



Supporting a people agenda in the face of new challenges



People & Change Advisory

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KPMG Malta People & Change Advisory COVID-19 Initiative

It is at this time of uncertainty that companies should ensure that the **people agenda** is at the forefront of their decision-making. People are crucial and central to a company managing to push through and overcome adversity. We believe that in the race to economic recovery, **the most agile and proactive enterprises** will emerge as the new leaders in their business sectors.

The KPMG, People & Change team would like to join organisations in this mission, and do its part for companies during this time. Our aim is to equip decision makers with the skills, knowledge and mindset to enable them to focus on the future beyond the COVID-19 emergency.

We are reaching out to companies who employ over 30 people who wish to put their people first throughout this crisis, and ensure that their people agenda remains alive, now, and beyond this period of uncertainty. If this describes your company then reach out to us for the following:



A 1 hour **complimentary** discussion with a People & Change Senior Consultant



Online KPMG Employee Engagement Plus Index Survey
(including an organisational and departmental report)

This one to one session will focus on people issues, and people related matters, surrounding the current situation that might be pressing and explore possible opportunities for the company, for both the short and medium term

It is a useful tool designed to identify what your people view as your areas of strength and those of improvement, which may **give the people agenda direction** moving forward and looking beyond COVID - 19. Now, more than ever before it has become more **important to understand the employees' perspective** in the current situation, see where they are struggling and bring them closer to an optimal state in the medium term, once some normality is restored

This initiative will remain valid until the end of April 2020.

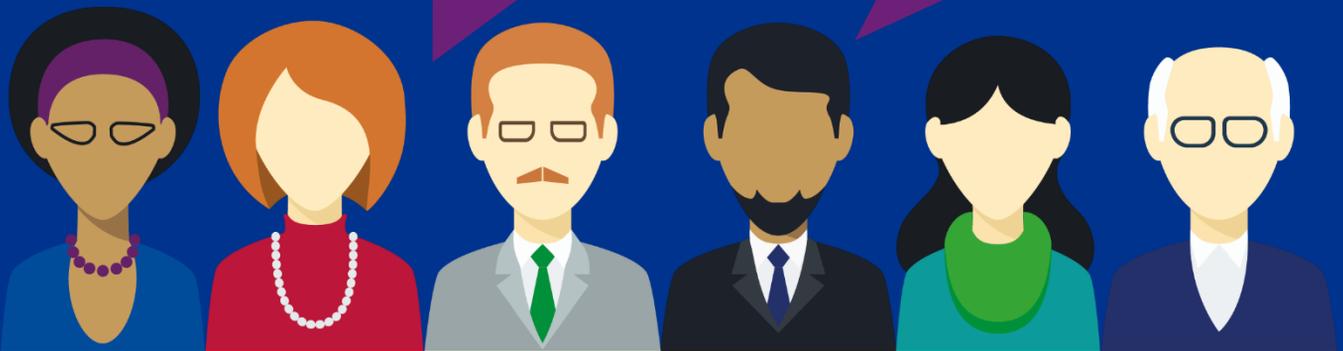
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What the research is telling us...

Some compelling reasons for doing engagement research in times of economic distress are: to **protect organisational current talents** and **keep key people** and also to **be prepared to attract top talent** that will be ready to look for new opportunities when the economy improves (Van Rooy et al., 2011)

Crisis needs to be seen as an **opportunity to learn and evolve**, rather than an obstacle to be overcome in order to return to the status quo – however, in crisis, human tendency is to seek out the familiar rather than to innovate, which may limit an organisation's ability to respond (Germain, 2010)



Brands that make it clear that they **are prioritising employee and customer wellbeing** (even at a financial cost, or at a cost of re-evaluating or suspending a previous value) will be rewarded with trust in the long run (Forbes, 2020)

Maintaining and improving engagement is more important than ever in a challenging business environment like a recession. During an economic downturn organisations need every **employee on board with the direction they are heading** (Marchington & Kynighou, 2012)



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