



# HR Pathfinding research New way of working With insights from Fluvius

2<sup>nd</sup> of December 2021



# Agenda



1 The Future of HR: Pathfinders Survey

2 The New Way of Working

3 Real life case: Fluvius



# The future of HR: Lessons from the Pathfinders

- **How are some of the world's foremost HR organizations driving value in the face of double disruption?**
- **In-depth interviews with 18 HR leaders from across the globe**



# Pathfinders:

Focusing on integrated and mutually reinforcing capabilities, such as:

- employee experience
- data and analytics
- workforce shaping and
- digital HR and learning.

Pathfinders tend to:

- be more **positive** about the future
- have higher levels of employee **trust and morale**
- are more likely to adopt **new leading technologies**
- were **quicker to respond** to the pandemic.



KPMG would like to thank the following individuals for participating in our 2021 Future of HR research:

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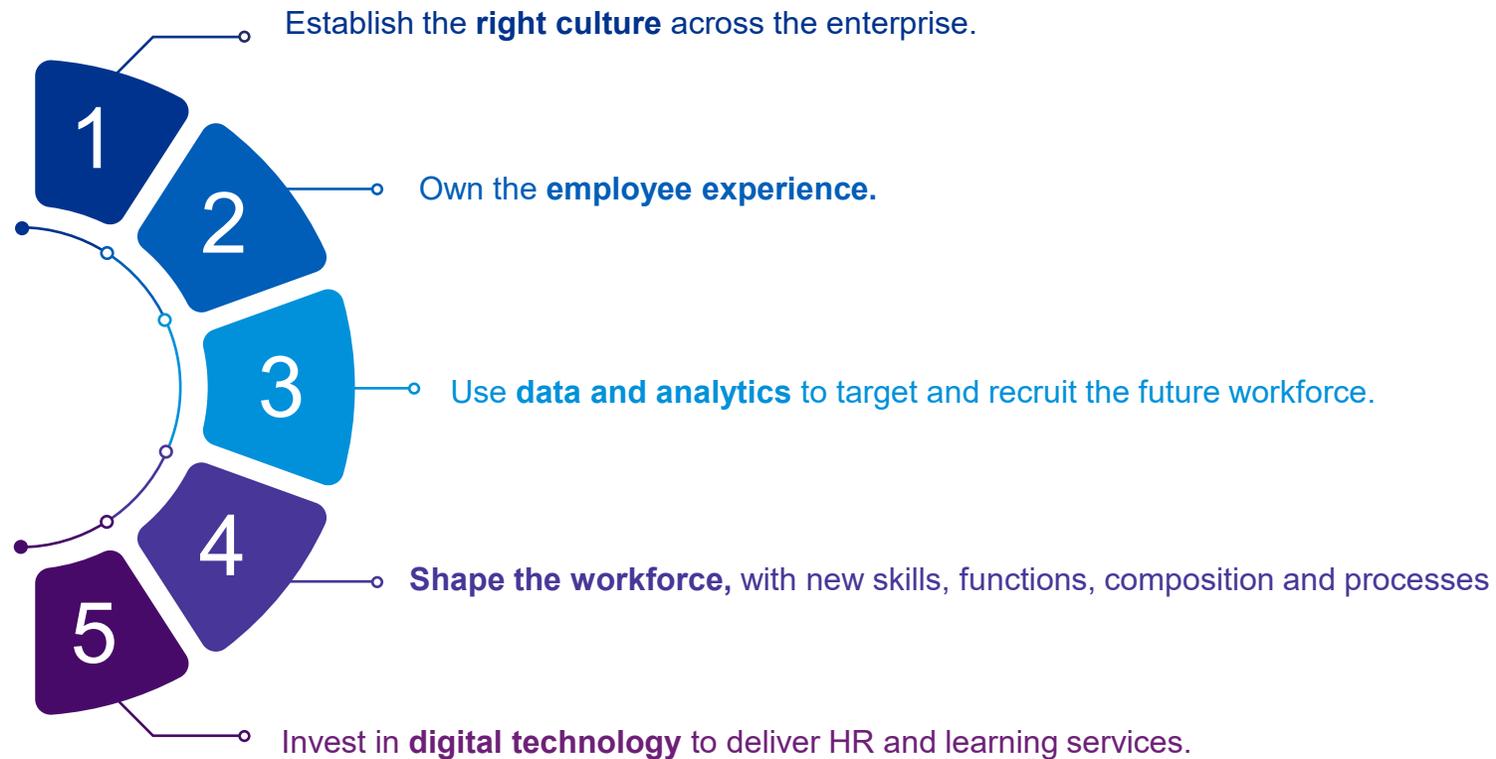
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# 5 HR Pillars as foundation for success



# The 2021 Future of HR pathfinder research core findings

## The “S” in ESG

*(Environmental, Social, Governance)*



## The “total workforce” approach



## Reimagining HR for the new world of work



# The 'S' in ESG

Pandemic has caused shift of focus towards the social component of ESG with **inclusion, diversity and equity (IDE)** being among the top concerns to address.

“

The success of a business depends on the success of diversity in all its forms: gender, race, age, physical abilities, sexual orientation and so on,” says **L’Oréal Isabelle Minneci, Global Vice President of HR (Luxe Division)**.

”

\*2021 CEO Outlook, KPMG International

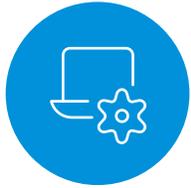


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## The 'S' in ESG

# HR Pathfinders recognize IDE brings tremendous value



**Using analytics to shape their IDE strategies**



**Taking on new ways to find talent**



**Changing hearts and minds**



# The 'total workforce' approach

Challenging existing approaches to talent management and embracing a new **'total workforce' philosophy**

“ Pathfinder organizations look at employee experience from talent attraction through to exit and are rethinking every part of that lifecycle. ”

**Laurie Ruettimann, HR Blogger and Author**



## The 'total workforce' approach

# Embracing a new "total workforce" approach to talent



## The employee-centric model

Leading-edge technology as backbone of employee centricity

Reskilling the workforce

The new currency: Skills and capabilities

The talent of "many" versus the talent of "one"

# Reimagining HR for the new world of work

Pathfinders experiment with new ways of working and emerging technologies to help employees adapt to disruption.

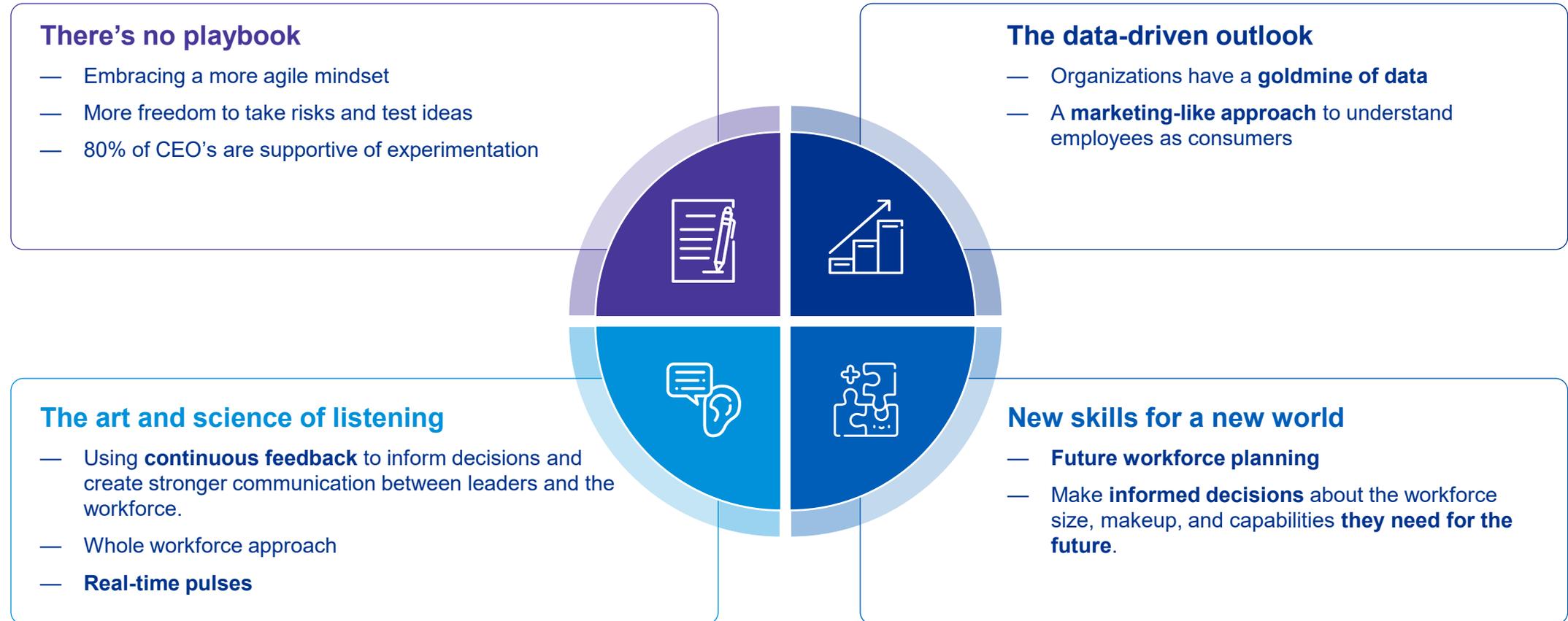
“ “  
The pandemic pulled personal life back into work  
and made the edges blurry.” ”

**Michelle Coleman,**  
Vice President of HR and Corporate Functions at Microsoft.

# Reimagining HR for the new world of work

## The reinvention of HR

COVID-19 forced companies to abandon their notions about where and how work gets done.



# More waves ahead

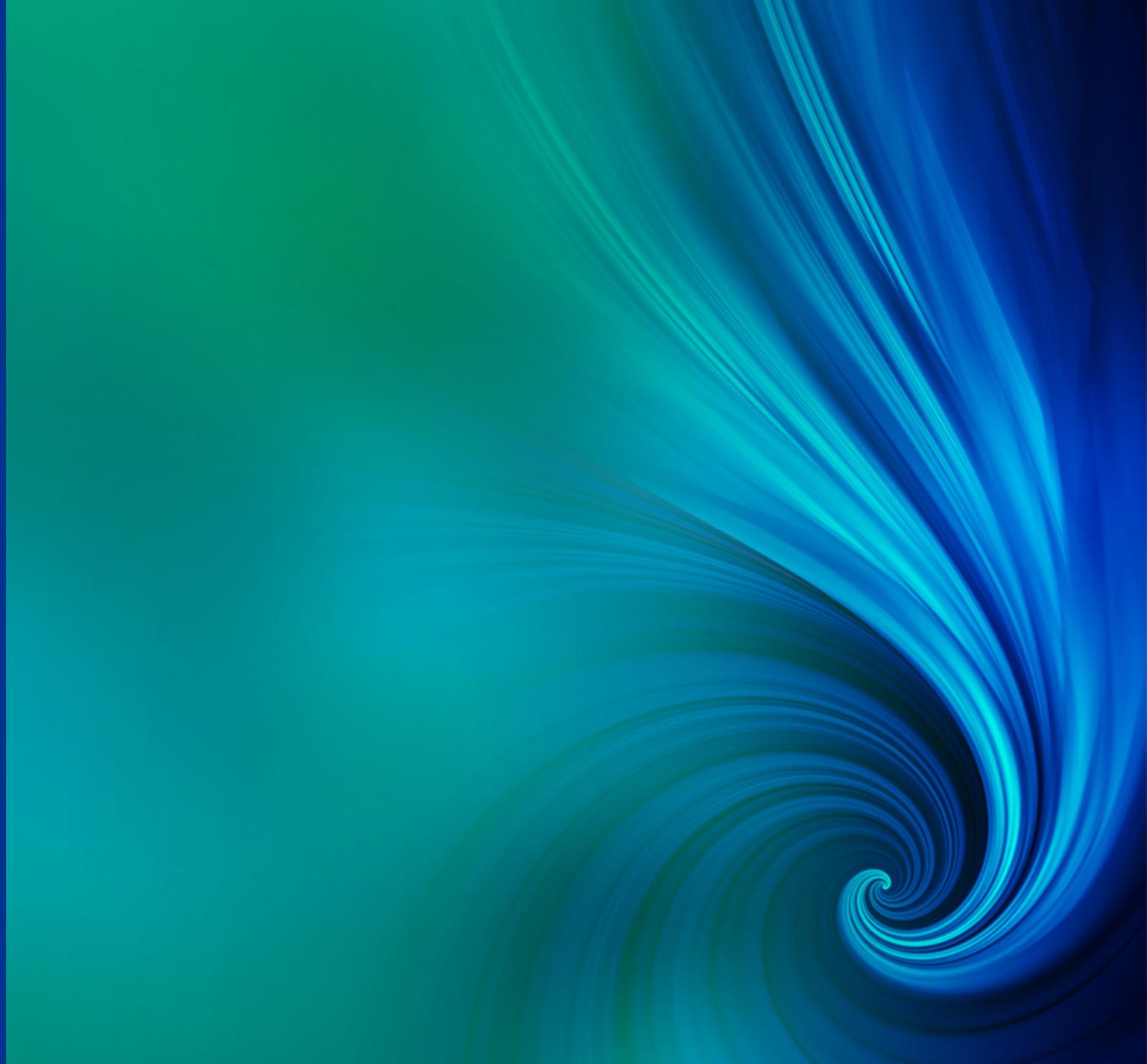
It's time for HR leaders to **chart the new way forward**

**reinventing the world of work**

building the capability to **survive and thrive into the future.**



## 2. The New Way of Working

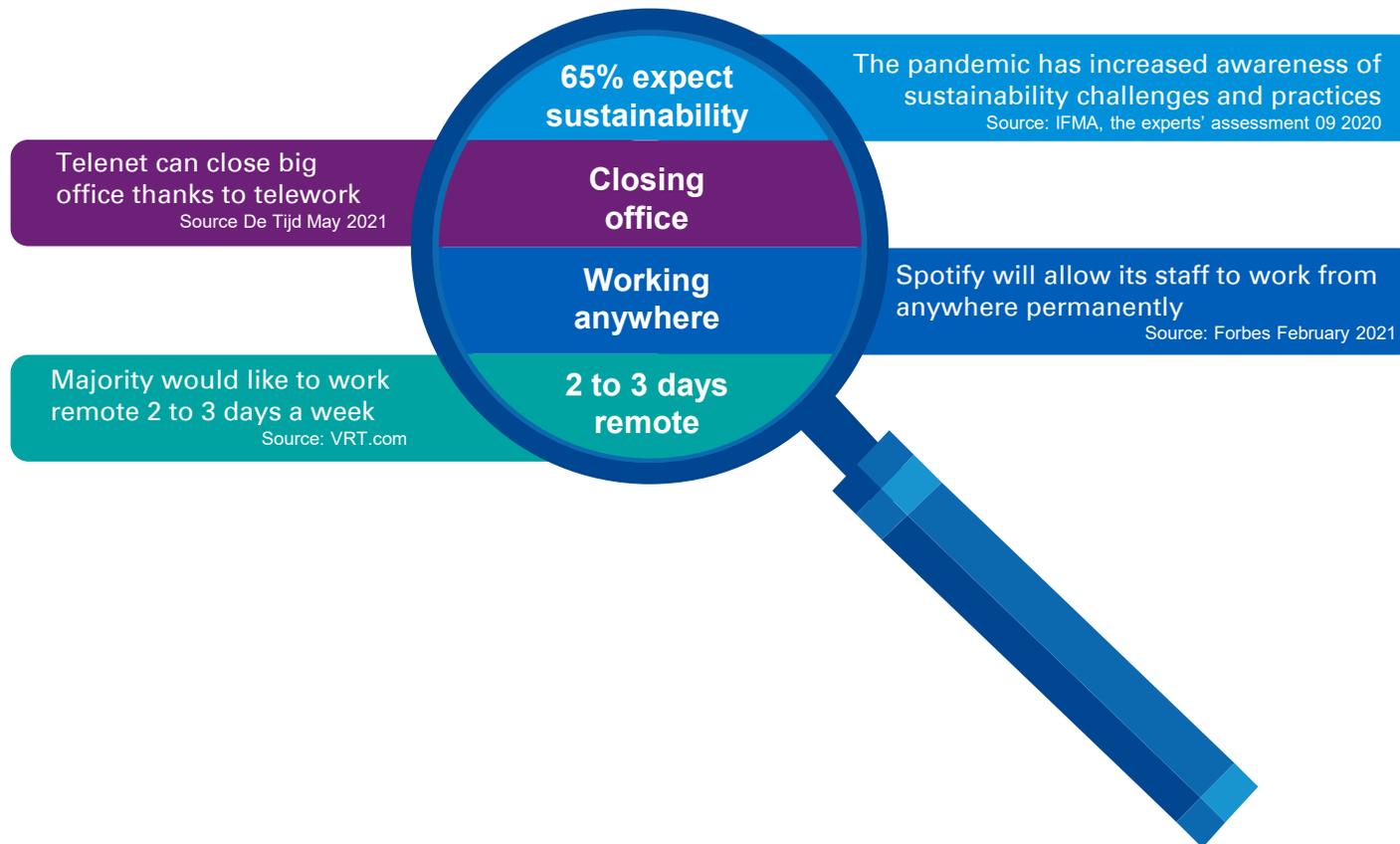


# Double disruption

Digital transformation and the impact of COVID-19 have changed how work gets done.

Many organizations struggled in this transition, but others used it as a catalyst for reimagining the workforce.

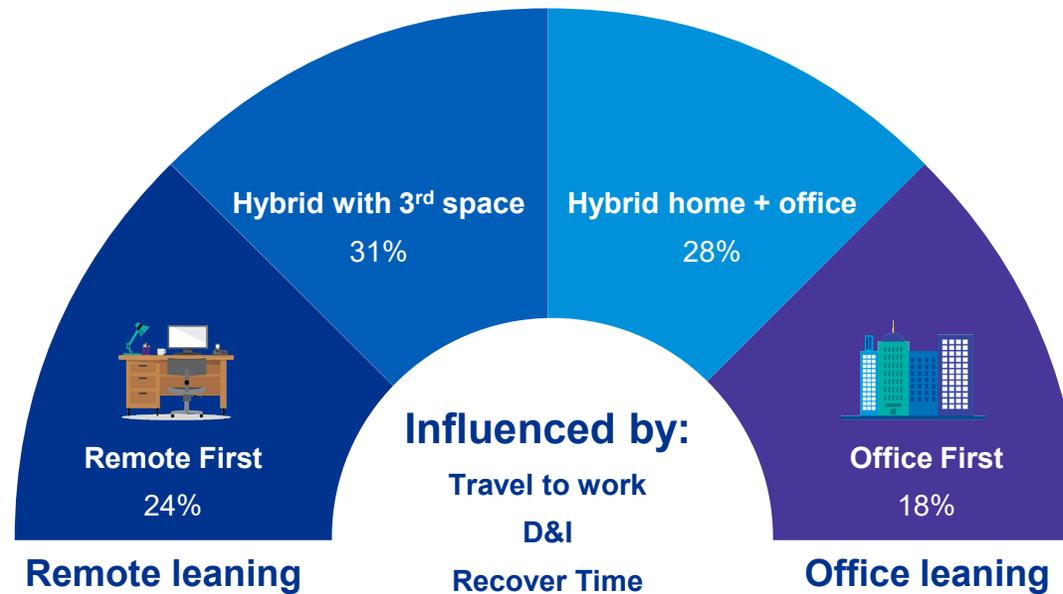
# Covid-19 changed the way we work and think about work



# Pros and cons about working remote/office work



# Pros and cons about working remote/office work



**Mainly working remote:**  
Highly individual roles  
Lower activity complexity  
Those with good work setting at home

**Mainly back in the office:** Highly collaborative roles  
Higher activity complexity  
Specialist roles that require specialist equipment  
Those without a good work setting at home

Info Leesman study with 80.634 home working respondents (Q2 2021)

# Hybrid working Playbook

**The building blocks of a hybrid workforce:** Tailored to an organizational vision.

**01**

## Human

- Talent retention, development
- Teaming, ways of working
- Culture
- Inclusion & Diversity

**02**

## Organizational

- Entity structure (including Global Workforce Companies)
- Policy development and alignment
- Process design
- Governance & decision making

**03**

## Regulatory

- Personal tax, payroll & Social security
- Corporate tax, indirect tax, transfer pricing
- Employment and Labor law
- Immigration
- Regulatory and licensing
- Occupational health & safety

**04**

## Digital

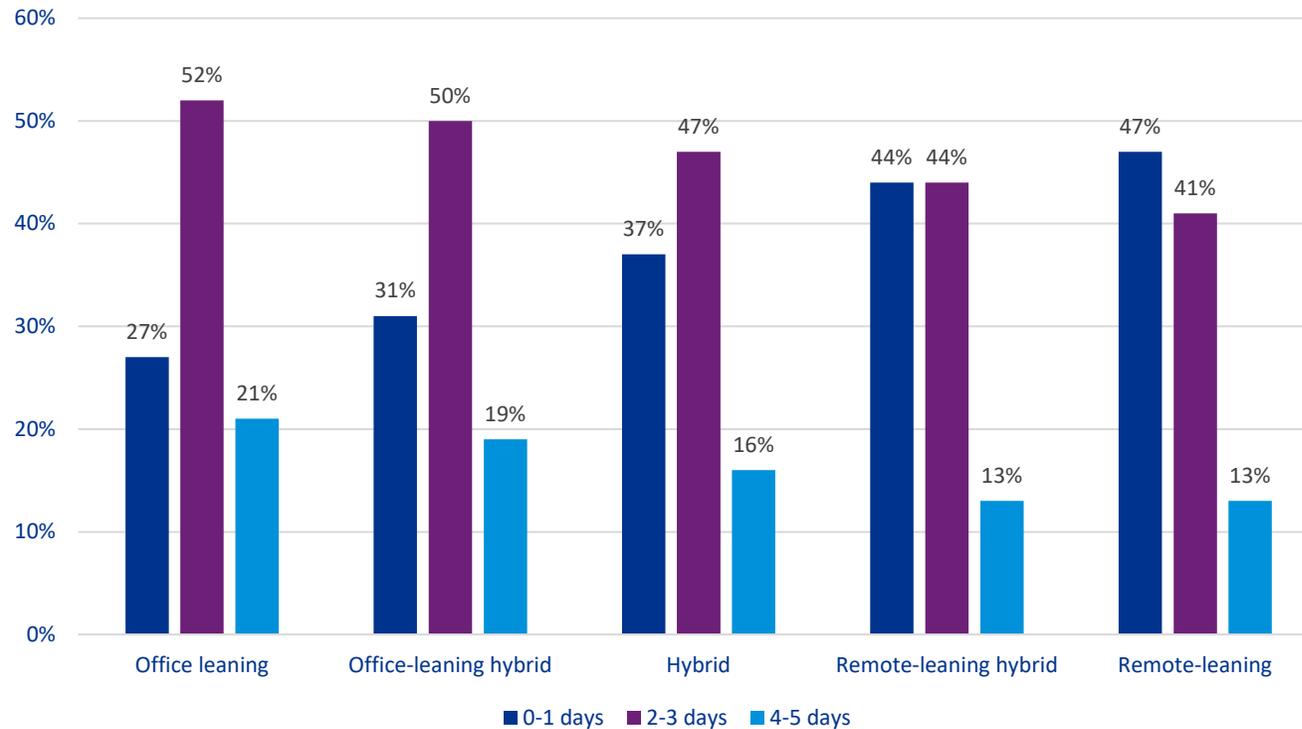
- Productivity and collaboration tools
- Workflow, approval, and tracking capabilities
- Employee service platforms
- Performance and career management tools
- Digital learning tools

**05**

## Physical

- Workplace/workspace (office, home, coworking,...)
- Location(s)
- Equipment & tools
- Customer & Employee Experience

# The Hybrid way of work insights



Info Leesman study with 80.634 home working respondents (Q2 2021)

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# When hybrid becomes structural...



Info survey SDWorx  
Numbers and data excluding independant entrepreneurs  
Data gathered between June and July 2020 from 510 Belgian employers

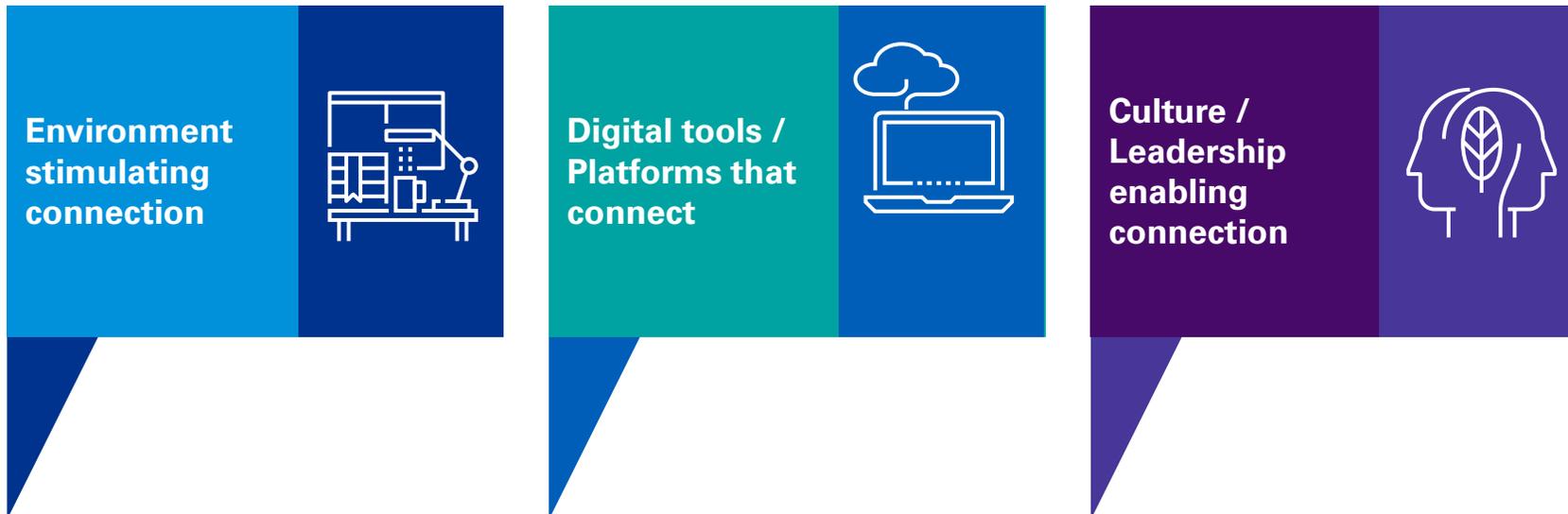


# It's not about place or space, it's about us

To create a safe and sustainable post Covid19

- Remote / Hybrid
- Physical / Psychological

work environment supporting staff in their activities... **connection will be key**



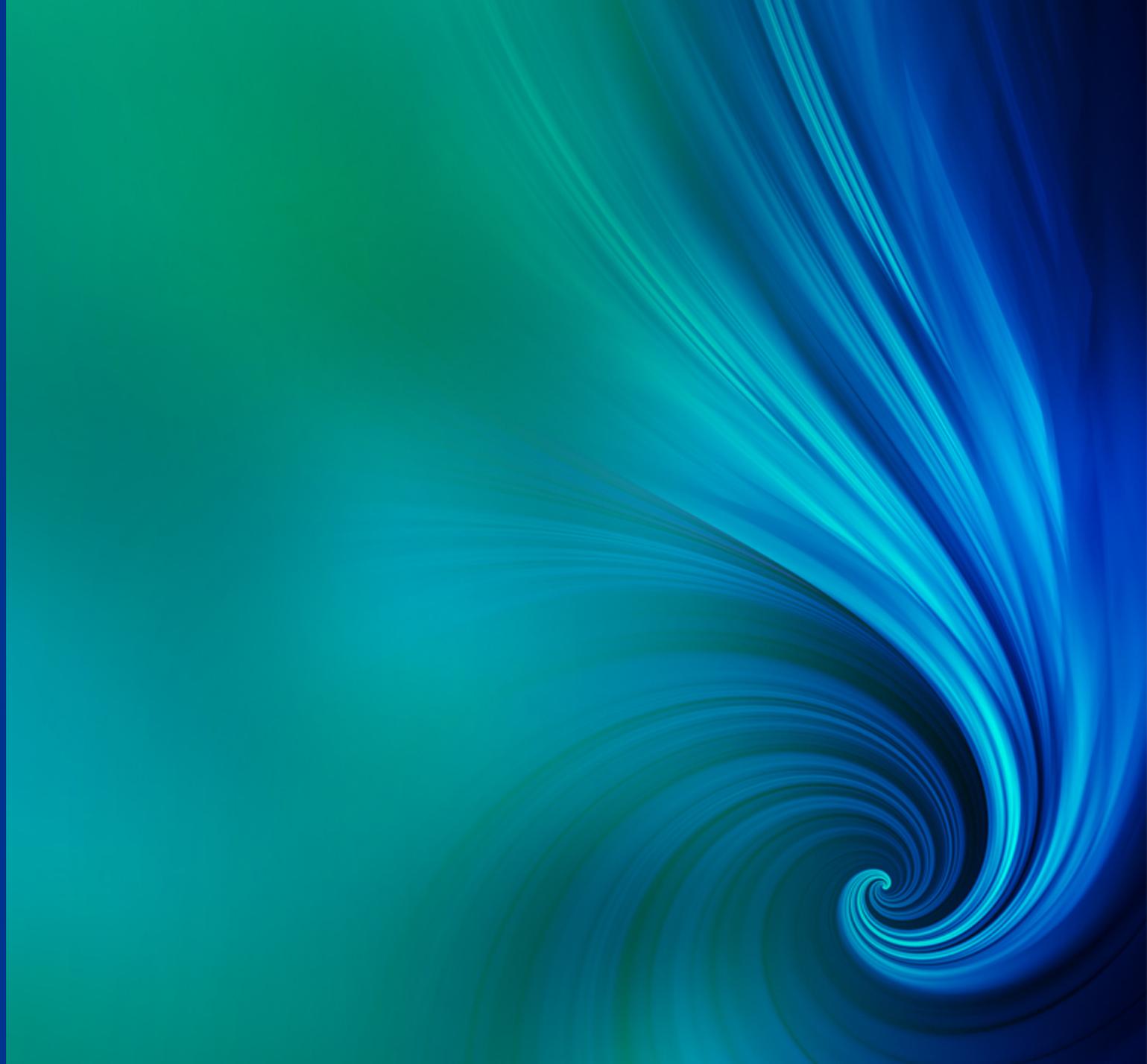
# Hybrid work: 6 actions where HR can make the difference

1. Create a workplace value proposition: WHY should staff come to the office
2. Step back before going forward
3. Make it personal
4. Offer timely training and development
5. Invest in Wellbeing
6. Review policies/packages





# 3. Real life case: Fluvius



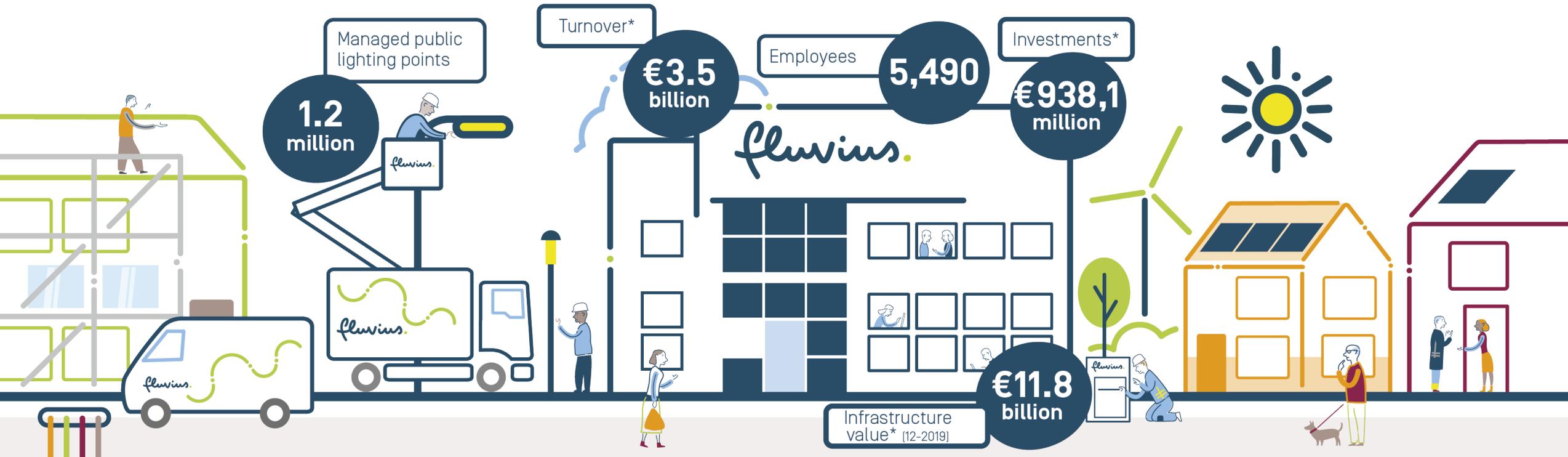
# New Way of Working @ Fluvius

*fluvius.*  
Tot bij u



# Fluvius, close to you [2020 Key figures]

\* Figures provided by 2020 Economische Groep, including DSOs



# Why do we embrace the New Way of Working at Fluvius?

*fluvius.*





# Employee centricity in a Great Place To Work

# What is the New Way of Working at Fluvius?

*fluvius.*



# The New Way of Working: levers



BRICKS

BYTES

BEHAVIOUR

REMOTE

***View on “the office” pre-Corona***

- No more fixed workplaces in the 4 campuses
- Sharing ratio of 100 % in the regional offices, 85% in the campuses

***View on “the office” post-Corona:***

- No more fixed workplaces in the 4 campuses and in the regional offices
- Sharing ratio of 70% in the regional offices, 60% in the campuses
- Office as a meeting place with more collaboration and meeting rooms instead of individual workplaces

**BRICKS: office as a social hub**

**Make a conscious choice for the workplace that is best suited to your activity at that moment**



# The New Way of Working: levers

BRICKS

BYTES

BEHAVIOUR

REMOTE

## ***Digital work pre-Corona:***

- Laptop, smartphone, headset, keyboard and mouse available
- Training on O365 tools (Sharepoint, Teams...)

## ***Digital work post-Corona:***

- Additional: screen and docking station provided at the remote workplace
- Further focus on developing digital skills (“digital weeks”)
- Equipping conference rooms for hybrid meetings
- Hybrid classrooms

**BYTES: digital  
working**

**Working with modern  
digital tools and  
resources from any  
location**



# The New Way of Working: levers



BRICKS

BYTES

BEHAVIOUR

REMOTE



## *Way of working pre-Corona*

- Focus on working from trust and autonomy
- In line with shared leadership culture

## *Way of working post-Corona:*

- Still based on trust and autonomy
- Still in line with shared leadership culture
- With extra attention to wellbeing in hybrid working through workshops and coaching

**BEHAVIOUR:**  
cultural change

**NWOW will help you  
to...**

*fluvius.*

- **Work together in a varied way**
- **Better organize your work-life balance**
- **Work on the basis of trust and autonomy  
(shared leadership)**



# The New Way of Working: levers

BRICKS

BYTES

BEHAVIOUR

REMOTE



## **Remote work pre-Corona:**

- Only for non-ambulatory staff:
  - Up to one day a week

## **Telewerk post Corona:**

- Structural telework for non-ambulatory staff:
  - Up to four days a week, arranged through team charter
- Occasional telework for ambulants
- Learning by experimentation

## REMOTE: remote working policy

Establish agreements in a team charter, regularly evaluate and adjust

### Teamcharter telewerk



#allemaalfluvius

Onderstaande topics zijn een leidraad om heldere afspraken te maken binnen je team om het telewerk te organiseren. De regels omtrent structureel telewerk zijn hier terug te vinden. Alle teamafspraken die in het Teamcharter worden opgenomen moeten conform de CAO/Protocol Telewerk zijn alsook het Arbeidsreglement van Fluvius SO en de rechtspositieregelingen binnen Fluvius OV.

- 1** **ACTIVITEITEN OP KANTOOR EN THUIS**  
Voor welke activiteiten moeten of willen jullie naar kantoor komen? Welke locatie kiezen jullie om op kantoor samen te komen? Gebruik dit voorbeeld om op te lijsten en hierrond afspraken te maken.
- 2** **BEREIKBAARHEID**  
Maak in team afspraken over bereikbaarheid op een werkdag: tussen welke uren kunnen jullie elkaar contacteren op een telewerkdag? Is er een kerntijd voor het team waarop iedereen of een gedeelte van het team bereikbaar moet zijn (bijv. voor vragen van klanten, leveranciers ...)
- 3** **COMMUNICATIE:**  
Welke kanalen gebruiken jullie bij voorkeur om elkaar te bereiken tijdens een telewerkdag? Via mail, gsm, chat? Gebruik dit voorbeeld ter inspiratie.
- 4** **VERGADERINGEN:**  
Digitaal vergaderen wordt steeds meer toegepast. Maak duidelijke afspraken op welk soort vergadering de medewerker verwacht wordt fysiek aanwezig te zijn en op welke locatie jullie daarvoor afspreken. Welke vergaderingen kunnen van op afstand via Teams bijgewoond worden?
- 5** **TEAMMOMENTEN**  
Nu we steeds meer gaan telewerken, is aandacht voor teamcohesie belangrijk. Bespreek in team hoe jullie ervoor zorgen dat jullie als team voldoende tijd hebben voor informele contacten? Hoe behouden of verbeteren jullie de teamcohesie?
- 6** **TAKEN PRIORITEREN, VERDELEN EN OPVOLGEN:**  
Bespreek in team hoe jullie de taken zullen verdelen & opvolgen en hoe de workload zal geëvalueerd worden.
- 7** **DELEN VAN DOCUMENTEN:**  
Bespreek in team hoe jullie efficiënt bestanden uitwisselen, welke tools jullie hiervoor gebruiken en welke structuur jullie opzetten in de gemeenschappelijke folders?
- 8** **TEAMWERKING EN TEAMAFSPRAKEN EVALUEREN**  
Bespreek in team hoe jullie de teamwerking en teamafspraken zullen evalueren en bijsturen en op welke basis?

Voor meer inspiratie omtrent de verschillende topics, klik op



[video] per topic of lees het document met tips en tricks.



## Lessons learned

- Offer sufficient flexibility to the teams within a clear framework
  - ❑ No one-size-fits-all approach: according to personal preferences and depending on job activities
  - ❑ Team importance takes priority over individual wishes
- Engage in dialogues about the future way of working within the team and beyond
- Experiment, evaluate and adjust where necessary

## Challenges

- Informal knowledge sharing is partly lost
- Staying connected to the company and colleagues requires extra attention (collaboration days, coffee breaks...)
- Keeping hybrid meetings efficient is a learning process



Thank you



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