



CCLI: Restructuring with Equity in Mind

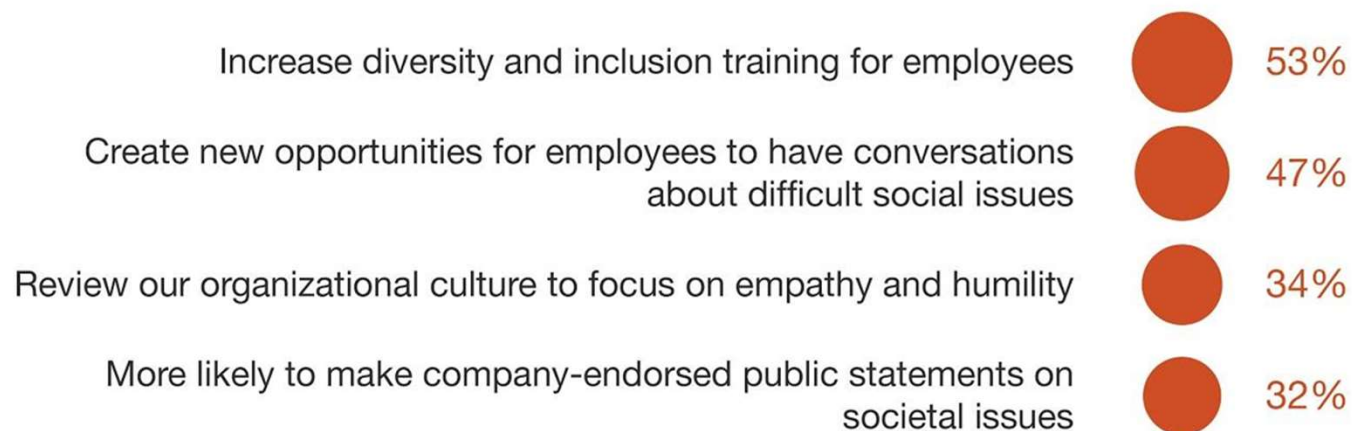
January, 14 2021



TODAY'S BUSINESS ISSUES ALL IMPACT WORKFORCE
(& other stakeholders)

Business has an important role in addressing societal divide

US executives see post-election role for business to help bridge nation's divide



In your opinion, which of the following is the **highest workforce priority** today?

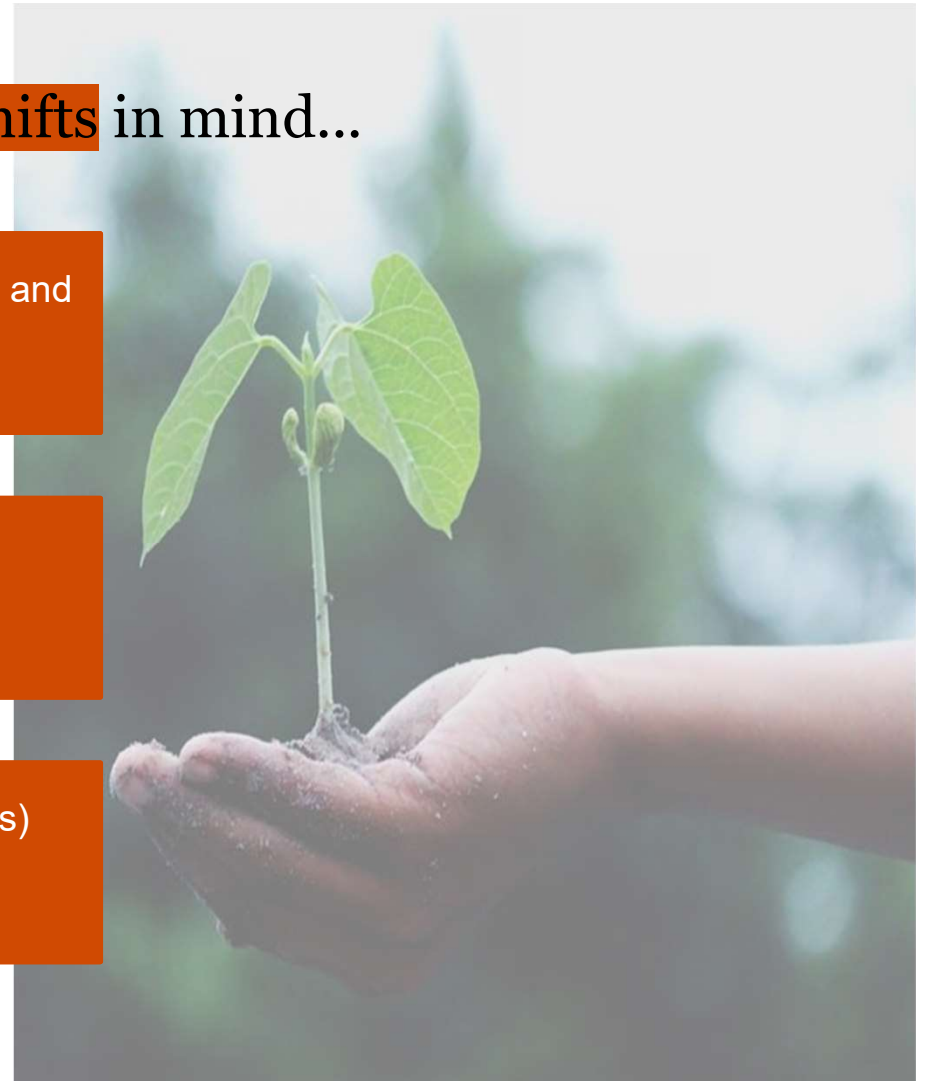
A	Workplace safety	B	Childcare
C	Remote working tools	D	Employee mental health and wellbeing
E	Maintaining productivity	F	Effective leadership and communications

Returning to work with **workforce shifts** in mind...

Consider a return to work hybrid model (mix of in-person and remote working) during the COVID-19 vaccine period and beyond.

Evaluate whether there are opportunities to upskill employees based on new business models.

Institute informal forums (e.g., coffee chats, team activities) for employees to reconnect in a virtual setting to support rebuilding organizational culture.

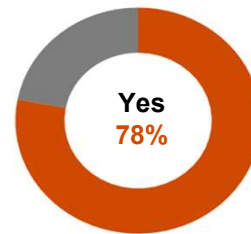


Despite organizational commitment to D&I, it still remains a barrier to progression

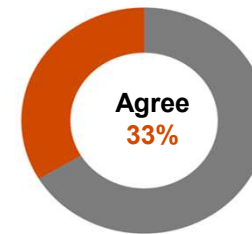
Diversity is still a barrier to progression

The majority of organizations state their commitment to D&I, but more than a third of employees still feel diversity is a barrier to progression.

D&I is a stated value or priority¹



Diversity is a barrier to progression at my organization¹



In December 2020, the US lost almost 140,000 jobs all held by women.²

Black employees are almost twice as likely to live in the counties and work in jobs at the highest risk of immediate and long-standing economic disruption due to COVID-19.³

1. PwC Global D&I Benchmarking Survey 2020

2. Business Insider, The US lost 140,000 jobs in December. All of those jobs were held by women.

3. Bloomberg, COVID-19 Is Hurting Black Americans More in Almost Every Way

What do you think is top priority in building more **diverse, equitable, and inclusive** workforces?

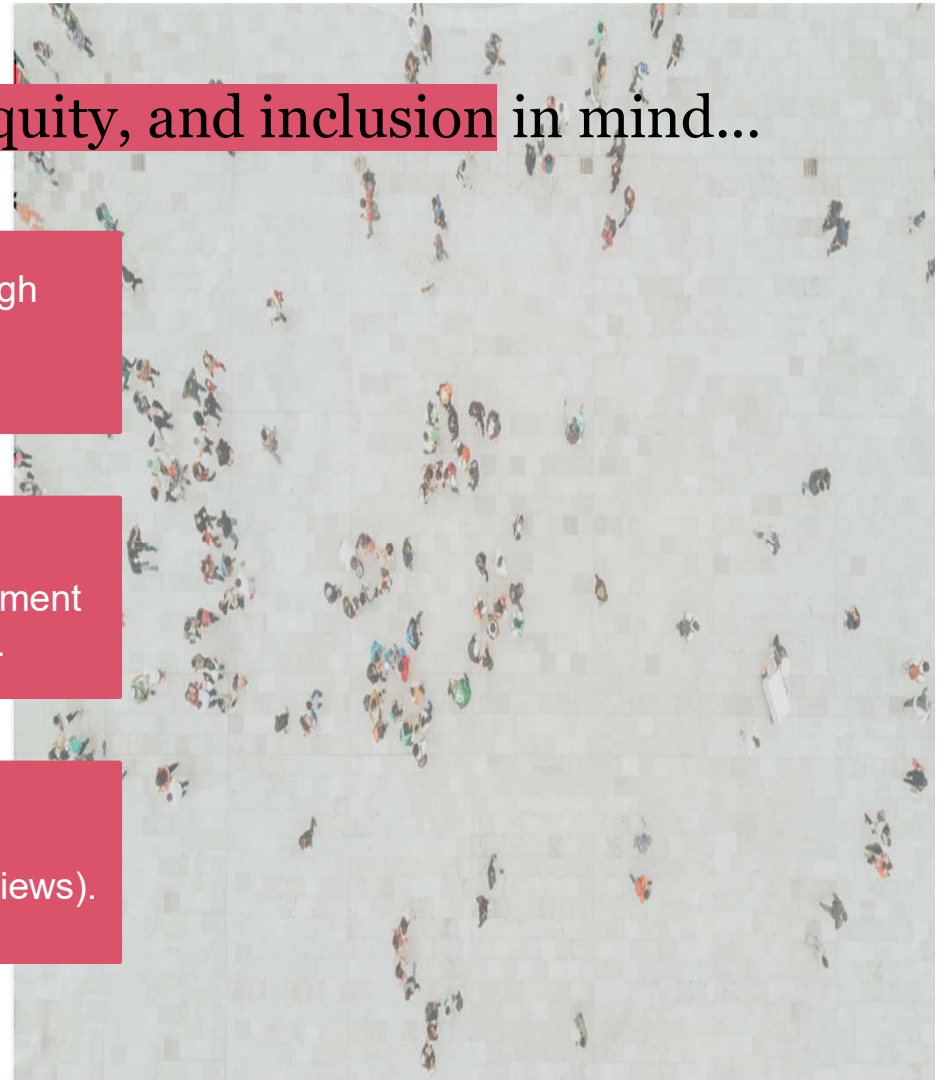
A	Clear career progression pathways	B	Evaluating talent processes for bias
C	Mentoring opportunities	D	Recruiting strategy
E	Upskilling programs		

Returning to work with diversity, equity, and inclusion in mind...

Reengage and rebuild trust with former employees through robust communications, acknowledging recent events and organizational layoffs and furloughs in recent months.

Attend conferences, join programs, and establish partnerships promoting diversity at work (e.g., Management Leadership for Tomorrow, INROADS, CEO Action for D&I).

Review talent processes for bias (e.g., diversity of interviewers / recruiters, bias in any automated resume reviews).



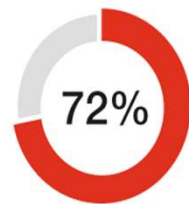
There's a disconnect on wellbeing between employers and employees that needs to be addressed...

Employees' take on workplace wellbeing differs from employers



of employees

strongly agree that their company successfully addressed employee well being*



of leaders

say they offer or are planning to increase support for workforce wellbeing**

Source: *PwC Workforce Pulse Survey and **PwC US Pulse Survey
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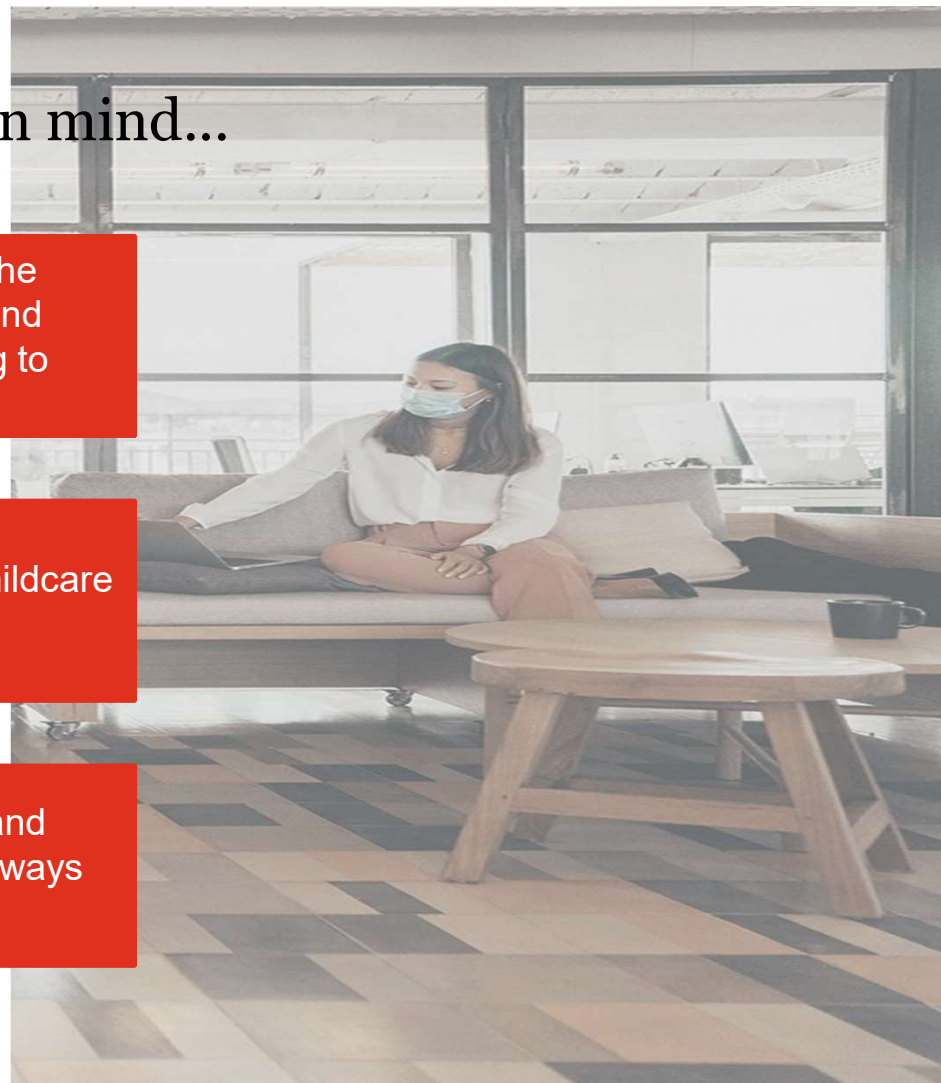


Returning to work with wellbeing in mind...

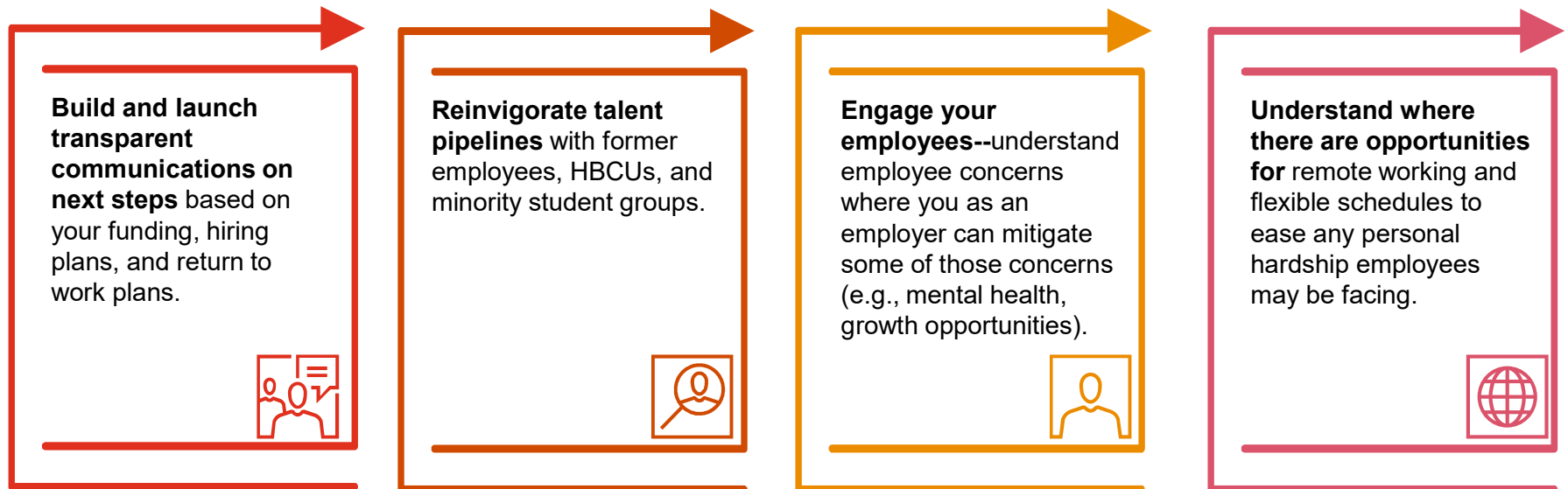
Assess attitudes towards their health and hygiene in the current climate (e.g., considering at risk populations, expand mental health benefits to address anxiety related returning to work).

Understand worker personal situations (e.g., lack of childcare if schools have not reopened, financial situations).

Evaluate comfort with remote working (if applicable) and perceived effectiveness of collaboration tools and remote ways of working.



Where can you start?



Resources to learn more

Good Work Strategy + Business

Today's employees want jobs that are intrinsically rewarding and that fit their values. And though the meaning of work is different for each person, companies that act now to address these demands will gain a lasting competitive advantage.



Access the article [here](#)

Five ways business leaders can respond to social injustice

PwC Partner Blair Taylor discusses five key steps organization's can take to respond to social injustice--addressing individual employee concerns and effectuating broader community impact.



Access the blog [here](#).

Why corporate well-being initiatives need to get personal

Joint Global People & Organization Leaders Bhushan Sethi and Pete Brown discuss the key tenets of developing a personalized wellbeing strategy.



Access the article [here](#)

PwC Global D&I Benchmarking Survey

PwC's multi-year, global, cross-industry survey explores what diversity & inclusion (D&I) programmes organisations have in place, and their impact on employee experience.



Access the results [here](#)

Workforce Pulse Survey

Our November 2020 Workforce Pulse Survey of more than 1,000 American workers shows that many employees have serious concerns about safety, with nearly half saying they feel forced to sacrifice their personal safety to stay employed.



Access the results [here](#).

COVID-19 Workforce Considerations

Keeping your employees safe, engaged and productive has never been more important or more challenging. We outline five areas to focus on now.



Access the article [here](#)



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Questions?