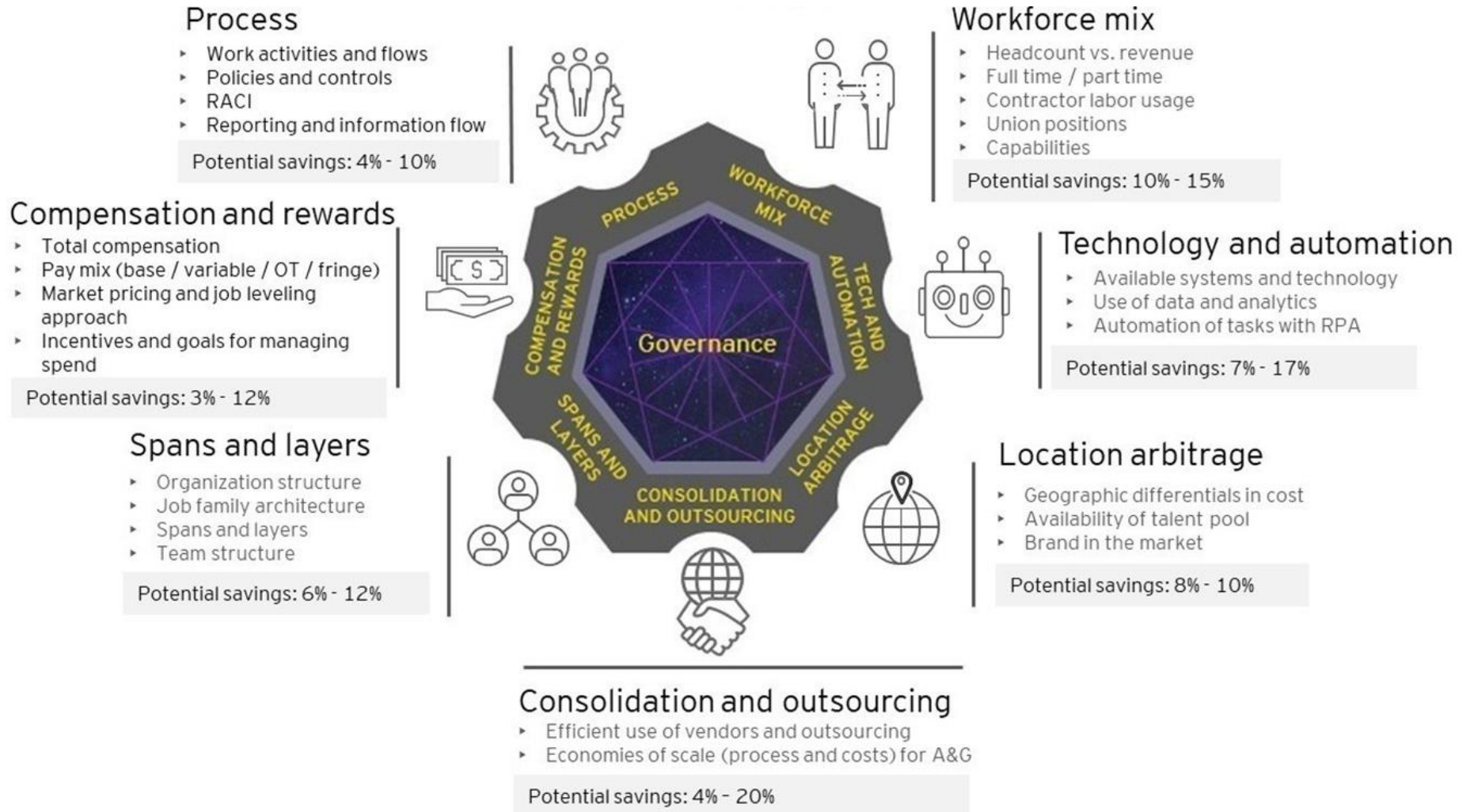
When we are NOT resilient	When we are resilient
Labor costs are not visible	Understand 7 drivers of labor cost
Workforce mix is not deliberate	Ability to remix staffing
Gaps in technology and process to enable remote and automated work	Deploy virtual talent and leverage intelligent automation
Workforce that cannot adjust with dynamic conditions	Agile flexible culture
Employees face financial ruin from absence or healthcare costs	Employees have the needed tools and financial means to deal with the unexpected

- ▶ What are the seven drivers of labor cost and have they been optimized?
- ▶ Have you evaluated potential cost opportunities related to intelligent automation, real estate and org structure?
- ▶ Are you able to consolidate or outsource to a supplier who would support greater resilience?

COVID-19 | Continuing to fulfil purpose through the crisis

EY's workforce cost assessment framework.

We will assess the following key levers:



COVID-19 | Local and globally mobile employees

Assess the exposure and impact of crisis on your people and agree an action plan for locations, groups and individuals.

Identify locally and globally mobile employees and family members

- ▶ Identify mobile employees (incl. assignees, contingent workers, global business travellers) and any accompanying family members, who are in or have recently entered a crisis location, including on personal or business travel, whether in transit or as a final destination
- ▶ In the instance that there has been a public security incident or an outbreak of a virus or infection in the locations visited, individuals may need to be quarantined, safe-housed or work from home or work in a designated location for a minimum period including prior to being relocated to home or third country
- ▶ Assemble information regarding all current globally mobile employees, and travellers in transit, and any accompanying family members in crisis location and surrounding locations
- ▶ Information collected should include:
 - ▶ Full name, Date of birth, Gender, Contact number, email
 - ▶ Residential address, Nationality (including if more than one)
 - ▶ Passport(s) held, including expiration dates, passport accessibility
 - ▶ Current location, including city, assignment type, home country
 - ▶ Accompanying family members, incl. above-mentioned details
 - ▶ Immigration status in host country, including expiration date of current visa and work permit
 - ▶ Details of status of pending visa and work permit application

Assess impact of crisis for global travellers

- ▶ Assess impact of crisis on each globally mobile employee and any accompanying family members
- ▶ Apply the risk assessment of crisis against the individual circumstances of each globally mobile employee and their accompanying family members
- ▶ Review immigration status of each globally mobile employee and any accompanying family members
- ▶ This must include visa status in current location; status of other visas held; passports held, including expiration date of passports and current physical location of passports
- ▶ Identify impediments or restrictions imposed on globally mobile employee and any accompanying family members to travel or relocate
- ▶ Consider physical barriers, exit permits, flight bans, regulatory bans and other legal restrictions
- ▶ Assess impact of relocation on the globally mobile employee and business for each business traveller and assignee
- ▶ Consider costs, impact on operations, impact on contractual obligations (including force majeure), impact on compliance with legal requirements taking appropriate legal advice

Determine action plan for locations, groups and individuals

- ▶ Prepare guidelines for working in each location and for travelling between sites/offices
- ▶ Prepare guidelines for visitors to sites/offices (suppliers, contractors, clients) and guidance for employees visiting other locations/events
- ▶ Determine action for each globally mobile employee and any accompanying family members
- ▶ Assess risk and potential impact to determine response measures and priorities
 - ▶ Risk assessment of crisis
 - ▶ Individual circumstances of the individuals
 - ▶ Visa and/or work permit status and travel opportunity of each individual
 - ▶ Travel impediments in respect of each individual
 - ▶ The nature of the crisis and the individual circumstances of each impacted individual will be determinative of business decisions about priority of action

COVID-19 | Travel bans and restrictions

Consider relative risks in managing globally mobile employees and their family members.

Remain in location

Consider:

- ▶ Access to healthcare
- ▶ Suitability of accommodation
- ▶ Impact of separated families
- ▶ Evacuation plans, potential flight cancellations, exit bans
- ▶ Visa or work permit status of globally mobile employees and any accompanying family members, including current visa expiration date
- ▶ Visa or work permit options available for individuals to extend stay in location for further stay period
- ▶ Covid-19 specific government flexibility
- ▶ Passport validity period and physical location of passport
- ▶ Extent of insurance policy coverage held by the employer or the individuals
- ▶ Policy where individual refuses evacuation

Depart to alternative location

Consider:

- ▶ Travel bans, restrictions, quarantines in place at alternative location imposed by government of current location and ground, air and sea transport operators or en route
- ▶ Visa or work permit requirements for next destination, including transit visas for transit destinations
- ▶ Passport validity period and physical location of passport
- ▶ Restrictions imposed by government of potential transit and final destinations
- ▶ Suitability of potential accommodation, taking account of personal safety, access to health facilities, access to food and water and sanitation
- ▶ Access to health care and health insurance in alternative location
- ▶ Exit requirements for current location and the impact (immediate and future) of non-compliance with exit requirements on individuals and the business
- ▶ Impact of departure on current location visa or work permit validity and permission to return, including impact to residency or pending permanent residence applications
- ▶ Requirement for local employee to close out the employee's departure requirements if the employee needs to leave
- ▶ Increased travel times due to quarantine and additional checks that need to be completed at next destination or transit destination
- ▶ Relocation of goods to next destination, including the availability of relocation capabilities in crisis location to next destination
- ▶ Schooling enrolment cancellation for accompanying children, including associated costs and any adverse impact on their education progress
- ▶ Schooling available for accompanying children, including availability of enrolment, whether short term or long term, depending on intended stay period at next destination
- ▶ Impact on individual employee's personal tax obligations, particularly if they will be working from the home location or a third country or are recommencing tax residency
- ▶ Social security obligations may also arise in the absence of a bi-lateral totalisation agreement between the countries. These obligations could be reduced if the employee is not working in the alternate location. Consider Posted Worker Notification triggers

COVID-19 | Protecting the workforce

Create a safe environment and ensure business continuity.

Environment

- ▶ Ensure working locations follow guidance from local authorities on managing health and safety on site/ in offices/while travelling
- ▶ Monitor impacts on technology due to increased remote working - potentially increase IT support/ provision of IT equipment
- ▶ Review employee environment for different groups ensuring inclusion of those with no option for remote working (facilities, security, logistics, on-site workers, building services, product development and build, delivery, customer services, etc.)

Communication

- ▶ Align communication channels, globally, regionally and locally to allow for flex and evolving updates and messaging
- ▶ Review communication media to ensure all employees and relevant third party groups are included - contractors, suppliers, consultants, clients
- ▶ Provide guidance on alternative ways of working while protecting productivity and performance
- ▶ Give guidance on how to safely work from home or on site - i.e. risk assessment on workstation, take breaks from screen, hand washing and use of communal areas, etc.
- ▶ Confidential data/information - review guidance on data security
- ▶ Engage in dialogue for those not able to work at home to discuss flexible and adaptive delivery models and alternative working arrangements for short term

Employee well-being

- ▶ Ensure employees know where to find information, guidance and support
- ▶ Recognise potential impact on mental health as well as physical
- ▶ Encourage employees to continue to focus on self development, connecting with colleagues and teaming as well as prioritising family and communities
- ▶ Enable employees to express concerns and know they are being listened to and looked after
- ▶ Start with the right tone from the top and ensure that prejudice and unconscious bias are addressed and eliminated

COVID-19 | Remote working, a closer look

Travel bans, collective and self-quarantines, corporate lock-downs and related implications for child and elder care are likely to lead to protracted periods where business continuity and productivity will depend on alternative, inclusive and flexible ways of working.

Preparing for remote working

Consider what can and should be actioned in advance of being remote:

- ▶ Rapid people impact assessment (IA), with heads of teams and support functions/enablers for all remote working
- ▶ Identify and IA different employee groups (roles/shifts/customer-facing/ops) - agree needs and priorities per group. Test with Line Managers and employee teams forum to adapt and gain buy-in
- ▶ Prioritise projects and other team work along with core business
- ▶ Run dedicated team prep session(s), to incl.
 - ▶ Team rules of the road agreed. Call out ways of working, expectations, concerns/risks, opportunities
 - ▶ Test tech/tooling and ways of working before going remote if possible. Know your experts
 - ▶ Map shifts and work patterns and agree ways to refine as team learns more when remote. Input include view of personal circumstances (care for self/others, own support network)
 - ▶ For critical work/outcomes consider a table top/role play exercise to project into a failed/failing situation and work backwards on how to prevent those things from happening
- ▶ Leaders start referring to and using tools, apps and working channels in advance to raise profile of what is to come

Doing it, learning and adapting

Structure and check-ins

- ▶ Daily and weekly structure and feedback and adapt channels at start/end of shifts
- ▶ Look to mirror work patterns, not condensing hours
- ▶ 'How are things/check-in' with team and 121s/buddies. What is changing and what is the impact?

Safety and well-being

- ▶ Is everyone working in a safe environment? Guidance on safe remote working i.e. risk assessment of that location; breaks
- ▶ Encourage use of freed up time (e.g., from commute) for self development and wellbeing
- ▶ Great leadership and role modelling will make an enormous positive impact on teams during this time for productivity, care and motivation
- ▶ Enable employees to express wider concerns as well as work issues. Avoid the need to justify remote presenteeism

Productivity and experimentation

- ▶ Regular bite size learning/knowledge share on use of remote tools and apps. Led by the 'go to' people in the team where possible
- ▶ Identify/allocate roles in team to check way in which work is produced/shared if new is meeting expectations and not creating unintended issues
- ▶ Give express permission to experiment and celebrate people trying things differently to improve working and outcomes
- ▶ Find time to bring people together virtually with leaders

EY has worked on creating a Rapid Response kit that aims to drive productivity and collaboration in an engaging way to support employees when working remotely

Consider how best to upskill your employees on leveraging available tools to make the transition to remote ways of working as seamless as possible. This could be achieved through a series of virtual workshops to cover the three fundamentals of remote working:

- ▶ What collaboration techniques can I deploy when working remotely?
- ▶ What tools can I use to improve my experience when working remotely?
- ▶ How do I navigate our tools to improve my personal productivity?



COVID-19 | Strategic workforce planning to manage future risk

Be prepared for what might come. Model and adapt your workforce plans to maintain capability across priority services and business functions.

Scenario planning

- ▶ Model scenarios for a near real-time view of the impact of potential workforce planning decisions by different views including geography, business unit, etc.
- ▶ Determine future workforce needs for the organisation
- ▶ Identify business critical talent and skills and related geographic location risk
- ▶ Inform talent action plans on how to address shortages, surpluses or skill mismatches
- ▶ Create a single point view for workforce plans monitoring, reporting and forecasting

What do I need to consider?

- ▶ Typical workforce measures tracked include - total FTEs, total costs, age profiles, FTEs by BUs, locations, gender, grade, etc.
- ▶ Potential capacity gap/surplus based on talent demand and supply under specific business scenarios, e.g. impact of automation scenario on future workforce and associated people costs or savings (e.g. upskilling costs, salary savings, hiring costs, etc.)
- ▶ Source of data - HR data systems and/or Finance systems for future investment
- ▶ Talent cost modelling - short term workforce reduction may result in medium to long term talent shortage/productivity loss
- ▶ How might economic impact affect business performance, bonus pool funding and the performance metrics used to determine variable remuneration outcomes

Coming out stronger

- ▶ Leverage the opportunity to prepare for the 'new normal' - increased virtual collaboration, less global travel, new ways of working, locations strategy review
- ▶ Understand how new ways of working can minimise exposure
- ▶ Coming out with a better, stronger and more resilient, adaptive workforce
- ▶ Mapping global talent will prepare your business for any widening of the current crisis or future scenarios

COVID-19 | Your EMEIA Workforce and Mobility Team



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