

IMPACT OF BREXIT

on HR and the Workforce

The shape of Brexit remains unclear. Many HR and leadership teams are focusing their efforts on addressing the uncertainty within their organisations while also planning for a variety of post-Brexit scenarios. Whatever the outcome, it could have a direct and immediate impact on a considerable number of people.

If your company has operations in the UK and Europe and employs people from different Member States or if your business has extended supply chains and commercial interests across both markets; your business could be impacted, causing concern amongst your workforce.

In both cases you need to be ready and prepared to manage a people process that:

- Seeks to create a positive mindset
- Addresses the immediate as details emerge throughout an extended negotiation process
- Manages longer-term HR issues

Ultimately it is the role of the management team to show human leadership but also to identify new commercial opportunities and minimise potential negative impact.

Key areas:

- Attraction and retention of key talent
- The status of employees – UK nationals employed in the EU and EU nationals employed in the UK
- The lack of clarity around the hiring of British and European nationals in each respective market beyond March 2019
- Ability to source additional labour needs at peak/seasonal periods
- Passporting of professional qualifications
- Impact on global mobility and UK business ability to move staff where needed

Key FTI Consulting services

We are best placed to support businesses at each stage of the Brexit process.

Advising on how to give certainty in the midst of uncertainty

- Developing credible communications plans to manage the twists and turns of Brexit
- Developing clear messaging and toolkits for leadership
- Managing the rumour mill, enabling leadership to stay ahead of employee concerns

Developing innovative, flexible people strategies

- Accelerating skillsets in home-grown talent
- Supporting 'promotion-readiness' in top talent
- On-boarding new talent effectively
- Clarifying your Employee Value Proposition (EVP) post-Brexit
- Aligning internal and external brand
- Creating effective diversity and inclusivity programmes

Preparing your leadership team to lead through change

- Aligning leadership teams to work more effectively
- Building credible leadership teams that drive change
- Upskilling people managers to inspire their people
- Planning vibrant, effective leadership offsite meetings

Supporting business continuity through restructuring and relocation

- Identifying and implementing culture change
- Streamlining organisations and functions following mergers, acquisitions and restructures
- Mitigating distraction among employees

Applying local employment law

- Reviewing and aligning HR policies with changes in legislation and the changing competitive environment
- Supporting HR practitioners and business leaders to embed legal compliance and employment best practice
- Planning and managing staff transfers, outsourcing and insourcing

HR and the Workforce: What are the key considerations for your organisation?



How should you align any restructuring plans with your People strategy?



What is the potential capability of your workforce to continue in the light of a skills drain?



To what extent is your organisational culture innovative? New situations require fresh thinking



Do you need to adjust your leadership narrative to mitigate uncertainty and drive optimism and motivation?



How effective are your development programmes in upskilling existing employees for now and for the future?



What opportunities can you identify to optimise organisational efficiencies in support of Brexit initiatives?



Could you do more to demonstrate integrity and provide a constant for your employees, by reinforcing and embedding your organisational values?

Why FTI Consulting?

About our People & Change team:



Experienced employee engagement teams in London, Frankfurt and Paris



We are plugged into Brexit developments real-time via our Public Affairs teams in London and Brussels



Our global network enables us to deliver synchronised learning and consulting internationally



We test convention and think innovatively to deliver results

Further insights and support from FTI Consulting:

- **Corporate Relocation.** Manage the complexities around relocating your operations
- **International Trade.** Seize the opportunities of global trade
- **Supply Chain.** Assess the impact of Brexit on complex supply chains

Subscribe to our Brexit updates at FTIBrexitTaskforceEMEA@fticonsulting.com

Our Brexit focused People & Change Team: **Key contacts**



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EXPERTS WITH IMPACT

About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centres throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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