



WEBINAR

Prepare for the Hybrid Future of Work



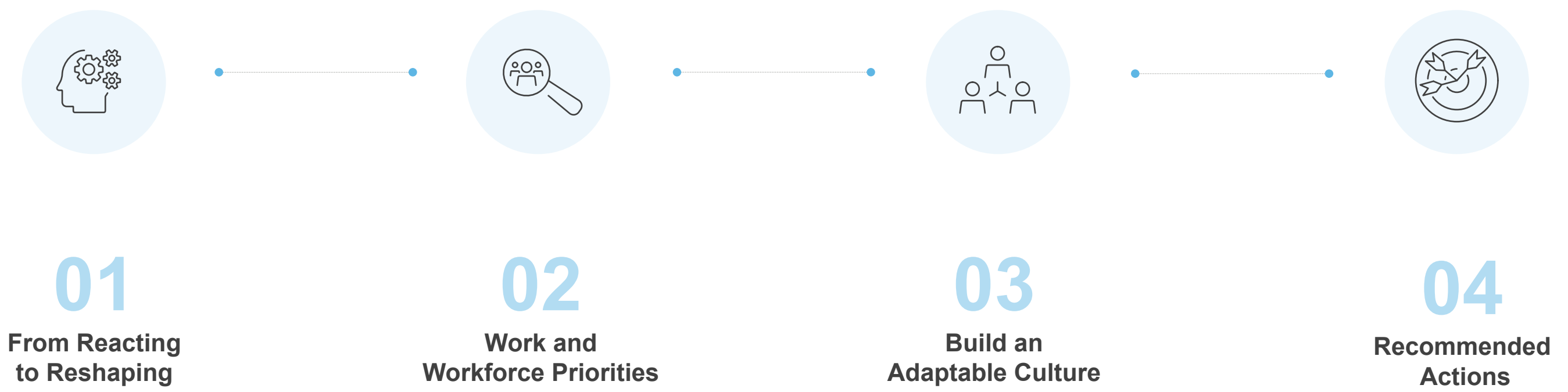
Prepare for the Hybrid Future of Work

June 10, 2021

Proprietary & Confidential

AON
Empower Results®

Roadmap



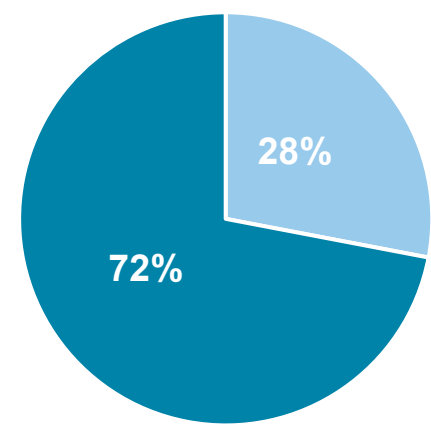
About the Future of Work Aon/ MAPI Research



398 Manufacturing leaders participated in this survey from **March 19 – April 13, 2021**



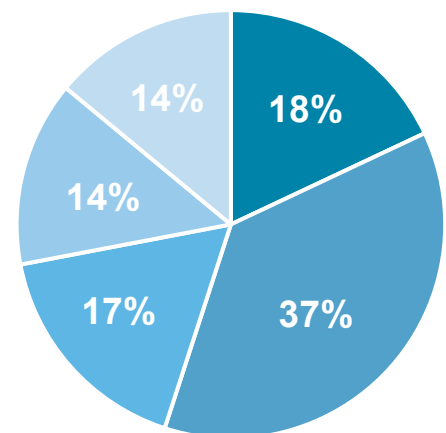
Public vs. Private



- Publicly traded
- Privately held



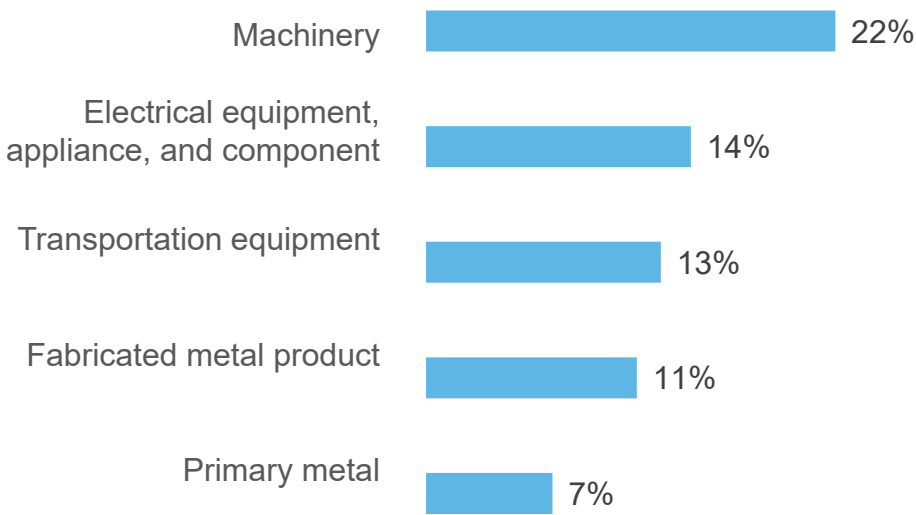
Revenue



- Less than \$1bn
- \$1 - \$2.9bn
- \$3bn - \$4.9bn
- \$5bn - \$9.9bn
- \$10bn+



Top 5 Industries Represented

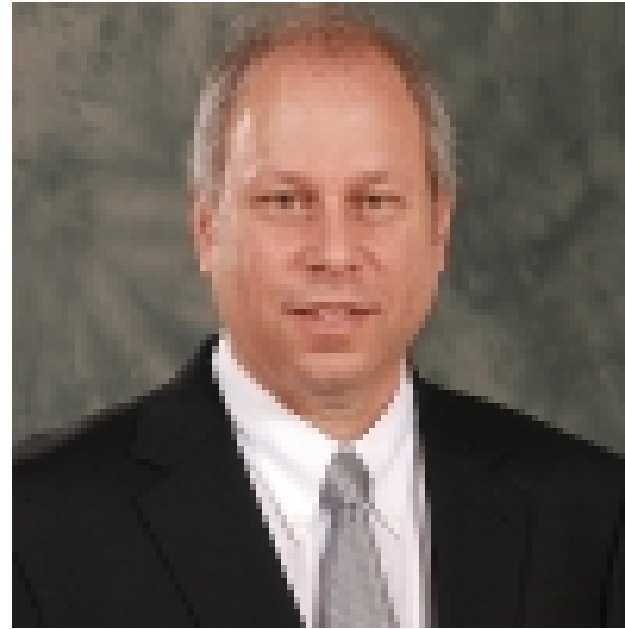


Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

Introductions



Yanina Koliren
Partner, Aon
Human Capital – Rewards



Kenan S. Abosch
Partner, Aon
Human Capital - Rewards



Jeffrey Ryer, Ph.D.
Associate Partner, Aon
Human Capital - Assessment

01

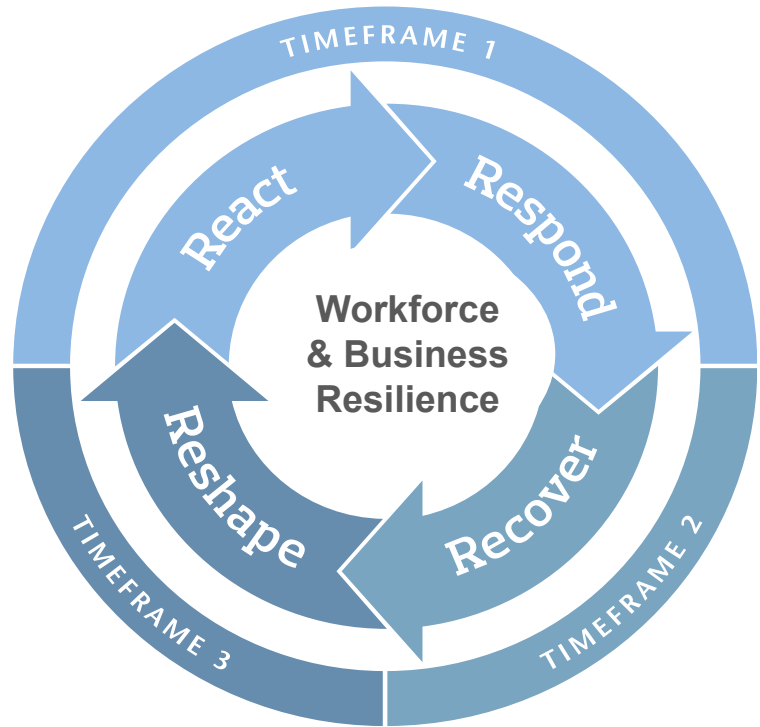
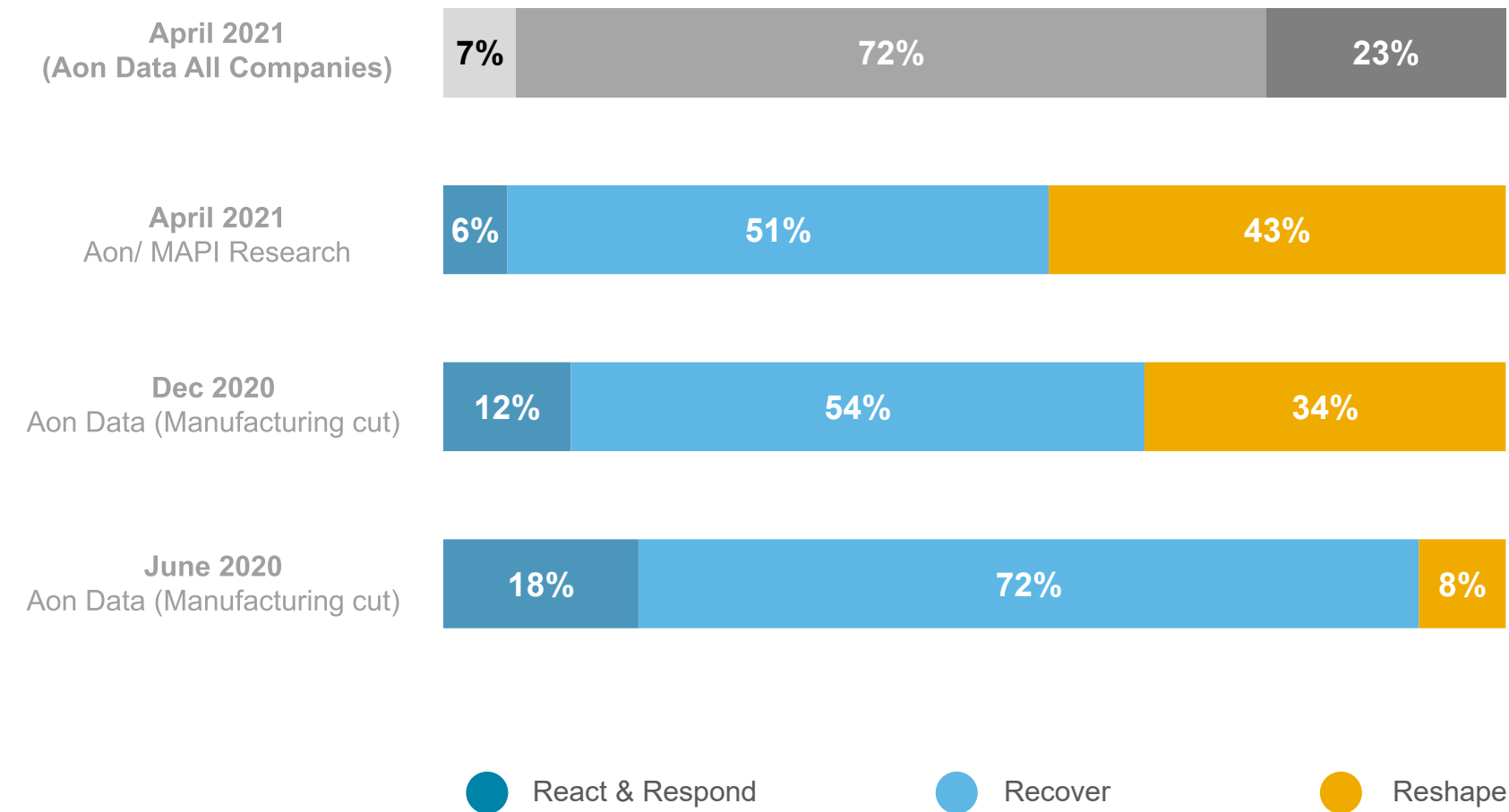
From
Reacting
to
Reshaping



Turning the Corner from the Crisis


Covid-19 Response Framework:

> Current Stage of Operations for Manufacturers

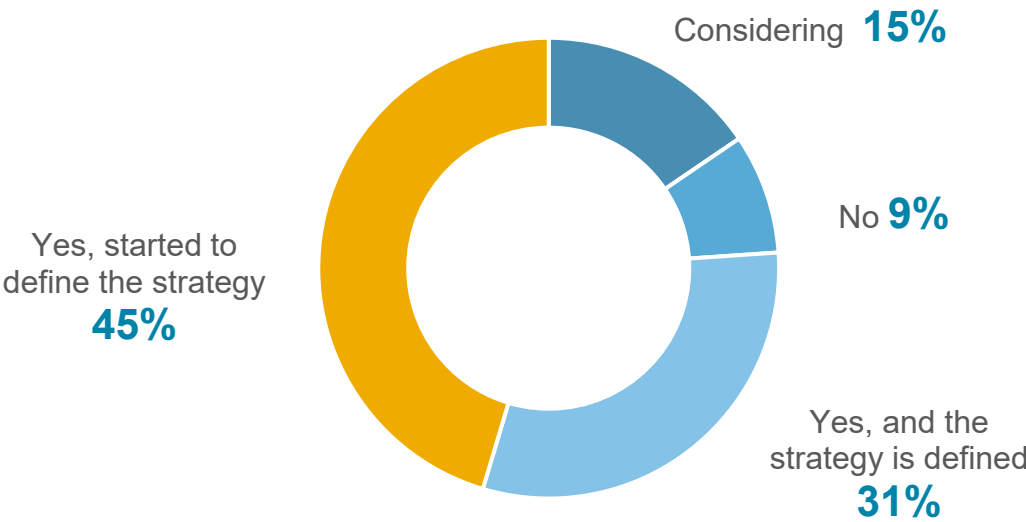


Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey, Aon Global HR Pulse Surveys

Many Leaders Formulating FOW Strategy Now

 **Almost four in five** surveyed companies have one or more teams or taskforces defining, **managing** and **implementing** the future of work

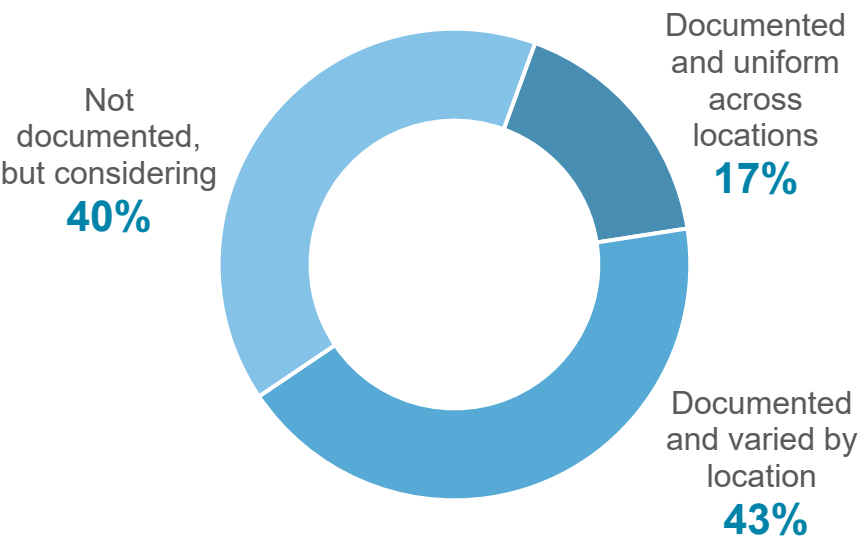
> **Future of Work Taskforces and Strategy Definition**



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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

> **Formalized and Standardized Strategy For Future of Work**



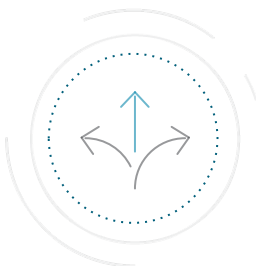
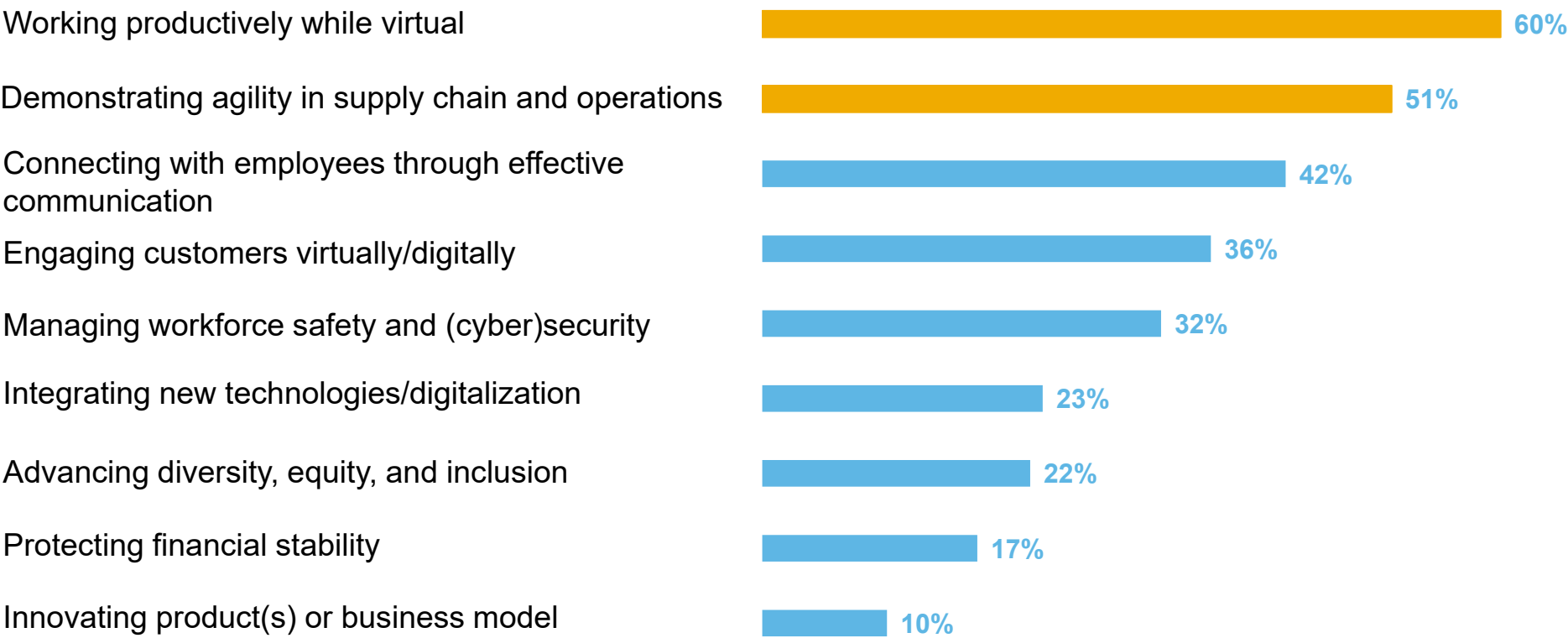
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Key Learnings: Organizational Agility Vital as Change Accelerates



We learned that continued learning in these areas indicate focus for areas where **refinement** and **growth** was and will be required

> **Key Learning**



Nearly
70%
of respondents
indicated agility as
prerequisite for
competitiveness

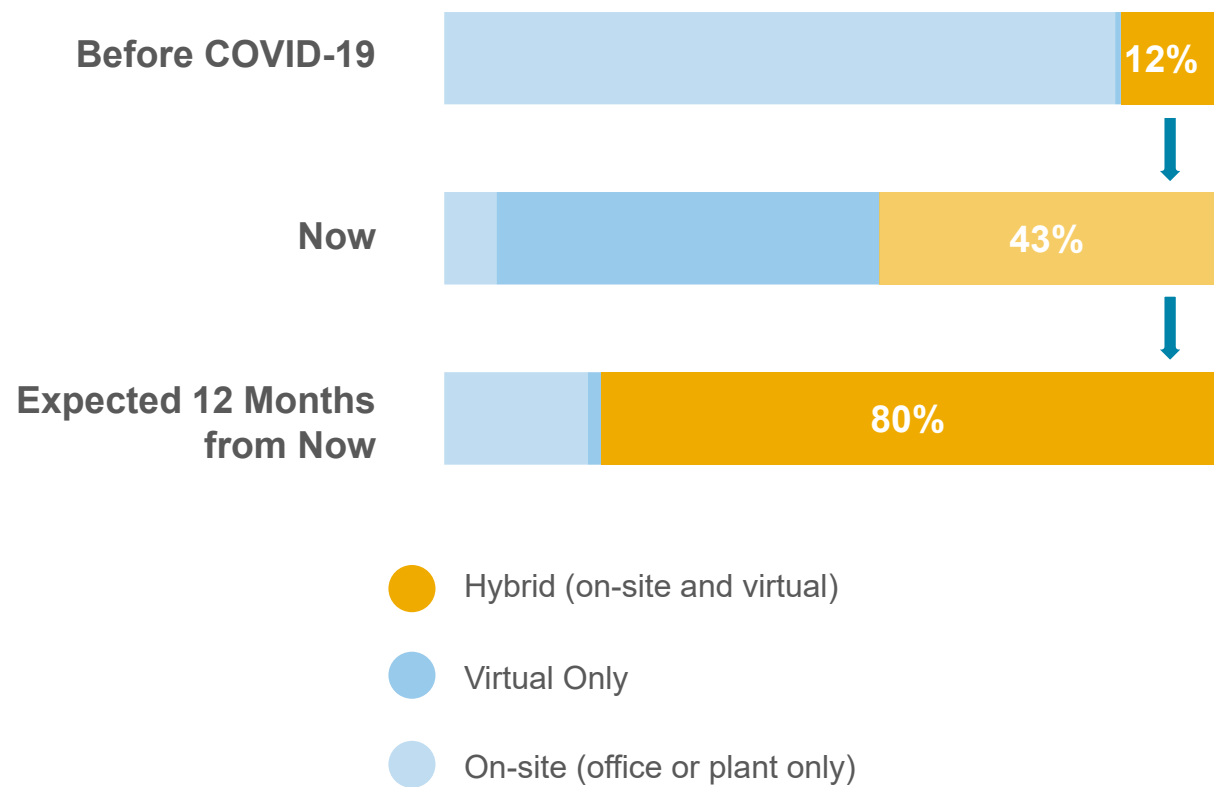
Companies Expect Remote Workers to Return Soon But Not Everyone and Not Everyday



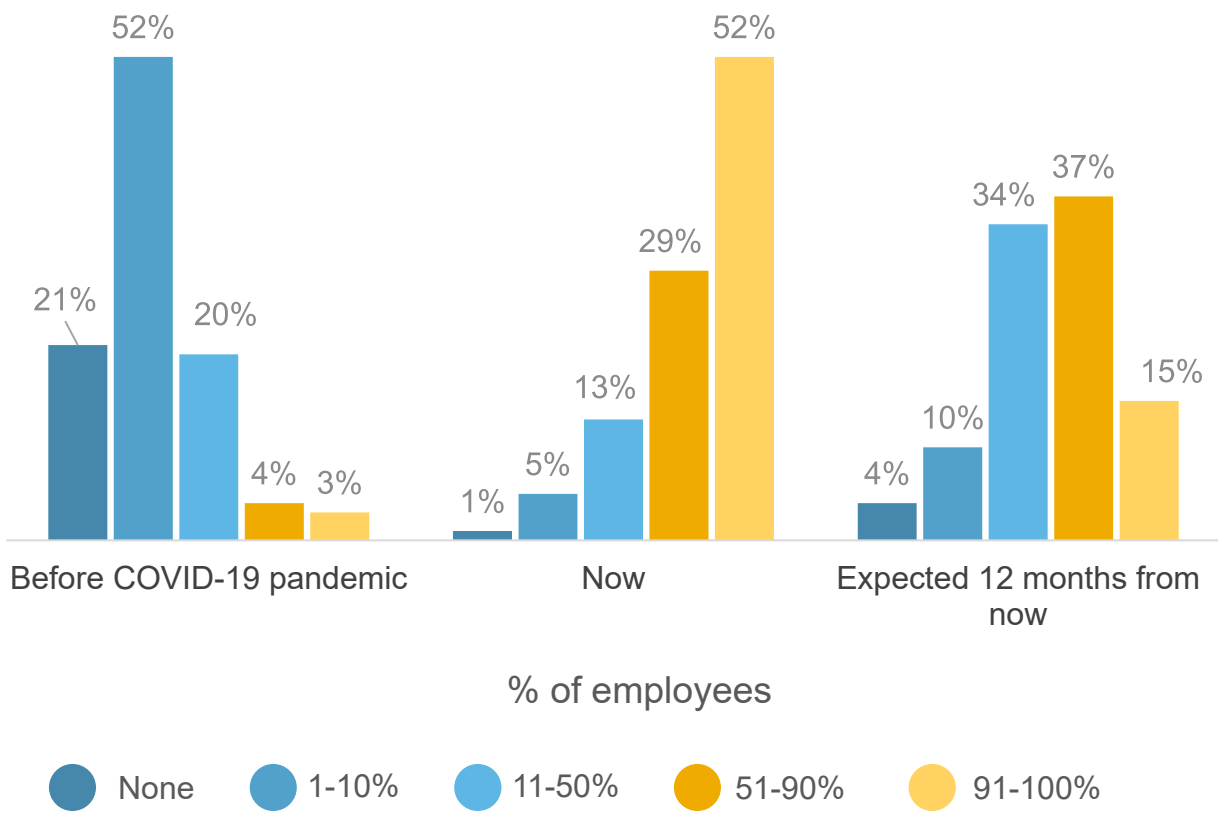
More than **50% of companies** will have over **50% of employees** working in hybrid model



> Work Arrangements For Employees Able To Work Virtually



> Employees Able To Work Virtually At Least One Day Per Week



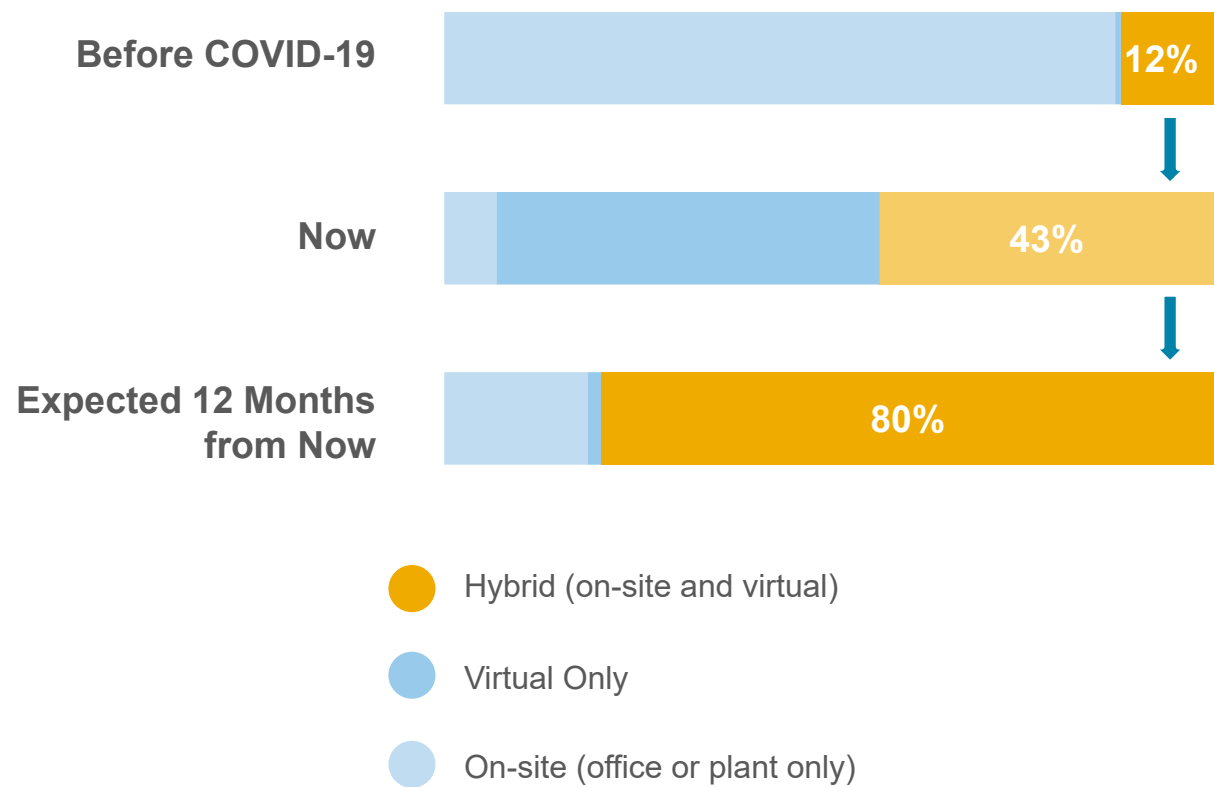
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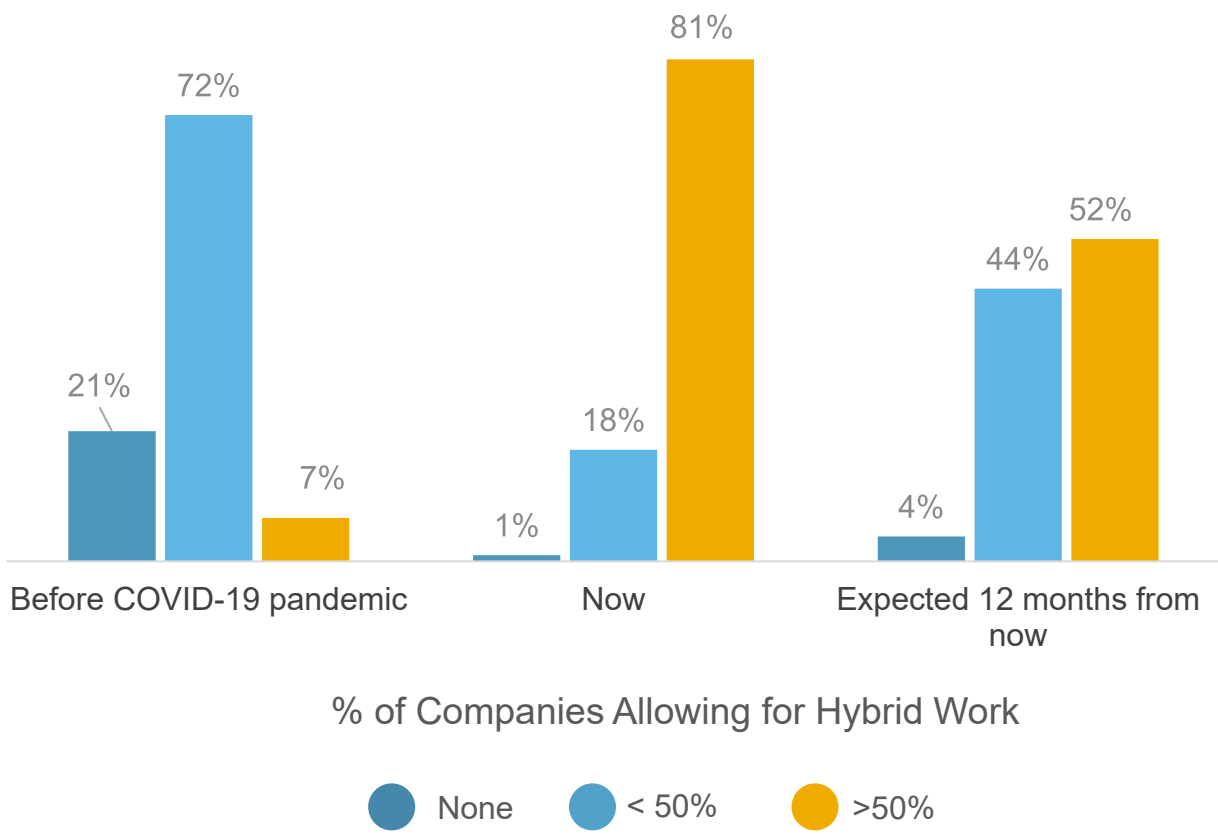
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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

Corporate Leadership is Telling “Not One Size Fits All”



Even though in nearly **70% of organizations Corporate** is driving decisions on from where employees will work, direction is to **empower Line Managers**



Ford White-collar office workers can continue working from home **indefinitely** as long as their managers approve flexible hours



General Motors Work appropriately. “It is not about a policy or a one-size-fits-all approach”



Facebook is giving employees the option to become fully remote workers.



IBM Work From **Home Pledge**



Goldman Sachs Working from home **is an aberration.**



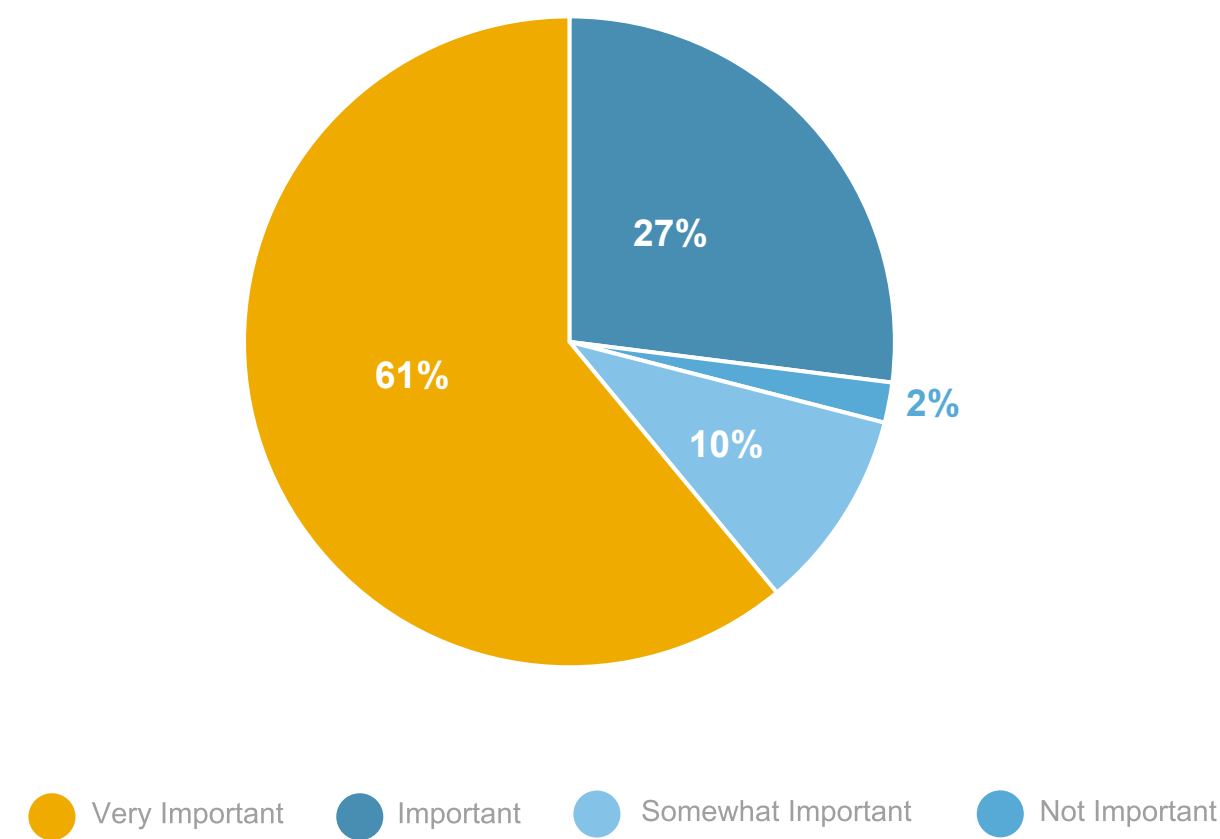
Our Point of View

What to Consider

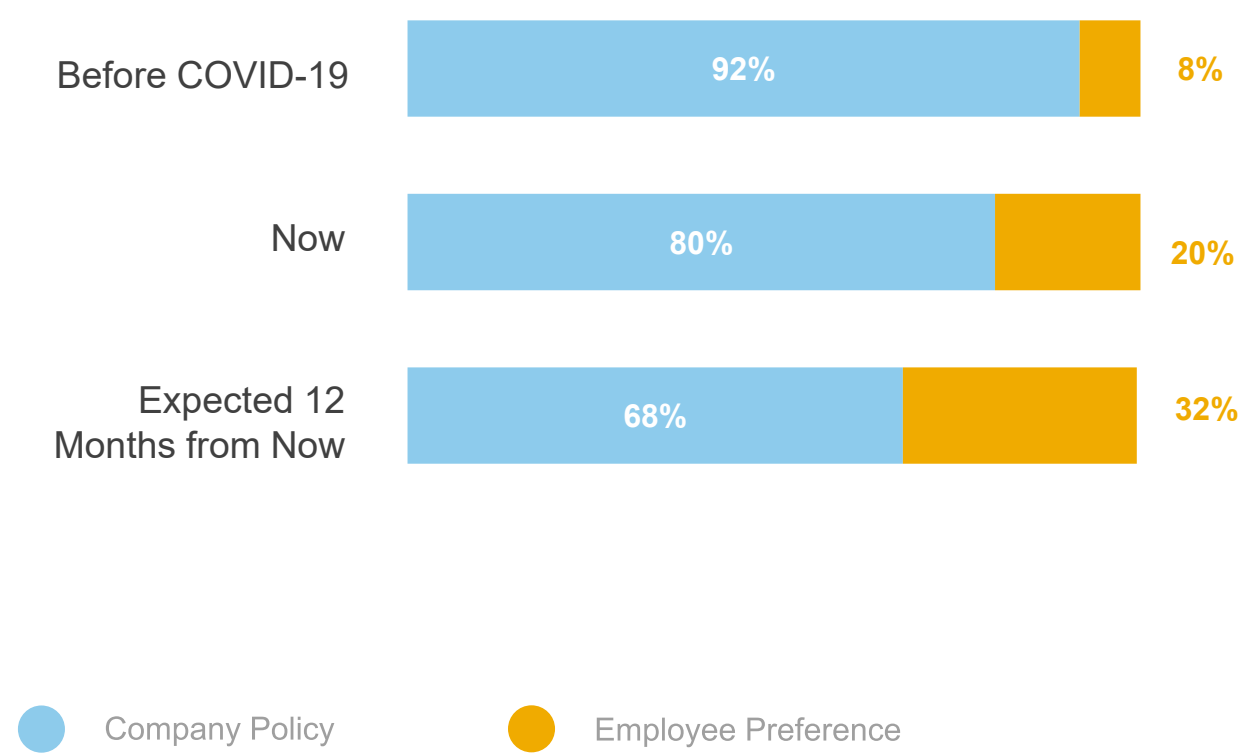
- Culture
- Leadership
- Technology and infrastructure
- Selecting remote workers and leaders
- Competitive landscape
- Internal Equity
- **Employee Preference**

Employee Preference Integral to Flexible Models

Importance of Developing Flexible Work Models



Primary Driver Of Employee Work Arrangement



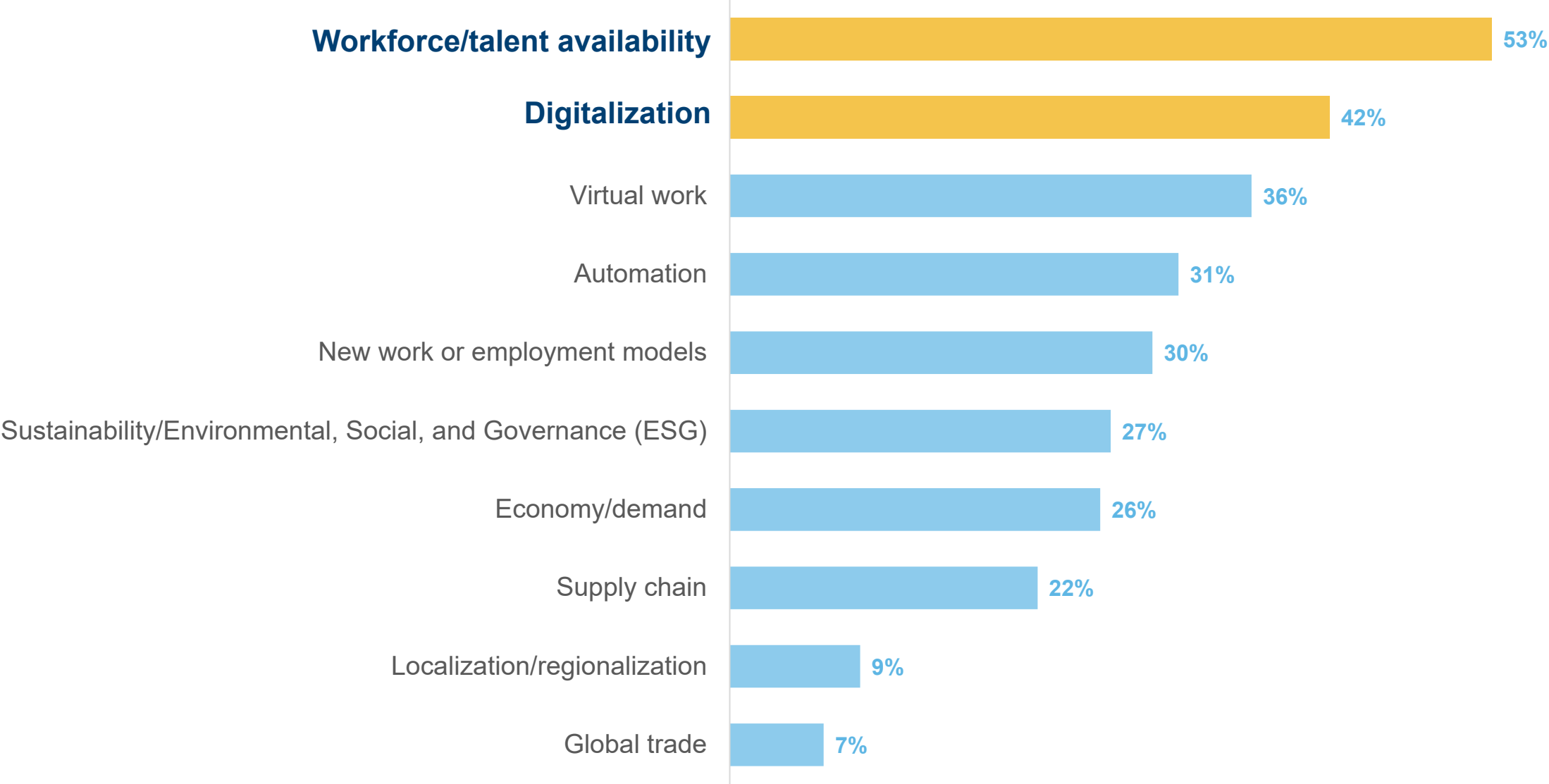
Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

02

Work and
Workforce
Priorities



Top 3 Most Influential Factors in Shaping Future of Work



**HR point
of view**

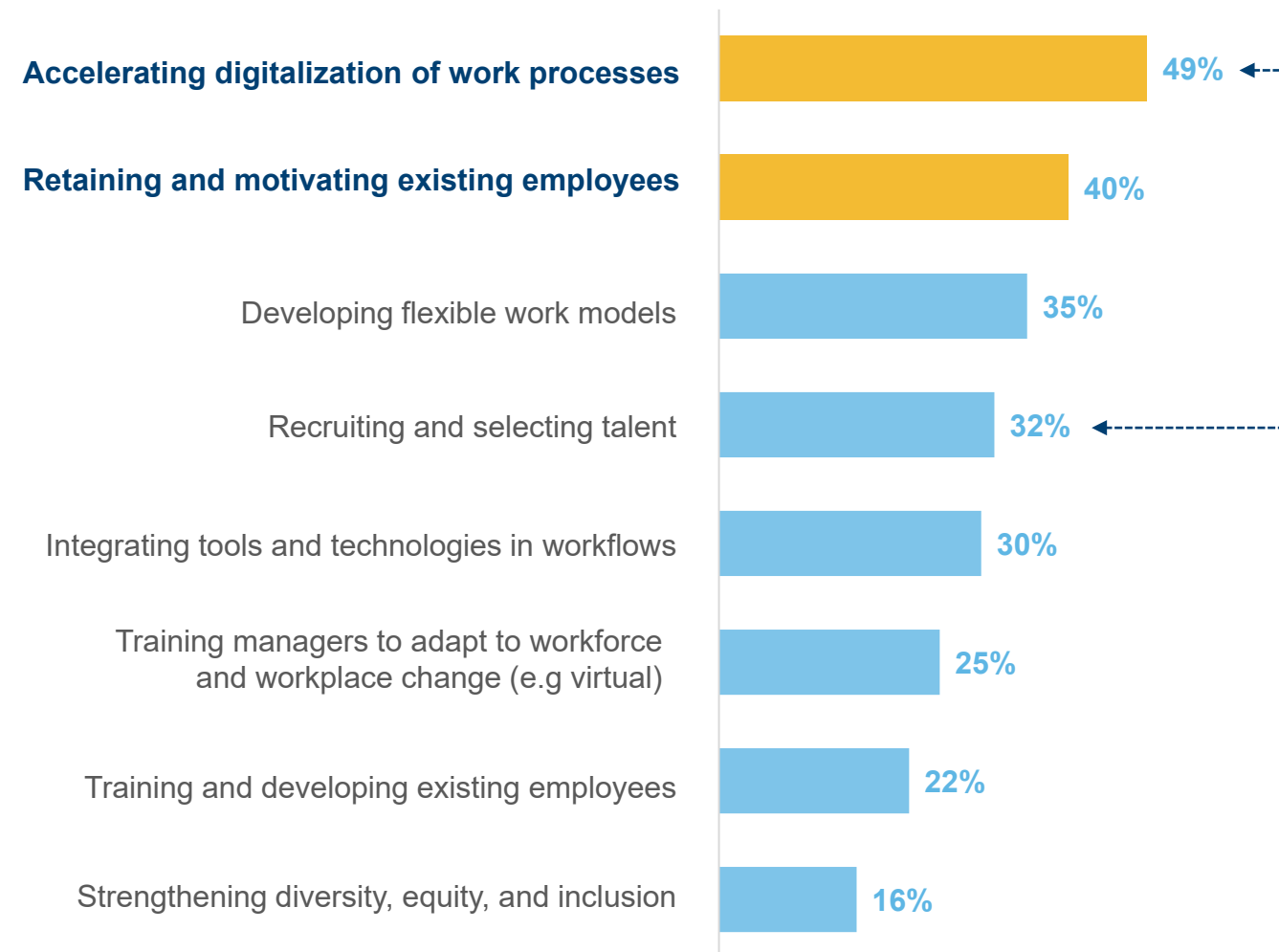
Among HR professionals workforce/ talent availability ranks among the top 3 in 70% of the cases

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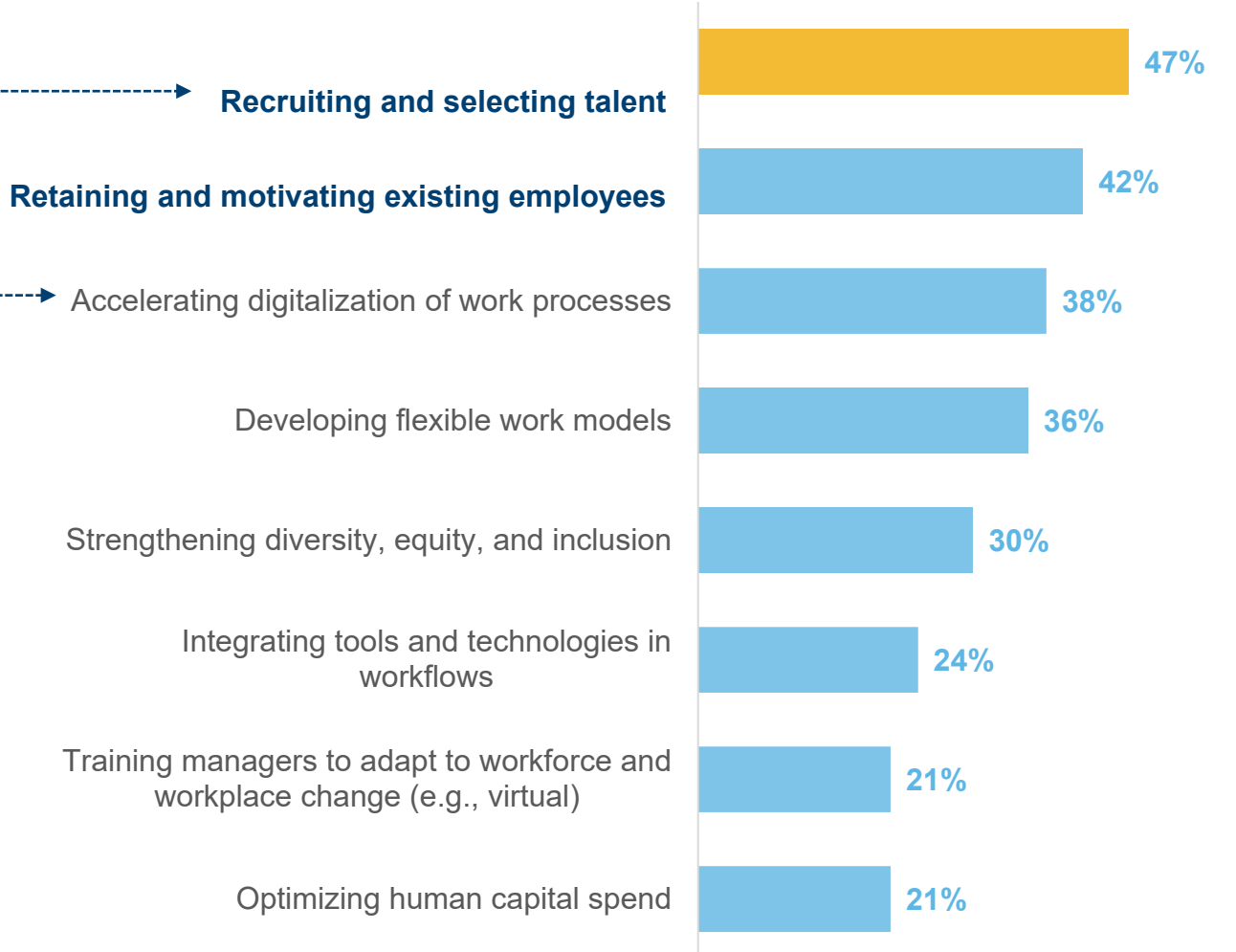
Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

Top 3 Workforce Priorities

► Workforce Priorities

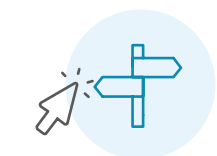


► HR Priorities



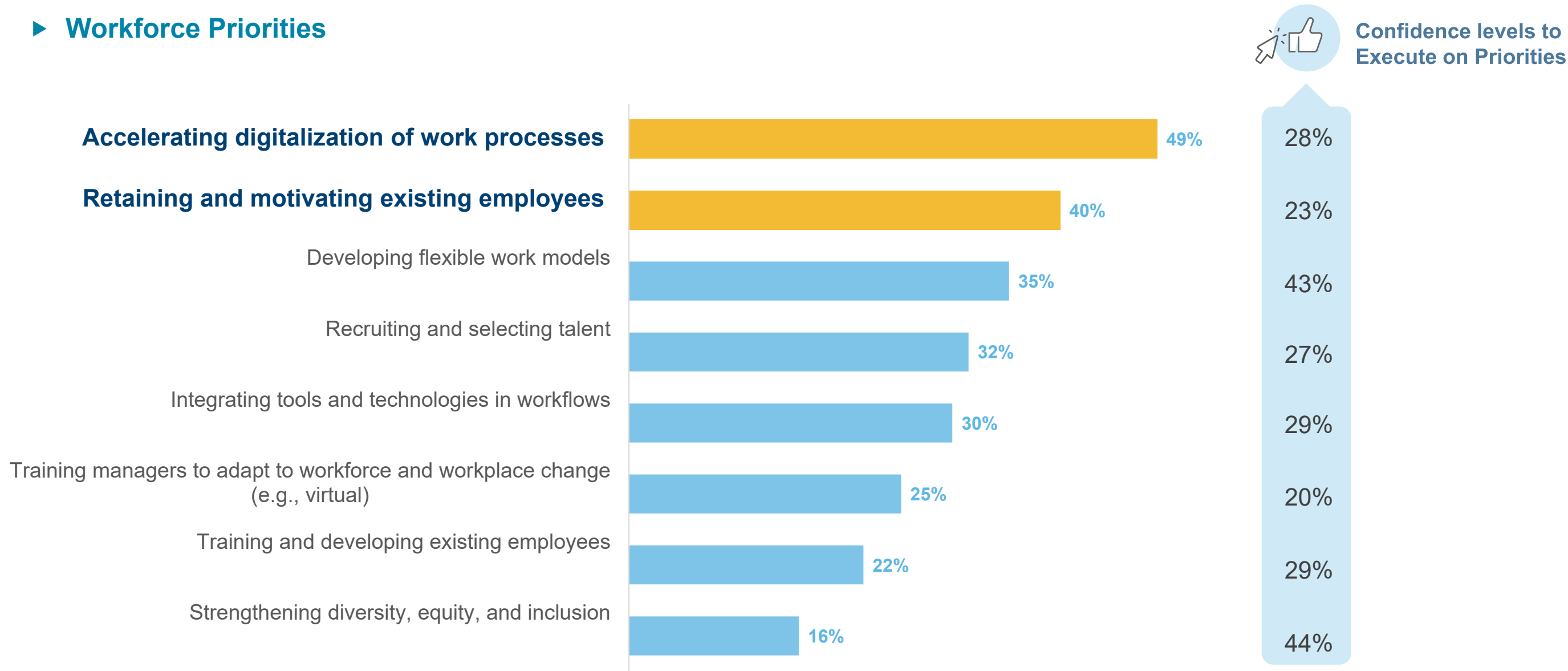
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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey



Top 3 Workforce Priorities

► Workforce Priorities



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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

03

Build an
Adaptable
Culture



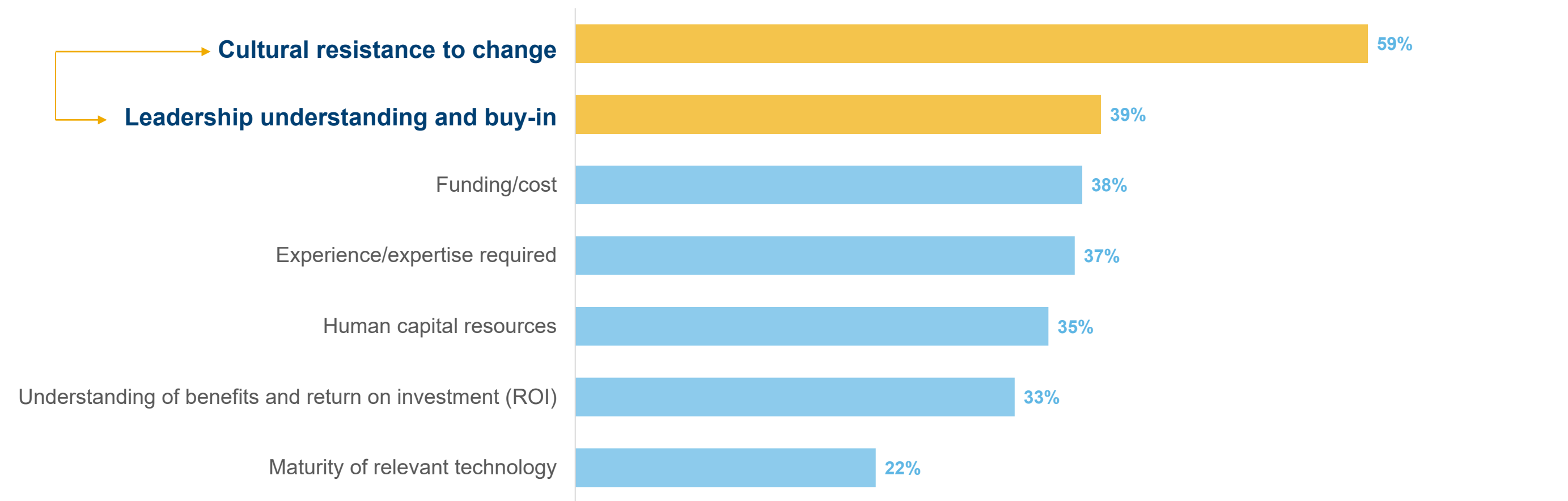
Polling Question

Overall, what is the most significant challenge to advancing the strategies and priorities for work and workforce within your function in the next 12-36 months?

- a. Cultural resistance to change
- b. Experience/expertise required
- c. Funding/cost
- d. Human capital resources
- e. Leadership understanding and buy-in
- f. Maturity of relevant technology
- g. Understanding of benefits and ROI

Culture is Top Barrier to Future of Work

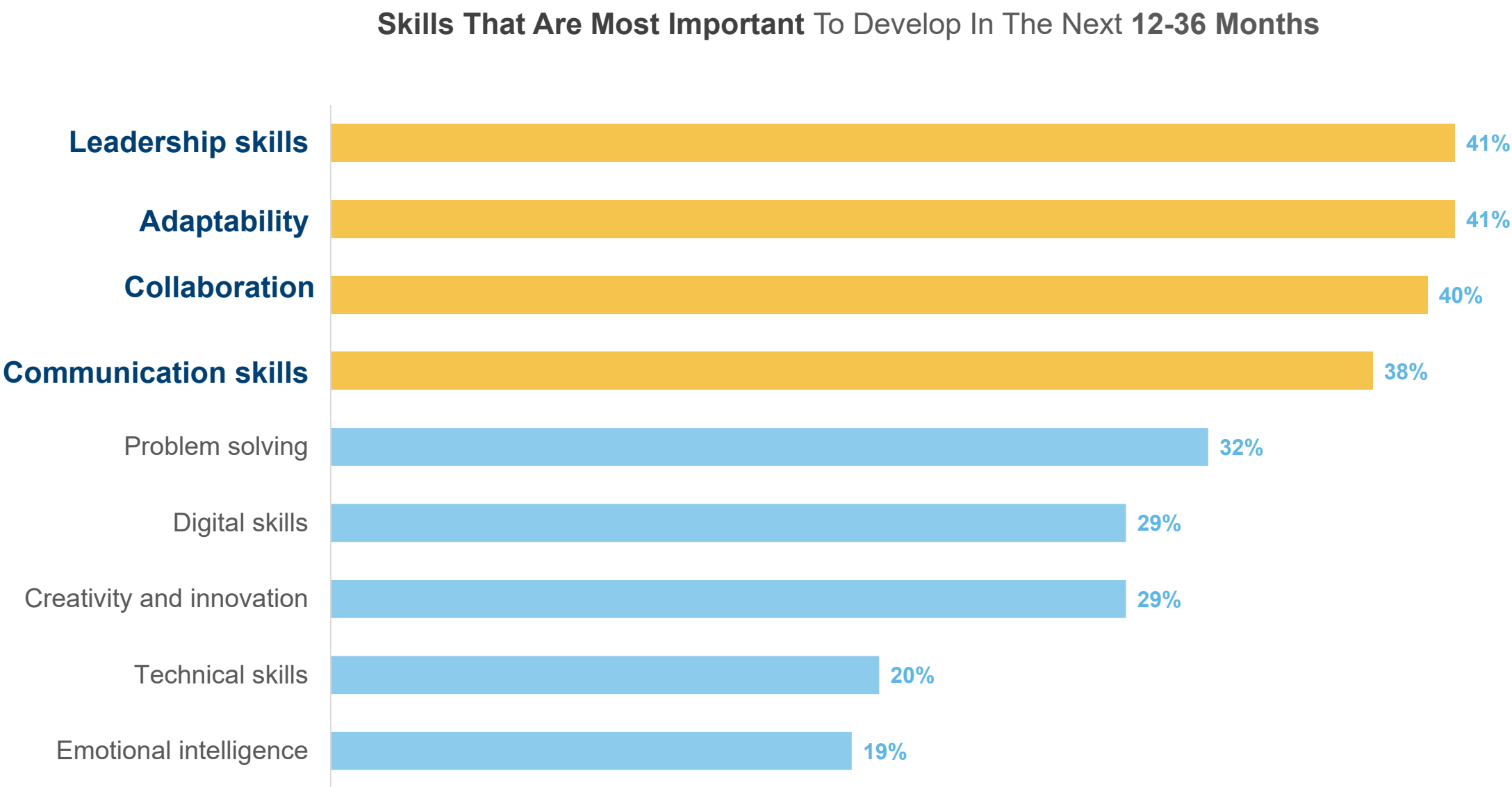
Top Challenges To Advancing The Strategies And Priorities For Work Processes Within Department In The **Next 12 - 36 Months**



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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

“Skills That Support an Agile Culture” are in Demand to Lead Future of Work

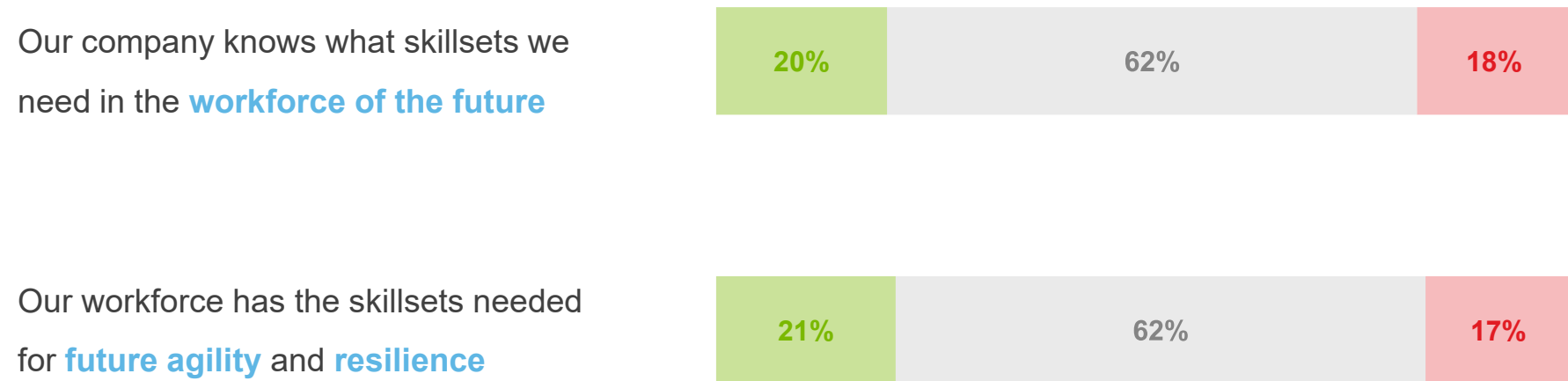


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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

Few Leaders Confident in Workforce Skillsets

Agreement On Future Of Work In Manufacturing In The Next 12-36 Months



● Strongly agree ● Agree somewhat ● Disagree

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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

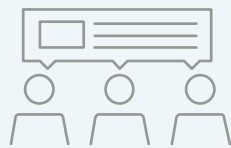
One in Five
manufacturing
leaders are very
confident their
workforce has the
skillsets for the future
of work.

04

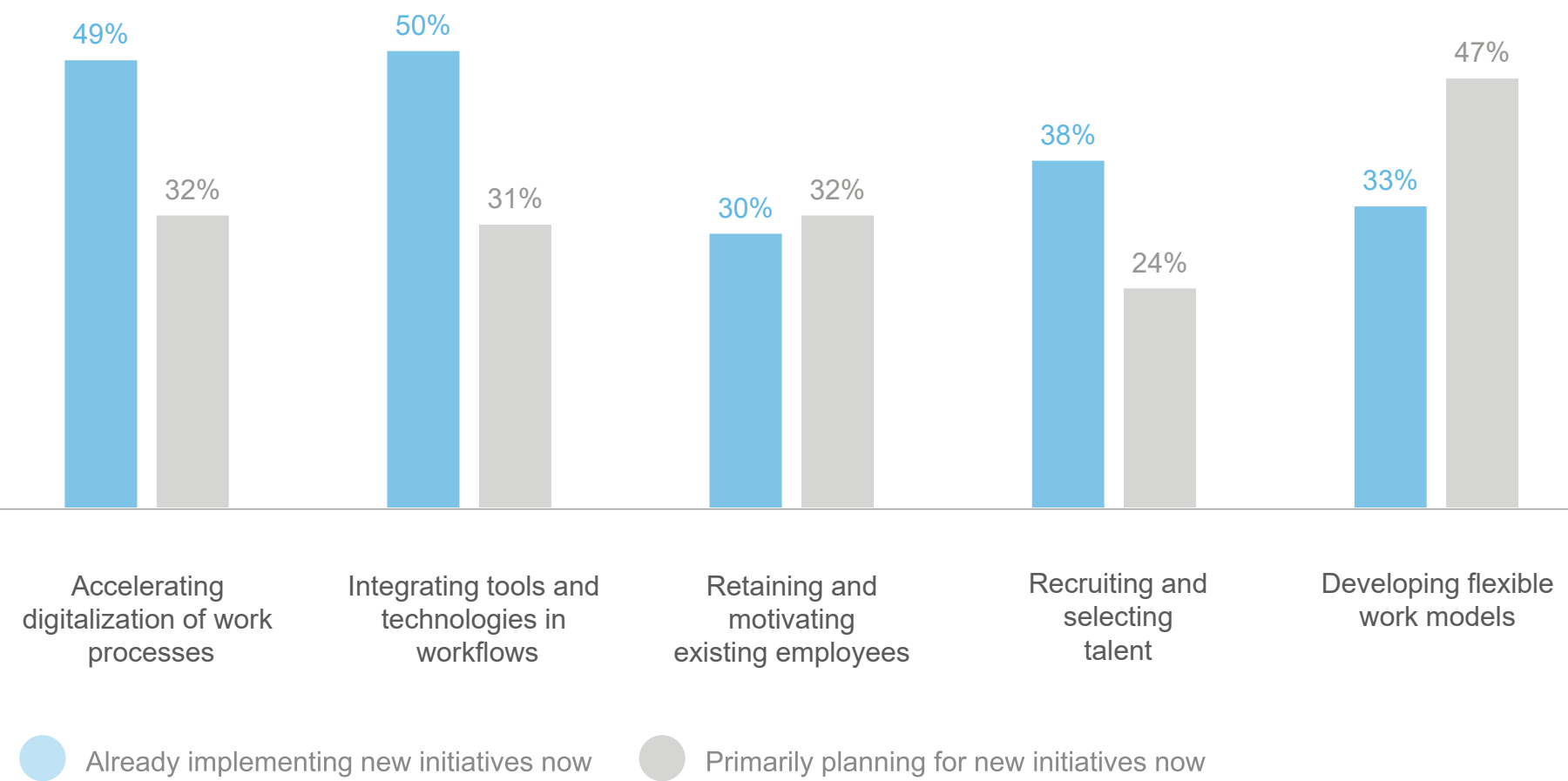
Recommended
Actions



Planning and Executing New Initiatives Now



Actions Taken Or Under Consideration For Post-pandemic Work Processes



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Source: Aon and MAPI Preparing for the Future of Work in Manufacturing Survey

Top Initiative Supporting Workforce Priorities

Advancing use of data analytics.

Expanding candidate pools to support employee diversity,

Focused recruiting and selection to hire employees and leaders with the skills for the FOW

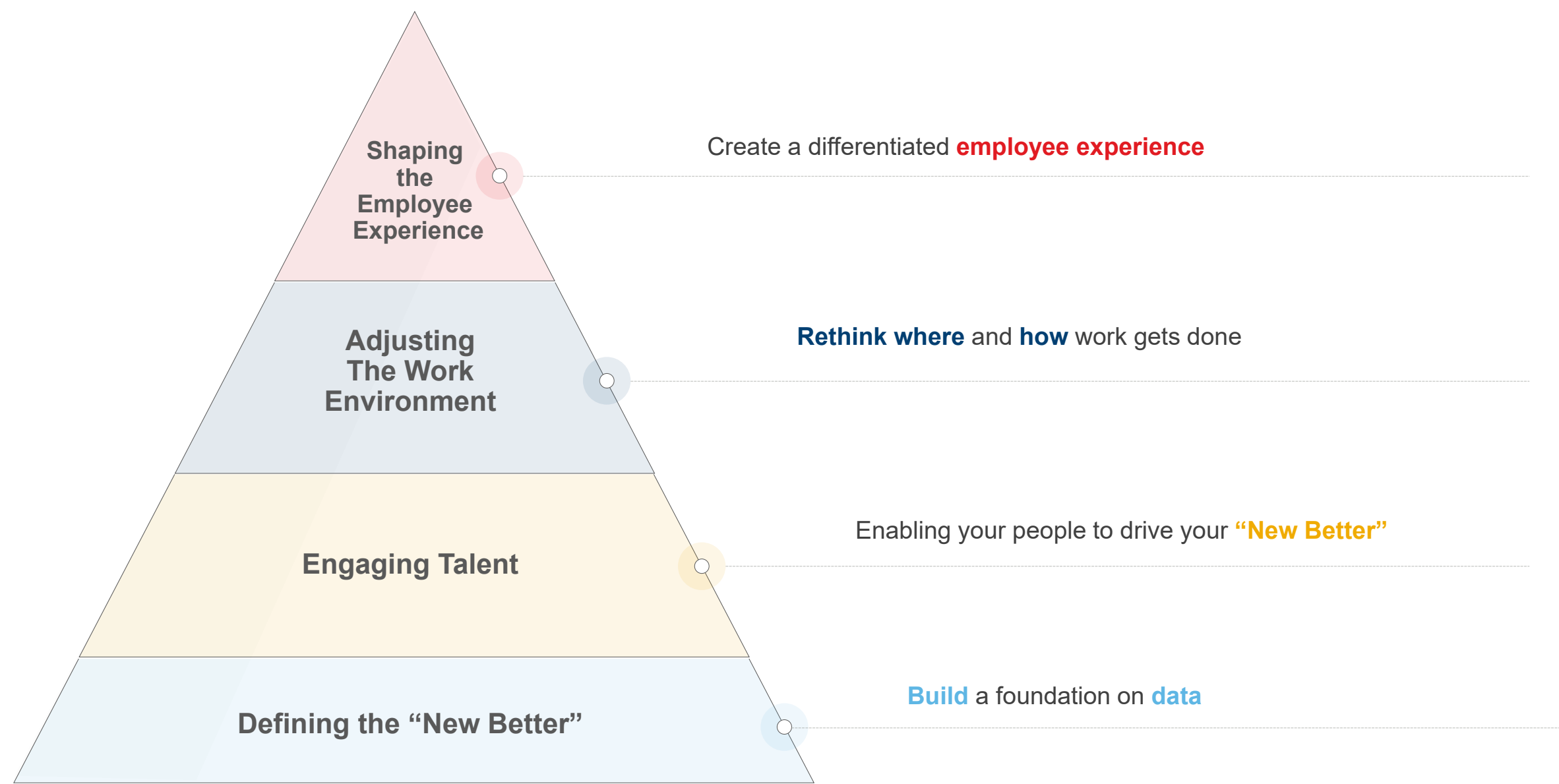
Defining or expanding career opportunities.

Providing professional coaching.

Supporting external training certification, and provide guidance on management best practices.

Recommendations for Managing the Future of Work

Our approach for creating a “New Better”



Considerations for the Journey Ahead

