

EY People Leaders Forum

Humans@center - Unlocking people potential



Building a better
working world

Welcome



Danielle Laramee

Partner, People Advisory
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Agenda

DAY 1 | September 13, 2022

Global and Canada economic outlook

People trends - the impact of macro environment changes on talent

The new talent reality - key lessons from the past 2 years

The emergence of the new paradigm of people centered business

Global and Canada economic outlook

SPEAKER



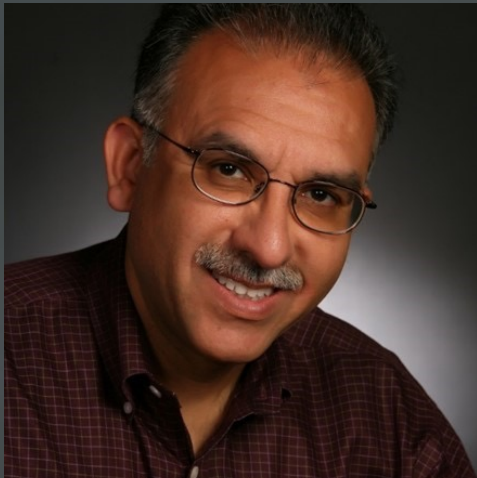
Douglas Porter
Chief Economist, BMO

Outlook 2022/23: Inflation's High Cost

Douglas Porter, CFA
Chief Economist and Managing Director
BMO Financial Group

People trends - the impact of demographic changes on talent

SPEAKER



Professor Tassu Shervani
Cox School of Business, Southern
Methodist University

The new talent reality - key lessons from the past 2 years

SPEAKERS




Danielle Laramee
Partner, People
Advisory Services
Leader, EY



Bernard Labelle
Executive Vice-
President and Chief
Human Resources
Officer, CGI




Karen Wensley
Senior Board
Member



The new talent reality - key lessons from the past 2 years


EY research shows that there is now a greater focus on the people agenda at the board level- what do you think is the biggest driver of this change?



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- ▶ If you were to set the board meeting agenda which included one people topic, what would that be?



The new talent reality - key lessons from the past 2 years


EY research shows that there is now a greater focus on the people agenda at the board level- what do you think is the biggest driver of this change?

- ▶ If you were to set the board meeting agenda which included one people topic, what would that be?
- ▶ A high-performing culture is key to ensuring business success. How can you effectively address this topic at the board level?



The new talent reality - key lessons from the past 2 years

Talent shortages continue to be a major issue for organizations. As you pivot to fill the talent gaps, how are you seizing opportunities to tap into larger talent pools globally and are you including flexibility as part of your talent and mobility strategy?




The new talent reality - key lessons from the past 2 years

In addition to the talent shortage, organizations are faced with a skill deficit created by the new world of work, that includes digitization and automation. EY research indicates that upskilling and reskilling is a top priority for many organizations. In this regard, can you share any tips on how your organization is tackling this challenge?



The new talent reality - key lessons from the past 2 years

“People are our greatest asset” is a well recognized statement that suggests people need to be at the center or even drive business strategy. As HR leaders, what do you think we need to do differently to more effectively align the people and business strategy?



The new talent reality - key lessons from the past 2 years

ESG is top of mind for all stakeholders, from a people perspective, what is the biggest challenge in achieving corporate ESG goals?

A silhouette of a man in a suit running on a cliff edge at sunset. The man is carrying a briefcase and has his arms outstretched. The background is a bright orange and yellow sky with clouds. The cliff edge is dark and jagged.

The new talent reality - key lessons from the past 2 years

Living in this new Talent reality, how can the HR function evolve to become the true lead in driving the people agenda?

The emergence of the new paradigm of people centered business

SPEAKER



Richard Skippon

Partner, Workforce
Advisory Leader,
EY

Perspective on People has transformed



Resource and asset
to achieve desired
organizational outcomes



A **differentiator** and source
of **competitive advantage**
for the organization



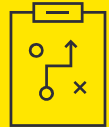
EY insights are uncovering how organizations can be effective in elevating People as a differentiator



Evolution of people strategy



Return based people metrics



Renewed talent strategy framework



Integrated people/workforce planning



Employee as a customer



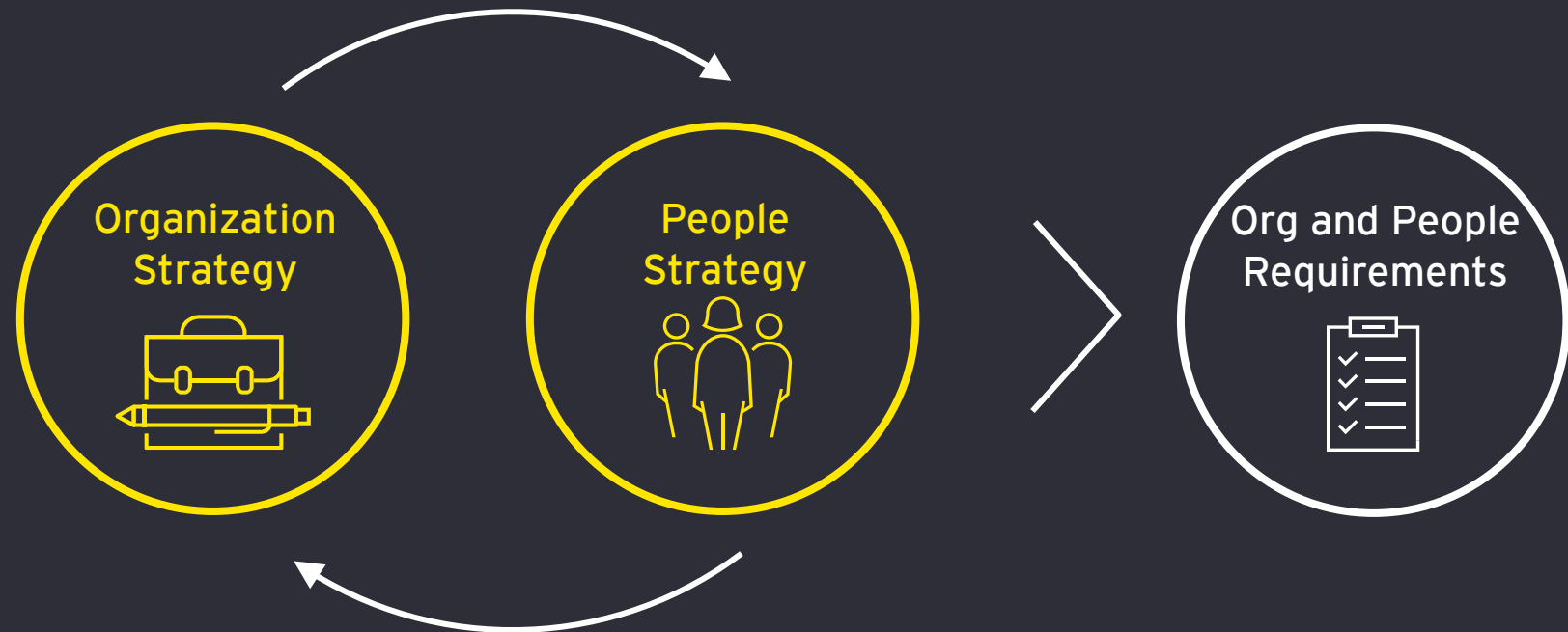
Evolution of people strategy

People strategy is defined as a downstream exercise in fulfilling the organization and people requirements translated from an Organization strategy




Evolution of people strategy

People strategy is developed at the same time and iterated with the organization strategy, with people serving as a source of differentiation for the organization.



Return based people metrics

Currently, people metrics are focused on the “healthiness” of people but do not really show the impact of people on organization outcomes



I have a good view of the general status of our people - but can I really tell how much people are impacting our results?



Turnover Rate



Vacancy Fill Rate



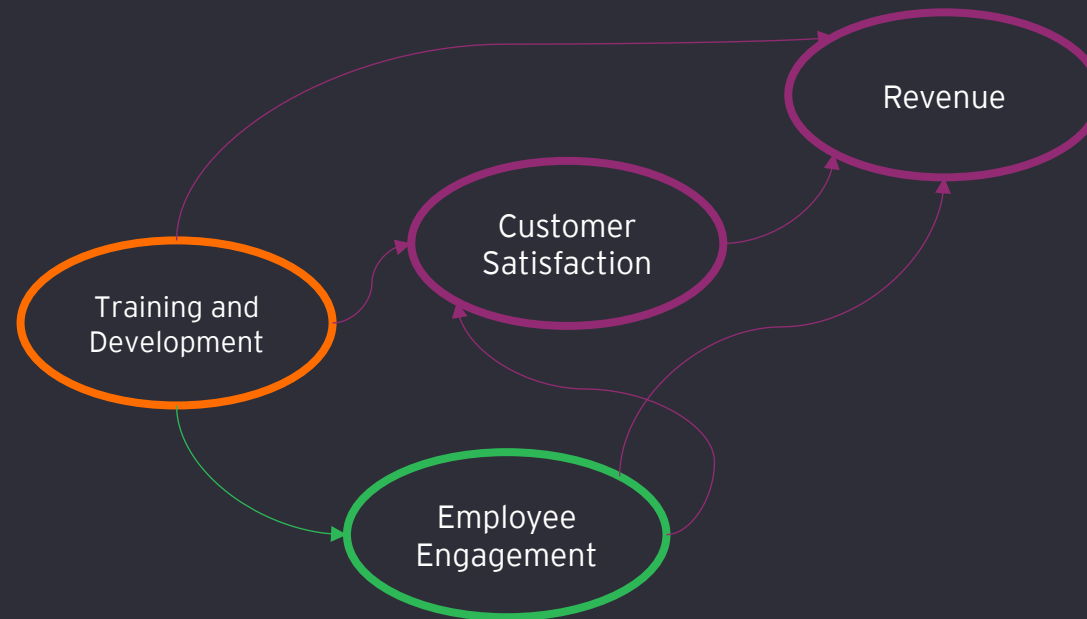
Absenteeism



Employee Engagement

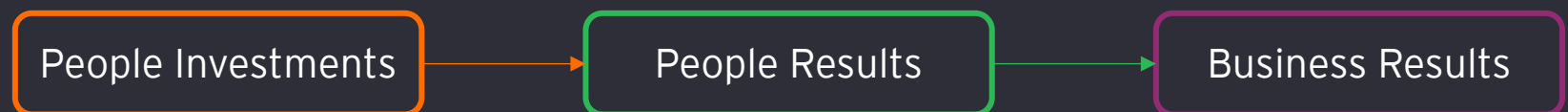
Return based people metrics

For people to be a truly recognized differentiator, organizations must be able to have insights on the value added by people and a clear value chain to support better people decision making.



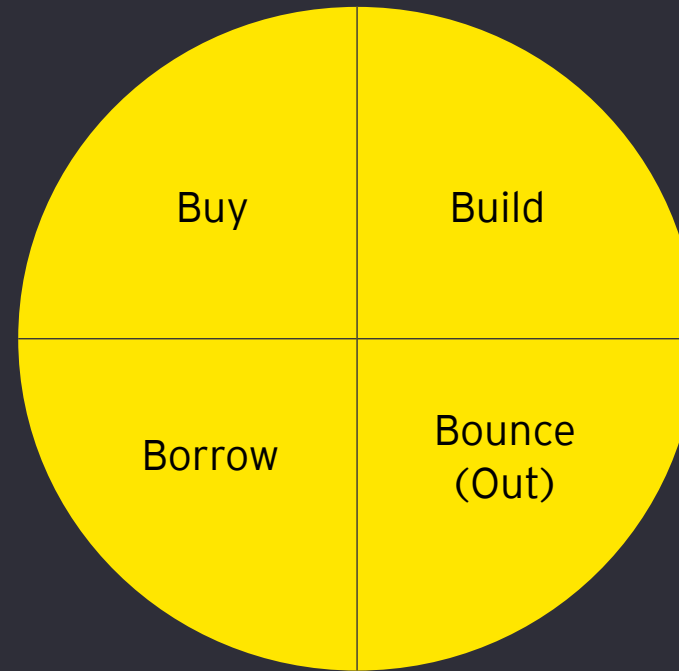
Types of People ROI Metric:

- ▶ Change in business results after a program (e.g., *NPS score improvement post training*)
- ▶ Level of correlation between results (e.g., *R score between employee engagement and revenue*)



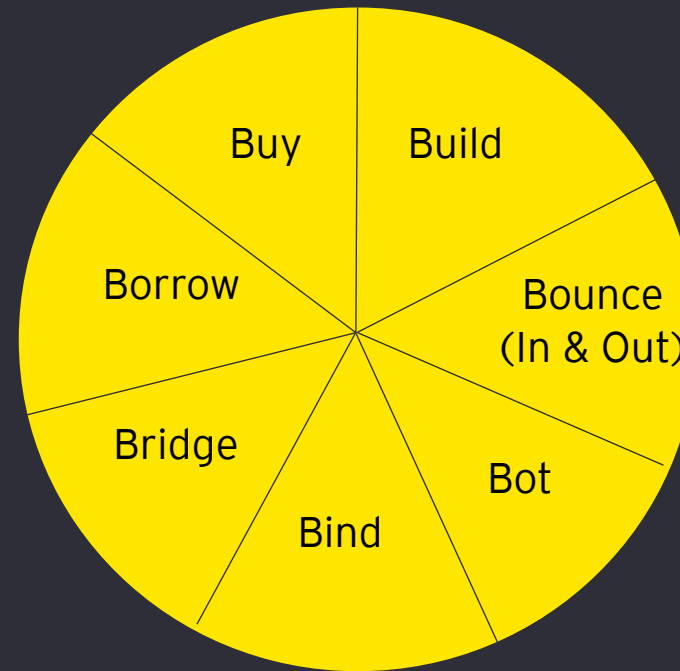
Renewed talent strategy framework

Traditional talent strategies treat talent as a commodity that can be easily created and/or obtained



Renewed talent strategy framework

With the evolving talent landscape and changing ways of working, talent strategies have been enhanced with a more comprehensive set of considerations



Integrated people/workforce planning

Most organizations practice **silo-ed and static**, department led workforce planning

FINANCE

STRATEGY

HUMAN
RESOURCES

Integrated people/workforce planning



Integrated and dynamic workforce planning is required



Employee as a customer

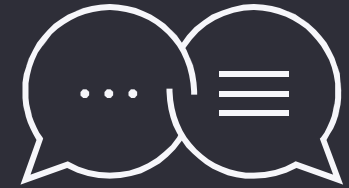
Employees were just **labour**, a means to execute strategy and deliver on organization outcomes



Employees are there to serve the organization



Employee perspectives are not considered in organization strategy



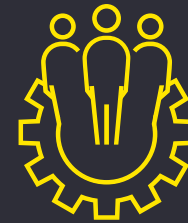
Employee experience is an afterthought

Employee as a customer

Employees are also **customers of the organization**, as critical as external customers



Employees are to be served



Employee voice is a key element in defining organization strategy



Employee experience should align with customer and shareholder experience

How does this evolution of People impact HR?



HR at the forefront and co-creating organization strategy



HR to be an innovator to attract, engage and retain talent that enables business



HR strengthening its operating model and analytics capabilities



HR helps create a talent marketplace for talent to gain desired experiences and thrive

Wrap up



Richard Skippon
Partner, Workforce Advisory
Leader, EY

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

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