

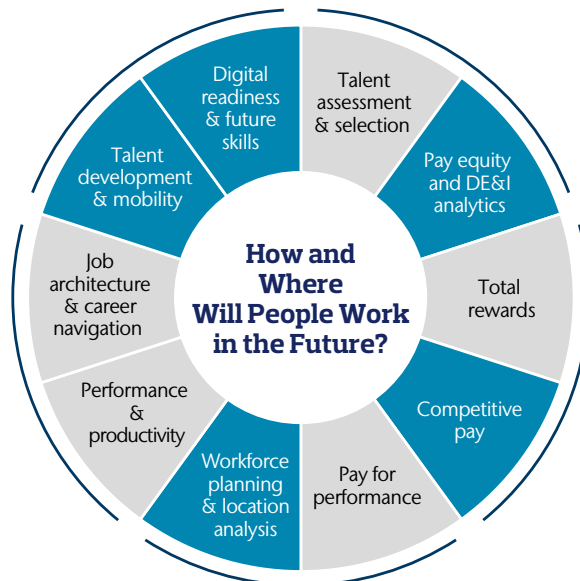
Rethink Location To Build Your Future Workforce

Make data-driven decisions to benefit the organization and its individuals

Are You Making the Most of Remote Working and Location Opportunities?

The rise of remote working is both a catalyst and a disruptor to traditional location strategy. It also ensures HR is a part of strategic discussions. Firms who get their location strategy right will drive growth, enhance productivity and deliver efficient savings – while improving their access to talent.

How and where people work touches so many aspects of human capital strategy. The areas highlighted in blue are the issues most impacted by location decisions. Stakeholders responsible for these issues should be involved in location strategy decisions. **Remote-ability has enabled location strategy to take on a new context in today's work environment.**



Objectives Should Be Considered in Context

For example, cost efficiencies are driven by where to locate new business hubs, in addition to the remote-ability of certain jobs.

Clients Are Looking to Achieve These Outcomes

Our location strategy offering provides analytics and advisory services to clients who want to rethink their regional or global footprint to drive any of the following outcomes:

- ▶ **Who can work where**
– Which roles require the office and how much flexibility can and should you provide?
- ▶ **Cost and impact of locations**
– What locations are realistic and how does location and workforce structure impact skills diversity?
- ▶ **Be fit for the future**
– Different roles need different environments to drive performance. How do you develop talent and drive mobility?

How We Can Help – Drivers and Capabilities

Whether it is aiding the decision-making process around the optimal site for a new production plant, entering new markets with a strong talent pipeline, differentiating pay geographically to accommodate long-term remote working or enhancing efficiency by leveraging lower cost locations, the key challenge firms face is understanding which factors they should consider when making geographic deployment decisions around talent.



Remote-Ability

enabling organizations to be flexible in their working models



Growth

enabling organizational growth by attracting the right talent in the right location



Productivity

ensuring optimal output without disruption



Efficiency

optimizing the workforce and expenditures

| Enabler | Objectives | | |
|--|---|--|--|
| <p>Strategic questions:</p> <ul style="list-style-type: none"> Which roles can work remotely versus onsite? Can we offer remote working options in different cities for our employees, in addition to adjusting compensation and benefits? | <p>Strategic questions related to location strategy:</p> <ul style="list-style-type: none"> What opportunities and risks do we see across possible locations? Which locations are best suited to provide the pipeline of talent required to grow our business? Why is there an attrition problem in specific locations and how can we address this? Where can we recruit talent for specific skills/openings? How can a location strategy help my firm achieve cost efficiencies? Which activities could I be moving to nearshore and offshore locations? | | |

| Aon Capabilities to Support Your Firm | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> Geo-differential pay and benefits Remote working modeling Employee segmentation | <ul style="list-style-type: none"> Revenue opportunity analysis Site selection Geo-differential pay and benefits Talent supply Location demographics Compliance with local regulations Healthcare accessibility landscape regulations | <ul style="list-style-type: none"> Market and competitive intelligence People metrics (attrition, tenure, grade pyramids) Talent availability Talent hotspots for critical roles Pay equity | <ul style="list-style-type: none"> Size and structure of functions Deployment analysis (offshore, nearshore, onshore) Geo-differential pay and benefits Location inflation rates |



We Hold the World's Largest Workforce-Related Data Set

Your benefit:

- Quick-to-complete analysis
- Minimal input required from you
- Insights based on competitor and market intelligence
- Designed to deliver ongoing value

Rethinking Location to Build the Future Workforce

Our comprehensive, global location analysis includes a detailed review of relevant factors. These include: revenue sources and structure headcount (including layers and spans of responsibility); real estate costs; talent supply; labor costs; and pay premiums, to mention a few. These will define location strategy recommendations based on optimized investment, managing people-related risk and enabling workforce agility and resilience.

We provide answers to very specific questions based on one country or region or tackle a specific desired outcome such as efficiency, growth, productivity or optimizing the workforce for the future.

Media
Company

Incentivizing Remote Work and Saving Costs

A large media company decided to allow its workforce to work remotely. In exchange for flexible working arrangements, employees agreed to location-based pay adjustments if they moved away from the regional office. The firm was able to **save on future real estate costs, on-site perks and payroll costs as people moved to lower-cost locations.**



Remote-Ability

Asia-
Headquartered
Bank

Leveraging Insights From High-Performing Firms

An Asia-headquartered bank wanted to develop a strategic road map to support growth in new markets. A detailed assessment of target markets and regions, taking into account product mix, revenue pools, headcount pools and cost structure, provided insights **resulting in a model of the effects of scaling up incrementally in particular locations.**



Growth

Technology
Firm

Enabling Growth by Identifying Best Opportunity Sites

A technology firm headquartered in Asia was looking to set up a new facility requiring a number of specialist jobs. Aon assessed different locations in Asia, Europe and North America and scored each based on talent supply, labor cost, employee experience, pay premium for new hires and workforce mobility. **Confidence in the recommended location was high.**



Growth

Pharmaceutical
Company

Boosting Sales Performance

A regional sales team at a U.S.-based pharmaceutical company wanted to identify the best opportunities to boost performance. We began by analyzing sales territories, individual travel and sales patterns. Updated job architecture, better alignment of rewards across locations and roles and redefined sales territories **resulted in reduced travel time and increased revenue.**



Productivity

Global
Bank

Reducing Costs by Optimizing the Workforce

Management wanted to understand the different levers to achieve cost savings. We conducted an end-to-end review of the size and structure of the corporate functions, including expense base, headcount and locations. By redeploying headcount in the finance, risk, HR, legal and compliance functions to lower-cost locations, we helped the client benefit from **a U.S. \$100 million cost savings.**



Efficiency

Custodian
Bank

Consolidating Hubs for Cost Savings

A large custodian bank wanted to identify cost savings on its location footprint, including outsourcing certain functions and reducing real estate costs. We identified alternative infrastructure models and helped the organization move from 24 offices to six regional hubs, **resulting in U.S. \$140 million in savings.**

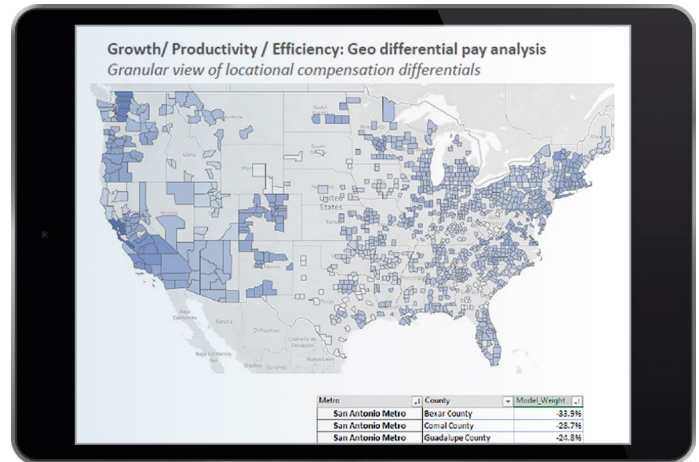
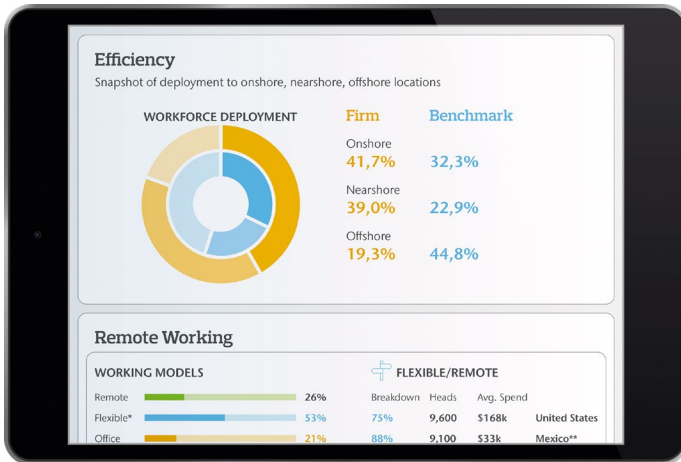


Efficiency

Data-Driven Insights to Inform Your Location Strategy

To assess location strategy, companies need to understand:

- ▶ Which roles are suitable to remote working
- ▶ Typical onshore, nearshore and offshore deployment mix for their industry
- ▶ Hot and emerging areas for talent supply
- ▶ The cost of talent by location and role
- ▶ The impact of location strategy on productivity measures, such as turnover



A Unified Location Strategy Helps

Provide internal stakeholders with a single and consistent, data-driven strategy that is balanced with the needs of the business such as managing people spend and investment, managing people-related risk and ultimately building an agile and resilient workforce.



About Human Capital Solutions

Aon's Human Capital Business provides leaders with a powerful mix of data, analytics and advice to help them make better workforce decisions. Our team, spanning 2,000 colleagues in more than 30 countries, includes the firm's rewards, talent assessment and performance and analytics practices.



Contact

To learn more about Aon's Human Capital Solutions, visit us at: humancapital.aon.com

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