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Smart Moves:

A value-driven approach to mobility

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Elevating the profile of global mobility

Why companies are focused on workforce mobility more than ever

The top line	Deploying the best people against the most important business opportunities is critical for continued growth
	☑ Continued growth means recruiting and engaging the best people from the global talent pool and engaging them in the most important business opportunities
	As we grow in newer markets, we need rapid deployment of experienced people with proven skills to beat the competition while developing local capability
The bottom line	However, global mobility is expensive and companies need to do more with less
	\$ A single three-year international assignment frequently represents a \$1M+ investment in addition to base compensation and benefits
	\$ Rather than incentivising employees to move, organizations are redesigning programs to focus on workforce segments that are more mobile
The talent imperative	International assignments are critical for developing global talent because they:
	★ Accelerate the development of leaders with a global mindset (e.g. managing across diversity, balancing rather than prioritizing differences)
	★ Unlock the potential of key talent in emerging and developing markets
	★ fertilize the development of global networks that increase knowledge transfer, standardize best practices and innovate through collaboration

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

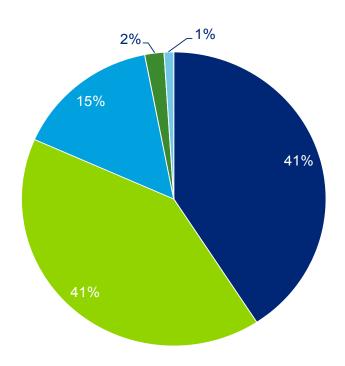
Leading organizations view Global Mobility as a critical HR strategic capability that can result in competitive advantage

Policies Global Talent Pool Identification and Tracking **Program maturity** Global Compensation/Rewards Post-Assignment Retention **Strategies Core Policies Aligned to Business Core Policies Aligned to Business** Needs Needs **Advanced Business Advisory Advanced Business Advisory** Services Tailored Policies/Packages for Tailored Policies/Packages for **Mass Relocations Mass Relocations** Service Delivery Model **Service Delivery Model** Service Delivery Model **Streamlined Processes Streamlined Processes** Streamlined Processes **Defined Roles Defined Roles Defined Roles Vendor Services Management** Vendor Services Management **Vendor Services Management Technology Enablers Technology Enablers** Technology Enablers **Global Tax Preparation** Global Tax Preparation **Global Tax Preparation Global Tax Preparation Immigration Compliance** Immigration Compliance Immigration Compliance **Immigration Compliance Data Security** Data Security **Data Security Data Security Core Service Provision** Core Service Provision Core Service Provision **Core Service Provision Population Awareness Population Awareness Population Awareness Population Awareness** Integration with Operational Policy review/business Compliance stabilization/excellence alignment talent strategies Global talent Risk and liability Core service efficiency and **Meeting business** containment effectiveness objectives and needs

Global Talent Alignment with

Elevating the profile of global mobility (cont.)

Managing the mobility investment portfolio



- 40%-45% Base, bonus, LTI
- 40%–45% Home and host tax
- 15%–20% Expatriate allowances
- 2%–3% External vendors
- 1%–2% Internal costs

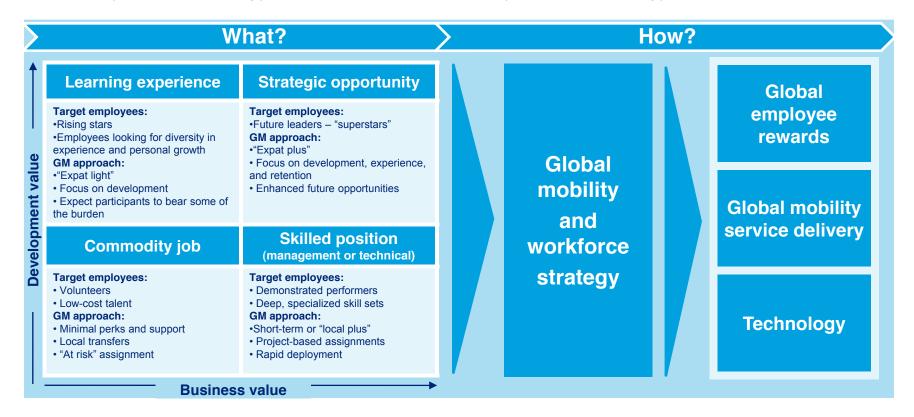
- Typical investment by multinationals (standard policy): \$30-\$50 million per 100 assignees
- Typical global mobility mandate
 - Be an efficient transactional cost center
 - Manage the 3%-5% administrative cost component within budget
 - Deliver a set package of services to the assignees and business 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.)

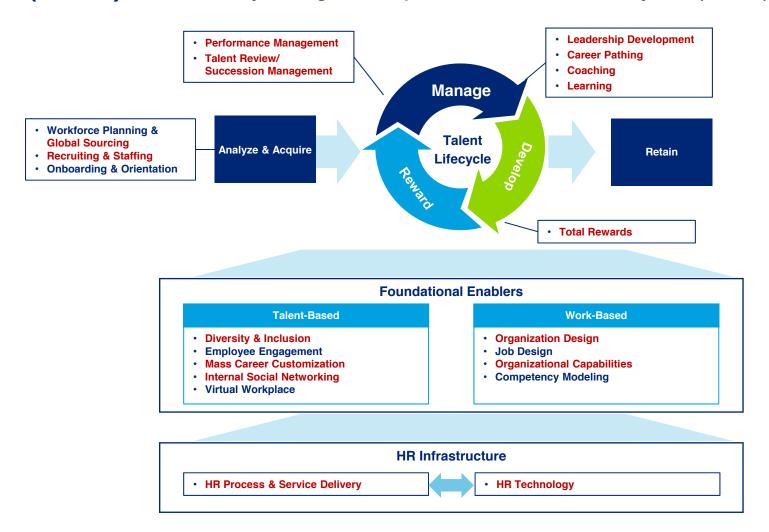
Developing and executing a new approach to mobility

- 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



Linking global mobility and talent/career management

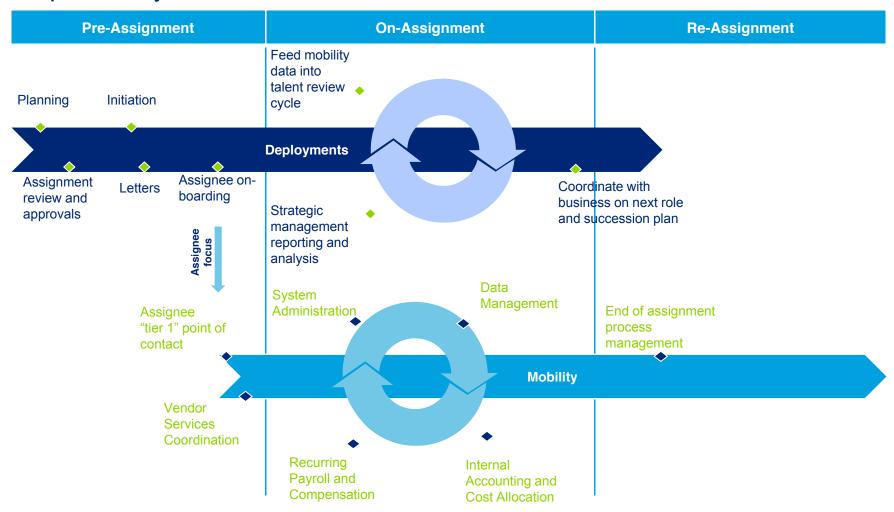
(cont.) — Mobility integration points in the talent cycle (cont.)



Red = typical global mobility integration points

Linking global mobility and talent/career management

(cont.) — Leading practice #3: emergence of deployments as a distinct responsibility



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