



# Brexit: Handling the impact on your workforce

# Brexit response.

## What's your workforce exposure and is your business ready?

**No group will feel more anxious** after the Brexit vote than the 2.9 million EU nationals living in the UK. Employers are trying to establish what the result means for them and their workforce too: as of this moment, the government hasn't said if EU citizens will have the right to remain and work in Britain and a decision may take time.

So what practical steps can employers take today?

Firstly, you should remind yourself that legally speaking nothing has changed since the referendum, nor will it until at least late 2018 – two years after Article 50 is triggered. With some time on your side, this is not the moment to second-guess or make rash decisions. Organisations should focus on understanding their workforce – its makeup, needs and vulnerabilities – planning and then building in agility.

KPMG has created this guide to help you do exactly that – asking questions you will need to address in the next two years and suggesting some possible actions to fortify your workforce for the future.

What is our current demographic across the workforce?  
How many EU nationals are in our workforce?

What is the impact to our business if we lose our EU nationals due to future regulations or their personal choice?

What skill-sets do we risk losing?  
What up-skilling/cross-skilling do we need to do to mitigate the risk of a skills gap in the future?

What work permits/visas do our employees hold currently?  
What will be required going forward? What is our compliance risk?

What does our succession/talent pipeline look like?  
What is our contingency planning?

Where have we typically relied on global mobility to fill skills gaps or build a talent pipeline that now needs to be reviewed?

What can we do to retain and attract the best talent during this time of uncertainty?  
What can I do to reassure my EU migrant population?

Is my HR function ready to respond to the challenges raised by Brexit?  
Do we need further support or additional skills in the HR function?



## Suggested action plan

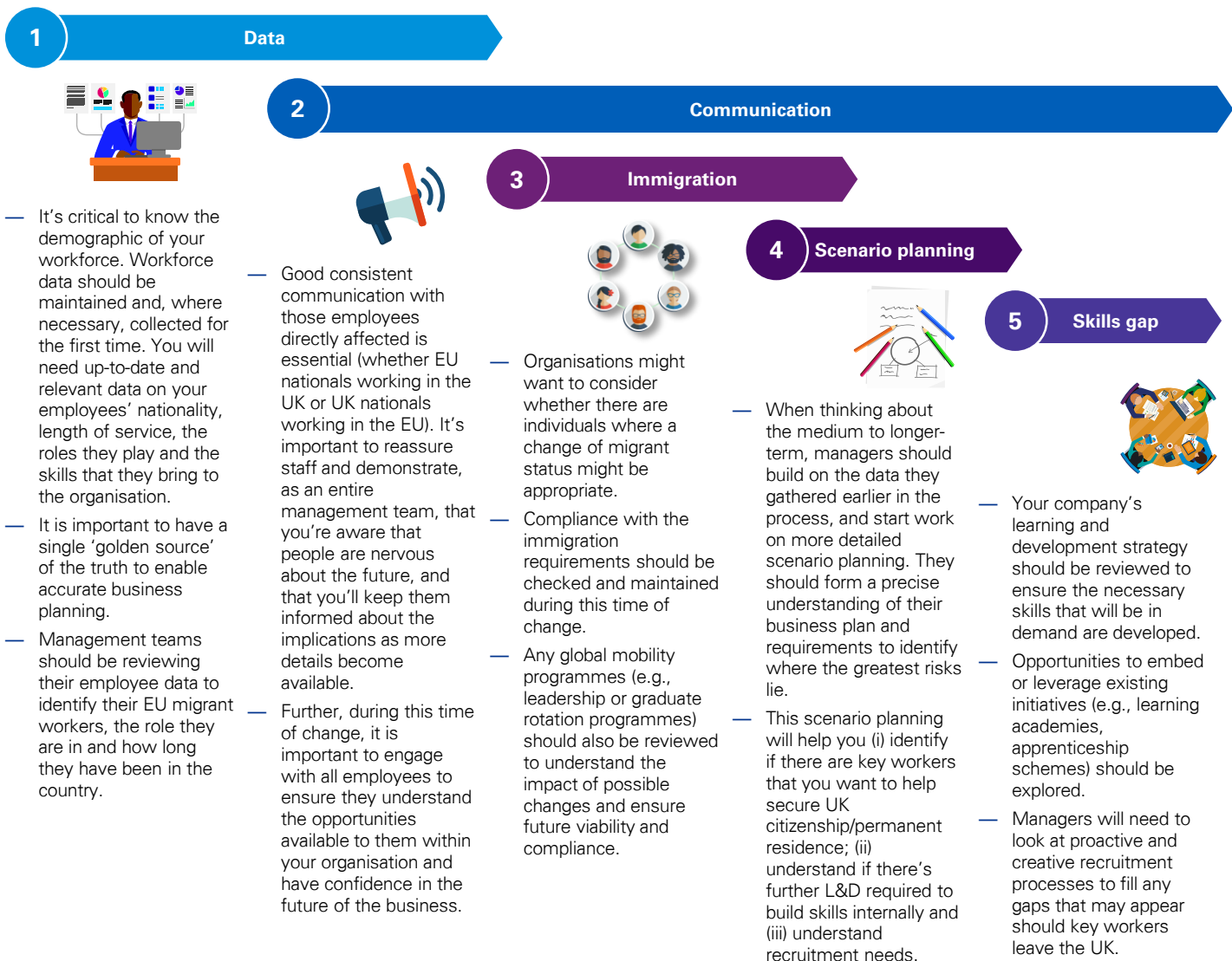
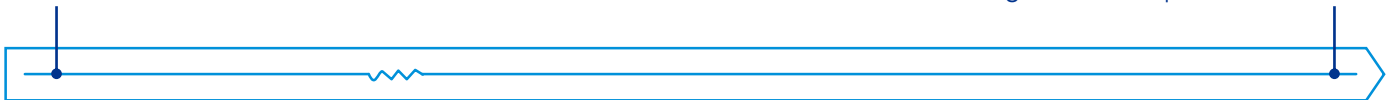
Employers can take concrete steps to understand their exposure to Brexit and mitigate its effects over the next two years – even with the picture for EU nationals still unclear. One immediate question is whether your HR function is equipped to undertake these actions or whether it needs more support, new tools or other skills from outside.

**23 June 2016**

UK votes to leave the EU

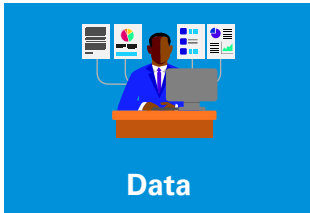
**2018/2019**

Exit negotiations expected to conclude





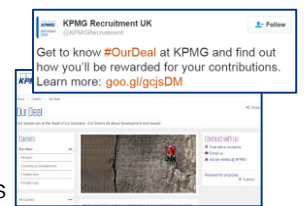
Some of the ways in which we help clients to drive business performance via their workforce are outlined below. If you would like to explore any of these services or understand how we support clients to develop or transform their HR functions and manage periods of uncertainty and change, please contact us.



- ✓ KPMG’s workforce analytics toolkit includes the capability to collate workforce data from multiple sources and track relevant employee metrics to inform strategic decisions.
- ✓ This can be used on a one off basis for deep analytical purposes or regularly for ongoing monitoring and scenario modelling.



- ✓ KPMG runs large scale communication projects for clients. These are often focussed on explaining technical information which impacts employees. We used our approach to communicate with our own EU and non EU nationals around the impact of Brexit
- ✓ An effective and well communicated Employment Deal drives attraction and employee loyalty, engagement and productivity.



- ✓ Our legal team are on hand to provide immigration advice on a bespoke basis.
- ✓ We have also created tools (flowcharts and mobile apps) to help clients understand and manage their immigration requirements. Our Right to Work app enables clients to be compliant with the immigration requirements and maintain a strong audit trail.



- ✓ KPMG’s Strategic Workforce Planning offering helps clients understand and plan their workforce needs over the medium to long term.
- ✓ Our analytical tools model current workforce data against the projected requirements to deliver the business strategy. It identifies areas of risk and facilitates planning of strategic actions required to close any gaps.



- ✓ KPMG’s Apprenticeship diagnostic enables organisations to holistically review their workforce and identify their skills gaps and prioritise apprenticeships at all levels
- ✓ We have developed a number of learning academies to target particular client needs, e.g., to develop leadership skills, commercial skills, etc.



## Contact us



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