

# Ensuring the Best Balance of Office – Hybrid – Home

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

## Which Working Model Is Best for Your Organization?

The COVID-19 pandemic will have a lasting impact on the world of work. Remote working is disrupting life as we previously knew it. Organizations need to develop a clear point of view and principles on how to embrace and integrate remote working in the new reality. In May 2021, 86% of Aon's survey respondents indicated that they are either creating or updating their remote working policy.

We can help you design the most suitable workforce model based on data-driven decisions about the best balance between workplace, hybrid and home working.



Our human capital practice helps clients understand which individuals and job roles will succeed in different work models, as well as the impact to hiring, future skills, rewards strategy and diversity goals.

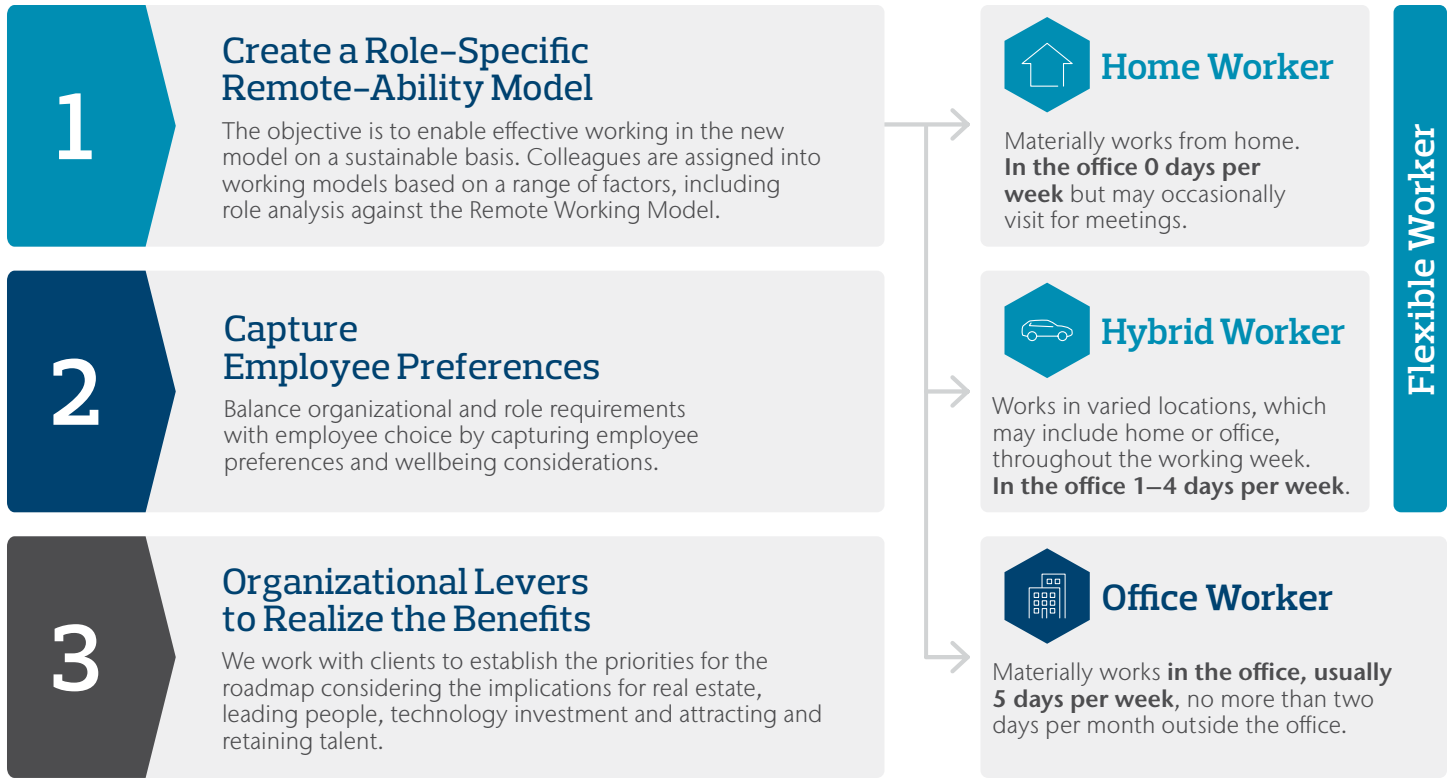
## Typical Questions We Answer for Clients



- What are our criteria to determine who can work remotely or hybrid?
- How do diverse working models impact diversity, equity and inclusion (DE&I)?
- How does remote working impact talent acquisition, development and rewards strategy?
- How do we support managers to lead hybrid and remote teams and to manage compliance and risk?
- How do we gauge employee readiness to work remotely, effectively and on a sustained basis?
- How do we balance workforce agility and regulatory requirements?
- How to quantify potential real estate savings?

# Establishing Your Best-Fit Model

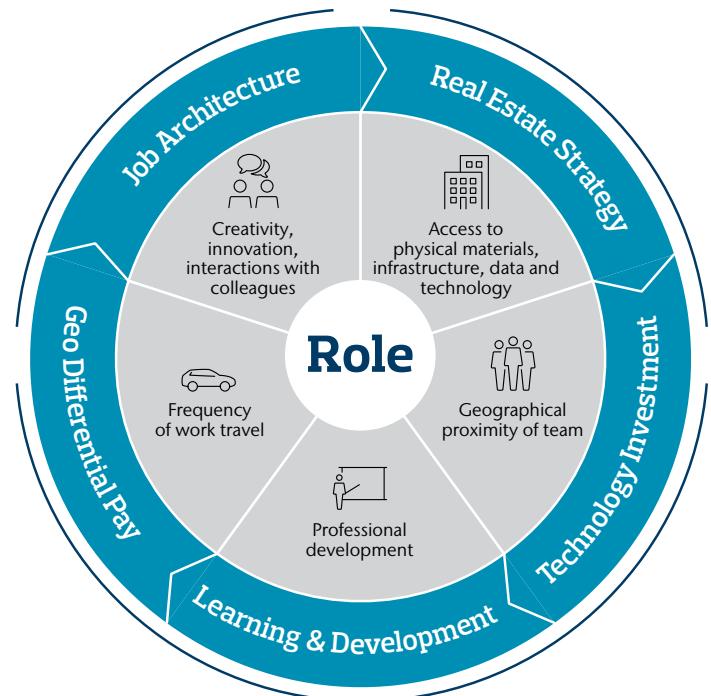
Aon has developed a Remote Working Model that maximizes the employee working experience through remote, hybrid and office-based working models to create a modern, diverse and resilient organization which operates flexibly to achieve business goals.



## Realize the Value of Remote Working

Aon's Remote Working Model has been created to support organizations through this shifting landscape as we recognize that there is not a one-size-fits-all solution.

- ▶ Agile and resilient workforce will enable success in solving business challenges
- ▶ Virtual office environment and structures that engage colleagues to foster collaboration and success
- ▶ Colleagues empowered with the skills for agile and virtual working, from recruiting and onboarding to career development and management
- ▶ Colleagues equipped with the best technology and tools to drive success regardless of working location
- ▶ Ensure employee wellbeing
- ▶ Expand talent landscape to reach a broader pool of diverse candidates



# Case Study: Helping Managers Lead Remotely

For a leading U.S. investment bank, we recently designed and launched a three-step people development program, with a special focus on managers who were new to leading remote teams.

1

## Digital Leader Diagnostic

Online engaging simulation based on Aon's Digital Leader Assessment, including a case study that can be tailored to your business. Individual, team or corporate aggregation of results available.

2

## Sandbox Simulations for Managers

Online training module based on simulated scenarios requiring managers to choose their preferred response to a situation. Instant feedback enables self-reflection and learning. It is scalable and tailored to unique situations (e.g., emotional support, compliance coaching and remote feedback). The result is workforce agility and manager confidence.

3

## Training Content

Once a training need has been identified through the diagnostic or sandbox activity, either on an individual or on a group level, Aon has a range of global training content collaborations. These collaborations will collate the best possible development journeys to support and build an agile and resilient workforce able to coach, grow and build teams whether in the office, hybrid or working from home.

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# Case Study: Building a Roadmap to New Working Models

Aon worked with a global financial services firm to assess role-specific remote-ability and capture employee preferences. Using data to drive decisions, the process included these steps:

## Understand Workforce Readiness

by role and personal preferences to operate in an agile work environment. The pandemic has redefined the face of office working. We need to understand the readiness of the workforce to operate in an agile work environment.

## Review Location Strategy

Based on the remote-ability of different roles. The outcome enabled a base line on real estate need and work environments. We identified opportunities to save costs as well as opportunities to access a more diverse talent pool unconstrained by the existing footprint.

## Develop a Roadmap for Change

to understand the implications of the new working models on pay, benefits and local tax laws. Steps were defined to strengthen cultural values and focus the leadership development to support managing virtual teams.

**42%**

of employees will be in the office 2-3 days per week

This conclusion is based on the analysis of roles and requirements and employee preferences.

**64%**

of offices will have a hybrid working model

and are giving employees the choice, resulting in a rethink of real estate strategy and its purpose.

**67%**

of employees will thrive in an agile environment

and 17% would need support to transition.

# Guardrails to Create Flexibility for Current and Future Roles

As company circumstances and employee preferences change, our model has built-in flexibility, as indicated by the four guardrails. These guardrails serve as levers that can be adjusted depending on your specific requirements.



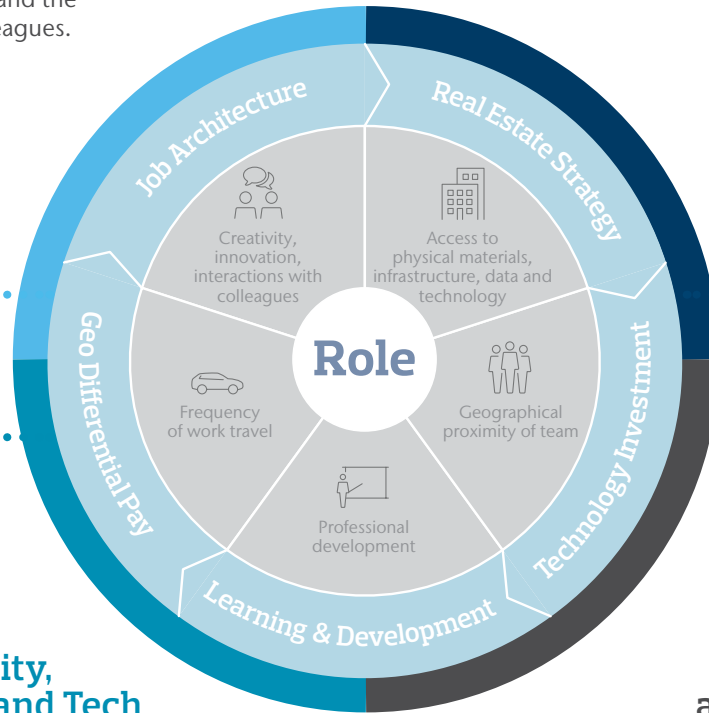
## Collaboration, Innovation and Creativity

Office space to promote innovation, collaboration, networking, social interaction and the wellbeing of colleagues.



## People Development

Agile talent management for employees and managers, while creating learning programs that fit with agile work practices.



## Productivity, Sustainability and Tech

Work towards ensuring productivity is maintained through sustainable practices aided by technology.



## Culture and Values

Provide clarity on expectations of agile working through protocols, policies, behaviors and learning programs on how to manage and thrive in an agile environment.



**Aon's unique workforce data helps organizations make better decision to build a sustainable 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 Human Capital Solutions at Aon, visit us at: [humancapital.aon.com](http://humancapital.aon.com)

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