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Innovation Week Extract

The future of the Talent profession

Content

- Flexible workforce and application of SAP fieldglass
- The road to flexible benefits
- Workplace of the future and employee experience (HR information systems)
- An exciting story of Talent & Innovation at Deloitte





Flexible workforce and application of SAP fieldglass



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The Workforce Ecosystem: Managing beyond the enterprise

The traditional employer-employee relationship is being replaced by the emergence of a diverse workforce ecosystem with a variety of "alternative work arrangements"



37%

respondents expected growth in the use of contractors in 2020

50%

reported a significant number of contractors in their workforce... yet only

16%

have an established set of policies and practices to manage a variety of worker types

38%

worry about the instability of a non-traditional workforce



Deloitte Global Human Capital Trends Report

Deloitte's largest and most extensive human capital survey to date within 140 countries



Defining the contingent worker population

From strategic hires to administrative posts, organizations are using a variety of contingent workers to meet their business needs



Agency Workers

Individuals who work at a company temporary and are typically recruited, guided and paid through an employment agency. They are employed to **bridge gaps caused by seasonal or unexpected changes** to staffing demands.

Example:
Seasonal laborers fill in during peak times



Independent Contractors/Freelancer

Self-employed individuals retained to address temporary workforce demands, usually bringing a specific expertise. Independent contractors are **paid directly** typically on a hourly or project basis.

Example: Freelancers hired on a project basis, trainers, IT or finance professionals



Consultants

Professionals who provide specialized services to plan, advise, consult, review and provide services in a **specialized field of knowledge**. They do not occupy a position in the organization and are paid upon finishing the agreed deliverable.

Example:
Market research or consulting firms



Service Providers

Workers who are hired through a **provider to perform specific services** for the company. The service provider will determine and manage the workforce needed to carry out the work and are usually paid based on a service contract.

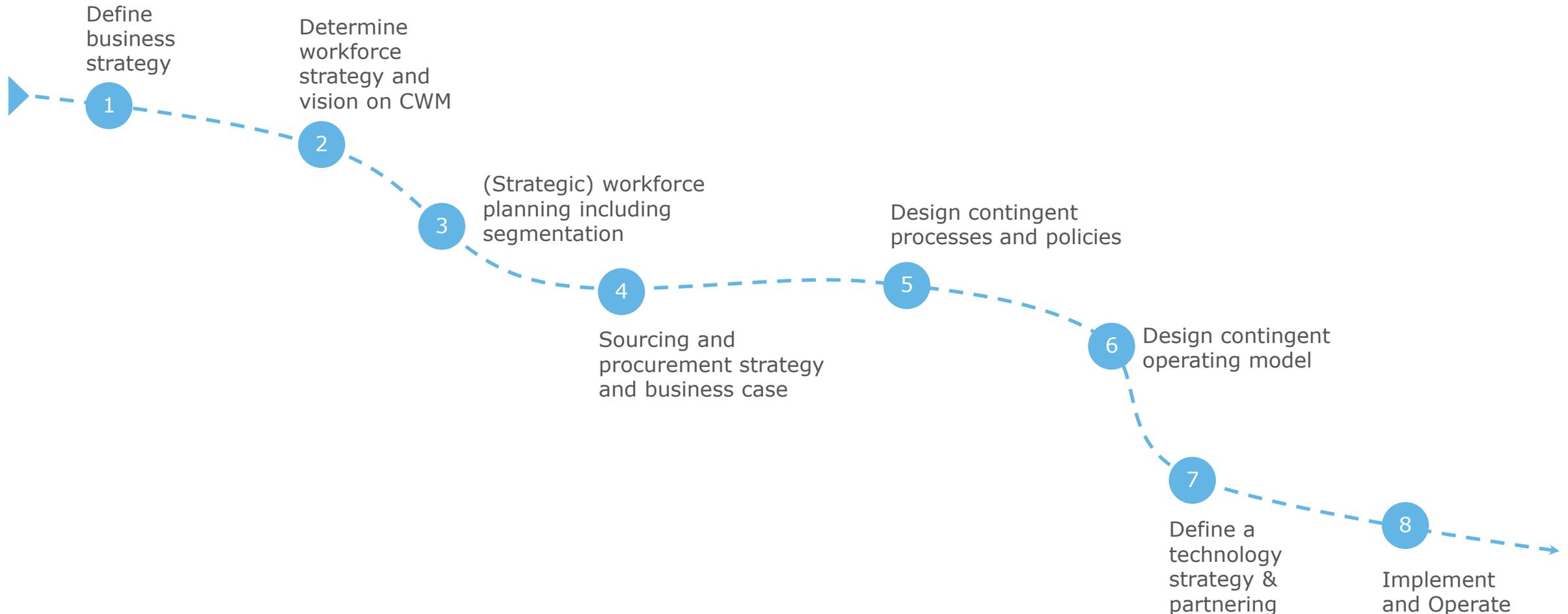
Example: IT, security and facilities management firms and personnel, specialized engineering resources

CAPACITY TO CAPABILITY



Main steps in the client journey towards managing your Contingent Workforce

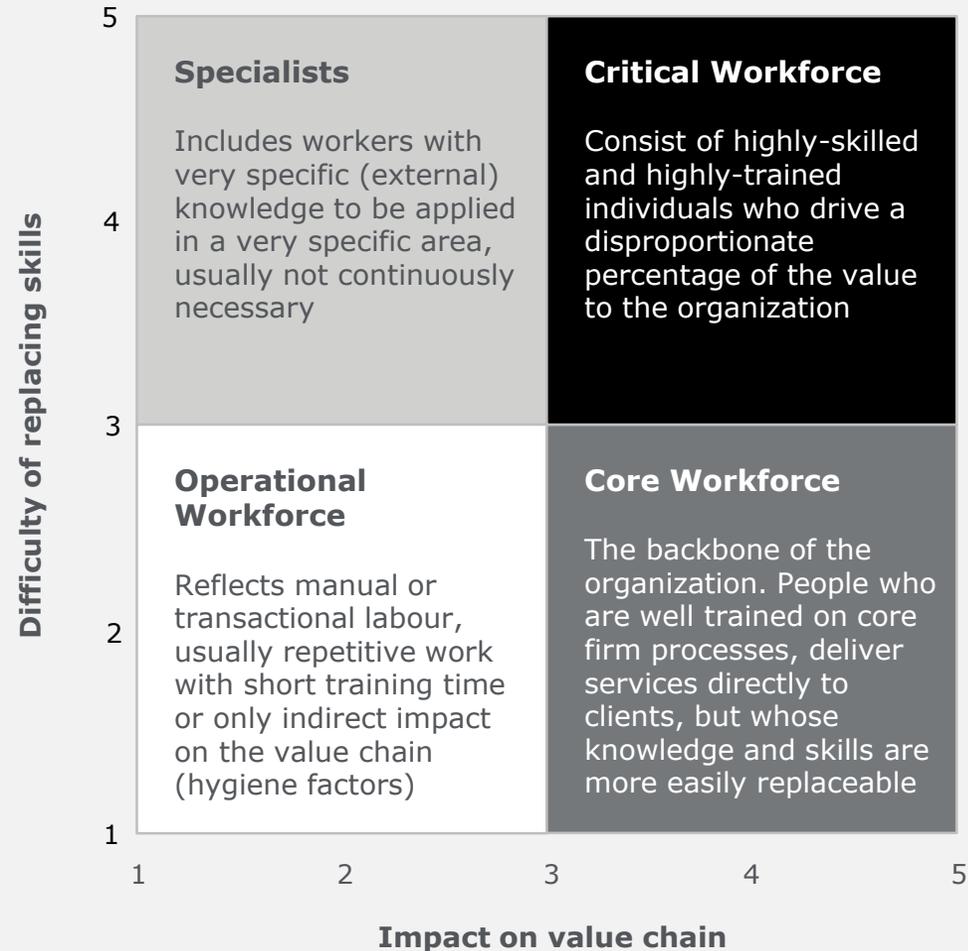
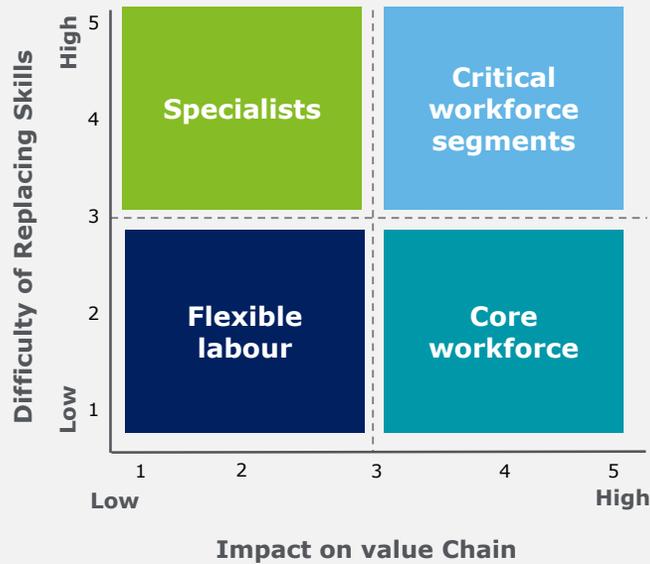
Your contingent workforce strategy and operating model are a result of your business and workforce strategy





Segmenting your (contingent) workers

Contingent workers are no longer limited to segments of the workforce that have low impact and are easy to replace



Independent workers status

The thin line of being employed



Control

Right to control what the worker has to do, where it has to be done, when it has to be done and how it has to be done.

Mutuality of obligation

The engager must be obliged to pay a wage or other remuneration, and the worker must be obliged to provide his or her own work or skill.

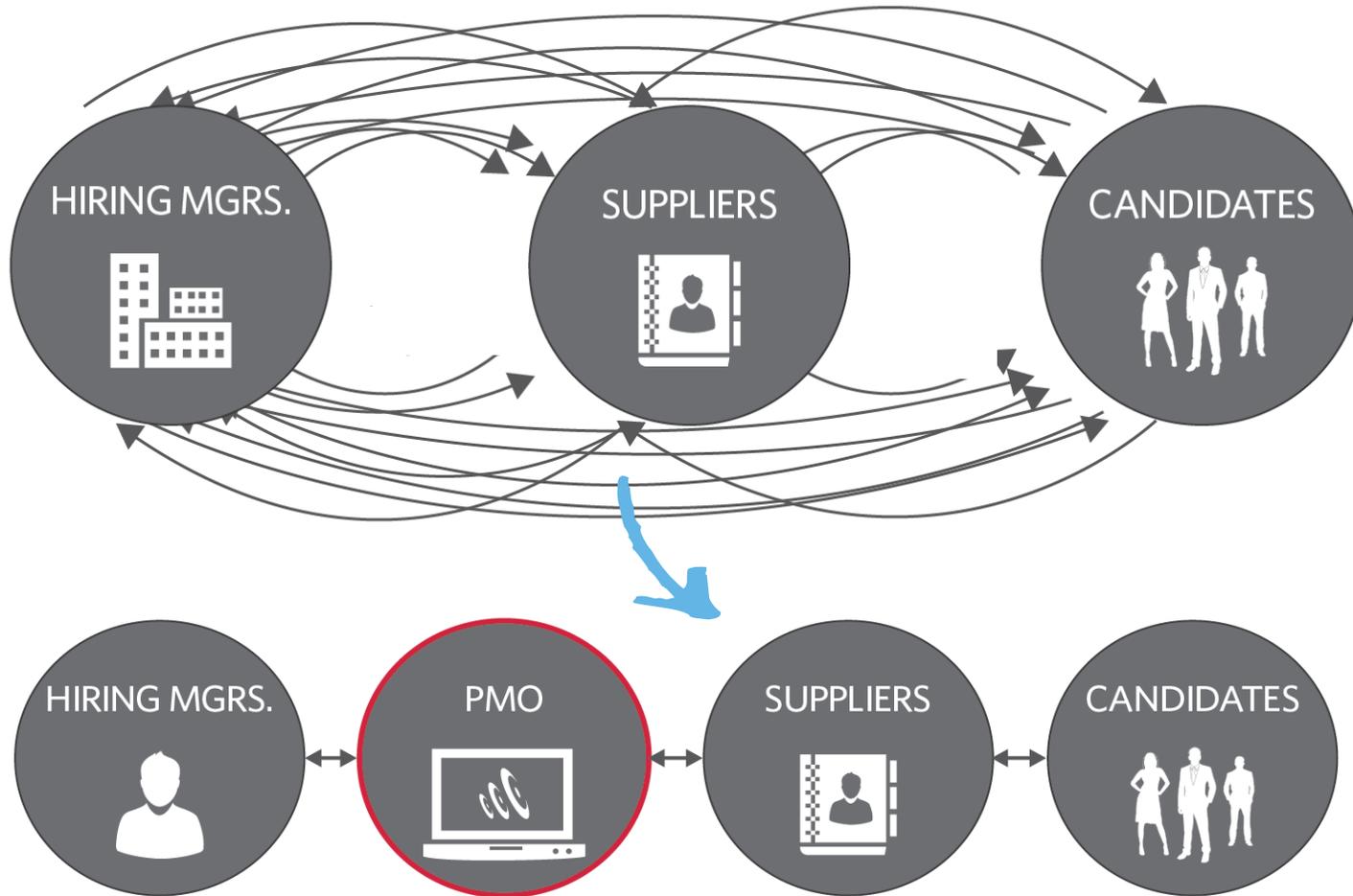
Right of substitution

Right for the worker to send another individual to complete the work on their behalf.





What is the problem and how can it be solved by SAP Fieldglass?



- Poor visibility
- Quality issues
- High rates/costs
- Inefficiencies
- Compliance issues

- One click away from reliant overviews
- Quality of candidates over connections
- Comply to preferred suppliers (and negotiate a good price)
- Introduce formal approvals
- Built in compliance checks



The business case

With high quality enabling technologies, not only are organisations able to have greater visibility into their total workforce, but they can also realize cost savings

SAP Fieldglass

3-5%

Improvement on pay rate harmonization

4-7%

Improvement on demand for long-term contractors

5-9%

Improvement on supplier margins

5-10%

Improvement on supplier management

“By managing its flexible labor through **a single solution**, the organization dramatically improved its visibility into these previously segmented workers. It can now **identify trends and make strategic decisions** regarding its external labor spend and headcount. This more closely **aligns the program to the company’s overall business goals** and helps improve the bottom line.”



The road to flexible benefits



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My Benefits My Choice: First class **Technology**

that **fits** the Belgian market

Local benefit providers

- (Social) tax efficient benefits (Warrants, ResQ, etc.)
- Mature mobility market (company cars, lease bikes, etc.)

Belgian legal framework

- Employment status: white collar, blue collar, directors
- (Para)fiscal benefit treatment
- Legal limits on budget creators
- Addendum (employment) agreement

Management of the plan

- Flexible but straightforward configuration for a broad range of flexible benefit plan options
- Comprehensive reporting functionalities
- Integrated document workflow
- Built-in administration & approval process
- Employee self-service

Employee communication

- Facilitate educated choice (standard info fields & pop-up messages)
- Clear gross/net insights
- 3 languages

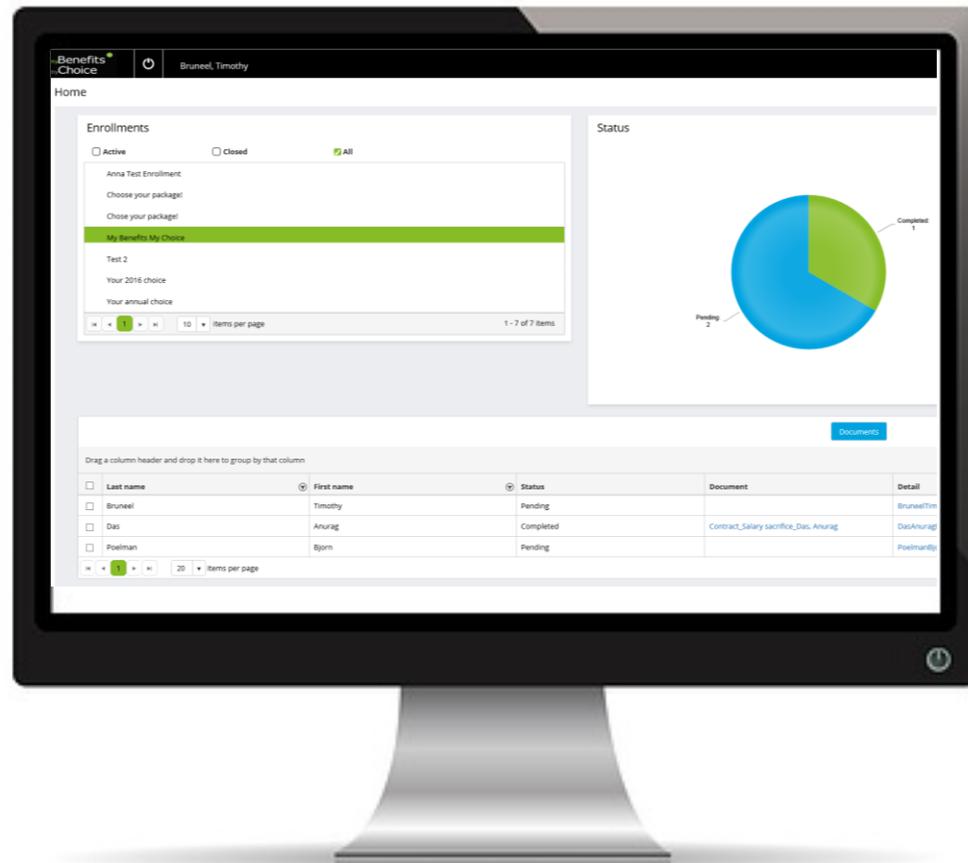




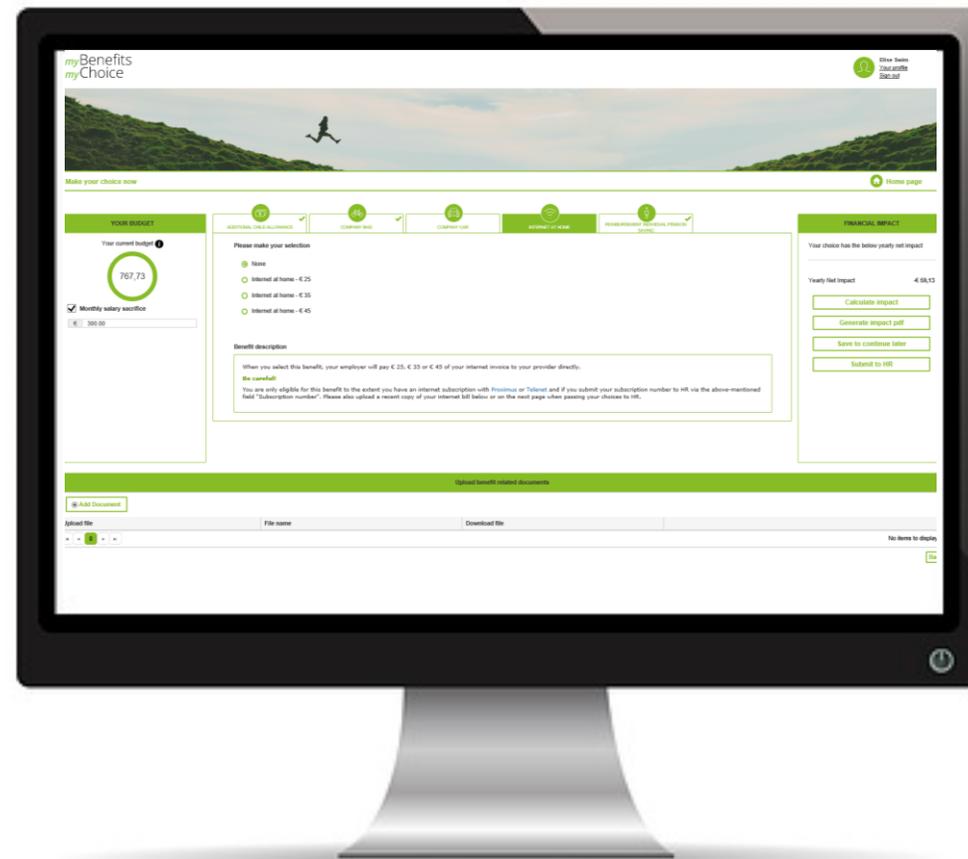
First class Technology

The My Benefits My Choice (MBMC) application

HR environment



Employee environment





First class Technology

Improved employee experience coming soon

Landing page

The landing page displays the user's profile for Bart Van den Bossche, Business Analyst. It includes a 'My Benefit Enrollments' table with columns for Selection Moment, Due Date, and Status. The table lists 'Cafeteriaplan', 'Existing Benefits', and 'Flexible Reward Solution 2017'. Below this is a 'My Current Benefits' section with images of an iPhone 7 and a Mini One convertible car.

SELECTION MOMENT	DUE DATE	STATUS
Cafeteriaplan	24/05/2017	Coming soon
Existing Benefits	24/05/2017	Open
Year-end Premium	24/05/2017	To do
Flexible Reward Solution 2017	24/05/2017	Submitted

Choose your benefits

This screen allows users to select benefits for their simulation. It features a 'Financial Impact' summary showing a total budget available of € 2,663.25. A list of selected benefits includes 'Additional vacation days', 'Company bike', 'Double child allowance', 'Laptop', 'Other services', 'Person scheme', 'Public transport', 'RESQ', and 'Cars'. An iPad 4 32GB is highlighted as a selected benefit, with its specifications listed: 10 inch display, 1.2GHz Apple A8X processor, 16 GB Flash Memory, and iOS 11. A 'What budget would you like to use for this benefit?' section offers options like 'Salary of €100,000' and 'Set the general maximum of €100'.

Confirming your choices

The submission screen shows a 'Submit Simulation (2)' step. It includes a 'Budget' summary with a total budget available of € 2,314.25. The user is prompted to review '1. Terms & Conditions' and '2. Sign' before proceeding. A '3. Additional documents' section allows for uploading documents. The 'Financial Impact' section shows a total budget available of € 2,314.25 and a 'Simulate financial impact' button. A 'Submit enrollment to HR' button is at the bottom right.





First class **Technology**

With the **right level** of integration

No Integration

- ✓ Predetermined spreadsheets
- ✓ Manual upload and download

Benefit Administration **Tool**

- ✓ Tailor-made & flexible in-between tool (set-up in Qlik Sense)

Full Integration

- ✓ Interfaces
- ✓ Web services

- **Quick implementation**
- **Lower investment**



- **Longer implementation**
- **Higher investment**



First class Technology

Some functionalities of BAT

Flexible Design

depending on the set-up of your flexible rewards plan and business needs, other functionalities can be included or removed

- | | | |
|---|--|--|
| 1

Verify data quality and consistence | 2

Reconciliation of vendor invoices with order file | 3

Order benefits |
| 4

Payroll upload in ERP | 5

Global budget view for payroll | 6

Consumption files for specific benefits |
| 7

Current benefits upload for next window | 8

Deep-dive on employee and benefit status | 9

Data analytics and business intelligence |



Workplace of the future and employee experience (HR information systems)

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Content of this document

EMPLOYEE EXPERIENCE

How can organisations deliver customer-grade experiences for their employees and key stakeholders?

DIGITAL ORGANISATION

Our view on the digital organisation and moving from 'doing' digital to 'being' digital

EXERCISE

How can the different elements of the digital organisation be reflected in an employee's journey



The Digital organisation

The organisation of the future is arriving.



The Future of **Work**

Invent the future through the
augmented workforce

Push the leadership boundaries into
the digital world

Cultivate the **employee experience**
for productivity & growth



The Future of the **Workforce**

Create a more **diverse & inclusive**
workforce

Build a culture of **continuous**
learning, adaptability & career growth

Establish **continuous** performance
and **development** processes



The Future of **HR**

Leverage **digital technology** to
design and improve the work,
the workplace, and the workforce

Focus **analytics** on improving
business outcomes

Tackle the talent issue at the source
through **cognitive** recruiter

Workplace



“90% of companies are redesigning their organisations to be more dynamic, team-centric, and connected.”





The Simply Irresistible Organisation

What makes an organisation an irresistible place to work?

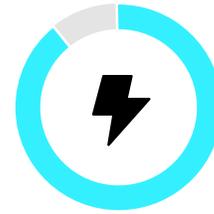
After two years of research and discussions with hundreds of clients, we uncovered five major elements (and 20 underlying strategies) that work together to make organisations “irresistible.”

These 20 factors fit together into a whole system of engagement in an organisation, one that is held together through culture.



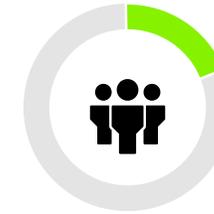


Organisations must become digital to operate effectively in this new world



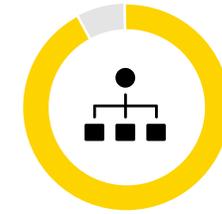
87%

believe digital will disrupt their industry



11%

believe their current talent pool can compete



92%

of organisations are not correctly structured to operate in this new environment



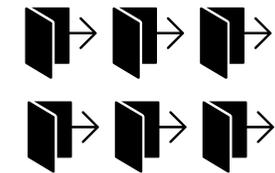
70%

need a whole new talent base to compete



87%

don't have the right leaders



6x

leaders not getting new digital skills are more likely to leave their org within the next year



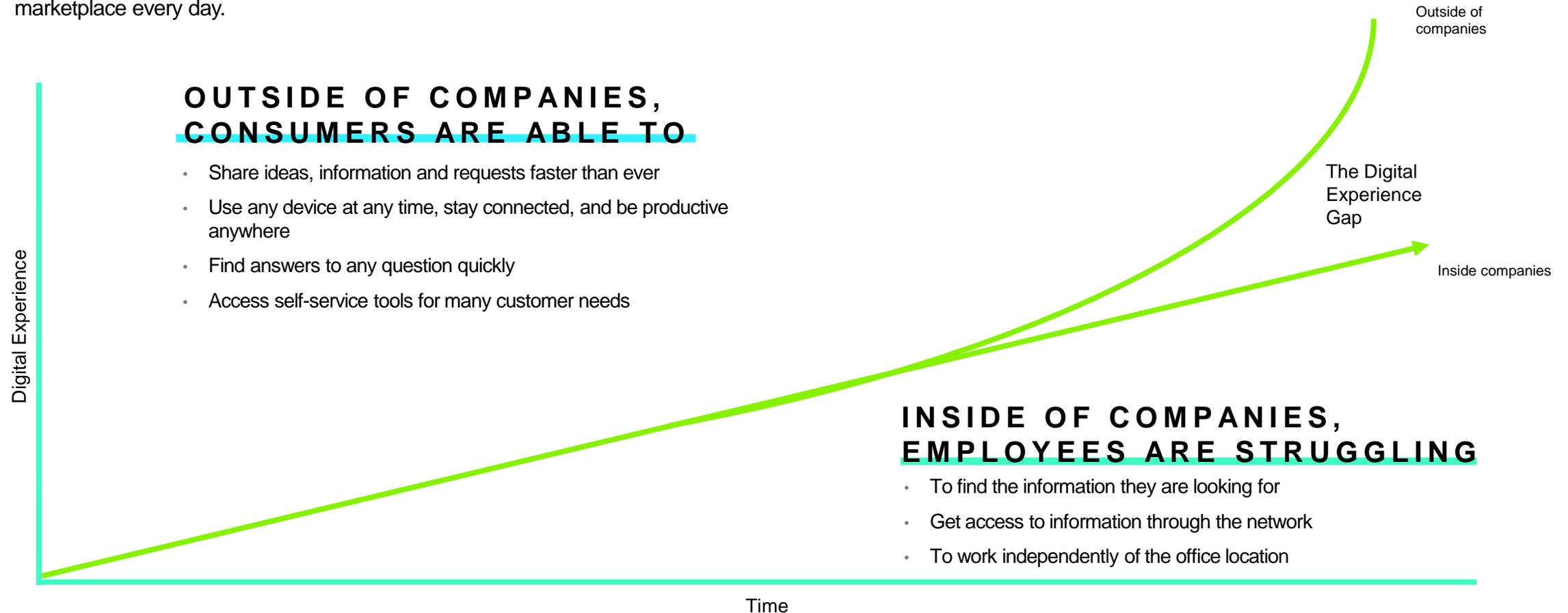
Re-imagining employee experience

Bridging the digital experience gap



The way we work is changing ...

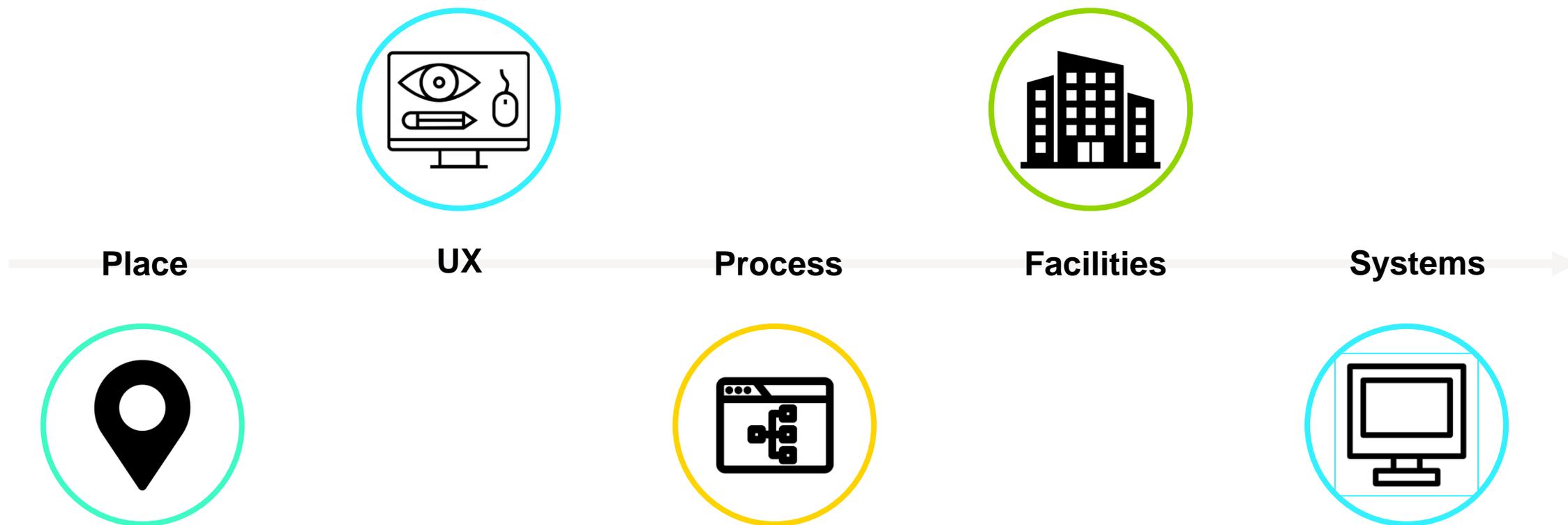
As we progress through the “digital age”, consumers are becoming exponentially more empowered. Employees experience this empowerment as customers in the marketplace every day.





Employee experience optimisation is achieved by revisiting various dimensions of work

Leveraging insights from journey maps, several aspects having a profound impact on worker experience can be optimized to ensure great employee experience



The workplace of the future





Trends that impact the “Workplace of the future” 1/2

Following trends change the expectations of employees and change the way we work

The workplace of the future needs to fuse several functions to be effective.



Hyperconnected workplace

71% believe new communications tools improve their personal productivity



Worker is mobile & not location bound

More & more people work mobile & independent on the place. The employer plays an important role in facilitating this by providing the necessary technology to their staff.



Office location that serves as public transportation hub

More & more companies are locating themselves close to public transportation hubs, as they realize that the current mobility policies are not sustainable.



Office isn't going anywhere

The traditional offices is there to stay as working on-site fosters collaboration, communication and innovation.



Co-working spaces

Real Estate developers/ investors are increasingly investing in co-working spaces.



Trends that impact the “Workplace of the future” 2/2

Following trends change the expectations of employees and change the way we work

The workplace of the future needs to anticipate on changes in the composition and expectations of the workforce and on emerging technologies.



Smart buildings

Technology development is continuously adding more value to buildings and their use. Decision makers think that the major benefit of smart offices will be in raising productivity & well-being.



AI & RPA

Robotic process automation (RPA) tools and Artificial Intelligence (AI) help companies improve the efficiency and effectiveness of their operations at lower cost



Work-life balance & flexibility

Millennials are conquering the world of employment. When choosing an employer, work-life balance and flexibility are the two most important criteria.



Employee experience as a competitive advantage

When employees feel good at their workplace, a connection is created with work. An experience-based office is a competitive advantage.



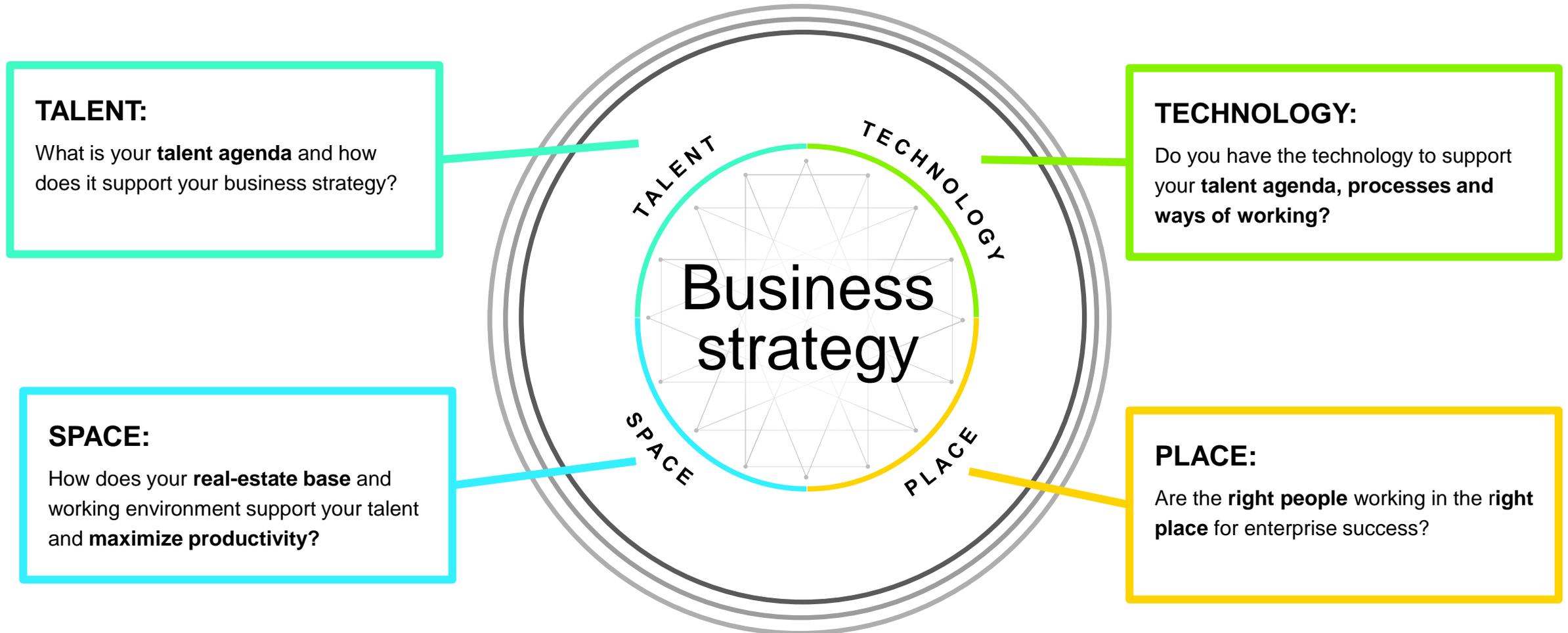
Gig economy

Organisations need to integrate a growing share of external workers for short-term engagements, as the employee of the future is independent.



Dimensions of the “Workplace of the future”

A successful workplace strategy integrates traditionally disconnected silos and enables collaboration between multiple functions





**Let's stay
connected**





Let's talk



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An exciting story

Talent & Innovation



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What defines us?

Our purpose is to

“Make an impact that matters”



What is our talent strategy?

To become a Simply Irresistible Organisation

Welcome Days



Welcome to our 450 new colleagues!

Building our Simply Irresistible Organisation Strategy 2020



Trust in leadership

Authentic communications that are “confident, clear and human”



Meaningful work

Our purpose is to make an impact that matters

Growth opportunities

Continuous learning



A Simply Irresistible Organisation



Supportive management

Coaching culture

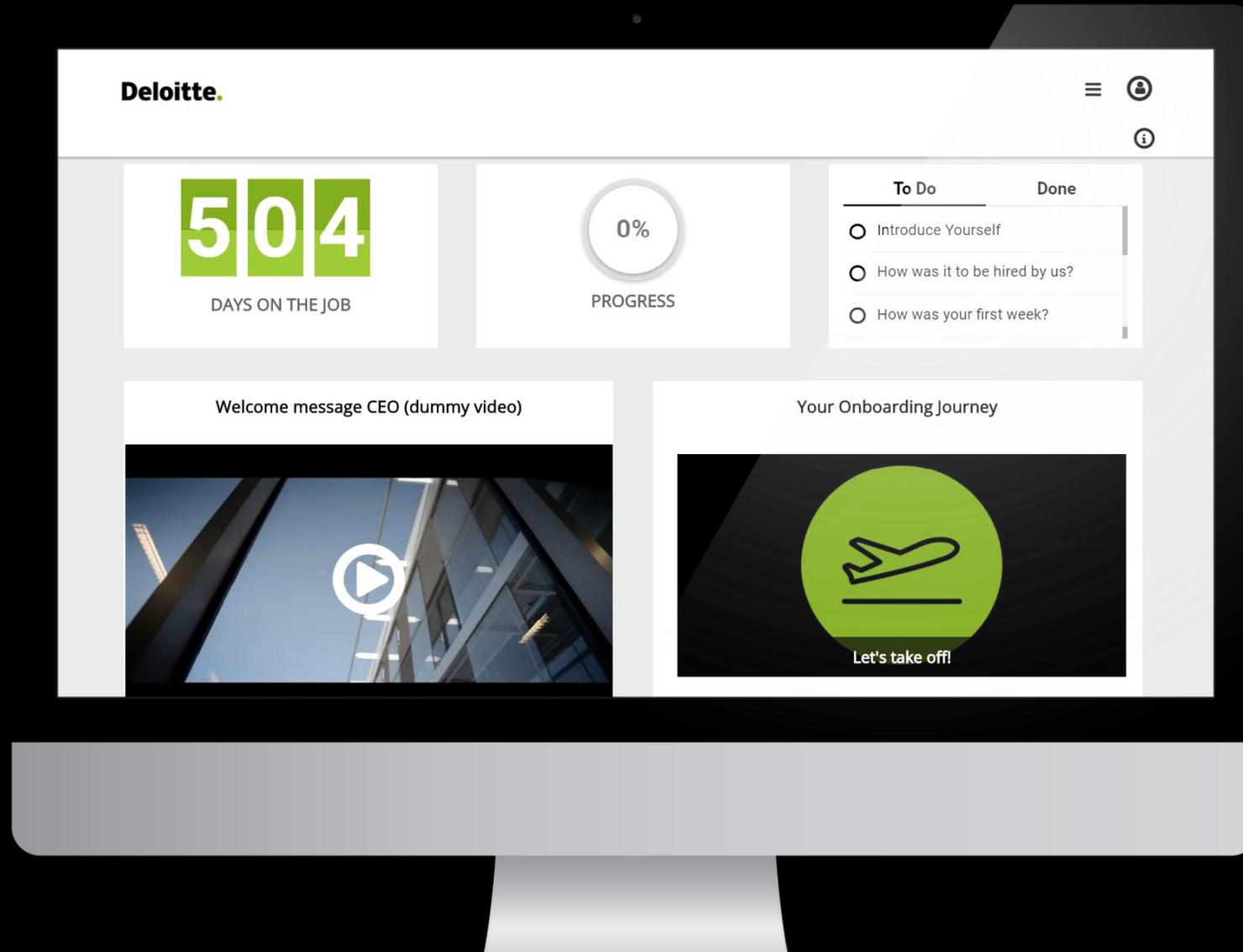


Positive work environment

Fun in pursuit of serious goals



Engage, connect and excite new hires as of the moment they sign with us Deloitte Welcome App





Automating human activities which are manual, repetitive and rule-based

Robotics Process Automation (RPA)

RPA partially or fully automates human activities which are **manual, repetitive and rule-based**



Decreased cycle times

Faster execution,
24/7 availability



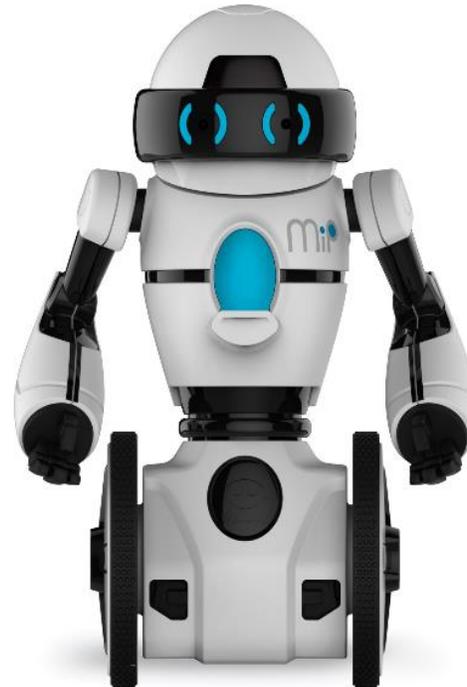
Improved accuracy

No human error,
100% completion



Detailed data capture

Tasks monitored and recorded,
audit trail



Flexible virtual workforce



Flexibility

Focus on higher value



Improved employee morale

Capacity/FTEs release



Reduced operational costs



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