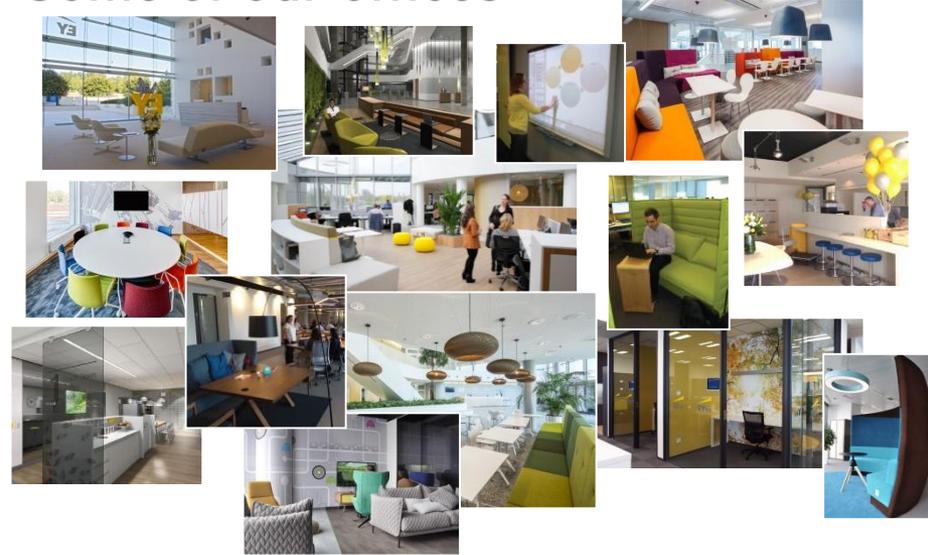


## Some of our offices



## Key contacts



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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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# EY@Work

## EY case studies



## Who we are



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**Mark Weinberger,**  
Global Chairman  
and CEO

" People today want flexibility in order to meet their professional and personal goals as well as a work environment where the space and technology encourage communication, collaboration and creativity. EY@Work meets those needs and helps our people create the highest-performing teams to deliver exceptional client service. "

## Our business need: what EY was facing

- ▶ A changing workforce: over 50% of our people belong to Generation Y. By 2020, this will increase to 85%.
- ▶ Growing difficulty to attract and retain top talent because our people want more flexibility.
- ▶ Evolving virtual work habits demanding innovative tools to enable our people to collaborate and connect virtually.
- ▶ An increase in real estate costs and the fact that our offices on average only had 49% utilization.

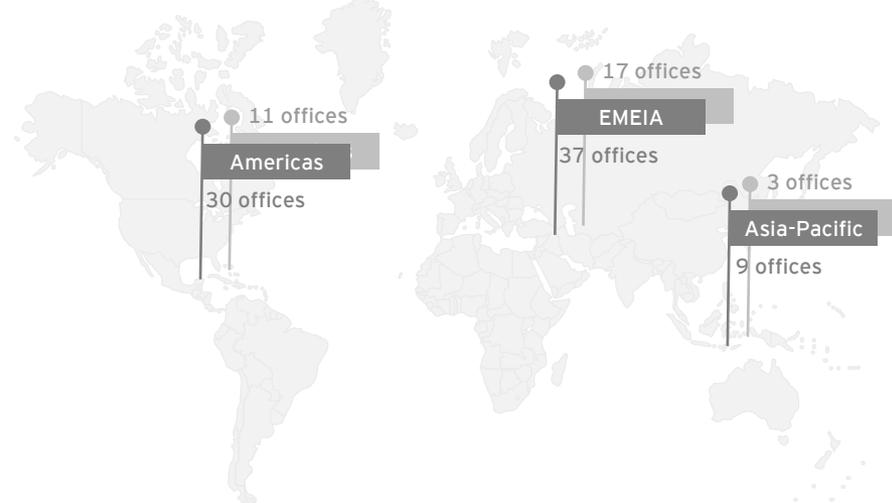
## Our solution: what we proposed

- ▶ A different way of working supported by technology that allows people to work flexibly and a talent (HR) strategy supporting it.
- ▶ We took a unified and global approach that combined the strategies of talent (HR), technology and real estate.
- ▶ Talent solution: formal and informal flexibility, focusing on trust, collaboration and results.
- ▶ Technology solution: new messaging and collaboration tools, remote working solutions, virtual teaming technologies.
- ▶ Real estate solution: defined space metrics, open floors and airy aesthetics, variety of collaboration areas and work settings, consistent EY brand.
- ▶ Global change management and communications support: global change management and communication teams who collaborate with local teams to prepare people for the change using a global change framework and messaging.
- ▶ Regional transition management offices (TMOs): three regional transition management offices to coordinate cross-functional teams and partner in the best way with each office.

## Our approach: how we delivered

- ▶ Piloted approach: two waves of pilots to test the solutions and refine for future implementations.
- ▶ Recognized that not every office is the same - different cultures around the world. For every office move we conduct a change readiness assessment to baseline unique work styles, culture, use of space and preferences.
- ▶ Used the results of the change readiness assessment to tailor each build and implementation.
- ▶ Encouraged local leaders from a multitude of business areas and service lines to participate in the office design and implementation planning.
- ▶ Have 12 global key indicators based on our talent, technology and real estate strategies, to define an office as EY@Work and guide our office transformations at various locations.

EY@Work offices today  
EY@Work offices by June 2017



## Our learnings

### "One size doesn't fit all"

Create consistent global guidelines flexible enough to meet the cultural and work style needs of each office.

### Not a construction project

Altering people's work environment is an emotional process, so continuously and consistently communicating with our people locally is essential to get everyone comfortable with the changes.

### Adopting change takes time

Implementation doesn't stop after construction. Providing the knowledge and tools and reinforcing the new work behaviors after implementation are required for success.