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TALENT MANAGEMENT:
What’s Changed for Relocation Managers—the Five Year Trends
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TALENT MANAGEMENT:
What’s Changed for Relocation Managers—the Five Year Trends
Today’s agenda

- Talent Mobility: Trends
- Talent over Cost
- Value of Assignments to Career
- Corporate Insights
- Components to Assignment Success
- Flexible Approaches to Mobility
- Breaking the Barriers
- Q&A
Research background

Surveys studied:

- Cartus’ research program extends over 15 years and more than 30 surveys
- Co-sponsored by industry groups including the National Foreign Trade Council (NFTC), Relocate Global, and the Singapore Human Resources Institute (SHRI)
- More than 500 global mobility managers participated
- Representing more than 34 million employees
Key areas for improvement: talent over cost

Cartus 2014 and 2016 Policy and Practices Surveys
Key talent issues

Attracting talent with the relevant global skills (leadership/cultural/language) in our target markets 64%

Readiness of our workforce for the complex global business environment 47%

Retention of key talent post assignment 45%

Skill development of local staff in order that they can assume greater leadership responsibility/success 37%

Key talent less willing to relocate due to the loss of their spouse/partner’s income and career 35%

Skill development of local staff in order to reduce number of international assignments 31%

How to develop and engage millennials for global success 28%

Cartus 2017 Biggest Challenges Survey
The view of assignment value

Do International Assignments Have a Positive Impact on Careers?

2013
82% AGREE

2017
75% AGREE

Reasons for assignment acceptance:

<table>
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<th>Career Development</th>
<th>Attractive compensation</th>
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<td>78%</td>
<td>42%</td>
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Cartus 2013 Talent Management Survey
Cartus 2016 Policy and Practices Survey
Cartus 2017 Biggest Challenges Survey

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CORPORATE INSIGHTS
Holly Clontz, Ingersoll Rand
Company Overview
Mobility Highlights
Ingersoll Rand advances the quality of life by creating comfortable, sustainable, and efficient environments.

- Our people and our family of brands—including Club Car®, Ingersoll Rand®, Thermo King® and Trane®—work together to enhance the quality and comfort of air in homes and buildings; transport and protect food and perishables; and increase industrial productivity and efficiency.

- We are a $13 billion global business committed to a world of sustainable progress and enduring results.
Industries we serve

- Oil & Gas
- Auto/Truck Services
- Commercial Real Estate
- Healthcare
- Education
- Hospitality
- Shipbuilding
- Power Generation
- Residential
- Government
- Data Centers
- Manufacturing & Assembly
- Mining/Natural Resources
- Aerospace
- Municipals (Transportation)
- Retail & Grocery
- Pharmaceuticals
- Floral

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Evolution of talent and mobility

Talent a top priority for CEOs

- The right talent is critical for growth
- Movement of talent key for well-rounded leaders

Mobility demands changing

- Tasked with finding new & creative ways to support movement
- Providing more guidance and consultation
Global Talent Mobility Solutions vision

GTMS is the trusted business partner that enables Career Progress through support of our globally mobile workforce by ensuring:

Right role, right person, right place, right time, and right cost!
Components of assignment success

- Earlier succession and repatriation planning: 49% (2013), 46% (2017)
- Formal leadership approval process prior to assignment: 46% (2013), 42% (2017)
- Review assignment objectives at assignment start: 50% (2013), 40% (2017)
- Candidate preparedness: 49% (2013), 38% (2017)
- Suitable position post-assignment: 31% (2013), 35% (2017)
- Capitalizing on skills acquired: 31% (2013), 21% (2017)
- Assigning mentors: 29% (2013), 18% (2017)
- Increasing usage of candidate assessment programs: 13% (2013), 13% (2017)

Cartus 2013 Talent Management Survey
Cartus 2017 Biggest Challenges Survey
PROGRAM AND POLICY:
Flexible Approaches to Mobility
Needs for flexibility increasing

76% Are seeing an increased need for flexibility in their mobility program.
Drivers for more flexibility in mobility programs

- Flexibility to respond to business needs (74%)
- Cost savings (65%)
- Flexibility to respond to employee needs (58%)
- Reduction in requests for exceptions (36%)
- Better able to meet regional needs (36%)
- Make policy more attractive to candidates (35%)
What are the challenges in shifting to a more flexible approach?

- Administration is more complex: 63%
- Flexible approach can be difficult to explain to employees: 40%
- Need more documentation since employees may not see the same document as decision-makers: 30%
- Increased cost: 13%
- Other: 7%

*Cartus 2017 Biggest Challenges Survey*
Breaking the barriers

Recognizing that talent mobility and cost spans far beyond the relocation-assignments costs

Cross-functional collaboration is key to the success of your global mobility business strategy and workforce

Maintaining relevant programs by incorporating flexibility that is culture-specific and business friendly
Thank you for attending!

Visit the Worldwide ERC® Web site at www.worldwideERC.org, or contact Worldwide ERC® for more information on these topics: 703.842.3400