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Agenda

► Overview of Maximizing Global Mobility and Talent
► Business case for talent management change
► Linking your talent with your business objectives
► Process outputs:
  ► Current state assessment of talent landscape
  ► Future state considerations
  ► Tools and methodologies
► Measuring the success of your talent strategy
► Why this is important
Overview

- Due to the globalization of the economy, companies must be nimble in managing talent to have the right people in the right place at the right time.
- Market shifts and business realignment force companies to shift talent in anticipation of market movements.
- Demands are met both through local talent development and mobility programs.
- This session will focus on how companies meet the shifting demands for talent and plan for the future.
Business case

► War for talent
► Increased ROI
► Global footprint is shifting and the needs of the business have to be met
► Strategy must align with business demands and growth strategy
► Scarce resources must be allocated to key business areas of focus
Case for change

“Talent needs are focused on the division”

<table>
<thead>
<tr>
<th>From</th>
<th>Transition</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separate and independent processes</td>
<td></td>
<td>Integrated processes</td>
</tr>
<tr>
<td>Limited global perspective in the planning process</td>
<td></td>
<td>Increased understanding and focus on the customer</td>
</tr>
<tr>
<td>Limited perspective on the customer</td>
<td></td>
<td>Integrated and holistic planning</td>
</tr>
<tr>
<td>Global mobility planning is not integrated into talent planning</td>
<td></td>
<td>Actively addressing globalization</td>
</tr>
</tbody>
</table>

“Talent needs are cross-divisional and broad”

- Greater investment in key talent
- Full life cycle process

Sponsors consultation collaboration

Framework tools processes
Global mobility linkages with talent

- Business strategy
- Sponsorship – long-term employee mentor
- Realization measures
- Tools and processes
- Not an organizational chart
- Not succession planning forms
- Integration of global mobility and staffing
- End-to-end life cycle planning
- Company culture
Seven components of talent model

- Set up a global framework for policies to support business needs to attract and deploy talent
- Structure the organization to deliver valuable service to the business
- Define appropriate local, regional, global structures
- Define a set of consistent global data standards and common controls and reporting
- Have single sources of data
- Select the right people resources with the right skills in the right location
- Develop target population of high performers
- Set up a global performance measurement framework
- Use benchmarks to promote continuous improvement in deployment and utilization
- Define a talent system to track, inventory, deploy and measure your talent pool

Execution layer
Organization layer
Resource layer

Addressing the seven components of the talent model
Steps to developing a talent strategy

Key steps in this process are:

- Determining the current state of the talent program:
  - How are business needs being met today
  - Leverage data of population
  - 4-box framework – focus on key talent investment
  - Develop target population

- Defining your future state talent strategy:
  - Strategic growth areas
  - Future business needs

- Continuing the measurement and refinement of strategy:
  - To meet needs of emerging markets
  - To meet needs of business strategy evolution
  - To meet needs of shifting talent pools
Strategy considerations

- Local versus mobile employee
- Diversification planning
- Development of programs for attracting talent (policy, etc.)
- Cross pollination between mobility programs and local talent
- Creating local talent from mobile talent (shadowing)
- Importing talent based on function
- How will technology enable your strategy
Process output, tools and methodologies
### Integrated talent and global mobility framework

This framework is designed to help HR business partners and global mobility coach business leaders to make appropriate mobility decisions.

<table>
<thead>
<tr>
<th>Key talent investment</th>
<th>Global leadership assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary usage</strong></td>
<td><strong>Putting the best talent (regardless of where it is from) against the most important jobs in the company</strong></td>
</tr>
<tr>
<td><strong>Target jobs</strong></td>
<td><strong>Required jobs</strong></td>
</tr>
<tr>
<td>- Mid-career</td>
<td>- Senior level</td>
</tr>
<tr>
<td>- High potential</td>
<td>- High performers</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td><strong>Duration</strong></td>
</tr>
<tr>
<td>- Assignment 3 months – 3 years max or One-way move</td>
<td>- Long-term assignment: 3 – 5 years</td>
</tr>
</tbody>
</table>

### Development value

**Key talent investment**
- Development of high potential talent. The international assignment investment is justified by the quality of the talent even where there is local talent available.

**Target jobs**
- Mid-career
- High potential

**Duration**
- Assignment 3 months – 3 years max or One-way move

### International skills transfer

**Primary usage**
- Supporting employee initiated transfers based on open positions or personal need with no expectation of role to transfer back to in home country

**Target jobs**
- All levels
- High performers*

**Duration**
- One way move only

### Critical business need

**Primary usage**
- Transferring critical skills temporarily where there is no local talent available internally or externally

**Target jobs**
- Senior and mid-level
- Specialized skill set

**Target talent**
- All but poor performers*

**Duration**
- Assignment: 3 months – 3 years max or One way move
# International Assignment life cycle

## Current state

<table>
<thead>
<tr>
<th>Talent identification</th>
<th>Talent planning</th>
<th>Talent engagement/pre-assignment</th>
<th>Talent management</th>
<th>Talent repatriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business need is identified</td>
<td>Candidate is identified and specific business criteria are used for selection, i.e., speaks the local language, has expressed an interest or willingness to go on an assignment</td>
<td>Assignee is selected</td>
<td>Assignee begins assignment</td>
<td>Six months prior to assignment end date, assignee, business leader and HR business partner begin to plan for potential next steps (repatriation, extension, etc.)</td>
</tr>
<tr>
<td>Talent identification is insular and among senior leaders</td>
<td>No talent management or assessment tools are used</td>
<td>Assignee speaks with current manager but needs to develop a local network to assimilate</td>
<td>Assignee speaks with current manager but needs to develop a local network to assimilate</td>
<td>Assignee proactively reaches out to current manager and initiates discussion on next role</td>
</tr>
<tr>
<td>Consideration of high performer talent is limited</td>
<td>As a result, company has a limited understanding of what challenges assignee will experience, etc.</td>
<td>Assignee is assessed annually through the year-end process</td>
<td>Business reacts to find a position upon return</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identification of an advocate/sponsor is used inconsistently</td>
<td>Role and expectation is communicated</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Some discussion in terms of role upon return is discussed.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### International Assignment life cycle

#### Future state

<table>
<thead>
<tr>
<th>Talent identification</th>
<th>Talent planning</th>
<th>Talent engagement/pre-assignment</th>
<th>Talent management</th>
<th>Talent repatriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>► Workforce planning occurs in November for next year through discussions with recruiting, HR, workforce analytics and the line</td>
<td>► Meeting occurs between HR and line to discuss key talent and who would be a fit for assignments decided in workforce demand step</td>
<td>► Assignee is told of his/her assignment selection and accepts</td>
<td>► Assignee begins assignment</td>
<td>► Assignee begins repatriation process six months prior to move through conversations with talent, HR, global mobility</td>
</tr>
<tr>
<td>► List of talent identified</td>
<td>► Data utilized would include results of assessments, succession planning data and talent review data</td>
<td>► If assignee does not accept, back-up candidate is chosen</td>
<td>► Assignee regularly interacts with sponsor</td>
<td>► Assignee utilizes 2-5 year plan created at beginning of assignment</td>
</tr>
<tr>
<td>► Type of assignment (4-box) agreed upon</td>
<td>► Result of session is a list of talent and the assignments they will be placed in (back-ups for each)</td>
<td>► Assignee given a sponsor</td>
<td>► Assignee regularly interacts with HR/talent to check in on progress</td>
<td>► Review of assignees occurs during talent reviews and succession planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>► Assignee meets with old and new manager to discuss goals of assignment</td>
<td>► Course correction of assignment occurs if necessary</td>
<td>► Success stories</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>► Developmental goals monitored</td>
<td>► Assignee repatriates to pre-determined job matching skill sets learned while on assignment</td>
</tr>
</tbody>
</table>
IA Investment
Sample decision tree

Manager

- Identified business need

- There is someone I want to expatriate
- Check
- Has the person been identified as a high performer or strategic
  - YES
  - NO
    - Why not keep local?
    - Do we want to invest?

- Asks which talent is in need of development
- Posts position
- Candidate needs to be expatriated
## Goals and metrics for talent strategy

<table>
<thead>
<tr>
<th>Goals</th>
<th>Metrics</th>
<th>Key stakeholders</th>
<th>Owner of goal</th>
</tr>
</thead>
</table>
| More closely integrated executive talent, executive recruiting and Global Mobility program | Implement use of:  
► Road map with clarification of roles, responsibilities and accountability  
► Process map to ensure hand-off among groups  
► Cross divisional talent sessions | Talent, HR business partners, global mobility, and executive recruiting | Talent          |
| Increase the number of strategic resources who go on an international assignments leveraging the talent review process | International assignments to develop:  
► Grow strategic talent by x %  
► Use 4-box grid and track global leadership, meeting a critical business need and one-way transfers  
► Performance classification, long term incentives, cross division, downward developmental move, lateral/promotion | HR business partners, talent and HR Operations, workforce analytics | Talent          |
| Successfully repatriate international assignees                        | Track retention rate two and three years post-assignment end date                                                                         | Talent, global mobility, HR business partners, line leader and workforce analytics | Talent          |
Measuring the health and performance of strategy

Robust measurement is necessary to determine:

- ROI
- Development of local talent
- Turnover
- Localization of function rather than assignee
- Global talent development
- Time to deployment
- Cost of deployment
Leverage analytics for global talent management planning

Data. Information. Insight. Intelligence.

How effective and efficient is your organization in linking talent management and global mobility programs together?

► Utilize analytics to align talent management and global mobility programs with business strategy
► Understand demand for the right talent (roles, skills, competencies, locations)
► Optimize talent by identifying the appropriate career paths
► Sustain business performance by aligning talent demand and talent supply
► Address gaps between talent demand and supply needed for global mobility programs
► Use the performance management process and ratings, career paths, succession plan skills, competencies to build foundation for talent supply global mobility programs
Workforce planning

Demographic activity summary by:

<table>
<thead>
<tr>
<th>Dept</th>
<th>Start of Y</th>
<th>Start of Q</th>
<th>New Assign</th>
<th>Localize</th>
<th>Repat</th>
<th>Term/Sec</th>
<th>Reassign</th>
<th>End of Q</th>
<th>Delta</th>
<th>Assign pipeline</th>
<th>Pipeline costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Solutions</td>
<td>350</td>
<td>6</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>$45,605,649.90</td>
</tr>
<tr>
<td>Energy</td>
<td>173</td>
<td>33</td>
<td>386</td>
<td>-38</td>
<td>-6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>365</td>
<td>$3,395,160.00</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>180</td>
<td>0</td>
<td>422</td>
<td>0</td>
<td>-6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>421</td>
<td>$3,344,697.09</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>582</td>
<td>5</td>
<td>178</td>
<td>-6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>177</td>
<td>$1,890,842.27</td>
</tr>
<tr>
<td>Transportation</td>
<td>629</td>
<td>552</td>
<td>366</td>
<td>-4</td>
<td>0</td>
<td>-12</td>
<td>792</td>
<td>-13</td>
<td>32</td>
<td>500</td>
<td>$3,959,900.99</td>
</tr>
<tr>
<td>Grand total</td>
<td>2,062</td>
<td>664</td>
<td>1,367</td>
<td>-48</td>
<td>-16</td>
<td>-21</td>
<td>-792</td>
<td>1034</td>
<td>430</td>
<td>1,397</td>
<td>$65,649,175.20</td>
</tr>
</tbody>
</table>

Color by:
- Business Solutions
- Energy
- Infrastructure
- R&D
- Transportation

Name: [Redacted]
Level: [Redacted]
Dept: Transportation
Policy Type: Developmental
Assignment Start Date: 1/15/2007
Assignment End Date: 5/31/2012
Home Country: United States
Home Region: Americas
Host Country: Ireland
Host Region: EMEA
Population trending
Revaluation and transformation

► Revaluation of programs and policies:
  ► Has cost to deploy changed?
  ► Has time to deploy changed?
  ► Has local talent sourcing increased?
  ► Has time to start up operations decreased?
  ► Has market shifted?
  ► Do policies address new markets and challenges?
  ► Has your customer experience increased?
Technology and talent

► ROI analysis
► Cost measurement
► Competency management and resource deployment
► Pipeline costing
► Experience transfer for new emerging markets
► Has percentage of strategic investment increased?
Real-world talent challenges
Real-world talent challenges

► Recent demands for talent have accelerated in developing markets around the.
► A look at key markets demonstrates why linking talent with global mobility is key.
► If companies don’t plan they will experience talent gaps in their key markets.
Unemployment rates are improving and GDP per capita is also raising*

The unemployment rate in Brazil is historically decreasing. The average for 2012 is 6.2%. Such a path is sustainable once it is associated with investments spread throughout the country and in sectors such as energy, oil, agribusiness, manufacturing, etc.

It is important to mention that Real GDP per capita is also increasing.

Both factors indicate that social conditions in the country are improving and, as a result, the country has a raising domestic demand and consumption.

*Source: IHS Global Insight and CIA World Factbook

Unemployment rates in Brazil are historically decreasing

<table>
<thead>
<tr>
<th>Year</th>
<th>NASDAQ Crisis 2000-2002 11.7%</th>
<th>Financial Crisis 08-09 8%</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td>6.7%</td>
<td>6.18%</td>
<td>6.2%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Immigration scenario/inbound/outbound flows hits new records year after year

Brazilian immigration statistics

<table>
<thead>
<tr>
<th>Year</th>
<th>Permanent visas</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>2,454</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>53,441</td>
<td>56,006</td>
</tr>
<tr>
<td>2011</td>
<td>66,680</td>
<td>70,524</td>
</tr>
<tr>
<td>2012</td>
<td>64,682</td>
<td>73,022</td>
</tr>
</tbody>
</table>

2,454 to 73,022
Internal marketplace/manpower shortage in the industry sectors

Engineering degrees – number of new graduates per year

- Brazil: 40,000
- Russia: 190,000
- India: 220,000
- China: 650,000

Local supply ability vs. domestic demand

- Current scenario: 40,000
- Ideal scenario: 60,000
- Gap: 20,000

Source: Confea