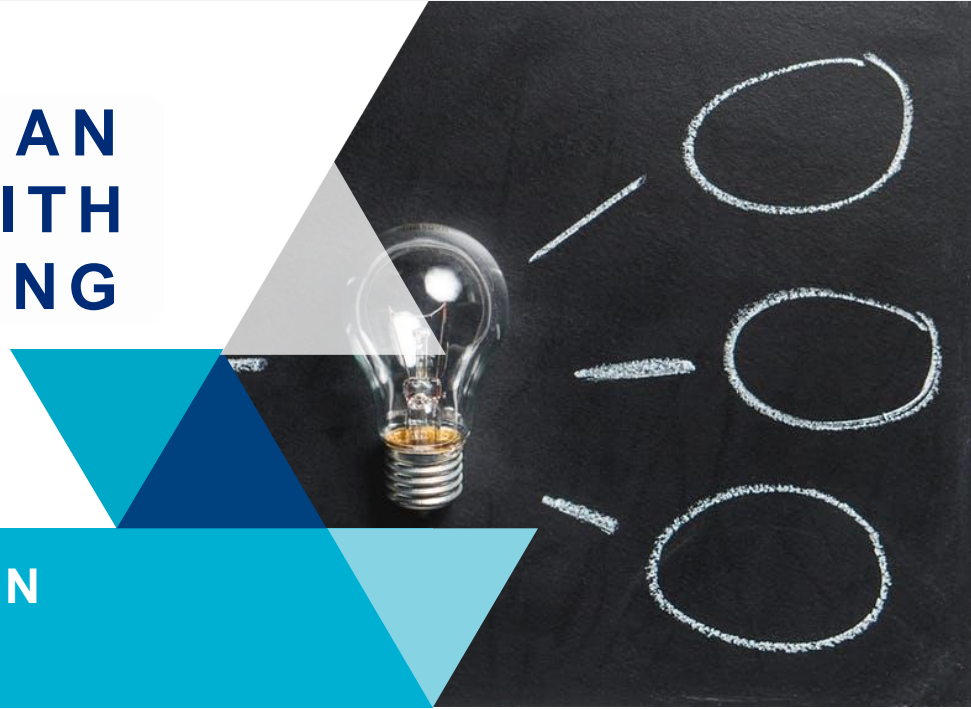


EVOLVING HUMAN RESOURCES WITH DESIGN THINKING



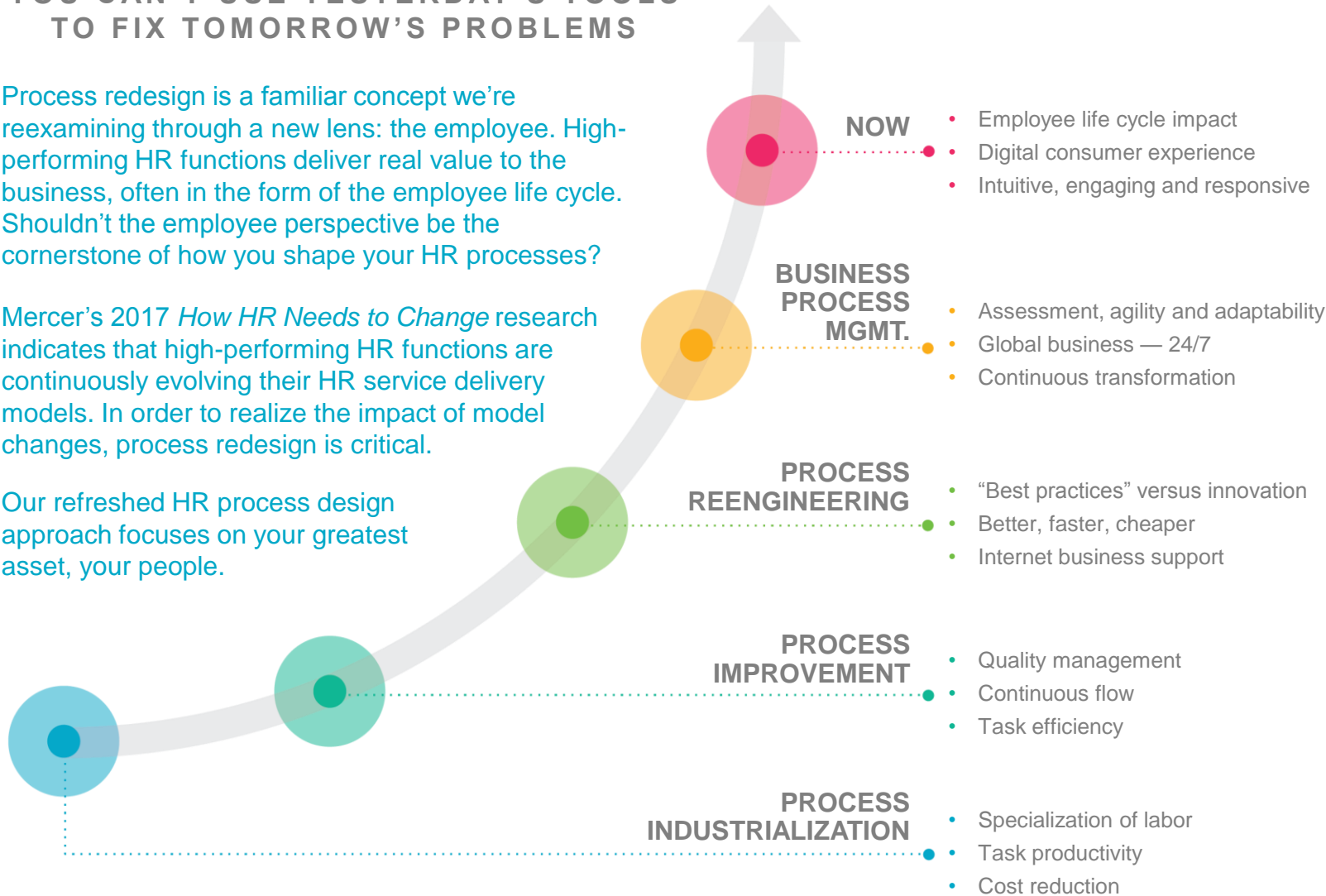
PROCESS REDESIGN TRANSFORMATION

YOU CAN'T USE YESTERDAY'S TOOLS TO FIX TOMORROW'S PROBLEMS

Process redesign is a familiar concept we're reexamining through a new lens: the employee. High-performing HR functions deliver real value to the business, often in the form of the employee life cycle. Shouldn't the employee perspective be the cornerstone of how you shape your HR processes?

Mercer's 2017 *How HR Needs to Change* research indicates that high-performing HR functions are continuously evolving their HR service delivery models. In order to realize the impact of model changes, process redesign is critical.

Our refreshed HR process design approach focuses on your greatest asset, your people.



MERCER'S PROCESS REDESIGN METHODOLOGY

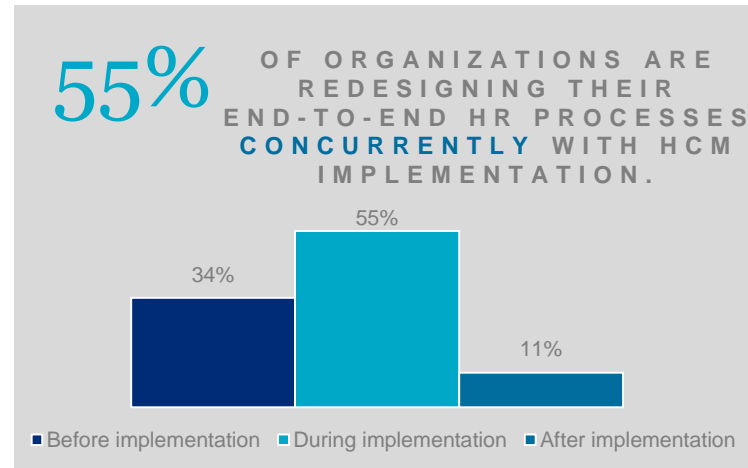
Overall Objective: Determine Opportunities for Efficiency and Effectiveness



We facilitate process design workshops, where our final check is to leverage the lens of the employee persona on each process, confirming that it delivers the desired employee experience.

More than **80%** of HR leaders believe change is needed within talent processes.

Only **4%** of employees believe their companies' HR processes are state of the art.



THE EMPLOYEE PERSONA: ENSURING SUCCESSFUL ADOPTION OF NEW WAYS OF WORKING

EMPLOYEE PERSONAS

Identify employee personas, and empathize with how they will experience the future state; then iterate and improve.

EMPLOYEE IMPACT

Consider relevant process challenges through the lens of employee experience impact.

BEST PRACTICES

Begin by bringing best practices to the table, including a digital workplace experience.

REASSESS

Take a step back, and reassess (reality check), using additional employee personas and updating as necessary.

DEFINE METRICS AND PILOT

Define metrics to assess the redesigned process, and pilot it.



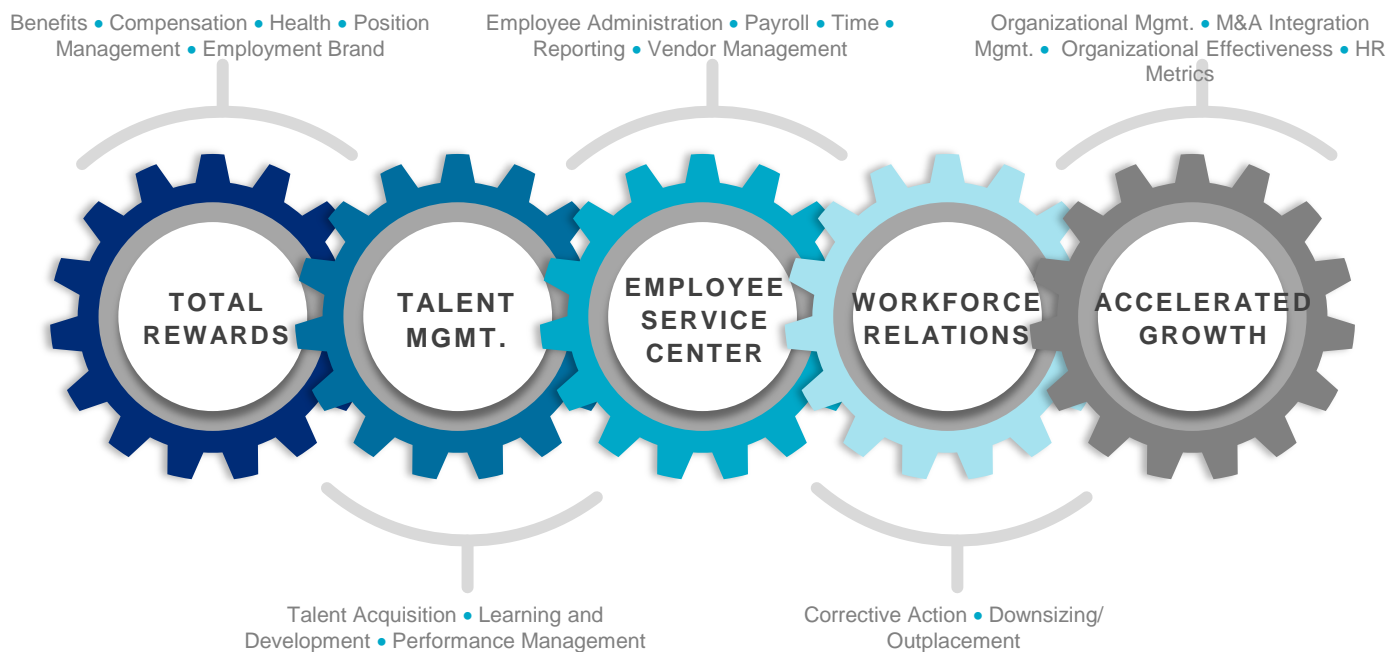
Focus on "fit for purpose" strategic design decisions to frame the desired employee experience.

MERCER PARTNERS WITH OUR CLIENTS TO ACHIEVE BEST-PRACTICE PROCESSES

Mercer will help **lead, guide** and **connect** you through our methodology. We will **empower you through knowledge transfer** to own process documentation and develop your internal competency in this critical skill area.

| LEAD ... | GUIDE ... | CONNECT ... |
|--|---|--|
| <ul style="list-style-type: none"> • Education of expanded team of HR resources on the approach and steps we will follow to document future-state processes • Development of future state straw model process maps, leveraging Mercer's HR process library • Process design validation sessions, while also capturing policy, technology, global and change impacts | <ul style="list-style-type: none"> • Selection of both complex and quick win subprocesses to help demonstrate different dimensions of the new HR operating model • Development of messaging to process SMEs • Project governance, ensuring proper sign-off is obtained and documented • Active learning to enable you to perform future process reengineering efforts on your own | <ul style="list-style-type: none"> • Process reengineering efforts to the future state vision for HR and the broader organization • Process redesign efforts to other work streams, including technology, change management and training |

MOST COMMON HR PROCESSES IN NEED OF REDESIGN



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“Mercer has evolved its capabilities in HR transformation consulting into a holistic offering that combines HR strategy, operations, and technology services and solutions.

Mercer’s integrated approach reduces the complexity of HR transformation and ensures changes to HR programs are effectively communicated and adopted.”

– ALM HR Transformation Report