

**The future of work is
changing. Will your
workforce be ready?**

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



EY

Building a better
working world

There's no doubt that the future of work is changing.

The world continues to change with developments in **globalization, demographics, technology and regulation**. These **disruptive forces** require organizations to change rapidly – and they need their people to be **agile and adaptable** to that change. At the same time it's getting harder to source, manage, motivate and retain **talent** while controlling costs.

Workforce trends



The global working population is expected to **increase by 485 million** people between 2017 and 2027.



Millennials are going to be **75% of the world's workforce** by 2025.



Of all age groups, millennials, or Generation Go, are the most likely to quit a job because of substandard technology. **Eighty-two percent said that workplace technology** would influence their choice to accept a new job.

By 2020, surplus talent will be limited to a select few emerging economies. This will force businesses to think carefully about long-term talent location strategies. At the same time, the number of people 65 and older is continuing to grow at an unprecedented rate. This shift – in size, age and diversity – will transform the workforce and an organization's responsibility toward it. These changes will also dramatically impact consumer spending and behavior.

On the flip side, the career span of the younger employee is extending as individuals live longer and healthier lives. Generation X and millennial employees increasingly are looking to their employers to provide meaningful work, in flexible environments and ample opportunities for development.

Technology and transformation



Since 2000, **52% of Fortune 500 companies** have gone bankrupt, been acquired or ceased to exist due to digital disruption.



Technology is the fourth industrial revolution reshaping the business world, demonstrated by a 49% global internet penetration in 2016, a **725% increase** compared with 2000.



In 2017, almost **50% of organizations** plan to adopt mobile-enabled human resources (HR) processes – a significant increase from 13% in 2014.

Technology is transforming the way we do business and impacting how we create, deliver and capture value. What's more, this process is accelerating with the rise of local, social and mobile technology.

Technology today is improving our ability to, for example, care for the environment, treat disease, improve security, make better sense of data, serve customers, deliver processes, and innovate and grow across the board.

No organization, regardless of size, can compete without responding to this new digital age.

EY can help you prepare for the future of work and your future workforce.

Workforce expectations and engagement



Seventy-five percent of millennials want the ability to work flexibly and still be on track for a promotion



Purpose is driving engagement. Among employees who are motivated by purpose, **77% believe their work makes an impact** and **68% experience meaningful relationships at work**.



Engaged employees are more productive. Business units in the top quartile of employee engagement are **21% more profitable** compared with business units in the bottom quartile.

As organizations evolve, so does the need to enable, engage and reward top talent in innovative new ways. Employees who feel in control of the variables in their working world likely will have a heightened commitment to enhancing company results.

Simply put, engaged employees are a competitive advantage driving strong, sustainable results by directly impacting customer behavior, brand loyalty and overall brand reputation.

This evolution also brings change in stakeholder expectations and customers and investors seek deeper reasons to engage.

Workforce mobility and enablement



More than half (**62%**) of companies use flexible workers (freelancers, temps and agency workers).



By 2020, it is expected that the workforce of one in four organizations will be at least **30% contingent workers**.






Seventy-two percent of executives said the need for globally mobile employees will increase during the next two to three years.

Organizations must think and act globally, looking beyond their traditional boundaries for top talent, while creating a unifying community that is welcoming and supportive of global workers.

The added challenge of a successful organization is to empower locally, while thinking globally. Global talent strategies and HR programs should be developed to allow for geographic variances in regulatory, economic, market and cultural diversity so that they can source, manage, train and compensate this global workforce.

EY's People Advisory Services can help you gain a competitive advantage by providing the impactful people, HR and organization alignment at critical business crossroads.

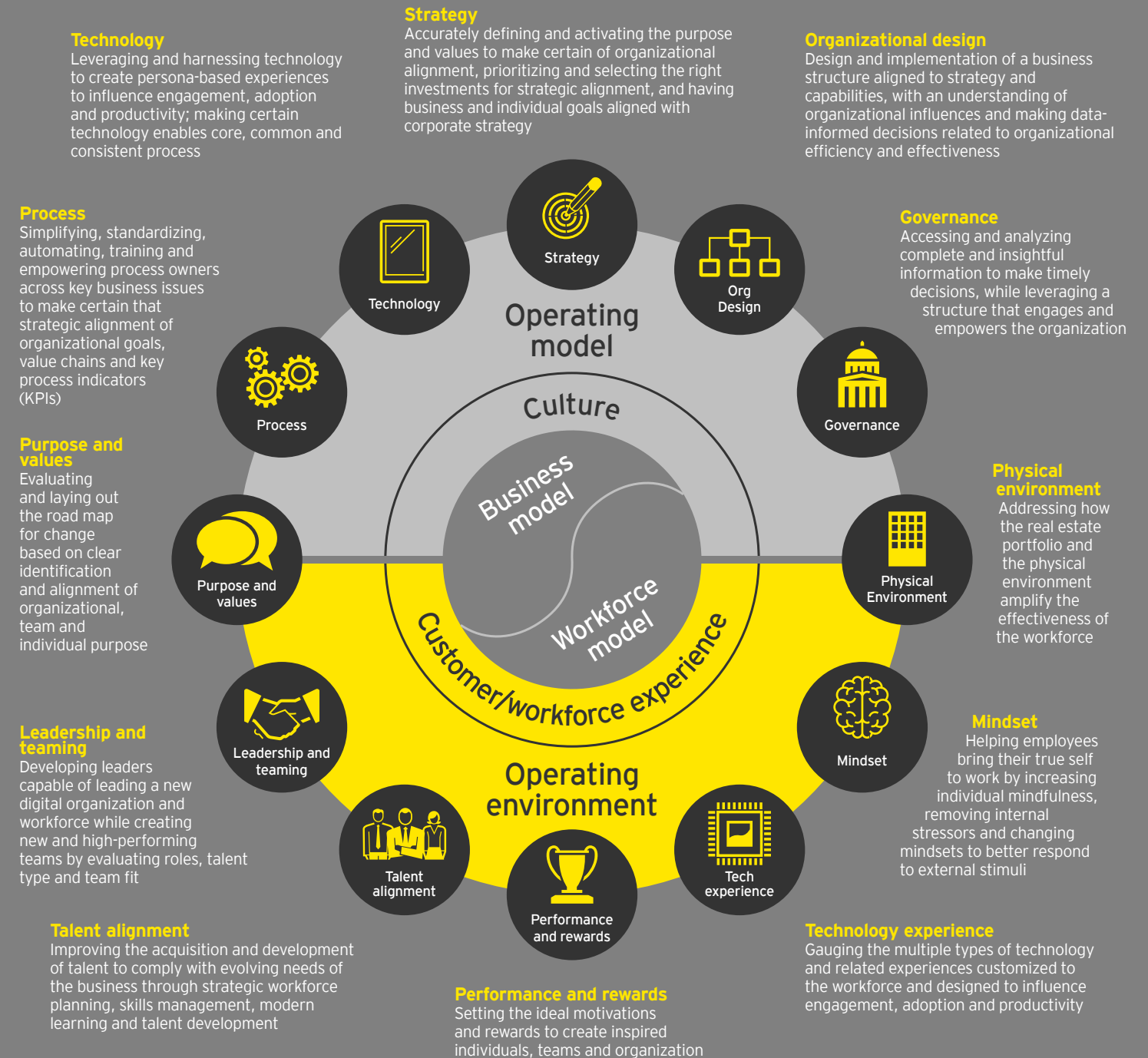
Looking at people as part of an integrated business strategy, organizations are able to gain a competitive workforce advantage. EY works globally to help companies address complex issues relating to organizational transformation or transactions, end-to-end employee life cycles, effective talent deployment and mobility, gaining value from evolving and virtual workforces, and the changing role of HR.

		
Transformation	Transactions	Mobile talent and workforce enablement
<p>EY helps organizations put talent and purpose at the heart of their transformation agenda to proactively respond to disruption, achieve their business objectives and improve financial performance. We support our clients and their workforce on their transformation journey – whether it's driven by new technology, innovation, digital enablement, cyber, organizational change, new regulation, brand and reputation, risk, efficiency, and customer workforce experience.</p>	<p>EY helps organizations align and drive their people priorities and manage related risks during mergers, acquisitions, carve-outs, divestitures, spin-offs, IPOs and other related transactions. We support our clients with the alignment of leadership, organizations and culture, workforce and talent planning, and rewards and benefits, as well as HR function setup, restructuring and transformation to enable businesses to achieve their organizational, people, financial and value-capture objectives during a transaction.</p>	<p>EY helps organizations deploy their talent to areas where they are most needed to support the business, providing a seamless journey for their mobile workforce. We help our clients manage their people-related risk; align their talent, sourcing and location strategy with their business strategy; and adapt to the new work environment and changing expectations of the workforce. We help in the development leaders and talent using tailored learning approaches, systems and analytics to support them and enable their domestic, global and organizational mobility.</p>

EY's future of work framework provides a holistic approach to create future business and workforce models for success.

Organizations are facing new market forces that require new ways of operating. EY's future of work framework offers a holistic model that looks at both the hardware (operating model) and software (operating environment) of an organization to align them for success.

Future of work framework



EY provides services to help organizations meet the demands of the future working world.

By focusing on the key operating model and operating environment and issues facing today's organizations, EY offers services designed to lead companies through complex organization transactions, transformations and, global workforce and mobile talent challenges.

 What Ecosystems	Transformation digital, cyber, function	Transactions	Mobile talent and workforce enablement
 Why Your environment	<ul style="list-style-type: none"> ▶ Globalization ▶ Shifting demographics ▶ Talent gaps ▶ Talent retraining, upskilling, reskilling 	<ul style="list-style-type: none"> ▶ Mergers ▶ Acquisitions ▶ Spins-offs, carve-outs, divestitures ▶ IPOs 	<ul style="list-style-type: none"> ▶ Organization restructuring ▶ Automation and robotic process automation (RPA) ▶ Digital enablement ▶ E-commerce ▶ Productivity enhancements ▶ Customer experience ▶ Talent gaps ▶ Talent retraining, upskilling, reskilling
	New organization to support strategy and operating model EY's approach to organizational design helps guide clients from organization mapping, organization sizing and organization design through to implementation. Business leaders need a solid, focused plan for designing their future organization to enable their go-forward operating model, as well as drive to organizational effectiveness and financial outcomes.		
	New workforce, leadership and talent EY helps organizations align their workforce, leadership and talent with their business strategy and operating model; adapt to the changing needs of their customers; and build modern leadership and talent capabilities to drive efficiency and innovation as they grow and change. EY helps clients shift to workforce models, new skill sets, new leadership mindsets and new ways of working to enable them to compete in the digital era.		
	New work environment and workforce analytics EY supports clients in developing the right workforce operating environment and executing effectively toward it. Through the future of work maturity assessment, EY provides a data-driven approach to workforce strategy, and the work environment so talent is acquired, managed and developed to be engaged and deliver clear business outcomes.		
 How EY services	New learning and change programs EY's change approach is a holistic view of all of the people levers that an organization can use to drive organizational readiness engagement, and adoption in the pursuit of sustainable improvements realization. Our pragmatic change approach leverages innovative, agile methods to transform the overall employee experience across all impacted stakeholders. EY also can design and launch new digital learning programs to support performance improvement through adoption and proficiency building.		
	New alignment of rewards, performance and career EY is focused on the development of rewards programs that are not only competitive, but also aligned with the business. We can help you understand what employees and the workforce value most about their workplace and use analytics to align goals and objectives and predict how a workforce, including leaders, employees and contingent workers, will respond to potential changes in the total rewards package.		
	Integrated mobility, regulatory and risk EY offers integrated, end-to-end mobile talent services, providing a seamless journey and an improved experience for an organization's mobile employees and workforce and enabling increased talent mobility and compliance, reduced administration and cost-reduction efficiencies, and better access to data for the corporate user.		
	New HR function EY's business-led people operating model enables a holistic approach to HR transformation. It drives the next level of employee and workforce experience necessary for organizations to thrive in the future of work through a digital value chain approach to HR transformation, leveraging technology and robotics, as well as design thinking and implementation agility, to unlock the business value trapped in the HR operating model.		

EY's future of work approach is technology-enabled and data-driven, helping organizations drive transparency, visibility and speed to execution across people priorities.

Think Tank

A virtual collaborative platform used to engage participants in the same room or across the globe. It facilitates collaborative brainstorming, including the ability to poll, vote and rank, creating a profound collective experience as participants are left with the distinct impression that business can be done better.



EY Process Depot

A dynamic web portal for storing and viewing sector reference frameworks (HR leading practice process models and detailed maps inclusive of a digital point of view), along with related information, such as risks, controls, KPIs and maturity models.



ARIS

A business process analysis software tool from Software AG that is designed to support business process management activity, such as analyzing the relationships and interactions between processes and related elements (e.g., organization, data, systems and products). It can be the hub for all process-related data for an organization, supporting process baselining, analysis, improvement and governance.



Organization and Talent Hub

A proprietary technology platform that facilitates and accelerates a client's organization and talent planning from design to execution. The platform pulls each organization's data into a secure environment and creates a consolidated master data set of record for the go-forward organization. It provides the granularity essential for planning the new organization and selecting and retaining talent, while tracking workforce movements needed for day-to-day operations as well as capturing real-time savings.



HR Service Catalog

A catalog of leading-practice HR processes, subprocesses and HR activities defined with worksplit assignments across people operating model roles to enable HR function simplification, automation and transformation.



Future of Work Readiness Index

A quantified readiness index score that delivers clarity for an organization about the forces driving change at the organization, an understanding of the current state and desired future state across the operating model and operating environment, and quantified future-of-work readiness results for comparison with benchmarks.



EY GlobalOne technology

A technology platform accessed by clients and employees that aligns a single global process supporting mobile employees. The system supports high-touch, high-tech services while maintaining security around global HR data.



About EY's People Advisory Services

As the world continues to be impacted by globalization, demographics, technology, innovation and regulation, organizations are under pressure to adapt quickly and build agile people cultures that respond to these disruptive forces. EY's People Advisory Services believes a better working world is helping our clients harness their people agenda – the right people, with the right capabilities, in the right place, for the right cost, doing the right things.

We work globally and collaborate to bring you professional teams to address complex issues relating to organizational transformation, end-to-end employee life cycles, effective talent deployment and mobility, gaining value from your evolving and virtual workforces, and the changing role of HR in support of business strategy. Our EY member firm professionals ask better questions and work with clients to create holistic, innovative answers that deliver quality results.

EY | Assurance | Tax | Transactions | Advisory

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.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

© 2017 EYGM Limited.
All Rights Reserved.

SCORE no. 06227-171US

1708-2370667

ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax or other professional advice. Please refer to your advisors for specific advice.

ey.com

EY Americas People Advisory Services contacts

EY Americas People Advisory Services Leader



George Brooks

Phone: +1 212 773 8237
Email: george.brooks@ey.com

Ecosystems Leader - Markets - Transactions



Liz Fealy

Phone: +1 212 773 3743
Email: elizabeth.fealy@ey.com

Transformation



Tony Steadman

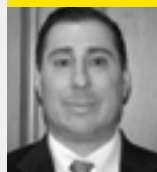
Phone: +1 212 773 4424
Email: tony.steadman@ey.com



Kim Billeter

HR Transformation
Phone: +1 404 817 5772
Email: kim.billeter@ey.com

Transactions



Perry Papantonis

Phone: +1 212 773 6562
Email: perry.papantonis@ey.com

Mobile Talent and Workforce Enablement



Leslie Fiorentino

Phone: +1 617 585 0449
Email: leslie.fiorentino@ey.com