

Navigating the release from lockdown

Considerations and what to do next
May 2020



Leaders are aware of the impact COVID-19 has had on their business

This document reviews the external drivers impacting the easing of lockdown restrictions, and business areas that organisations need to focus on when moving towards a 'new normal'. We look in particular at the impact and options for workforce and real estate in the short, medium and long-term, and the PwC tools available to help navigate this complex process.

Leaders have responded by...

...recognising the need to manage costs, including the workforce

81%

Expect decrease in revenues/profits¹

67%

Are considering deferring/cancelling planned investments¹

26% and 41%

Anticipate layoffs and furloughs, respectively¹

...settling in to new ways of working

80%

Have mature capabilities in IT infrastructure, tools and controls to support interaction²

46%

Anticipate productivity loss due to lack of remote working capabilities¹

...preparing for the return to work

42%

Anticipate higher demand for 'employee protection' (e.g. increased demand for benefits)¹

68%

Have mature capabilities to track the location of their workforce and remote ways of working²

82%

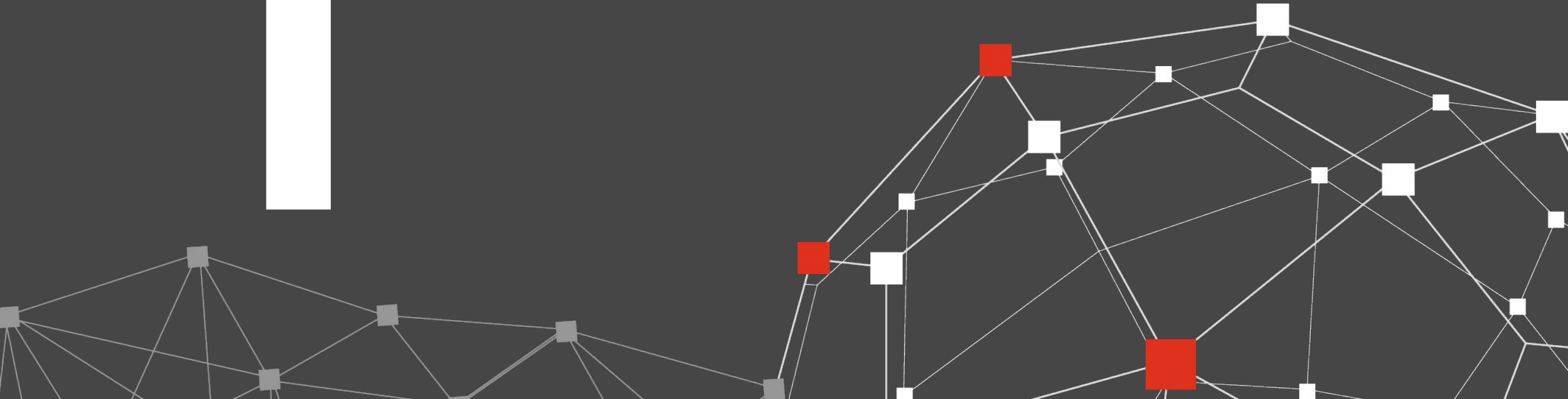
Have defined critical roles/functions that can be performed remotely²

1. Source: PwC COVID-19 US CFO Pulse Survey ([link](#)) Data as of April 8, 2020: base of 313 U.S. Finance leaders

2. Covid Navigator ([link](#)) Data as of April 2020: 500+ US respondents

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External drivers
of the release
from lockdown



External drivers

There are multiple external factors over which organisations have no control which will shape how the UK approaches the exit from 'lockdown'. In addition to economic factors, these can be broadly broken down into virus dynamics, pharmaceutical interventions and the government approach which are the focus areas considered here. Although these factors cannot be controlled, organisations should be ready and able to respond to any changes.

Virus dynamics

The shape of the 'curve', and the percentage of the population who have developed immunity, will be key determining factors on the way in which the UK exits lockdown. This will be influenced by many factors.

Pharmaceutical

An important factor in determining how the UK exits lockdown will be the pharmaceutical situation. There are three key considerations

1. Antivirals
2. Antibody testing
3. Vaccination

Confidence and governmental policy

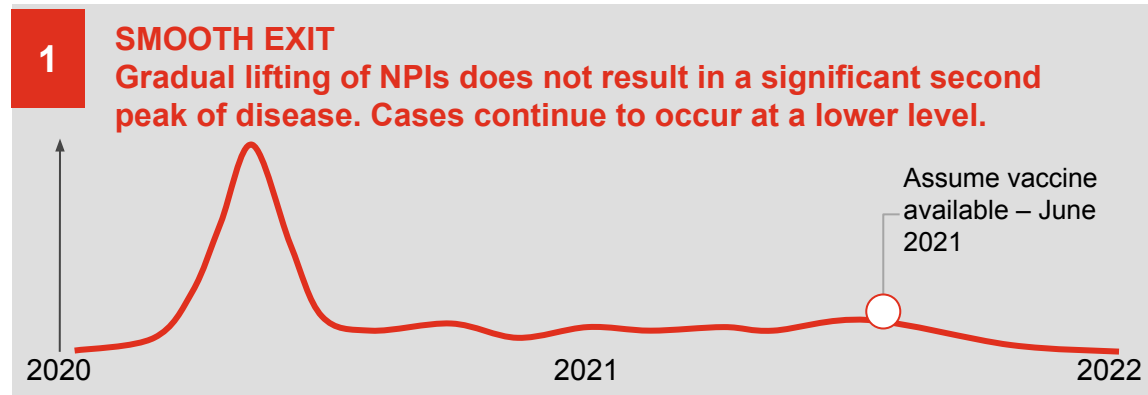
The policy position of the government will to some extent be dictated by the pharmaceutical and virus dynamics. However, the national policy approach to lifting lockdown is also likely to be driven by a combination of factors including

1. Population vulnerability
2. Geography
3. Sector
4. A possible cyclical approach to social distancing

In the UK this will include meeting the five lockdown tests.

Virus dynamics

The outlook for the epidemic changes regularly, but given current non-pharmaceutical interventions (NPIs) e.g. social distancing, we judge the two scenarios depicted below to be plausible. Organisations should be ready to respond to shorter/longer and weaker/stronger peaks in the outbreak, with the potential for further smaller peaks until mid-2021.

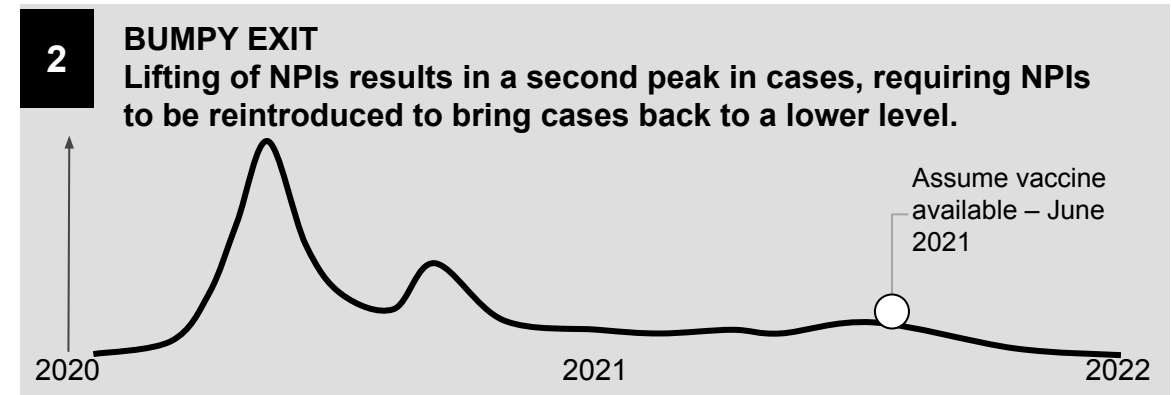


Assumptions:

- Following an initial peak in April 2020, successful implementation of NPIs including testing, contact tracing, quarantine and physical distancing results in the effective reproduction rate remaining at or below one, and therefore the number of cases reducing to a lower level.
- NPIs are lifted in a gradual way from mid/late May 2020 onwards.
- Significant testing and contact tracing will be necessary to track and control outbreaks as pre-symptomatic and mild cases prevent complete containment of the virus until a vaccine becomes available.

Timeframe:

- **Peak:** April 2020
- **Total duration:** 12 to 18 months (until a vaccine is available)



Assumptions:

- Following an initial peak in April 2020, successful implementation of NPIs including testing, contact tracing, quarantine and physical distancing results in the effective reproduction rate remaining at or below one, and therefore the number of cases reducing to a lower level.
- NPIs are lifted in a gradual way from mid/late May 2020 onwards. However, this has the effect of increasing the reproduction number to above one, causing a further peak in cases. NPIs may be retained for longer, re-introduced and reversed in a cyclical way to control subsequent outbreaks.
- Significant testing and contact tracing will be necessary to track and control outbreaks as pre-symptomatic and mild cases prevent complete containment of the virus until a vaccine becomes available.

Timeframe:

- **Peak:** April 2020
- **Total duration:** 12 to 18 months (until a vaccine is available)

Pharmaceutical drivers

Pharmaceutical drivers will be fundamental in bringing this epidemic to an end – in particular a vaccination. However, in the interim there could be other pharmaceutical interventions which significantly alter the course of the epidemic and impact heavily on the timeline and manner in which social distancing measures are (at least partially) relaxed.

Scenario

Antivirals or hospital interventions: Pharmaceutical interventions where a drug or other intervention (such as a new breathing support apparatus) is identified which reduces the severity of the disease. This would reduce the percentage of those infected requiring intensive care treatment, reduce the pressure on the NHS, and thus undermine the key driver for social distancing policies.

Antibody testing: A test which identifies those who have had the virus, and are therefore immune, could lead to those with immunity no longer needing to practice social distancing. This assumes that immunity is long-term.

Vaccination: Mass vaccination against COVID-19 would lead to relaxation of social distancing measures.

Likelihood and timeframe

The WHO is trialling the most promising drugs but there are unlikely to be any results until the end of June. If a successful drug is identified, further time will be required to manufacture and distribute it.

At present there is no effective antibody testing available. However, if a test which could reliably show that someone had the virus were to be made available, it could significantly reduce the requirement for social distancing. This would be reliant on overcoming uncertainty around the process for obtaining genuine testing kits, and a national system to verify results.

Many potential candidates have been identified, so a vaccine is highly likely. Testing and mass production of vaccine candidates will take 12+ months, so there is unlikely to be a vaccine available until 2021. It will also require a large uptake to end lockdown. So, if a significant proportion of the population refuse a vaccination there may be a delay.

Considerations

Although this would reduce the fatalities and pressure on intensive care units, a large number of people would still fall ill and this scenario would therefore likely result in high sickness absence in the short term until herd immunity is reached, assuming that is possible.

If able to obtain from a reliable source, companies may wish to consider purchasing tests for their employees (although testing would likely have to be offered on a voluntary basis). Consideration would need to be given to the frequency or criteria for any repeat testing in the event that someone has not had the virus.

This is likely going to be initially targeted at key workers and vulnerable members of the population, so it could take some time before the workforce is ready to return.

Confidence and governmental policy

Currently, the UK Government has explicitly closed some businesses (restaurants, bars, theatres, retail etc) and told others that employees should work from home. Where employees are not able to work from home, businesses can remain open. Despite this advice, many businesses have chosen to cease or significantly curtail their activities. This has been driven by societal and employee pressure. When considering planning, organisations need to consider the different options the Government may choose to follow. Outlined below are some potential options.

Options

Sector-driven: As has been the case in some other countries, the Government may choose to encourage a return to work by sector. In this scenario, it is likely they would use a number of factors to determine the order in which to do this, including:

- Industries which add the most value to the economy
- Industries where social distancing can be more easily practiced e.g outdoor work such as farming and construction
- Industries which provide critical services
- Industries where there is less reliance on public transport for employees to commute
- How quickly industries can re-open

Likelihood and timeframe

This, combined with geographic factors, is the approach currently being adopted in China with mixed results. It is also being followed in parts of Europe (e.g. Italy, Spain). It requires clear guidance and is hard to enforce.

Considerations

Industries may require significant stocks of Personal Protective Equipment (PPE) to be available for those who go back to work. The UK does not currently have these reserves.

Some workers may be unwilling or unable to work due to health concerns.

The ability to restart some businesses may be limited due to supply chain constraints and re-commissioning of buildings.

Confidence and governmental policy (cont'd)

Options

Geography-driven: A staged approach according to geographic location:

- Regions which have achieved herd immunity due to earlier peaks of the virus (e.g. London) could be encouraged to return to work first
- Regions that have very few cases and so can move back to identify, track and trace (e.g. Cornwall)

Vulnerability-driven: Continued 'shielding' for those in medically non-vulnerable groups, with all others encouraged to return to work.

Cyclic distancing: Social distancing measures are relaxed and then reinforced when hospitalisations increase. This repeats in a cyclic fashion until there is a successful medical intervention that reduces the burden on the NHS.

Extent of social distancing: Staged relaxation of particular social distancing measures to limit transmission of the virus. For example, limiting the use of public transport to essential employees and keeping schools and universities closed.

Likelihood and timeframe

This would only likely happen in places that have developed herd immunity and this can only be known once antibody tests are available. There is no evidence to suggest that any location in the UK has yet reached herd immunity, assuming that is possible. Splitting out regions could be challenging due to the amount of movement across the UK.

This is unlikely to happen in coming months (unless a successful medical intervention is found to significantly reduce hospitalisations) as mathematical modelling suggests this will overwhelm the NHS.

In this approach, social distancing measures would be in place on-and-off for around 75% of the time over an extended period. This would present challenges for compliance as there is likely to be a substantial minority of the population who would not consent to further periods of lockdown.

This is similar to cyclic distancing so measures would be in place on-and-off for much of the time for an extended period. However, this would allow some businesses to start recovering.

Considerations

While this would allow for some locations to reopen, consideration would need to be given to supply chain issues and support services if other areas of the country remain in lockdown. There is a risk of an 'us-and-them' mentality forming.

While this would allow many to return to work, it is also likely to result in significant sickness absence as the disease would spread more rapidly.

This would allow for a temporary restart of business. However, it would be challenging to act quickly enough to make the most of the reprieve time. In this scenario, some businesses may choose to remain in 'hibernation' or maintain limited services until it is clear the lockdown has been permanently relaxed.

This would allow some businesses to start recovering and also allow individuals more freedom. However, businesses would need to consider their HR policies and how they would respond in these circumstances.

Regional perspectives on the next phase

As other areas of the world move into new phases of their pandemic response and start returning to the workplace, we are able to gain insight from their activities to inform our own decisions and approaches:

Examples

China

Significant regional differences. Lockdown in Wuhan has been relaxed, meaning that people are free to travel. However, many shops remain closed as do schools, cinemas and other entertainment venues. Residents are assigned a 'health code' which is regularly checked and still governs where and why they are allowed to travel.

Japan – Hokkaido

Japan declared a state of emergency across various prefectures in the country that have been lifted and re-applied on a regional basis during a 'second wave'.

Hong Kong

Having established lockdown in late January, Hong Kong relaxed restrictions on 16 March. A second wave of the virus has ensued and led to lockdown being reimposed.

Austria

From 14 April shops under 400m² in size have reopened, along with hardware stores and garden centres. Face masks are compulsory in supermarkets and pharmacies.

Italy

From 14 April, some shops selling books, stationery and childrens' clothes reopened, but with strict rules on customer numbers and hygiene. However, some harder-hit regions have adopted a different, stricter set of rules.

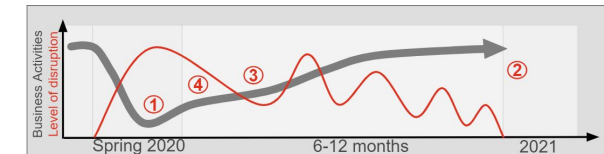
Spain

Some manufacturing and construction workers were allowed back to work w/c 13th April, but only where they were able to comply with social distancing measures.

United States

From 24 April several states such as Georgia, Oklahoma and Alaska have begun reopening non-essential businesses, including salons/barber shops, tattoo parlors, gyms and bowling alleys. Another dozen states are beginning to ease restrictions the week of 27 April. Many harder hit areas such as New York will remain closed at least until 15 May.

Potential timeline for returning to the workplace



Step 1: Out of crisis

Stabilising the business; moving away from reactive crisis response structures and transition to a more sustainable alternative where business as usual (BAU) management resumes but maintains capability to respond to incidents.

Step 2: Consider options for the 'new normal'

Considering what the post-COVID-19 'normal' may look like will require consideration of different scenarios. Will customer behaviours and workforce expectations have changed? What evolution is required to thrive during change?

Step 3: Developing strategies and plans

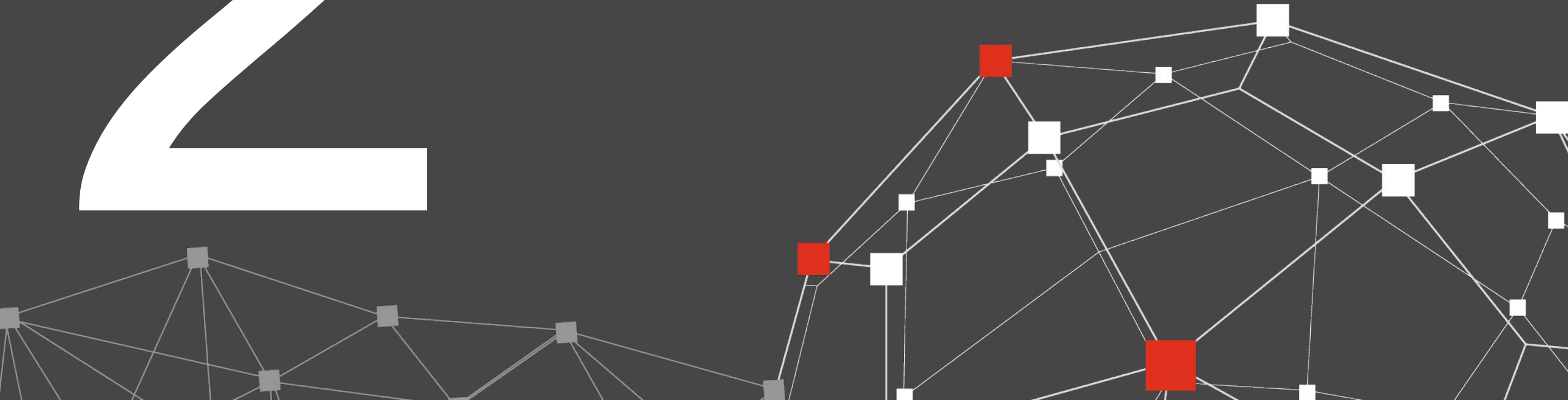
Plotting the path between now and the new normal is vital. External change may continue rapidly in the short to medium term, and being ready to meet new challenges will enable the ability to survive and prosper during this phase.

Step 4: Getting to the 'new normal'

Adapting to the new normal is likely to mean restoring some former BAU circumstances, such as returning people working from home (or furloughed) to the workplace. Planning strategic 'returns' is likely to be supported by four weighted key decision criteria: health and safety, sequencing, financial and worker needs.

2

How to navigate
the release
from lockdown



Six critical business areas to consider



Workforce



Real estate



Finances,
cash-flow
and tax



Customer



Operations
and supply
chain



Technology
& cyber

Navigating the release from lockdown is a complex problem

While all six areas of response on the left need to be addressed to appropriately manage the **crisis** and recovery, evaluating **when and how to gradually bring employees back to the workplace** represents a critical challenge to solve. It is a complex problem which raises many questions

‘How can we ensure the health and safety of our people?’

‘How should we sequence and pace the ramp up to maximise productivity?’

‘Are workers comfortable returning to the workplace? Do we even return?’

‘How can we best generate revenue in the wake of COVID-19?’

‘What are the unique considerations for each country, city, site?’

‘What will it cost to appropriately bring people back to work?’

‘How do we meet changes in consumer demand upon the return to work?’

‘How will we operate productively with a mix of resource working on-site vs. off-site?’

‘Will my global supply chain and distribution channels be returning to work?’

‘How and when do I bring back my furloughed employees?’

Six critical business areas to consider



Workforce



Real estate



Finances,
cash-flow
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Customer



Operations
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Technology
& cyber

What needs to be considered in navigating the release from lockdown

Workforce

- What employees do you need – when, where and cost?
- Which employees are available to you – in the medium and longer-term?
- How do you maximise remote working arrangements to ensure productivity?

Real estate

- What real estate do you need – location and design?
- How can you release/reduce capital, liabilities and costs?
- What actions are required to ensure compliance with government guidelines, enable social distancing and make the workplace safe?

Customer

- To what extent do you need to adapt your existing sales channels and planning strategy to meet changing consumer behaviour?
- What are you doing to maintain ongoing customer communications?

Operations and supply chain

- Have you reviewed your supplier mix/global delivery method to avoid local lockdowns impacting continuity?
- How can you adapt your supply plans to account for risks in availability of key materials?

Finances, cash-flow and tax

- What is the financial impact of operations resuming based on different scenarios?
- How healthy is your cash-flow and what are the requirements to prepare for a ramp-up of product/service sales?

Technology & cyber

- What have you done to secure newly implemented remote working practices and ensure their continuity?
- Are current technology solutions resilient and compatible with new ways of working?

The broader COVID-19 response: workforce and real estate issues

Organisations will need to focus on different workforce and real estate priorities as part of a broader, overall COVID-19 response and will need to address these differently as the crisis unfolds.



Key workforce considerations

Medium term considerations

Workforce demand

- Understand where workers are required, in what volumes and what work needs to be undertaken as customer demand changes as lockdown is released
- Ensure contact tracing technology is in place to manage further outbreaks of the virus and maintain as many people in work as possible
- Consider headcount needs where workforce is no longer required in the medium to long term

Workforce supply

- Understand existing workforce skills, numbers and locations of employees and map constraints of available workers
- Understand any reason for shortfalls in segments of the workforce, the duration of expected shortfalls and business impact
- Understand expected increases in availability as lockdown is released; assess potential for redeployment to areas of greatest need

Productive remote working

- Re-assess the productivity of your virtual working arrangements and adopt new working practices and technologies to maximise productivity
- Offer digital upskilling training to increase productivity

Key workforce considerations

Long term considerations

Workforce demand

- Undertake comprehensive workforce planning and workforce cost modelling to optimise utilisation of your people in the new normal
- Reassess and redesign your organisation, teams and role structures to maximise productivity and agility, and reduce cost
- Reconsider and optimise workflows, decision-making rights and work processes, and the adoption of automation and AI

Workforce supply

- Reconsider location strategy with a view to maximising available talent and resource pools, and fully understand and assess geographical concentration risks
- Redesign roles, work patterns and hours of work to enable flexible working and ready redeployment
- Increase upskilling funding to enable greater workforce capability and productivity
- Reconsider your employee value proposition to reduce cost and retain your required workforce at the best price

Productive remote working

- Optimise technology infrastructure to maximise adoption and ease of remote working
- Formalise digital upskilling strategies to equip your workforce with the skills needed to digitise their work
- Ensuring that remote working practices, policies and processes are aligned to the organisation's overarching purpose to maximise employee engagement

Key real estate considerations

Medium term considerations

Workplace strategy

- Categorise workplaces (central offices, service centres, call centres, branches, home etc) and map them to your business model
- Set out your vision of future workplace design to inspire your workforce and customers whilst ensuring their health, safety and well being
- Communicate how you will support working remotely and socialise your road map from day one to the new normal workplace
- Assess existing real estate technology (PropTech) that can enhance the workplace experience, productivity and your attractiveness as an employer

Workplace safety

- Get workplaces up and running (i.e. undertaking statutory checks/maintenance, recommissioning HVAC equipment, etc)
- Establish a cleaner and more hygienic work environment (e.g. more stringent, regular daytime cleaning of premises)
- Establish the capacity of the workplace to accommodate the workforce when social distancing measures/scenarios are implemented

Workplace cost and efficiency

- Negotiate contract amendments including leases, property management and facilities management
- Ensure that real estate and facilities management teams enable compliance with the latest government guidelines
- Review response effectiveness to date, conduct scenario planning for key decisions, use findings to inform and update business continuity plans

Key real estate considerations

Long term considerations

Workplace strategy

- Identify future real estate requirements based on utilisation and space configuration needs in the 'new normal' and compare with the current portfolio
- Assess the impact of medium-term strategies on the productivity and user satisfaction of your workplace using data and feedback
- Deep dive into and engage with the real estate technology ecosystem
- Implement your vision of future workplace design gathering feedback and usage data throughout

Workplace safety

- Plan for subsequent waves of COVID-19 or other future pandemic/events
- Review your facilities management strategy, model and supplier base for resilience
- Implement processes for monitoring compliance with laws and regulations
- Continually monitor and amend workplace practices and operations based on data and feedback

Workplace cost and efficiency

- Dispose of excess space whether it be owned or leased
- Embed resilience and flexibility into 'new normal' real estate operations in order to respond at pace to future outbreaks
- Consider commercial and contractual changes required to facilities management contracts
- Understand the financial implications of required changes to facilities management services contracts
- Reassess building capital investment plans and determine whether these investments are still necessary or better deployed on different buildings

New world, new skills in a COVID-19 context

COVID-19 accelerates the demand for new world, new skills. Organisations may be:

- Struggling to maintain critical operations which drive their P&L
- Struggling to maintain productive output enterprise-wide
- Failing to effectively utilise excess labour capacity outside of their critical operations population
- Incurring higher costs than would have been the case had organisations invested more in a digitally-enabled infrastructure and workforce

Short term business challenges arising from COVID-19:

Business challenge: lack of visibility of the workforce

Having limited visibility of what employees are doing and what skills they have meaning that there is an inability to reconfigure/redeploy the workforce to maintain critical operations and minimise disruption.

Business challenge: remote working capability

The workforce aren't able to properly use new remote working tools and managers don't have the skills to manage remote teams effectively. In addition key activities which employees are being rewarded for do not reflect what is critical now.

Business challenge: upskilling/reskilling

Amongst other priorities, ensuring that upskilling and reskilling of furloughed employees, or employees with capacity, is a challenge. However, taking no action decreases the likelihood of emerging from the crisis stronger. This is increasingly challenging due to the limited understanding of current skills in the business.

Business challenge: limited historic technology investment

Costs arising due to limited technology and automation in place which would have reduced workforce cost, supported remote working and improved labour productivity. There is now an immediate need to invest in supporting remote working through technology.

Longer-term, the impact of COVID-19 will enhance the demand for new skills. Dependent on their financial position organisations will seek to:

- Better understand what areas of the business do and do not add value whilst looking to reduce costs
- Embed new, more productive and valuable ways of working
- Anticipate demand for, and deliver new skills, when and to whom needed and enable the workforce to learn 'organically'
- Develop workforce skills to maximise the value of digital investments

Maximising the learnings resulting from COVID-19, longer term:

Better understanding of what work, and which roles, adds value

Having a clear understanding of the skills in the business and where critical and non-critical work sits will enable businesses to structure the workforce appropriately, reduce cost in the right areas and redeploy labour and skills to deliver critical activities.

Embed new more productive and valuable ways of working

Embedding a new way for the workforce to operate, building on managers' new skills to lead remotely and recognising them for doing this will support business efficiency and minimise costs with an engaged and productive workforce that are aligned with the organisations purpose.

Anticipate skills demand and build capacity

Anticipating what skills will be needed for the future will allow organisations to target learning effectively, take a strategic approach to reskilling and build a workforce capable of delivering in critical areas at lower cost than through market acquisition.

Develop new skills to maximise value of digital and other investments

Identifying where automation can take place within the business (both to reduce cost and improve productivity) will enable organisations to target upskilling and leverage automation effectively to maximise return on investments.

What to do next to return people to work

When people do return to work it will be imperative to mobilise a team to manage the organisations response, and conduct effective scenario planning in the key workforce and real estate consideration areas so as to best address the challenges that the release from lockdown will pose. Fully understanding the workforce at the organisations disposal, the demands which will be placed upon it and the practical workplace considerations will effectively set the organisation up to respond.

Workforce

Real estate

Establish a transition office

Scenario plan

Establish workforce demand

- Minimum requirement to maintain essential operations
- Full requirement to maximise recovery

Understand workforce supply

- Understand ability and willingness to return to work
- Communicate future plans e.g. PPE provision, social-distancing

Onboard workforce with updated processes, policies, ways of working and requirements e.g re: contact tracing

Establish real estate baseline

- Understand current condition of facilities
- Understand potential facility requirement

Prepare facilities for arrival of workforce

- Deep clean facilities and reconfigure workplaces
- Establish health and safety processes and policies

Test and evaluate how reconfigured facilities work in practice, adapting iteratively

Increase capacity and staff utilisation as government policy and plans permit and allow for a safe working environment

Navigating the release from lockdown?

We can help you to understand the key issues and delivery risks and develop coherent strategies to navigate the release from lockdown in the next 1-2 months. The future for many organisations is not clear and, for many organisations, scenario planning is the only way to build a robust response to the external and internal change drivers.

Key risks and issues

Unnecessary delays in resumption of operations due to unavailability of critical/enhanced facility services

Increased employee health and safety risk and service disruption due to reduced building maintenance leading to potential financial, regulatory and reputational damage

Key stakeholders may not have clarity on feasibility of resuming operations which may have an adverse effect on business strategy

Risk of spreading COVID-19 within the workplace and office community due to non-adherence to social distancing measures

Organisational workplace may not be prepared and lack agility to respond against a potential second wave in the future

How can we help?

1. Future workplace review

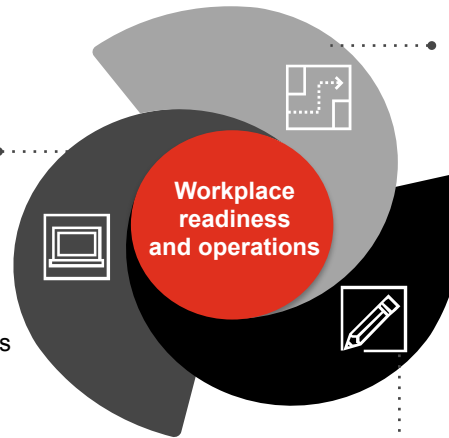
Review the implementation of government and World Health Organization guidelines. Support in performing business impact analysis and recommending changes required in the future workplace.

2. Pre-resumption assessment

Support in identifying critical services for business operations, as well as the internal and external drivers and triggers of change. Perform a high-level documentation review of workplace readiness prior to reopening facilities.

3. Strategy for resuming 'business as usual'

Review the organisation's transition plan for resuming facilities operations, considering current internal and external requirements. Advising in case all the critical activities are considered. The associated risks and subsequent timelines are defined.



Benefit statement



Employee satisfaction

Demonstrates that the business puts the welfare and wellbeing of employees at the forefront through providing a safe working environment



Risk reduction

Enable the business to identify and manage risks effectively so that it is agile and able to respond proactively



Optimisation and cost savings

Drive efficiencies through optimising the use of future real estate, reducing the cost base by supporting an agile workforce, and generating capital receipts/income from real estate assets



Brand image

Project the right image in the marketplace by proactively planning for a seamless reoccupation of the workplace



Operational readiness

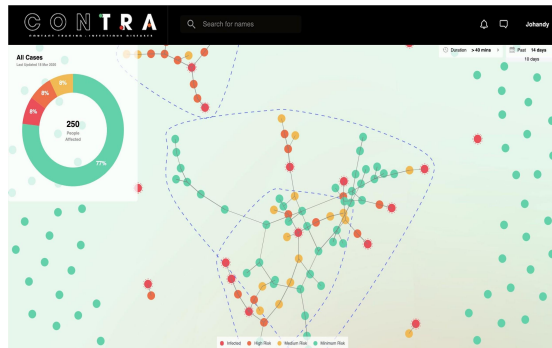
Provide assurance to business that they are prepared to mobilise within agreed timescales for reoccupation of workplace

Supporting organisations to navigate the release from lockdown

We are able to share insights and support organisations in planning how to navigate the release from lockdown and address the key workforce and real estate considerations outlined in the previous slides. Set out below are a number of tools which can help in addressing these challenges.

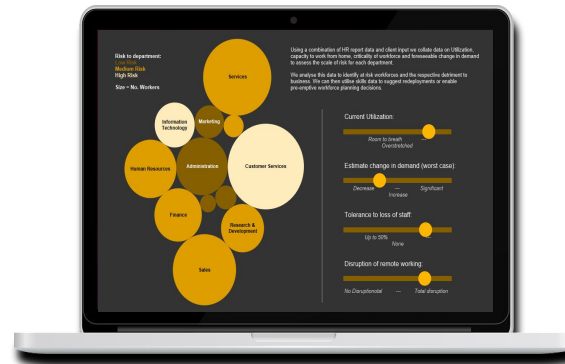
Contact tracing and tracking of people *PwCs Contra tool*

[Contra](#) is a simple, but effective solution for COVID-19 contact tracing, that swaps a digital signature with anyone it's in close contact with – and in turn, who that person has been in contact with too.



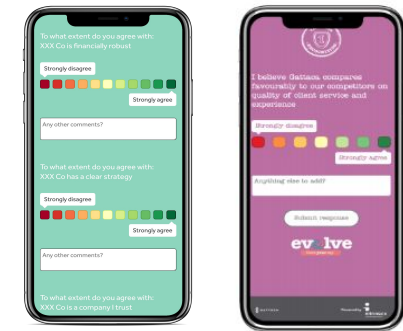
Identifying skills gaps and matching opportunities *PwCs workforce disruption analytics platform*

Use data to provide a coherent [overview of at-risk roles](#) and where skills are best matched. A skills-matching algorithm uses employee skills data to identify the best-placed redeployment of talent to minimise any operational and financial shortcomings post-crisis.



Real time sentiment measurement *Intrinsicx tool*

A unique, real-time technology [application](#) that helps organisations to monitor and proactively manage productivity, sentiment, behaviour, culture and engagement, across employee and other key stakeholder communities.



Supporting organisations to navigate the release from lockdown (cont'd)

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Boosting employee productivity *PwCs Perform Plus productivity suite*

The suite, designed to improve employee productivity, comprises a series of tools that allow teams to virtually conduct huddles, scrums, and set/measure specific goals. This helps better connect teams and improve productivity, providing managers with the ability to keep track of things like employee morale.



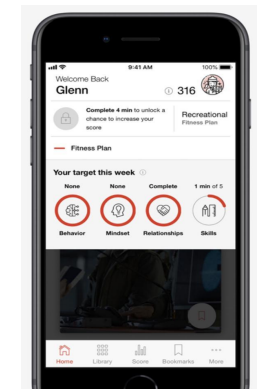
Boosting employee productivity *PwCs productivity hub*

This tool involves breaking down an individual employee's key tasks and then time tracking against either tasks or deliverables. With this data, the tool allows you to compare the performance of individuals and teams. We have found that it boosts productivity, on average, at least 20-25%.



Upskilling and digitising the workforce *PwCs Digital Fitness app*

The DFA is an app to help provide additional digital training/learning for the workforce. It includes a baseline assessment (a digital fitness score) and a series of training modules to improve skills and capabilities of individuals, allowing them to boost their capabilities and associated scores. This app is also now free to use.



For more information

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