



# Resilience Week 2022

COLLECTIVE RESILIENCE  
7-8 NOVEMBER 2022



PARIMA  
RESILIENCE WEEK 2022



COLLECTIVE  
RESILIENCE

# Workforce Resilience Reinforcing the Framework Holding Your Business Together

Presentation by

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Innovation Leader, Human Capital Solutions  
Aon



# Speaker

AON



**Ishita Goel**

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Aon



# The Great Resignation & Quiet Quitting?

Spike in voluntary employee departures

**40% +**

Percent of employees “looking” in 2022

**66%**

Companies that adjusted total rewards to address mounting talent challenges

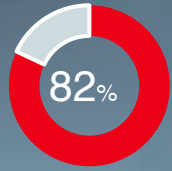
**75%**



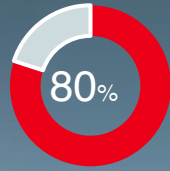


# Root Causes of Turnover in APAC

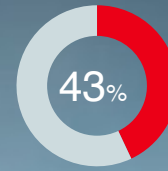
Percent of Organisations Indicating Employees Left Because of...



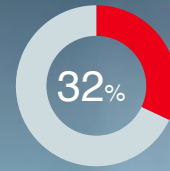
Better career  
opportunity



Better pay



Lack of visible  
career  
opportunities



They are  
overworked



# Pay is Not Solving the Problem


Salary Increase and  
Turnover Study Second  
Edition  
N=2,375

	2022 Salary Increase Budget (Undiluted)		2022 Salary Increase Actual (Undiluted)		2023 Salary Increase Budget (Undiluted)	
	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile
<b>China Merit</b>	5.9%	6.0%	5.0%	6.0%	5.5%	6.0%
Overall	6.0%	6.9%	5.7%	7.0%	6.0%	7.0%
<b>Singapore Merit</b>	-	4.0%	3.8%	4.0%	4.0%	4.3%
Overall	4.0%	-	4.0%	5.2%	4.5%	5.3%
<b>India Merit</b>	9.0%	10.0%	9.2%	10.4%	8.4%	9.3%
Overall	10.0%	11.1%	10.0%	12.0%	9.8%	11.0%
<b>U.K. Merit</b>	3.0%	3.1%	3.0%	3.8%	3.1%	5.0%
Overall	3.5%	5.0%	4.0%	5.4%	4.5%	5.9%
<b>U.S. Merit</b>	3.0%	3.8%	3.4%	4.0%	3.5%	4.0%
Overall	4.0%	5.0%	4.0%	5.5%	4.5%	5.5%

Source: Aon Salary Increase and Turnover Study First Edition 2022, Financial Services industry.


# The Great Resignation is an Outcome of the Great Convergence

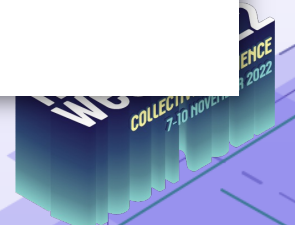
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 Digital  
Convergence

 Skills  
Convergence

 Social & Work Life  
Convergence

 Stakeholder  
Convergence

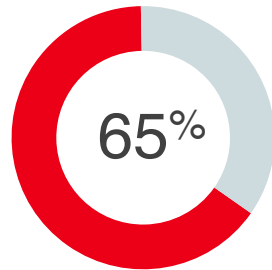


# The Great Convergence

Understanding the impact



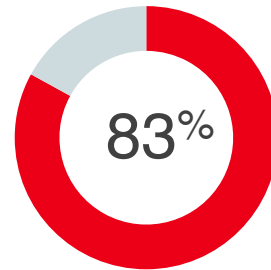
**Increased Pay Pressures** 25% salary increases in Q1 2022 for finance and IT professionals)



of candidates report they have discontinued a **hiring process** due to an unattractive EVP



**Increased Choice** – 76% of leaders are reporting a **Loss of Critical Skills** affecting their ability to remain agile and adaptable.



of leaders indicate that **attrition** is one of the top concerns for the business.

It's an  
**employee's**  
market



# The Great Convergence

Understanding the impact

Retraining  
Post Pandemic

4x

Women are 4x more likely to  
require retraining post pandemic



Average  
Pension

26%

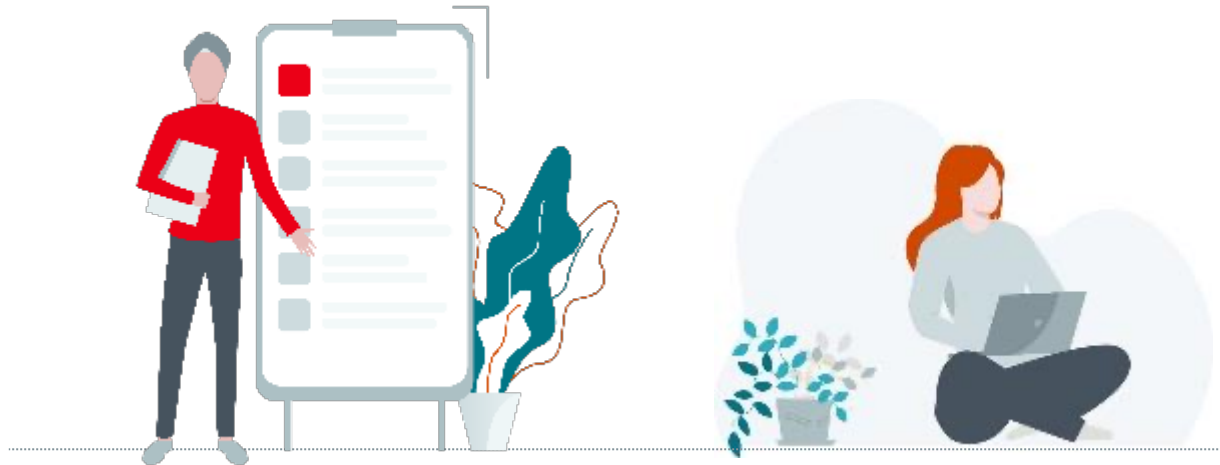
Average female pension is 26%  
lower than the average male  
pension (in OECD countries)

An unequal  
impact on  
different parts  
of society

# The Great Convergence

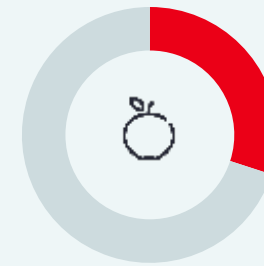
## Understanding the impact

All C-suite members of Aon's 2021 Global Risk Management Survey stated that attraction and retention of top talent is within their top 10 risks.



### Work life balance

employees believing they attain good work life balance also report an improved growth mindset which contributes to their resilience and ability to thrive at work.

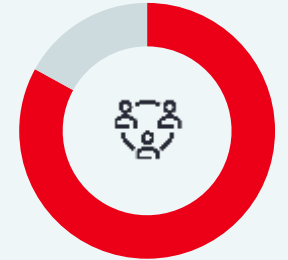


30%

of employees  
are resilient

### Retain talent & motivation

93% of resilient employees agree that they would want to stay with their employer for the foreseeable future, compared to 51% of non-resilient employees



93%

of resilient employees want  
to stay with current  
employer

# Poll Question

What does workforce resilience mean to you?

- A Employee Health & Wellbeing
- B Healthy Work Environment
- C Agility
- D Flexible Working
- E Robust Talent Strategy
- F Employee Value Proposition
- G Empowered Decision Making





## The Challenge:

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How do we systematically focus on building and reinforcing the framework holding resilient workforces?



# Building Workforce Resilience

An approach that benefits employee and employer

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## Resilience



### Bounce Back

The ability to weather change

Resilient people make stronger team members.

Resilient teams deliver stronger business performance.

## Agility



### Bounce Forward

The ability to navigate change

An agile workforce is one that thrives on change, can develop future skills at speed and naturally pivots to differentiate.

## Belonging



### Repeat

Feel connected and sustainable

A workforce with a shared belief and where people are accepted and appreciated for themselves is one where people thrive.

# Horizontal HR

Transitioning HR models to align to people and business needs

Function	HR Strategy and Design	Total Rewards & Performance	Talent Acquisition	Talent Mgmt. / L&D	People Analytics	Business Partner	Risk Finance Tech Business
Business Need							
Productivity / Growth							
Attraction							
Retention							
Reskilling							
Employee Experience							
DE&I & Wellbeing							
Employee Value Proposition							

People risk / opportunity





# Poll Question

Which programs/initiatives are you driving to build workforce resilience in your organization?

A Review EVP

B Total rewards strategy

C Flexible working

D Talent management strategy

E Diversity, equity & inclusion initiatives

F Wellbeing

G Driving mobility

H Flexible working

I Strategic workforce planning

J Location strategy

# What are the Solutions?

In order to support employees as they navigate the new world of work, organisations need to create, communicate and embed a framework which supports colleagues live a sustainable working life.

**The workstreams are the same  
it's a change of approach that is  
required**



- Gig economy workers
- Future skills requirements
- Mental health
- Community engagement
- Work Style (when, where, how)
- Compensation planning
- DE&I
- Wellbeing
- Mobility & Up-skilling
- Employee Value Proposition
- Psychological safety
- Pay Equity
- Attraction & retention of staff
- Performance & Reward



## Getting Started:

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How do we focus on driving and quantifying impact?





# Measuring the Return on Investment and Return on Value



It's natural to ask, "What's the ROI on resilience?"

But, again, that philosophy assumes a discrete investment in resilience, whereas we take a broader view. If resilience drives opportunity in times of volatility, then it's not ancillary to the core business.

Fundamentally, resilience is the business. Having the ability to quickly take action at scale while others are struggling to mobilise opens doors.

Leaders who are unable to link the two may be less resilient than they think in times of unexpected volatility.

Those who clearly establish how resilience fits into their core business—and use that understanding to inform better decision making—can most effectively protect and build their businesses.”

**Greg Case,**

Chief Executive Officer, Aon



Though there are a lot of different factors that can deliver workforce resilience, they are all interconnected to help create maximum value for an organisation.

# Two Ways To Quantify Resilience

## Bottoms Up – Ask Employees

### PROS

Engages employees directly & provides useable feedback.

Connect the individual to the organisation.

Walks the talk – showcases investment in people.

### CONS

Controls the message – shines a light & action to be taken.

Hard to scale across the organisation.

Individual intervention can be a challenge

Most Likely Used By: **Technology firms**

## Outside In – Verify & Then Ask

### PROS

Leverages information that's already there.

Provides a view before engaging employees.

Connects ROI to ROV to focus action.

### CONS

No individual engagement.

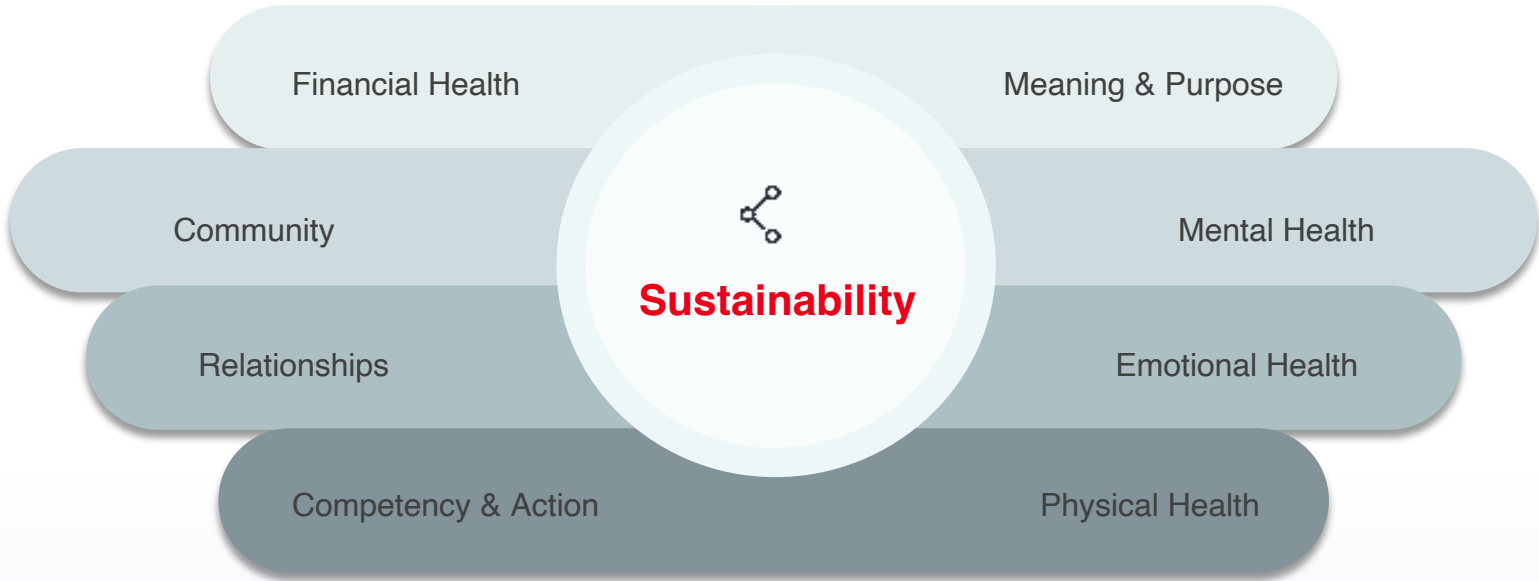
Subjective and directional rather than forensic.

Action drives the value.

Most Likely Used By: **Financial Services**

# Bottom's Up Approach

A route to navigating the complexity of our modern day experience



## Individuals

as a route to navigating the complexity of our modern day experience



## Teams

as a pathway to building collective capacity for change



## Organisations

to advance their social responsibilities within their sustainability ambitions





# Top-Down Approach

**Sustainable Working Life Model:** Building Resilience, Agility and Belonging at Individual and Organisational Level

## Resilience



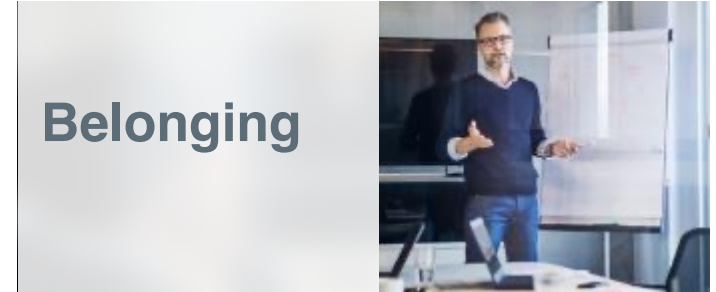
- Encouraging Physical & Mental Health
- Growing Financial Wellbeing
- Minimising People Risk
- Provide Structure & Control
- Optimising People Spend & Investment
- Creating Value

## Agility



- Fostering Adaptability
- Responsibility & Control
- Encourage Agility
- Provide Structure & Control
- Optimising People Spend Investment
- Develop Future Skills

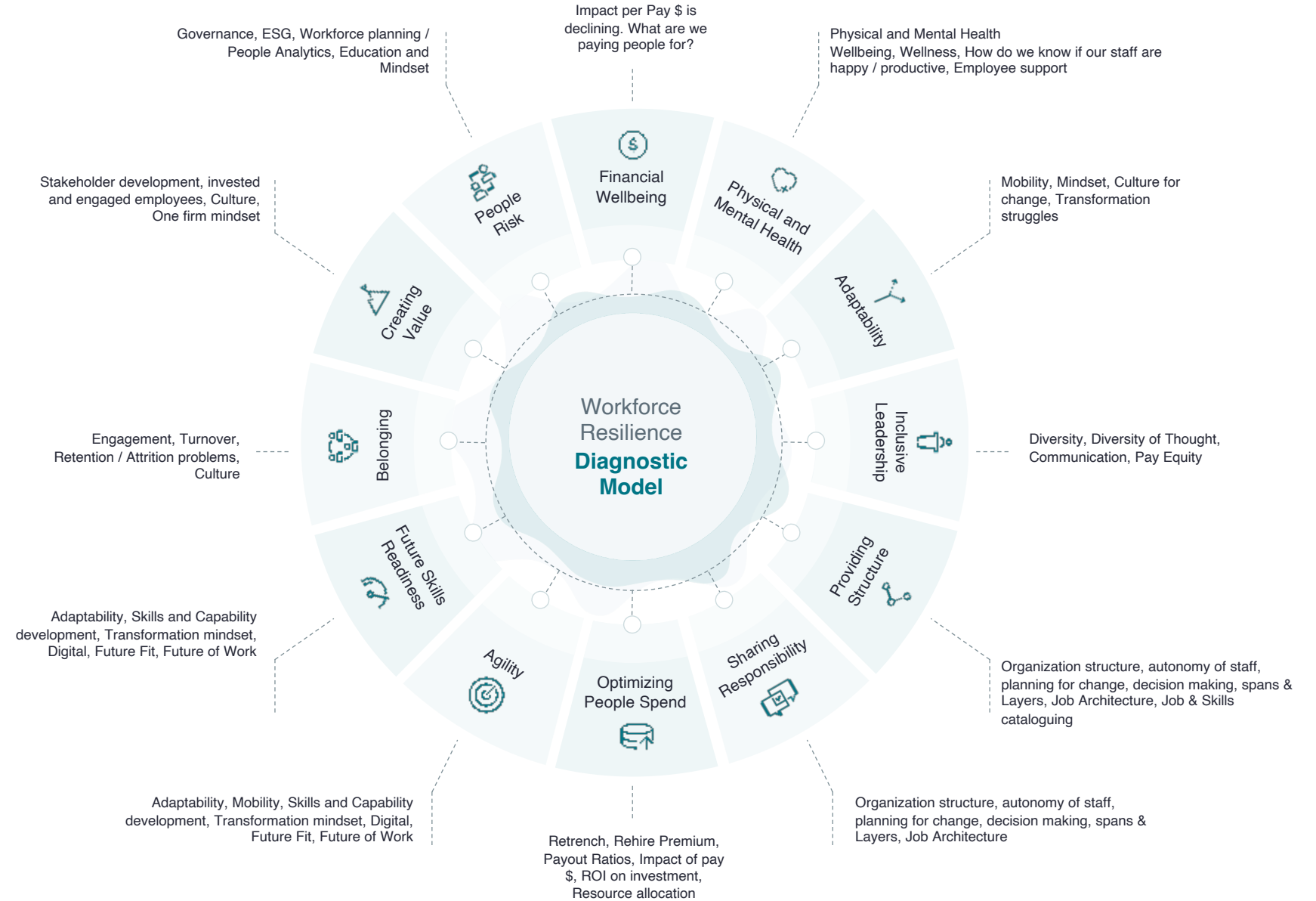
## Belonging



- Encouraging Physical & Mental Health
- Growing Financial Wellbeing
- Responsibility & Control
- Inclusive Leadership
- Building Belonging
- Creating Value

# Quantifying Workforce Resilience

Measuring return on investment and return on value by aligning data points **that you have** and benchmarking the gap



# Employee Value Proposition Today

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## Holistic Approach to Motivation

- Compensation
- Health & Benefits
- Wellbeing

## Sustainable Working Life

- Hybrid working
- Location strategy / Flexible working
- DE&I
- Culture and policies

## People Potential

- Job architecture
- Future skills
- Career pathing
- Mobility
- Psychological safety

## Walking the Talk

- Engagement
- Market positioning
- Value & Culture
- Recruitment
- Communication Planning

# Questions for You to Consider

How do you know you are focused on the right initiatives?

- Reacting vs Proactive

How joined up are you?

- Agile HR is HR transforming itself

How are you using data to connect your journeys?

- Use data to focus & monitor impact

How are you “walking the talk”?

- Mindset vs “things to do”

How can you involve employees more?

- Balance control vs transparency & intervention vs. engagement





# Questions?





**Thank You!**

