A photograph of two men sitting at a desk, looking at a laptop. The man on the left has a beard and is wearing a red and blue plaid shirt. The man on the right is wearing a grey zip-up sweater. They are both smiling and looking at the laptop screen. In the background, there is a large window with a view of a city. A burger is on the desk next to the laptop. A glass of water is on the right side of the desk. The text "PwC's story of talent and cultural transformation leveraging Workday to drive business outcomes for the future" is overlaid on the image.

PwC's story of talent and cultural transformation leveraging Workday to drive business outcomes for the future

A group of people are gathered around a large table, looking at a map or blueprint. The scene is dimly lit, with a window in the background. The people are wearing casual clothing, including a grey hoodie and a blue button-down shirt. One person is wearing a watch. The map on the table shows various geographical features and lines. The overall atmosphere is professional and collaborative.

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Content Overview

A Need for Change
.....

Our Vision and Journey Value
.....

and Lessons Learned

A need
for change



PwC Employee Overview

PricewaterhouseCoopers is a multinational professional services network.



250,000

Total employees

158

Countries

756

locations

19,000*

Current total Team Leaders

62,000

Hires per year

20-25%

Promotions per year

30,000+

Total employees working
cross-border

52,000*

Current total Career Coaches

*as of 10/01/2018



Drivers for Change

Our aging HR technology solution was inhibiting the growth of our business and overcomplicating an already demanding day for our people.

12+



year old systems in disrepair, have been massively customized to each country's unique requirements

45+



100 unique technology vendors supporting HC applications and multiple ways of doing the same process

days after month end to get network-wide manually compiled people stats... headcount only

\$70 million in people costs spent annually on manual data entry

30+



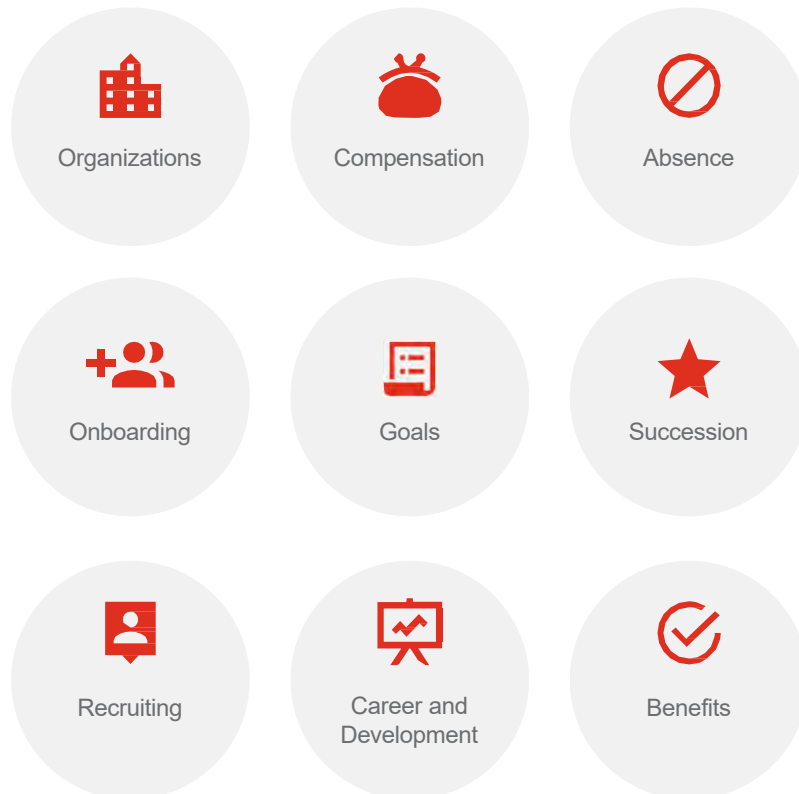
disparate HCM solutions globally and another 700+ people related applications

Millions spent annually on maintaining technology and massive customization





As a network, we're on an exciting HR transformation and Workday implementation journey called Project Ignite.



Our Vision & Journey



Our People Story

We are on a path to reimagining our global people experience, creating an environment where everything we do as a firm puts our people at the centre of our success.

A coordinated system of change is helping us realise this ambition. This includes delivering market-leading technology and new ways of working that keep our people connected to the information, opportunities and individuals they need to grow, lead and achieve.



Our Technology Solution

Finding a technology to support the business - Today and in the future

Workday helped provide a platform to drive the changes in processes and behaviors we needed to achieve the people experience we desired.



Transparency

Transparency and increased access to people data and information, enabling new ways of working

Value

Informed Business Decisions

On-demand access to people data and analytics enabling managers to better develop and manage their people and make informed business decisions



Standardization

Standardize non differentiating processes with those that are best-in-class

Value

More Time to Focus on What Matters

Streamlined processes providing more time to focus on areas that do differentiate



Continuous Improvement

Continuously evolving platform

Value

Stay ahead of the game

Keeps pace with the changes and demands of our business and workforce and eliminates the need for time consuming and costly upgrades



Our Broader Transformation

Despite the significant value driven from technical advancements, our transformation is about more than just technology

It's about coming together as one Firm to streamline and simplify processes and change the behaviors of our people in order to create the people experience we're looking to deliver. In order to drive this we're:

1

Investing in the development of our people through enhanced leadership roles and new ways of working enabled by leading world-class technology

2

Simplifying, standardizing and aligning our people processes, data and terminology

3

Transforming our global and territory HR delivery to increase the impact and value back to the business

4

Providing our leaders with a platform (Workday) that enables real time insights on our people for better informed business decisions

Our Implementation Approach

Our approach to implementation needed to reflect our agreed journey to transform and evolve our culture, values and behaviors and leverage new ways of working as One Firm. We needed to:



Find technology that aligned to our IT and business strategies

- Use cloud-based SaaS solutions to replace on-premise systems
- Consolidate vendors to cut costs
- Use software out-of-the-box as designed, adapting business processes to the available solutions



Engage our business across geographies and business units like never before

- Ensure the project is not seen as something HR is “doing to the business” but rather a teamed effort across HR and the business
- Engage with the business early and often throughout the implementation



Agree to guiding principles - and stick to them

- Implement consistent processes around the world
- Allow for no customizations unless there is a legal or regulatory reason
- Satisfy all legal and security requirements across the network



Put our people at the center of everything we do

- Create a seamless end simple user experience
- Offer anytime, anywhere access on any device
- Capitalize on the opportunity to adapt new ways of working and best practice in process design



Value & Lessons Learned



As we continue our Ignite journey, we can anticipate a wealth of people, process and technology benefits



Improved people experience, using a system that is easy to navigate making the transition to new ways of working relatively simple



Enhanced ability to predict our future talent needs and create more efficient and adaptable talent models



Increased business agility, we'll save time and be more effective



Lowered costs and risk through simplification, avoiding costly customization



IT cost savings by switching off old systems and savings from purchasing power with only one provider



Reduced administrative burden for Client Service Staff and capacity released for Practice Support Staff (HR & IT Primarily)



Our Lessons Learned... so far

1

Lead from the front

Engage and secure leadership buy in upfront and gain agreement on what success is as well as who is accountable for delivery

2

Secure broad representation and input

Ensure your business units and geographies are represented by a dedicated "A" team

3

Establish Guiding Principles

Help enable a governance model to ensure they are followed

4

Start your change plan on day zero

Preparing the business for the change takes time. Start early!

5

Start with phase 0

Updating things like your job catalogue before you engage the technology vendor will reduce the implementation time-line

6

Define success and how it will be measured

Understand how success will be measured across the organization

7

Remember, it isn't just about implementing a leading technology solution. Success requires the right decisions around your operating and service delivery models in HR, agreed benefits and business outcomes and a relentless focus on employee experience.

