Smart Moves:
A value-driven approach to mobility

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Jonathan Pearce, Deloitte
# Elevating the profile of global mobility

## Why companies are focused on workforce mobility more than ever

<table>
<thead>
<tr>
<th>The top line</th>
<th>Deploying the best people against the most important business opportunities is critical for continued growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>☑ Continued growth means recruiting and engaging the best people from the global talent pool and engaging them in the most important business opportunities</td>
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<tr>
<td></td>
<td>☑ As we grow in newer markets, we need rapid deployment of experienced people with proven skills to beat the competition while developing local capability</td>
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<table>
<thead>
<tr>
<th>The bottom line</th>
<th>However, global mobility is expensive and companies need to do more with less</th>
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<tbody>
<tr>
<td>$</td>
<td>A single three-year international assignment frequently represents a $1M+ investment in addition to base compensation and benefits</td>
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<tr>
<td>$</td>
<td>Rather than incentivising employees to move, organizations are redesigning programs to focus on workforce segments that are more mobile</td>
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<table>
<thead>
<tr>
<th>The talent imperative</th>
<th>International assignments are critical for developing global talent because they:</th>
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<tr>
<td></td>
<td>★ Accelerate the development of leaders with a global mindset (e.g. managing across diversity, balancing rather than prioritizing differences)</td>
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<tr>
<td></td>
<td>★ Unlock the potential of key talent in emerging and developing markets</td>
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<tr>
<td></td>
<td>★ Fertilize the development of global networks that increase knowledge transfer, standardize best practices and innovate through collaboration</td>
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## Businesses need help planning and executing smarter moves; Deploying the right talent to the right opportunities for the right duration and investment, and doing so in an efficient, cost-effective, tax-efficient, and compliant manner.
Elevating the profile of global mobility (cont.)

The increasing value of a strategic mobility function

Leading organizations view Global Mobility as a critical HR strategic capability that can result in competitive advantage.

<table>
<thead>
<tr>
<th>Compliance</th>
<th>Operational stabilization/excellence</th>
<th>Policy review/business alignment</th>
<th>Integration with talent strategies</th>
</tr>
</thead>
</table>
| • Global Tax Preparation  
  • Immigration Compliance  
  • Data Security  
  • Core Service Provision  
  • Population Awareness | • Service Delivery Model  
  • Streamlined Processes  
  • Defined Roles  
  • Vendor Services Management  
  • Technology Enablers | • Core Policies Aligned to Business Needs  
  • Advanced Business Advisory Services  
  • Tailored Policies/Packages for Mass Relocations | • Core Policies Aligned to Business Needs  
  • Advanced Business Advisory Services  
  • Tailored Policies/Packages for Mass Relocations |

Program maturity

- Global Tax Preparation
- Immigration Compliance
- Data Security
- Core Service Provision
- Population Awareness

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- Risk and liability containment
- Core service efficiency and effectiveness
- Meeting business objectives and needs
- Global talent management
Elevating the profile of global mobility (cont.)

Managing the mobility investment portfolio

• Typical investment by multinationals (standard policy): $30-$50 million per 100 assignees

• Typical global mobility mandate
  – Be an efficient transactional cost center
  – Manage the 3%-5% administrative cost component within budget
  – Deliver a set package of services to the assignees and business units

• Frequently un(der)-managed portfolio
  – Be a true business partner
  – Be responsible for 100% of the investment
  – Determine the right number of mobile employees to support business success
  – Determine the right level of investment in global talent development/deployment

Information based on a cross-section sampling of Deloitte clients
Elevating the profile of global mobility (cont.)

Developing and executing a new approach to mobility

- A multi-dimensional, value based approach can help businesses manage a portfolio of mobility investments to support growth and development.
- To manage global mobility effectively, companies must master and integrate capabilities in four key areas: strategy, rewards, service delivery, and technology.

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### What?

<table>
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<tr>
<th>Learning experience</th>
<th>Strategic opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commodity job</strong></td>
<td><strong>Global mobility and workforce strategy</strong></td>
</tr>
<tr>
<td>Target employees:</td>
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</tr>
<tr>
<td>• Volunteers</td>
<td>• Future leaders – “superstars”</td>
</tr>
<tr>
<td>• Low-cost talent</td>
<td>GM approach:</td>
</tr>
<tr>
<td>GM approach:</td>
<td>• “Expat plus”</td>
</tr>
<tr>
<td>• Minimal perks and support</td>
<td>• Focus on development, experience, and retention</td>
</tr>
<tr>
<td>• Local transfers</td>
<td>• Enhanced future opportunities</td>
</tr>
<tr>
<td>• “At risk” assignment</td>
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</tbody>
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| Target employees:   | GM approach:          |
| • Demonstrated performers | • Short-term or “local plus” |
| • Deep, specialized skill sets | • Project-based assignments |
| • Rapid deployment | |

### How?

- Global employee rewards
- Global mobility service delivery
- Technology
Linking global mobility and talent/career management (cont.) — Mobility integration points in the talent cycle (cont.)

- Performance Management
- Talent Review/Succession Management
- Workforce Planning & Global Sourcing
- Recruiting & Staffing
- Onboarding & Orientation
- Leadership Development
- Career Pathing
- Coaching
- Learning
- Total Rewards
- Analysis & Acquire
- Retain
- Talent Review/Succession Management

Foundational Enablers

- Talent-Based
  - Diversity & Inclusion
  - Employee Engagement
  - Mass Career Customization
  - Internal Social Networking
  - Virtual Workplace

- Work-Based
  - Organization Design
  - Job Design
  - Organizational Capabilities
  - Competency Modeling

HR Infrastructure

- HR Process & Service Delivery
- HR Technology

Red = typical global mobility integration points
Linking global mobility and talent/career management (cont.) — Leading practice #3: emergence of deployments as a distinct responsibility

<table>
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<tr>
<th>Pre-Assignment</th>
<th>On-Assignment</th>
<th>Re-Assignment</th>
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<tbody>
<tr>
<td>Planning</td>
<td>Feed mobility data into talent review cycle</td>
<td>Coordinate with business on next role and succession plan</td>
</tr>
<tr>
<td>Initiation</td>
<td>Strategic management reporting and analysis</td>
<td></td>
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<tr>
<td>Assignment review and approvals</td>
<td>Assignee on-boarding</td>
<td></td>
</tr>
<tr>
<td>Letters</td>
<td>System Administration</td>
<td></td>
</tr>
<tr>
<td>Assignee focus</td>
<td>Data Management</td>
<td></td>
</tr>
<tr>
<td>Assignee &quot;tier 1&quot; point of contact</td>
<td>End of assignment process management</td>
<td></td>
</tr>
<tr>
<td>Vendor Services Coordination</td>
<td>Recurring Payroll and Compensation</td>
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<tr>
<td></td>
<td>Internal Accounting and Cost Allocation</td>
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