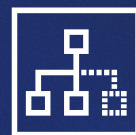


# Workplaces are changing. So are People.

Partnering with you through work culture shifts for exceptional experiences.



**pwc**



Workplaces across industries are undergoing profound transformations, set to leave them changed to the core. All aspects of people management are facing unprecedented shifts, contributing to a state of uncertainty and doubt.

The driving force behind this shift is the evolving composition of talent, with many companies now bringing in Millennials and Generation Z. However, a challenge arises as the higher management often belongs to previous generations.

This diversity in generations introduces complexity, as each group often possesses different interests, skills and motivations. Younger generations, in particular, show less interest in traditional rewards like company cars or stock options, placing a higher value on corporate responsibility and the positive impact on society. This shift necessitates increased attention to aspects such as inclusion, fair compensation and cultural diversity to effectively manage and motivate the workforce.

Parallel to the change in talent composition, is a shift in technology that the new generation is embracing. The development of process automation, digitised workspaces and talent management, coupled with the recent rise of Artificial Intelligence have already had a major impact on the day-to-day operations of corporations worldwide.

Even more radical transformations are expected in the very short term. Both the workforce and the public are becoming increasingly acquainted with those technologies and there is a growing expectation for companies to stay abreast of rapid changes by providing advanced experiences and tools. While this has had significant positive effects on companies that have embraced the change, there have been some drawbacks. For instance, it can be challenging to recruit and train skilled professionals when the skills undergo radical changes every few years. Striking a balance between innovation and the need for a stable, skilled workforce poses an ongoing challenge for businesses navigating this dynamic landscape.

In addition to these factors, a trend towards greater flexibility, while not necessarily new, has undoubtedly gained unprecedented traction in the aftermath of the sanitary crisis.

Following months of forced remote work, both companies and employees have acquired the necessary skills and tools to transition into a significantly more flexible environment, where remote work is no longer an exception but the norm. This shift has facilitated the creation of a truly global workforce, with some companies that have completely gone without a centralised office.

For those attempting to revert to a more traditional form of work, the challenge lies in competing with employers who offer the opportunity for staff to work from anywhere they wish. The expectations and preferences of the workforce have evolved, placing a premium on flexibility and remote work options.

All these factors contribute to shaping a work environment in constant motion, where radical structural transformations are becoming common occurrences. In such a dynamic landscape, recruiting, developing and retaining the right talent are increasingly challenging. If we then add the current economic instability and high inflation, relying solely on a compensation package may prove insufficient.

In this context, the role of people management and leadership becomes more crucial than ever and a long-term strategic vision is no longer optional for a business aiming not just to survive but to thrive. This paper aims to offer our perspective on navigating these challenges, providing practical examples of how our community of experts can assist your company in emerging from this transitional period with a more resilient, skilled and inclusive workforce.

### Reward & Regulations

How can you make sure you offer competitive and rewarding compensation packages in compliance with relevant laws, regulations and internal policies?

### People Process Outsourcing

How can you rely on our payroll experts to streamline your payroll and HR administration activities while staying up to date with changing labour laws, tax regulations and reporting requirements?

### HR Transformation

How can HR help you reach your business goals?

### Human Experience

How can you increase the overall perception and satisfaction of individuals interacting with your products, services or systems?

### HR Technology

How can you find guidance about selecting, implementing and optimising your HR technology solutions to improve your HR processes and outcomes?

### Workforce Analytics

Is your workforce the right size? How can you use your data to analyse workforce related metrics and plan your future workforce?

### Change and Culture

How to embrace change as positive without fear of the new and shape a supportive culture?

Against the backdrop of huge volatility and change, organisations must find ways to improve how their people work, with the aim of reviewing processes, monitoring costs and providing a better experience to their talents and clients. The seven pillars of services set out below display how we can support your company's readiness to face your current challenges in the best possible manner.

## Reward & Regulations



HR Management is extremely dependent on the laws and policies in vigour, and being compliant to labor laws is not optional, especially at a time where transparency expectations are rising. At the same time, it is critical to make sure that your reward policies are attractive and in line with your competitors. Combining knowledge of the legal framework with the state of the labor market and the latest trends in reward practices will be a strong asset in the development of a solid compensation strategy. Our experts will help you navigate through Luxembourgish and European regulations, and at the same time, help you develop a competitive, compliant, and attractive set of HR policies, and if needed, help you implement them.

## People Process Outsourcing



Sometimes, it's prudent to cultivate in-house capabilities for specific needs, but there are instances when outsourcing essential processes to a specialised team makes more sense. Our people outsourcing team excels in delivering world-class payroll services to its clients, ensuring not only accurate and timely compensation for your workforce but also meticulous adherence to all legal requirements. In an environment where complexity is escalating and administrative scrutiny is on the rise, our team guarantees that you stay ahead, equipped with the necessary technology, experience and skills to manage the difficulties associated with both resident and non-resident workers.

## HR Transformation



A central challenge in modern HR lies in the shift from an administrative function to a strategic one, a transformation many HR departments are actively pursuing. We specialise in guiding these departments through this transition, helping them evolve from purely administrative teams to integral components of their company's growth strategy. We enable organisations to transition to a skills-based model, prioritising the ongoing development, utilisation, and enhancement of their unique skill sets to achieve strategic goals and objectives. Our expertise lies in aligning HR practices with strategic business goals for lasting success, while our approach champions effective diversity and inclusion policies, empowers leaders through multidimensional leadership programs, and fosters social dialogue among diverse stakeholders.

## Human Experience



At the heart of our approach is a deep understanding that every interaction, whether with customers or employees shapes the essence of your organisation. Our experts are dedicated to supporting you in cultivating inclusive workplaces where every voice is heard and valued. Additionally, we specialise in understanding the needs and behaviours of users, guiding you in translating these insights into meaningful and seamless experiences. Our aim is to inspire loyalty through experiences that resonate and manifest as digital or physical products designed to be useful, easy to use, and delightful to interact with.

## HR Technology



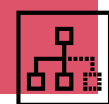
Numerous HR technologies exist on the market, but which one is most suited to your specificities and how can you make sure you set it up successfully? Should you go for an integrated HR system or should you combine different HR tools within your HR ecosystem? How can you benefit from strong HR data analytics with a combination of different HR technologies? That's where our HR technology experts come in. As HR Technology agnostics, we can assist you in drafting an HR IT strategy that outlines your options for your HR ecosystem evolution. We provide dedicated support in selecting the most suitable tool(s) to elevate your HR function into a strategic business partner, facilitating enhanced transparency on actionable HR data, increased ownership, and empowerment through self-service. We run systems implementations and ensure your HR department is fully equipped to leverage the technology's full potential in the long run.

## Workforce Analytics



A key element of developing a strong workforce management is having a solid understanding of who are the people that compose it, their skills and expertise. Our Workforce Analytics team specialises in constructing a clear portrait of your workforce—its current composition, the ideal structure and whether the market provides the necessary skilled talents to fulfil your objectives. By analysing transformational trends, we can help you define which roles are emerging and which ones are disappearing. Our workforce planning experts support you in aligning your organisation's current and future human resource needs with its overall business objectives and goals. In addition to that, we can use our technologically supported analysis to determine whether your company is affected by gender pay bias or any other form of inclusivity issue and provide you with a practical roadmap to improve it.

## Change and Culture



Change is inevitable, especially in such a volatile environment. Processes need improvements, policies need updates, tools need upgrades. But every time something changes, there is a risk of facing resistance from those accustomed to old habits. There is nothing more frustrating than working hard to develop a new solution and then seeing it being ignored or misused by the rest of the team. Effectively managing change is a delicate business as it requires careful planning, extensive research, a clear well-defined strategy as well as the identification of the critical few behaviours. Yet, when executed successfully, it can empower your people not only to accept change, but to embrace and champion it with their whole heart.

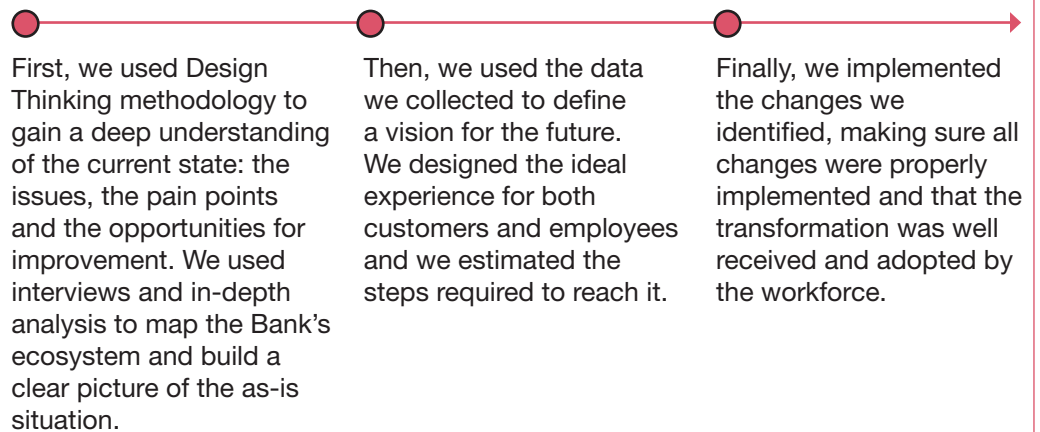
## Case Study 1



### Human Experience at Scale

An international Bank based in Luxembourg developed a number of issues in the way their processes impacted the experience of their clients and the day-to-day work life of their employees. Their customer care centre was overwhelmed by simple, repetitive questions, coming from multiple sources, resulting in a slow service and very frustrating work experience. The rest of the workforce was struggling with rigid processes and lack of internal communication. Overall this was creating difficulties and unnecessary tension.

The problem was addressed with a three-step process:



At the end of this process, a number of solutions were implemented. Some technical improvements such as chat systems, video calls, FAQ-bots and improved follow-ups helped streamline the customer care process, freeing the talents for more value-added tasks and improving the customer experience in the process. At the same time, we worked on enhancing the employee experience by improving the processes and tools. We implemented sharepoints and a mobile time management app to allow employees to easily share their time entry with HR management, while at the same time fostering more collaboration and engagement to allow different departments to communicate with each other in a constructive manner.



## Case Study 2

### REMSuite

The current labor market is one of skill's rarity and high competition. It is therefore necessary to have a solid compensation platform that can be attractive to the outside talents and satisfactory for the internal ones. It is also necessary to base this policy on transparency, fairness, and equity. To build such a policy, it is necessary to have a solid structure of job profiling, evaluation and benchmarking, in order to make sure that people are appropriately compensated according to their skills and responsibility, in a manner that is reasonable and competitive with the market.

Our REMsuit provides you with all the data you need to build your compensation strategy, using three specifically designed tools to help you along the way:

#### REMprofile:

An online job profiling and analysis system that grant you access to a database of more than 1,900 carefully curated job profiles, that allows you to import the template you need, based on the factors you require and establish a consistent job profiling methodology that aligns with, and delivers on, your organisational objectives.

#### REMeasure:

A digital job evaluation platform that provides a quick, easy and balanced method to accurately measure and evaluate any position, to guarantee that every job is fairly assessed following homogeneous criteria that can be correlated to any other public or in-house grading system (Hay, Paterson, etc.).

#### REMchannel:

A benchmarking tool that allows the participants to access up-to-date and relevant information about the remuneration and benefits' trends of the luxembourgish market, across all types of specialisations.



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## **About PwC Luxembourg**

PwC Luxembourg ([www.pwc.lu](http://www.pwc.lu)) is the largest professional services firm in Luxembourg with over 3,700 people employed from 94 different countries. PwC Luxembourg provides audit, tax and advisory services including management consulting, transaction, financing and regulatory advice. The firm provides advice to a wide variety of clients from local and middle market entrepreneurs to large multinational companies operating from Luxembourg and the Greater Region. The firm helps its clients create the value they are looking for by contributing to the smooth operation of the capital markets and providing advice through an industry-focused approach.

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 151 countries with over 364,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at [www.pwc.com](http://www.pwc.com) and [www.pwc.lu](http://www.pwc.lu).

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