

THE BATTLE FOR TALENT

FEM EXPRESS REPORT 2018



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INTRODUCTION

THE BATTLE FOR TALENT

In the past year, a key challenge has increasingly become a talking point at FEM's global Conferences, Summits and Chapter Meetings: The Battle for Talent.

Competition for the right talent is fierce across all sectors and regions and the workforce is changing. According to research¹, Millennials are set to represent 50% of the global workforce by 2020, and they have very different expectations and career goals to those who came before them.

Increasingly, these digital natives see international experience as an expected part of their career path so companies need to know how to attract, engage and retain people with a varying range of expectations and priorities.

For this, the second of FEM's Express Reports, we asked just under 200 senior global mobility and HR professionals at major organizations across the world how they are winning the battle for the talent they need.

We wanted to know how their organizations attract and identify the best candidates for mobility, and how they measure and reward performance. We wanted to know about their rates of retention and attrition and how their companies utilize technology to manage and support their talent.

All individual responses were anonymous, so participants have spoken freely. Whilst many of the responses reflect what we have been hearing, some have been quite a surprise, so be sure to read the more detailed comments in the section on rewarding performance and at the end of the survey.

Of course, having received so many interesting responses, I want to ask further questions – in particular, it would be good to discover more about some of the external factors that present challenges in this area, such as changes in immigration regulations and perhaps the lack of key skills training or education – I could go on, but know that is probably enough for a whole new report...

In the meantime, I hope you find this Express Report both useful and interesting and please do take part in the next one.

Claire Tennant-Scull
Global Head of Content & Events Director
Forum for Expatriate Management

¹ KPMG: Meet the Millennials June 2017

THE BATTLE FOR TALENT EXECUTIVE SUMMARY

Research sponsored by:



The key findings of our survey:

Just under 200 unique individuals from a wide range of industries and regions across the world took part in the survey – the majority of whom are Global or Regional Mobility Heads or Managers, or hold other senior positions within their organizations.

Participant demographics:

- The high proportion of senior decision-makers within global mobility who responded to the survey suggests that the issue of talent management is becoming increasingly significant within the discipline.
- North America comprised 42.0% of respondents, Continental Europe 25.2% and UK and Ireland 16.8%. Asia and Australia/New Zealand 10.0% and South America 1.7%.
- Top five industries: Technology, IT and Telecommunications (21.4%) Banking/Financial services (17.1%), Manufacturing (12.0%), Energy, Oil & Gas (11.1%), Professional services (10.3%) and Consultancies/Agency (9.4%), Retail, wholesale and distribution (7.7%) Construction (6.8%) Transport and travel (6.8%) Health (4.3%) and Media/entertainment (4.3%).

Talent priorities

- The majority (60.3%) of respondents say that their organization is focused on leadership development, but they are also almost equally concerned with employee engagement (52.6%) diversity and inclusion (51.75%) and talent sourcing and selection (51.75%). Succession planning is also high on the list of priorities (44.8%) followed by improving data collection and reporting (31.9%), aligning corporate culture (31%) and performance management (30.2%).

Corporate culture and talent

- The majority of the organizations' employees identified for international experience (55.7%) are 30-39 years and (23.6%) 40-49 years, but 13.2% are notably younger, being between 25-29 years of age

- A clear majority (41.4%) say that their organization's culture mostly matches the talent that it needs to attract, 30.8% saying that it does in part, and a healthy 12.5% asserting that it does match completely. Only 8.7% say that it doesn't and 6.7% don't know, or perhaps are undecided.
- A startling 61.9% of respondents say that their organization offers horizontal career progression – which seems quite a departure from the traditional model. 52.4% offer the conventional vertical path but 15.2% don't offer flexible progress and another 18.1% say they don't know.

Communication

- A remarkable 50.5% of respondents say that their organization has changed the way that it communicates with its employees and 18.2% say they haven't yet, but are planning to. 17.2% report that they haven't changed and aren't planning to, but another surprising 14.1% say they don't know.
- Within their individual organizations, 42.7% say that they think the mobility process is sufficiently transparent while 30.2% say it is not and another 24% are not sure.

Policies

- The majority of organizations featured in these results still appear to operate the traditional Long-term (1-5 years) (76.4%), Short-term (3-12 months) (76.4%) and Permanent transfer (indefinite) (71.7%) policies. However, Extended Business Travel (up to 3 months) (43.4%) and Commuter (to and from home and cross-border) (39.6%) also make up significant percentages.

Training/developmental (25.5%) and contract/project (25.5%) and assignee initiated policies (22.6%) also seem to be increasingly used.

- The fast pace of change is reflected in the fact that the vast majority here (combined 70.9%) have reviewed their mobility policies in the last 12 months, or are about to.
- 71.4% of organizations surveyed do carry out succession planning and of those, 31.3% say it includes scenario planning.

Nurturing talent

- A significant 50% have experienced difficulty attracting talent and 37.1% have had problems retaining it. Nevertheless, a good proportion (19%) say that they have had neither difficulty within the last 12 months.
- Nearly half (47.9%) do not have mentoring or sponsorship programs in place for less experienced talent, but 38.5% say that their organizations do use these methods to grow and develop talent.
- Every single one of the organizations surveyed say that at least some of their employees achieve promotion after international experience and 25% report that 10-19% of their employees achieve promotion afterwards. 18.8% say that between 5-9% do, 16.3% report that between 20-29% of their assignees are promoted and 8.8% of those surveyed claim an impressive 50-59% promotion rate.
- The question about attrition reveals a more complex picture: though the majority (23.8%) report a low rate of attrition at between 0-4%, 20% of those surveyed show an attrition rate of

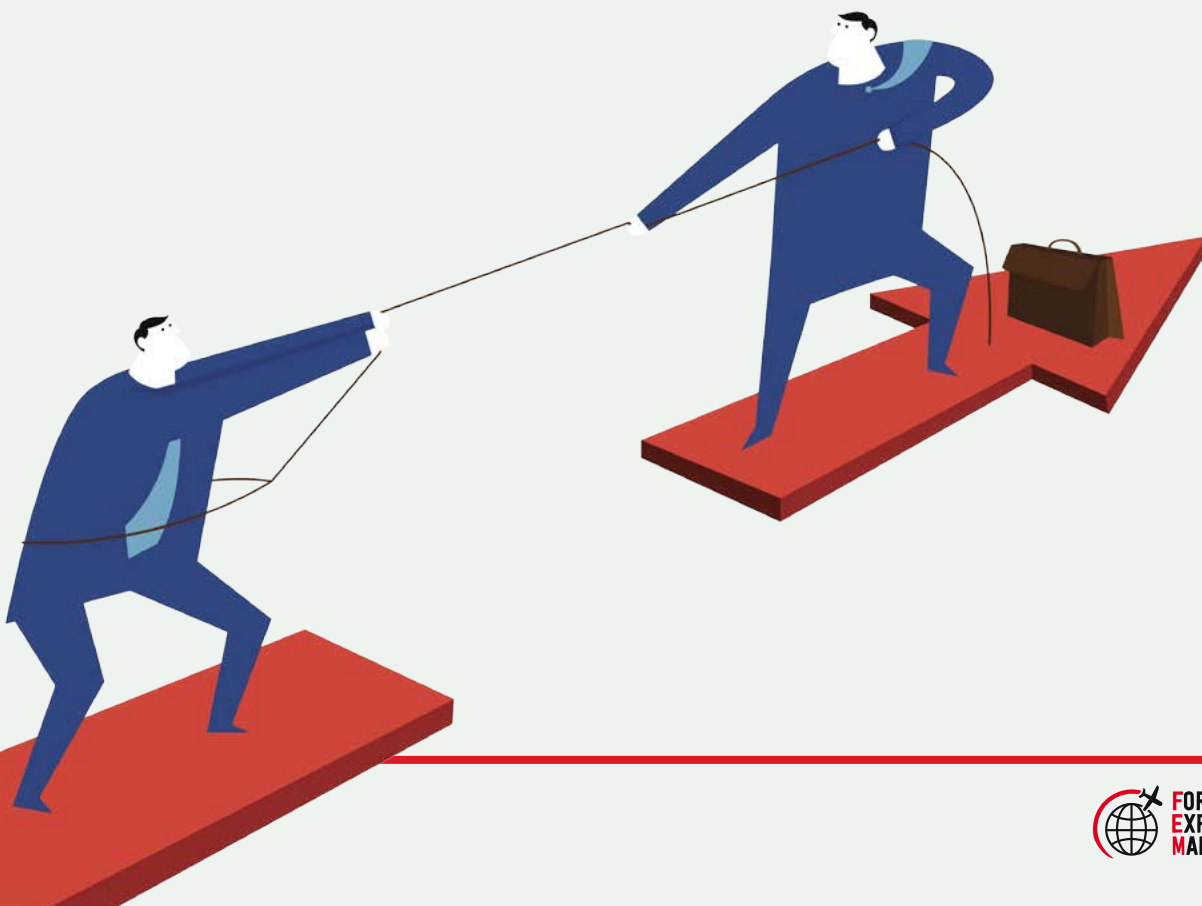
between 10-19% with another 25% reporting losses between 20-39% and 2.5% report a shocking loss of between 90 and 100% of their former assignees.

Rewarding performance

- 50.6% think that their reward programs could be better positioned to drive results and 23.1% say they're unsure, with another 17.6% who don't know. Only 8.8% think that they are doing an effective job. Participants' further comments highlight a number of challenges as well as some examples of highly successful rewards programs.

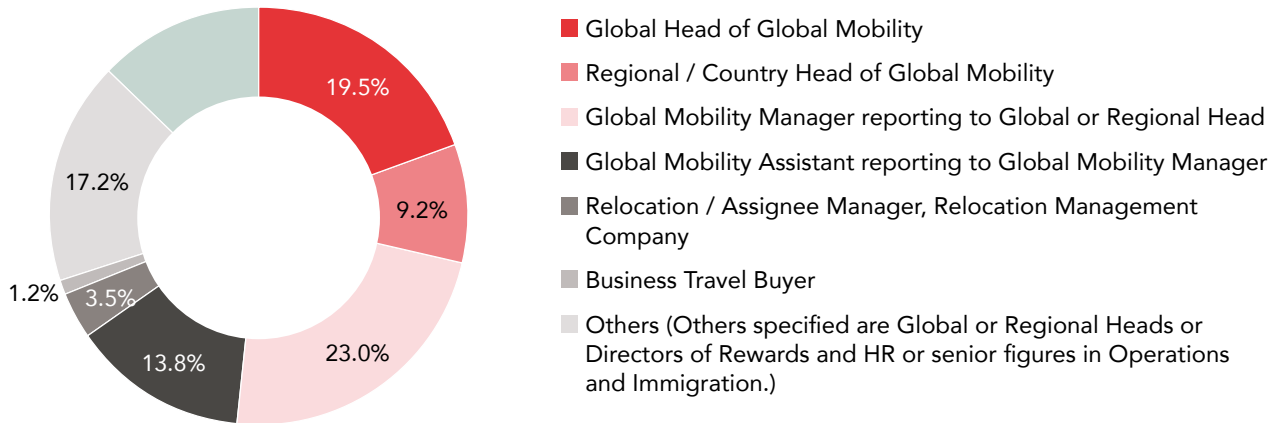
Using technology tools

- 31.3% do use technology tools to measure employee engagement and when asked for further detail, our participants say they use to them for: Sentiment analysis (questions to find out how an employee feels about their job, team, progress etc) (65.4%), regular 'check-in' meetings (32.7%), annual performance reviews (76.9%) and setting and measuring individual goals (63.5%).
- Only 35.2% use technology tools to assess potential assignees while 64.8% do not.
- Just 29.0% think the systems are adequate, 45.2% are not sure, 16.1% say they are not adequate and 9.7% don't know.
- Just 1.1% say that their talent management data is extremely accurate and 8% think it's very accurate. On the less positive side: 21.6% say it is quite accurate, while 23.9% say not very accurate. 2.3% say not at all accurate. 23.9% are not sure and 19.3% don't have any talent management data.

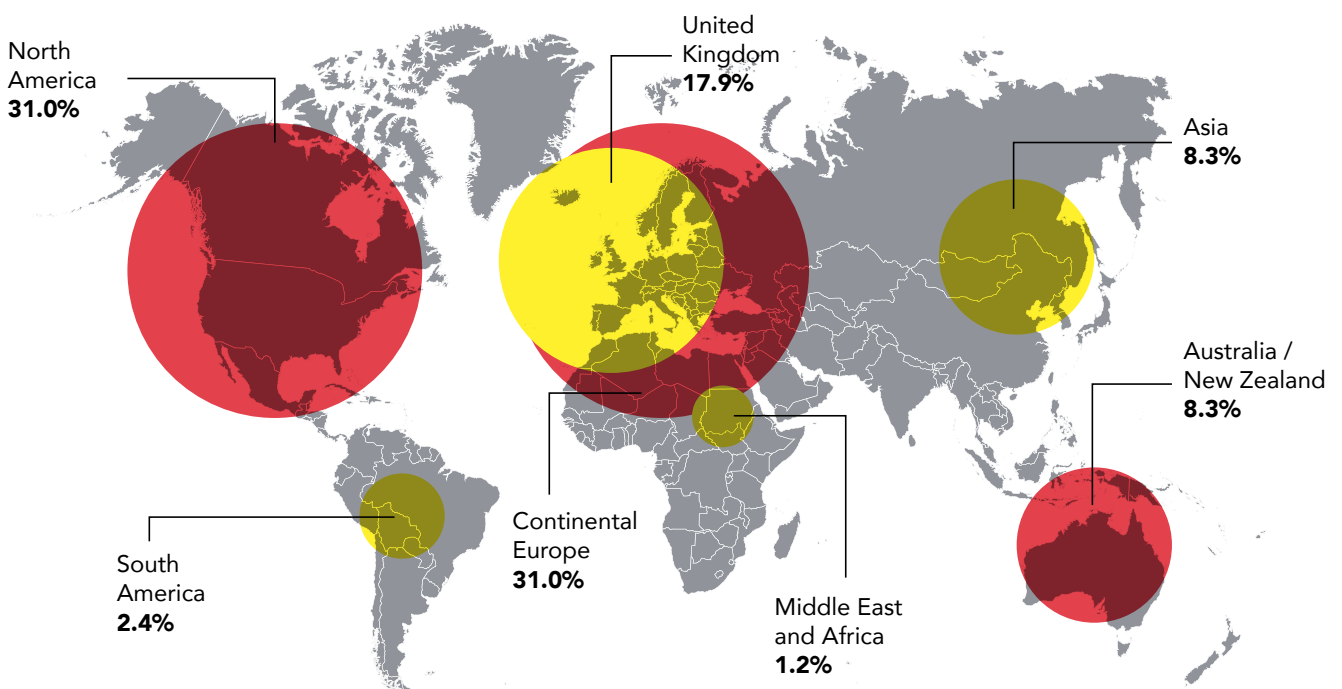


PARTICIPANT DEMOGRAPHICS

Which of the following most accurately corresponds to your job title?



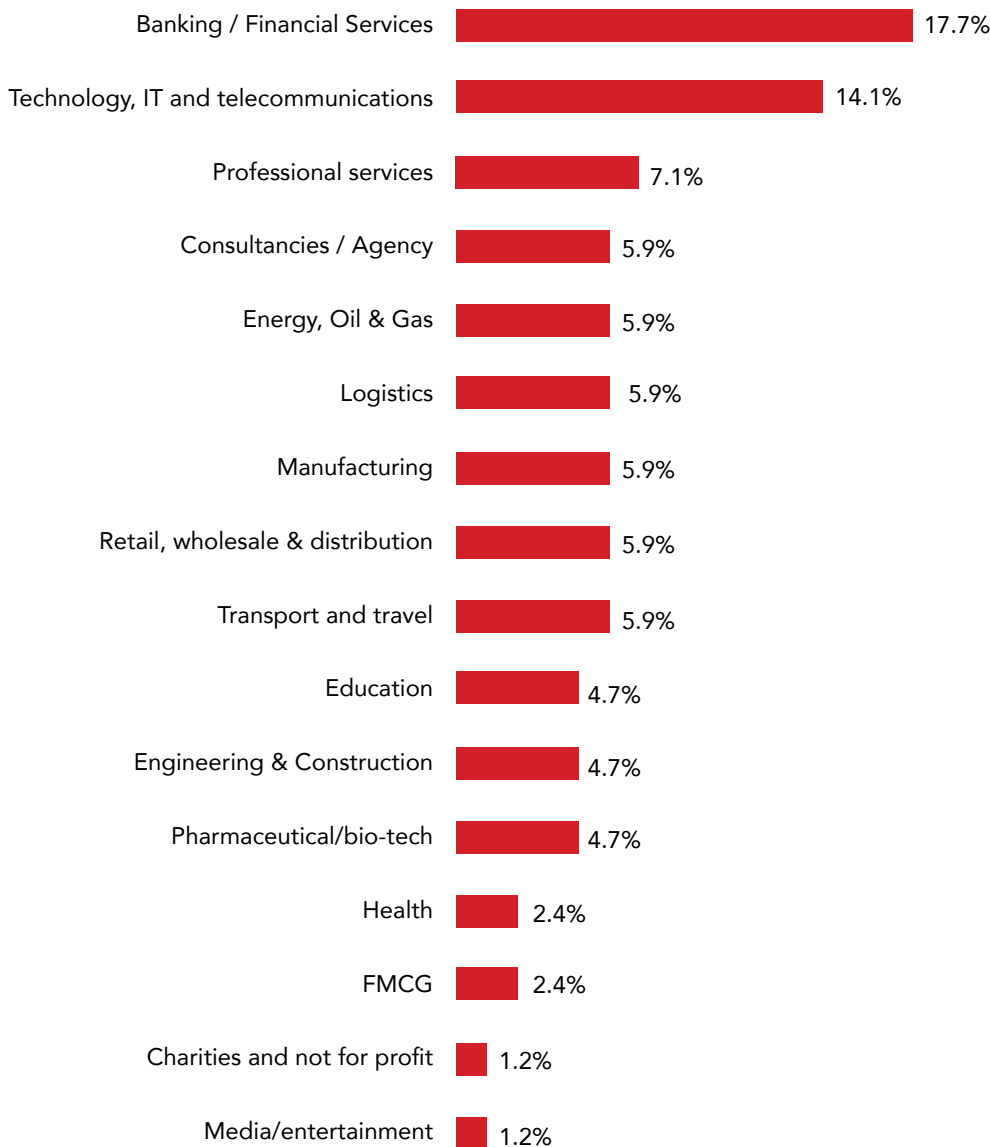
Where is your organization headquartered?



North America (31.0%) and Continental Europe (31.0%) made up the largest number of headquarters here, followed by UK (17.9%) and Asia (8.3%) and Australia (8.3%) then South America (2.4%) and Middle East and Africa (1.2%) with North America, Continental Europe and the UK comprising the

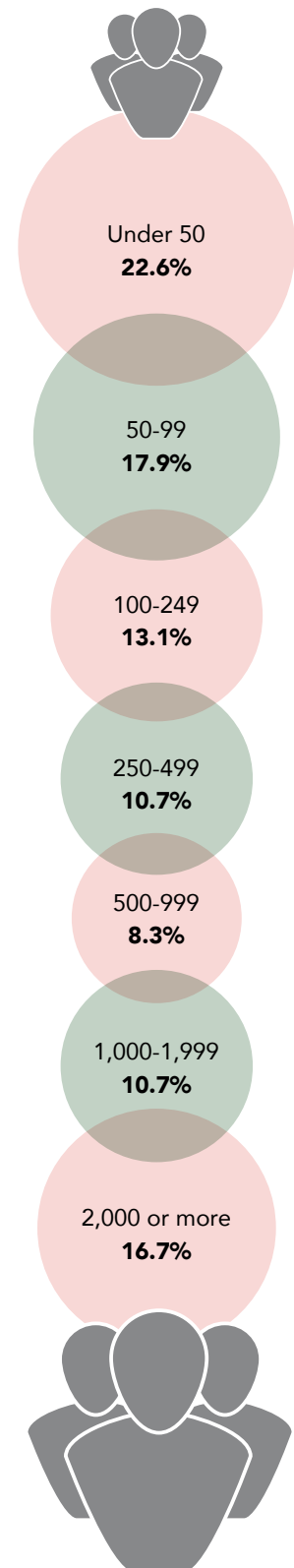
majority of HQs among the organizations that responded (79%), the overall spread of the responses reflects the general picture of multinational companies concentrated in traditional centres of economic development and trade.

**In which sector(s) does your organization operate?
(Please tick all that apply)**



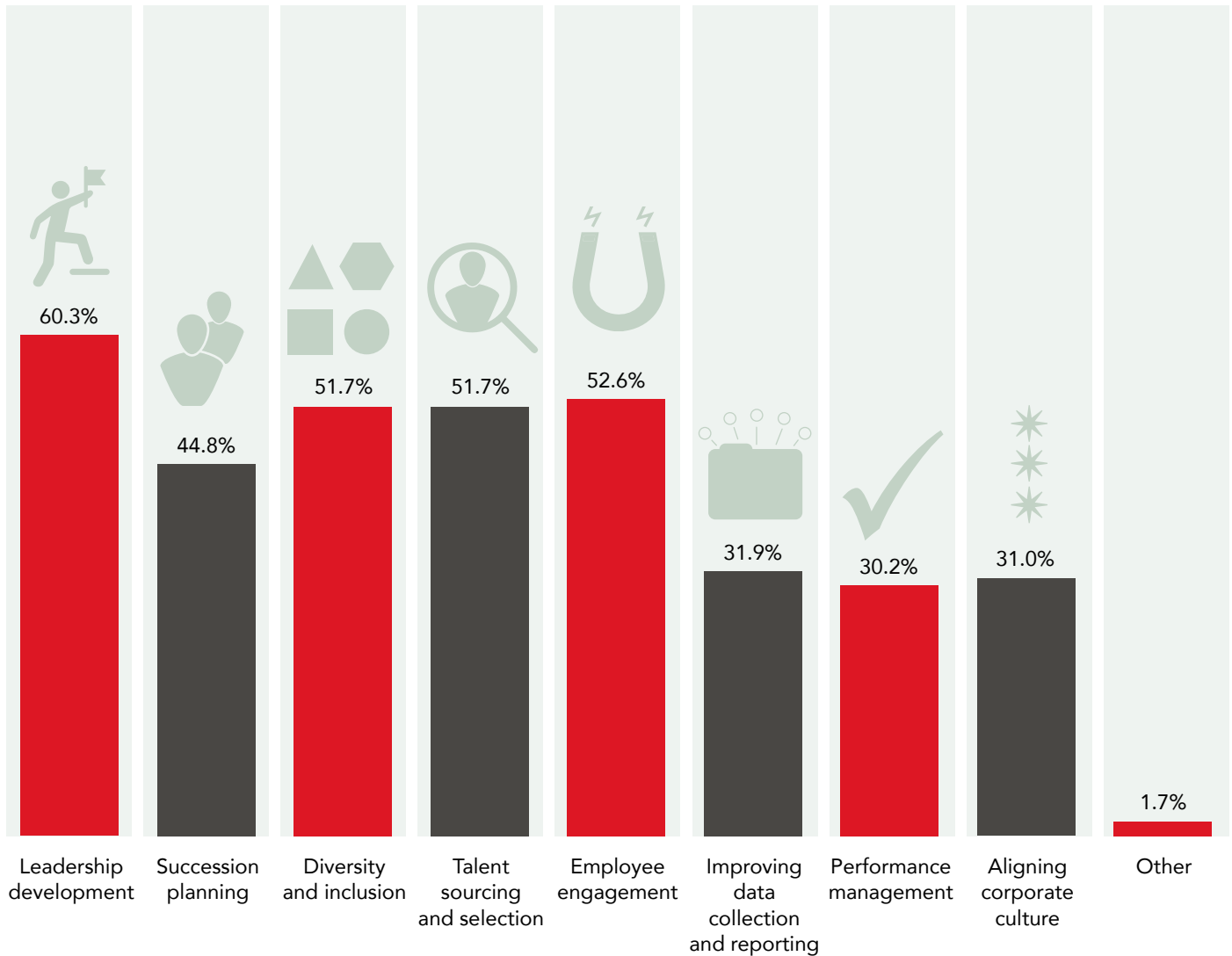
The top three sectors that responded to our survey were: Banking / Financial Services (17.7%), Technology, IT and Telecommunications (14.1%) Professional Services 7.1%. Then Consultancies / Agency, Energy, Oil & Gas, Logistics, Manufacturing, Retail, Wholesale & Distribution and Transport and Travel each account for 5.9% of the overall figures followed by Education, Engineering & Construction and Pharmaceutical/Bio-tech all at 4.7% and with Health and Fast Moving Consumer Goods (FMCG) (2.4% each) and Charities and not for profit organization and Media/entertainment at 1.2% each. Given the highly competitive nature of financial services, it is not surprising that this survey prompted the strongest response from those engaged in managing its employees. As technology evolves at an ever-increasing pace, IT skills are similarly in great demand and at the same time, the types of skills needed are constantly changing.

How many assignees does your organization manage worldwide?



TALENT PRIORITIES

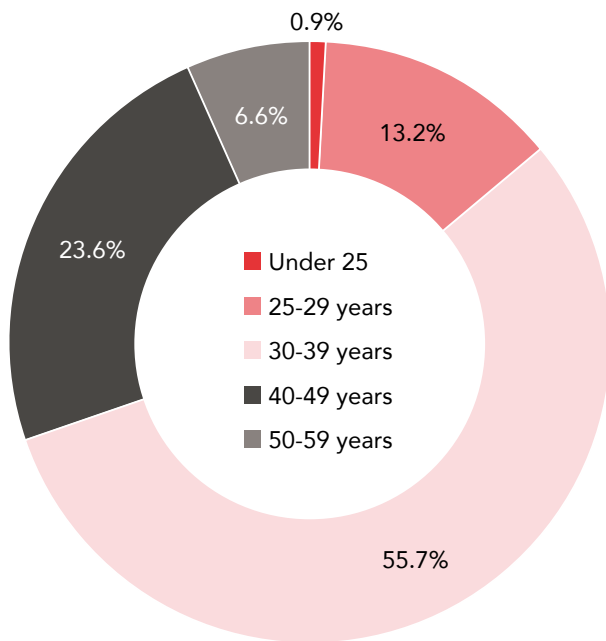
What are your organization's talent priorities in the next three years?



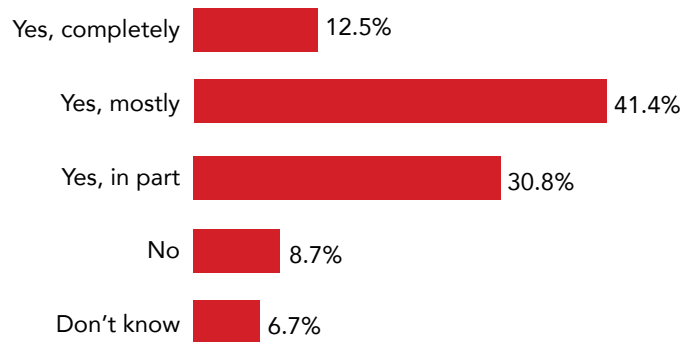
The majority (60.3%) of respondents say that their organization is focused on leadership development, but they are also almost equally concerned with employee engagement (52.6%) diversity and inclusion (51.75%) and talent sourcing and selection (51.75%). Succession planning is also high on the list of priorities (44.8%) followed by improving data collection and reporting (31.9%), aligning corporate culture (31%) and performance management (30.2%). These answers, revealing a focus on leadership, engagement and improved diversity and inclusion suggest a positive approach to nurturing and developing talent within an organization, but it is interesting to see how these intentions translate into the percentage of attrition in our later question (p.16). Additional answers also highlighted the need for career development, knowledge transfer to ensure continuity of specialist knowledge and global collaboration/networking.

CORPORATE CULTURE AND TALENT

What is the age range of the majority of your organization's employees identified for international experience?



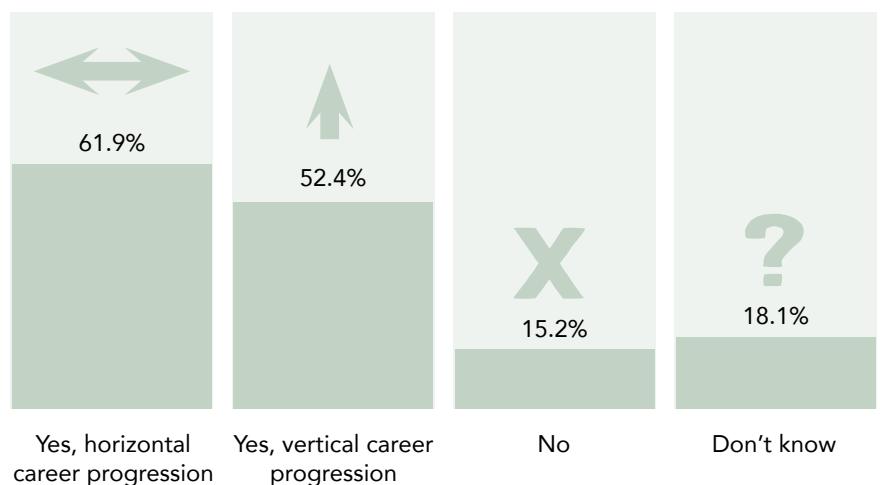
In your opinion, does your organization's culture match the talent it needs to attract?



This question yielded some really positive results with a clear majority (41.4%) saying that it mostly does, 30.8% saying that it does in part, and a healthy 12.5% asserting that it does completely. Only 8.7% say that it doesn't and 6.7% don't know, or perhaps are undecided.

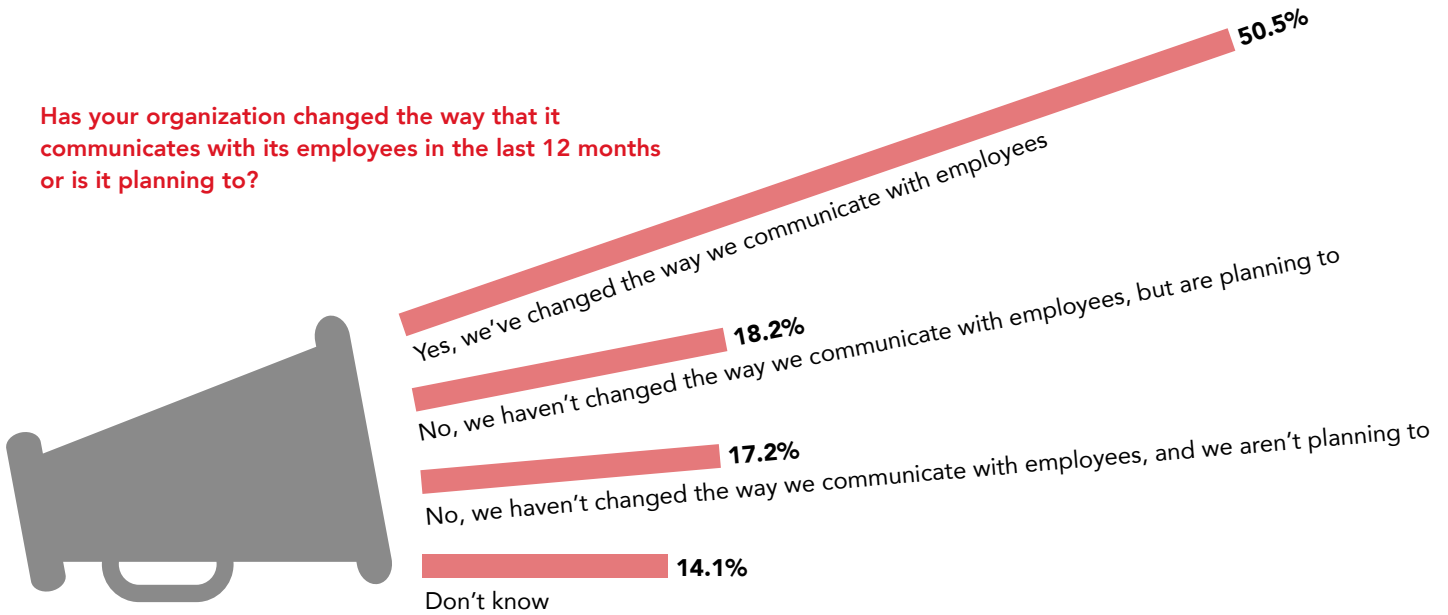
Does your organization offer flexible career progression? (eg. horizontal as well as vertical paths)

This is really startling: 61.9% of respondents say that their organization offers horizontal career progression – which seems quite a departure from the traditional model. 52.4% offer the conventional vertical path but 15.2% don't offer flexible progress and another 18.1% say they don't know. The test here is whether the horizontal 'progression' that is identified by the global mobility and HR professionals is similarly perceived by the employees. It's interesting to compare the answers here with those to the questions about reward on page 17.



COMMUNICATION

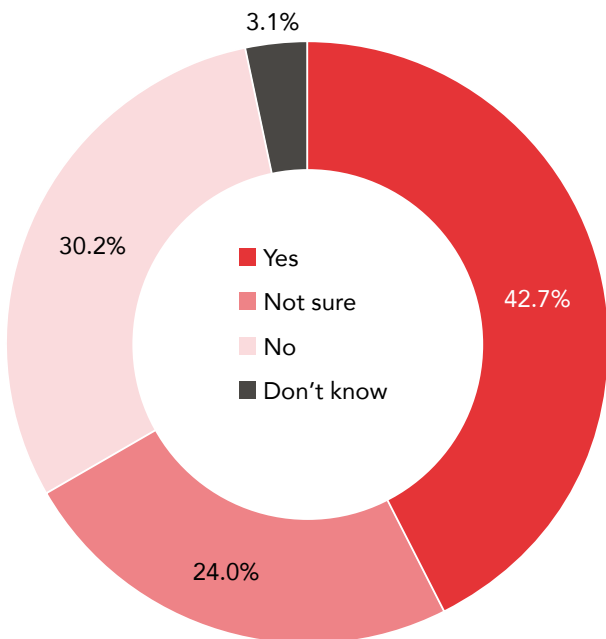
Has your organization changed the way that it communicates with its employees in the last 12 months or is it planning to?



A remarkable 50.5% of respondents say that their organization has changed the way that it communicates with its employees and 18.2% say they haven't yet, but are planning to. 17.2% report that they haven't changed and aren't planning to, but another

surprising 14.1% say they don't know. Do GM professionals really not know about the methods of communication with employees within their own organizations – and if they don't, isn't that something that should be addressed?

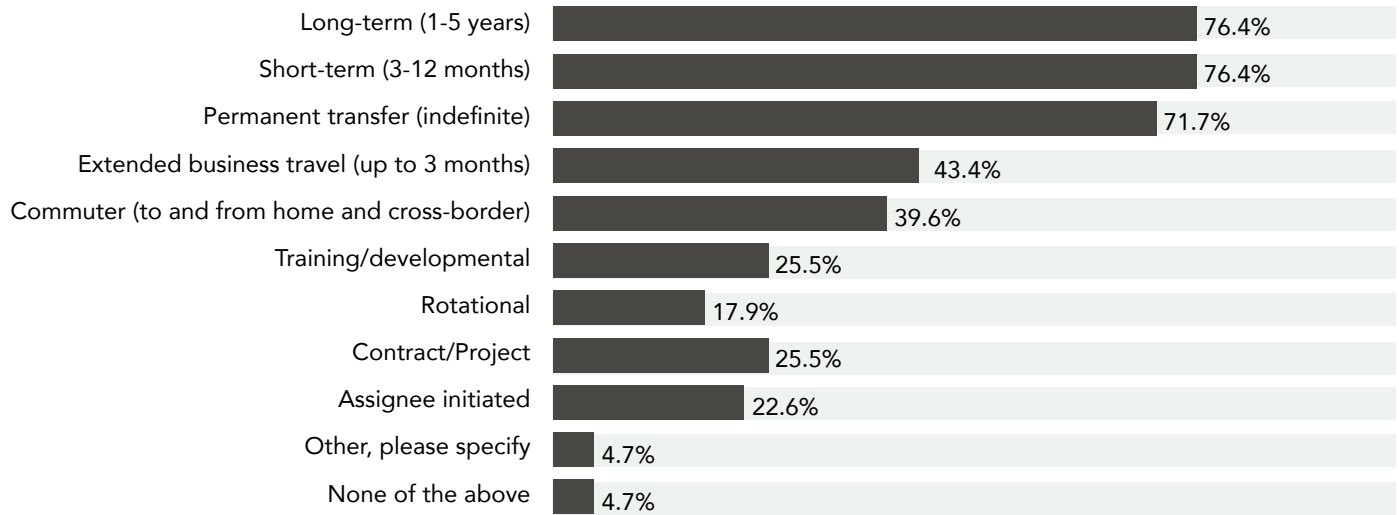
In your opinion is the mobility process sufficiently transparent in your organization?



Here the opinion seems more clearly split. 42.7% say that they think the mobility process is sufficiently transparent while 30.2% say it is not and another 24% are not sure.

POLICIES

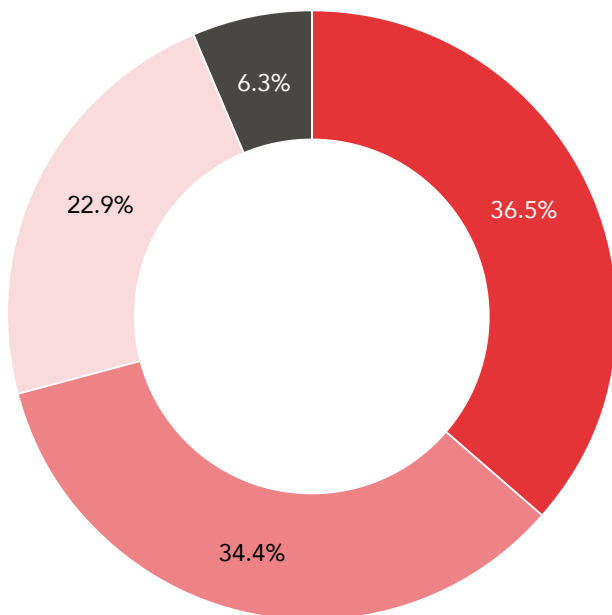
What kind of formal assignment policies do you currently operate?



The majority of organizations featured in these results still appear to operate the traditional Long-term (1-5 years) (76.4%), Short-term (3-12 months) (76.4%) and Permanent transfer (indefinite) (71.7%) policies. However, Extended Business Travel (up to 3 months) (43.4%) and Commuter

(to and from home and cross-border) (39.6%) also make up significant percentages. Training/developmental (25.5%) and contract/project (25.5%) and assignee initiated policies (22.6%) also seem to be increasingly used.

Has your organization carried out a mobility policy review in the last 12 months or is it planning to?

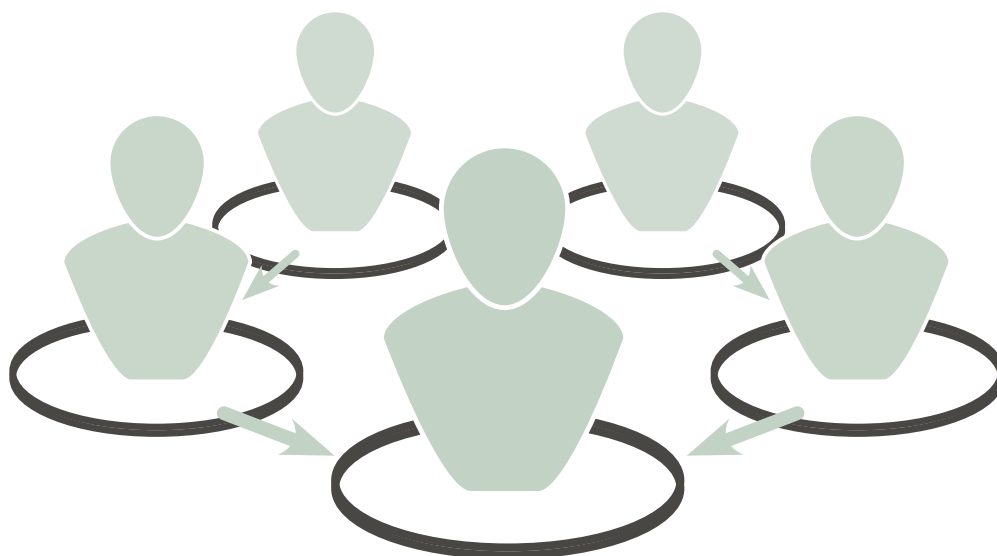
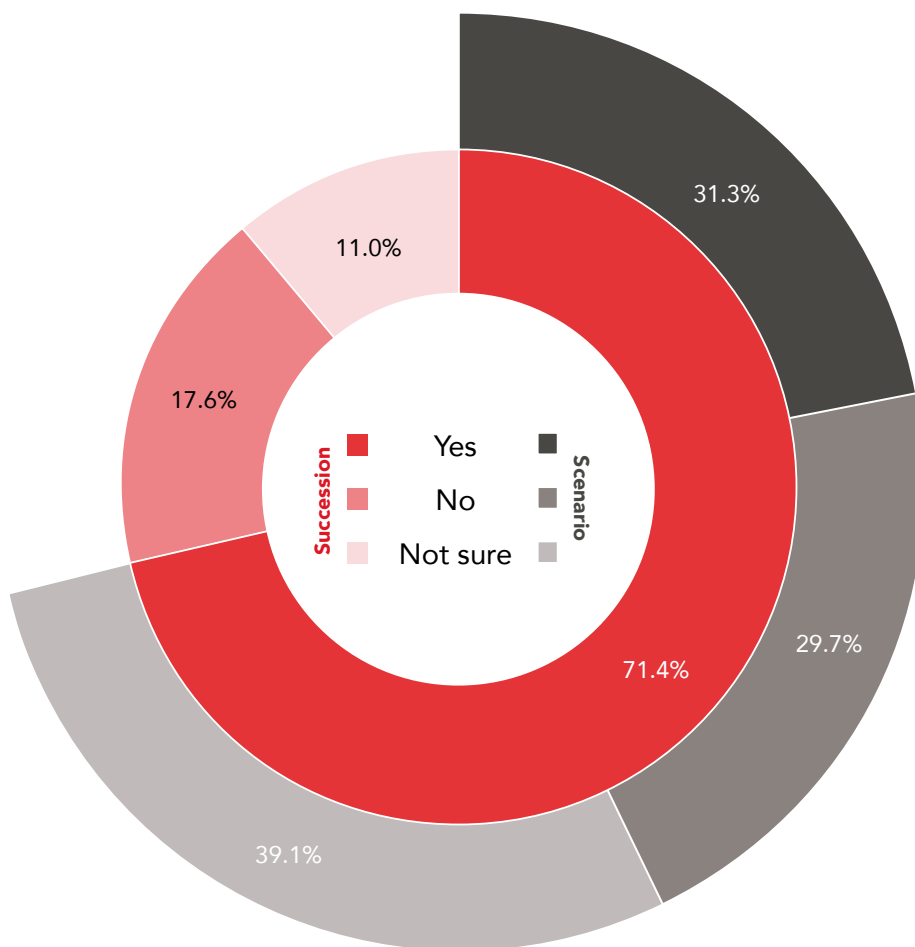


- Yes, we've carried out a mobility policy review
- No, we haven't carried out a review but we're planning to
- No, we haven't carried out a review and we're not planning to
- Don't know

This seems a clear reflection of the fast pace of change – the vast majority here (combined 70.9%) are reviewing their policies or are about to.

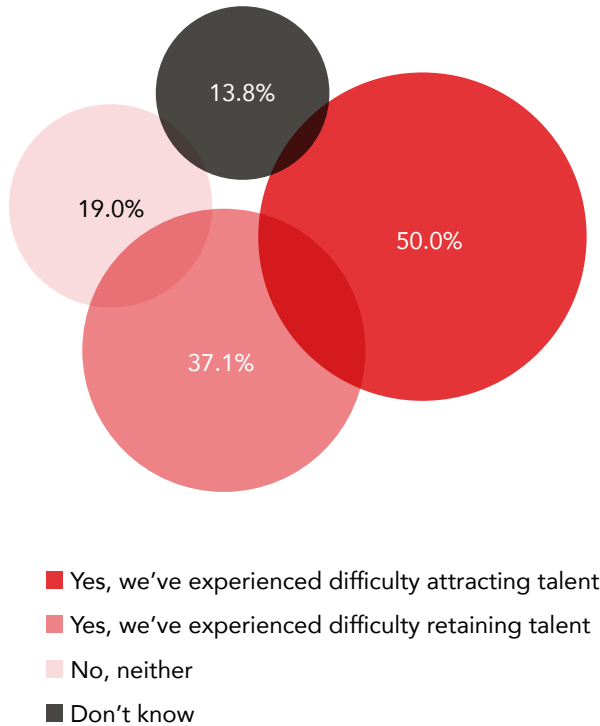
Does your organization carry out succession planning? If yes, does this process include scenario planning?

Given the level of attrition (see p. 16) the fact that 71.4% of organizations surveyed do carry out succession planning is not surprising, though 17.6% say no and 11% don't know.



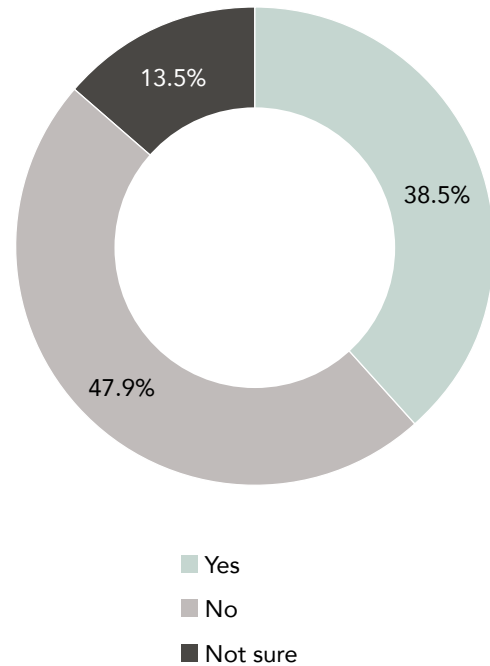
NURTURING TALENT

In the past 12 months has your organization experienced difficulty in attracting and retaining the talent it needs?



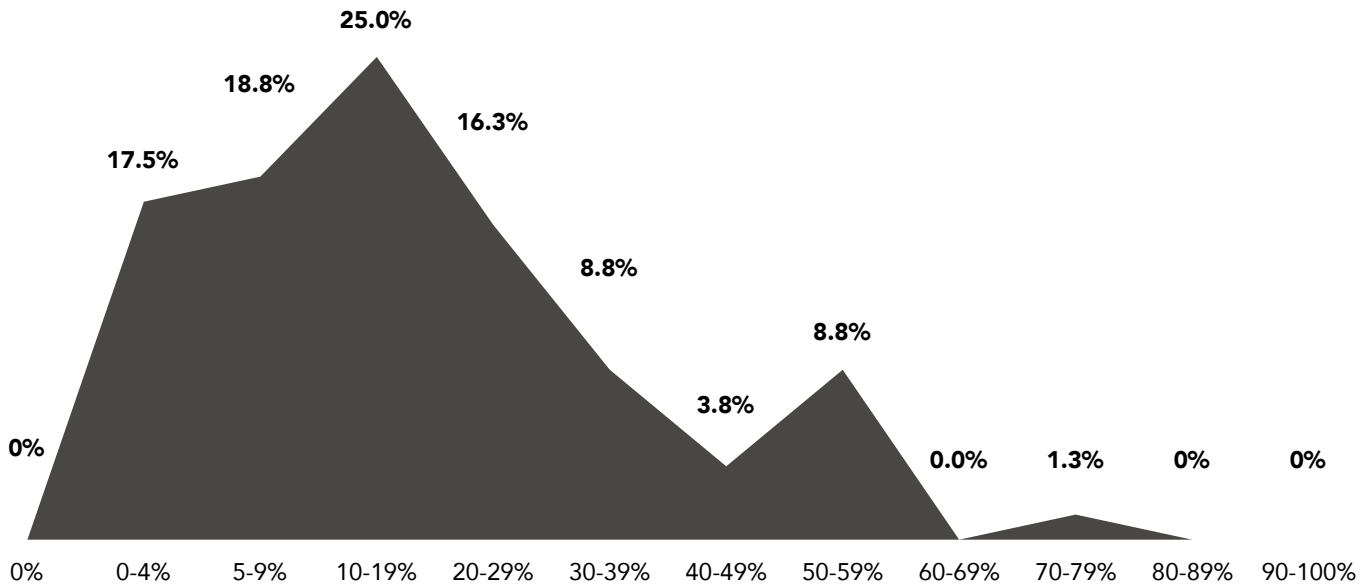
A significant 50% have experienced difficulty attracting talent and 37.1% have had problems retaining it. Nevertheless, a good proportion (19%) say that they have had neither difficulty within the last 12 months. Perhaps surprisingly, given the profile of those responding to the survey, another 13.8% say that they don't know.

Do you have a mentoring or sponsorship program for your less experienced talent?



This is quite surprising. Nearly half (47.9%) do not have mentoring or sponsorship programs in place, and 13.5% don't know whether they have or not. Those replies might prompt the question: why not? If global mobility is about placing the right talent in the right location at the right time, in order to serve the needs of the wider business, why do more than 10% of our respondents not know how that talent is being developed? However, at the same time it is encouraging to see that 38.5% say that their organizations do use these methods to grow and develop talent.

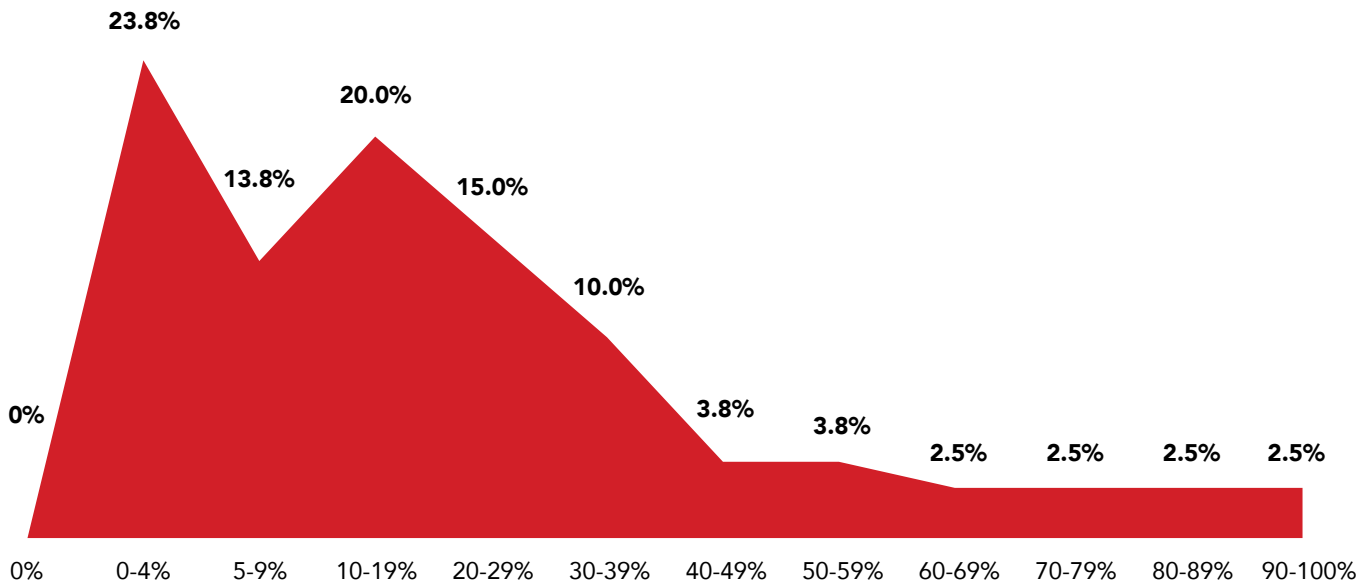
In the past 12 months has your organization experienced difficulty in attracting and retaining the talent it needs?



This surely demonstrates the power and value of global mobility: Every single one of the organizations surveyed say that at least some of their employees achieve promotion after international experience and 25% report that 10-19% of their

employees achieve promotion afterwards. 18.8% say that between 5-9% do, 16.3% report that between 20-29% of their assignees are promoted and 8.8% of those surveyed claim an impressive 50-59% promotion rate.

Approximately what percentage is the attrition rate for your employees after international experience?

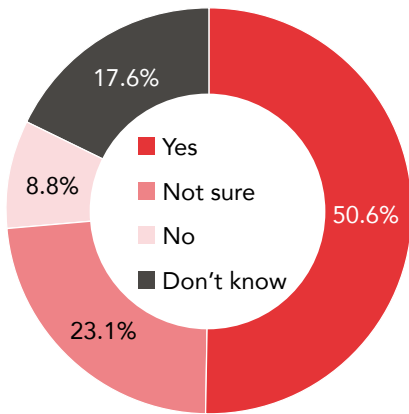


This is a very mixed result, which at first glance might look encouraging, but though the majority (23.8%) report a low rate of attrition at between 0-4%, 20% of those surveyed

show an attrition rate of between 10-19% with another 25% reporting losses between 20-39% and 2.5% report a shocking loss of between 90 and 100% of their former assignees.

REWARDING PERFORMANCE

Do you think that your organization's reward programs could be better positioned to engage your employees and drive results?



The results here deliver a clear message: 50.6% think that their reward programs could be better positioned to drive results and 23.1% say they're unsure, with another 17.6% who don't know. Only 8.8% think that they are doing an effective job. Compare these results (and particularly the first comment below) with the answers given in the question about horizontal career progression (p. 11) and it suggests some disconnection between the two.

ADDITIONAL COMMENTS ON THIS ISSUE ARE REVEALING:

ORGANIZATIONS WITH ROOM FOR IMPROVEMENT



"ON HORIZONTAL MOVEMENTS WE DON'T HAVE MUCH TO OFFER, AND THAT COULD BE A RETAINER FOR THIS TYPE OF MOVES."

"MORE FLEXIBLE BENEFITS ARE REQUIRED."

"OUTSIDE OF SALES THERE'S LITTLE FORMAL LINK BETWEEN BONUS PAYMENT AND PERSONAL OR BUSINESS RESULTS."

"A CLEARER LINK TO DEVELOPMENT IS NEEDED."

"WE NEED TO LIMIT NUMBER OF COMP CYCLES TO ALLOW BETTER FOCUS."

"WE DO NOT PAY FOR PERFORMANCE. RAISES ARE NOT DEPENDENT ON PERFORMANCE AND BONUSES ARE PLANNED TOO FAR IN ADVANCE TO HAVE ANY FLEXIBILITY TO REWARD PERFORMANCE."

"GENERAL FEEDBACK IS THAT WE COULD BE DOING BETTER TO IMPROVE EMPLOYEE ENGAGEMENT. HOWEVER, POOR FINANCIAL RESULTS (AND SUBSEQUENT IMPACT ON REWARD), AS WELL AS ISSUES WITH A PERIOD OF EXTREME AND CONTINUAL TRANSFORMATION ALSO HAVE PLAYED A PART IN IT."

"THE BONUS SCHEME IS ARCHAIC AND NEEDS REVIEW."

"EXECUTIVES GLOBALLY AND THE USA ARE WELL POSITIONED, BUT ELSEWHERE THERE IS NOT A TRANSPARENT REWARDS AND RECOGNITION SYSTEM THAT CAN BE USED TO RECOGNIZE SUCCESSES."

"CURRENTLY FOR MOST EMPLOYEES, REWARDS ARE NOT LINKED TO PERFORMANCE AND PERFORMANCE MEASUREMENTS DO NOT ACCURATELY REPRESENT [ACTUAL] PERFORMANCE."

"THE EXISTING PERFORMANCE BONUS ISN'T DELIVERING."

"WE ARE FAIRLY TIED TO THE COLLECTIVE LABOR AGREEMENTS FOR UNIVERSITIES IN OUR COUNTRY. AND THOSE OFFER LIMITED OPTION FOR EXTRA REWARDS."

"MORE FLEXIBLE OPTIONS [ARE NEEDED] TO REWARD ACTUAL PERFORMANCE DELIVERY OUTCOMES AND CONTRIBUTION - AT TIMES THERE IS A TENDENCY TO FRONT LOAD PERCEIVED IMPORTANCE OF ROLE - RATHER THAN CONTRIBUTION."

THOSE WHO FEEL THEY ARE OFFERING THE RIGHT REWARDS:



“THE REWARD SYSTEM IS STRONGLY TIED TO PERSONAL PERFORMANCE WITH TEAM ELEMENTS AND DRIVE A STRONG PART OF TOTAL COMPENSATIONS, IN SOME CASES THE STRONGEST ELEMENT OF IT.”

“WE HAVE GREAT RESULTS AND HIGH ENGAGEMENT AND ZERO TURNOVER. THIS IS DOWN TO CLEAR GOALS, ALIGNMENT AND AN EXCELLENT CEO WHOM THE LEADERSHIP TEAM RESPECT. ISSUES WITH REWARD ARE NOT SO IMPORTANT, CAREER DEVELOPMENT IS AN AREA WE COULD IMPROVE TO ENGAGE AND DRIVE RESULTS.”

“WE HAVE A TOTAL COMPENSATION PHILOSOPHY THAT IS TARGETED TO BE IN THE UPPER QUARTILE OF OUR INDUSTRY.”

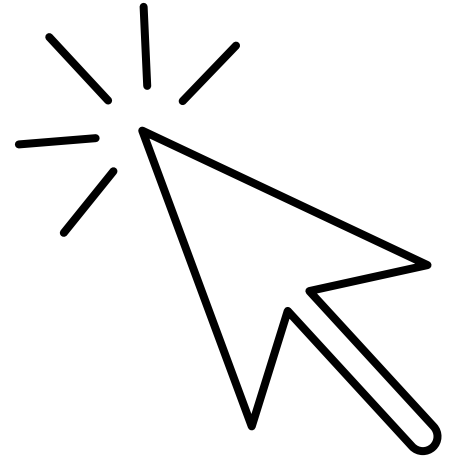
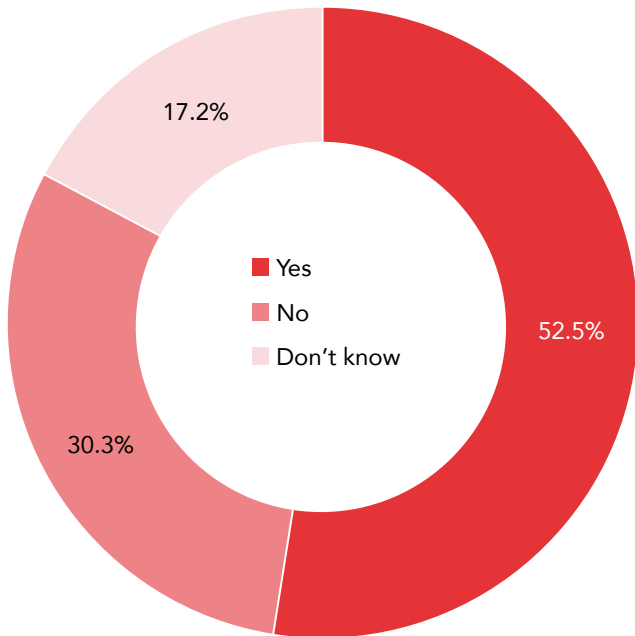
THIS GROUP ALSO INCLUDES ONE RESPONDENT WHO SOUNDS A NOTE OF CAUTION:



“BONUSES ARE GOOD RIGHT NOW. OF COURSE, THIS IS SUBJECT TO MARKET CONDITIONS WHICH MAKES THIS A QUESTIONABLE LONG-TERM CARROT FOR EMPLOYEE ENGAGEMENT.”

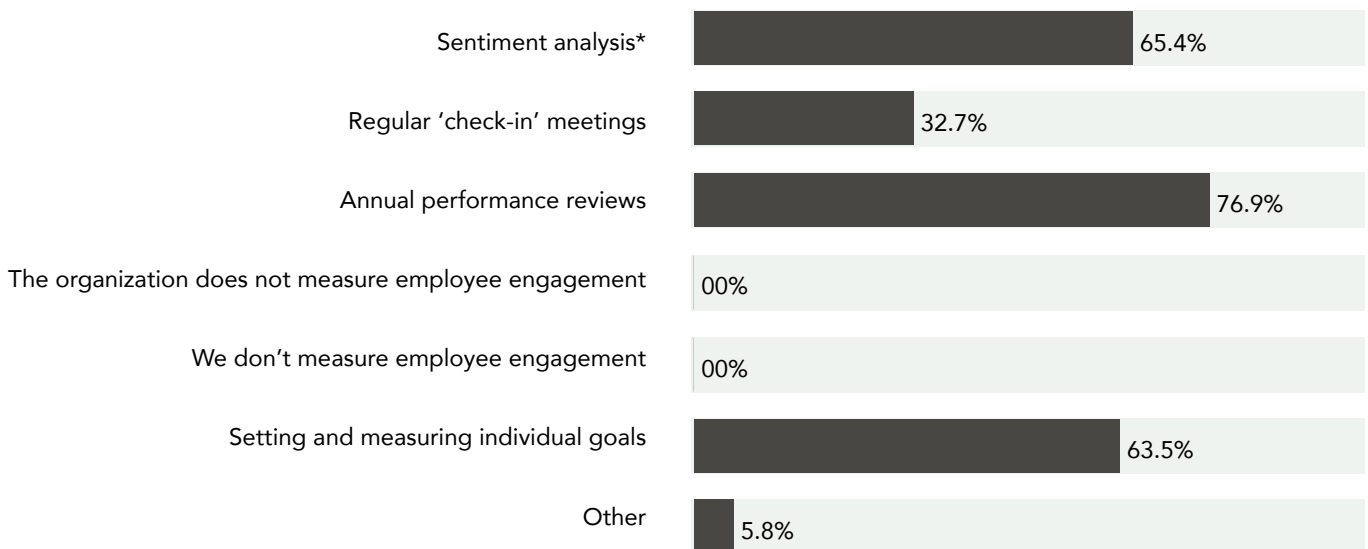
USING TECHNOLOGY TOOLS

Do you use technology tools to measure employee engagement?



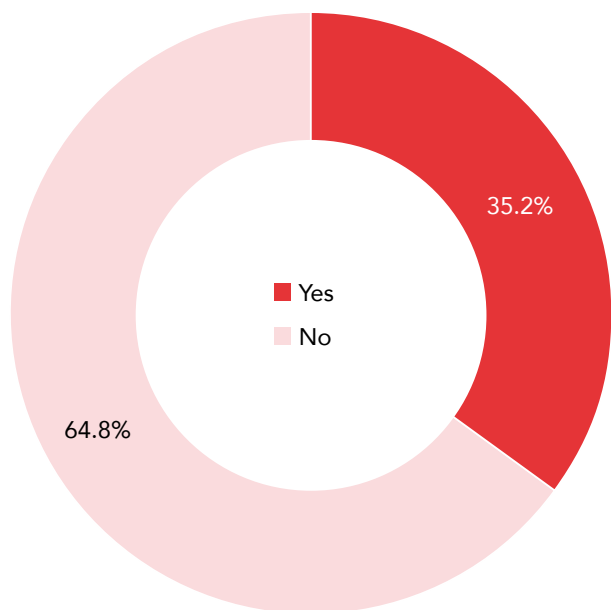
What do you use these tools for?

76.9% use technology tools for annual performance reviews (most likely in addition to face to face meetings) but 65.4% of organizations are also using tools for 'Sentiment analysis' (questions to find out how an employee feels about their job, team, progress etc). 63.5% use them to set and measure individual goals and 32.7% use them for regular 'check-in' meetings.

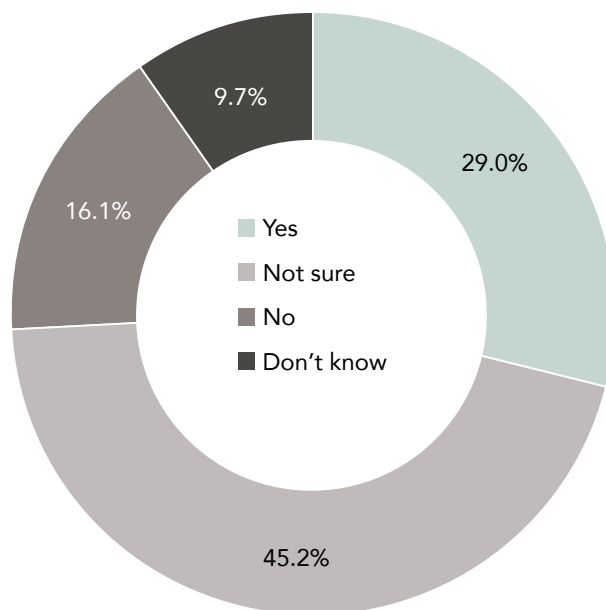


*Questions to find out how an employee feels about their job, team, progress etc

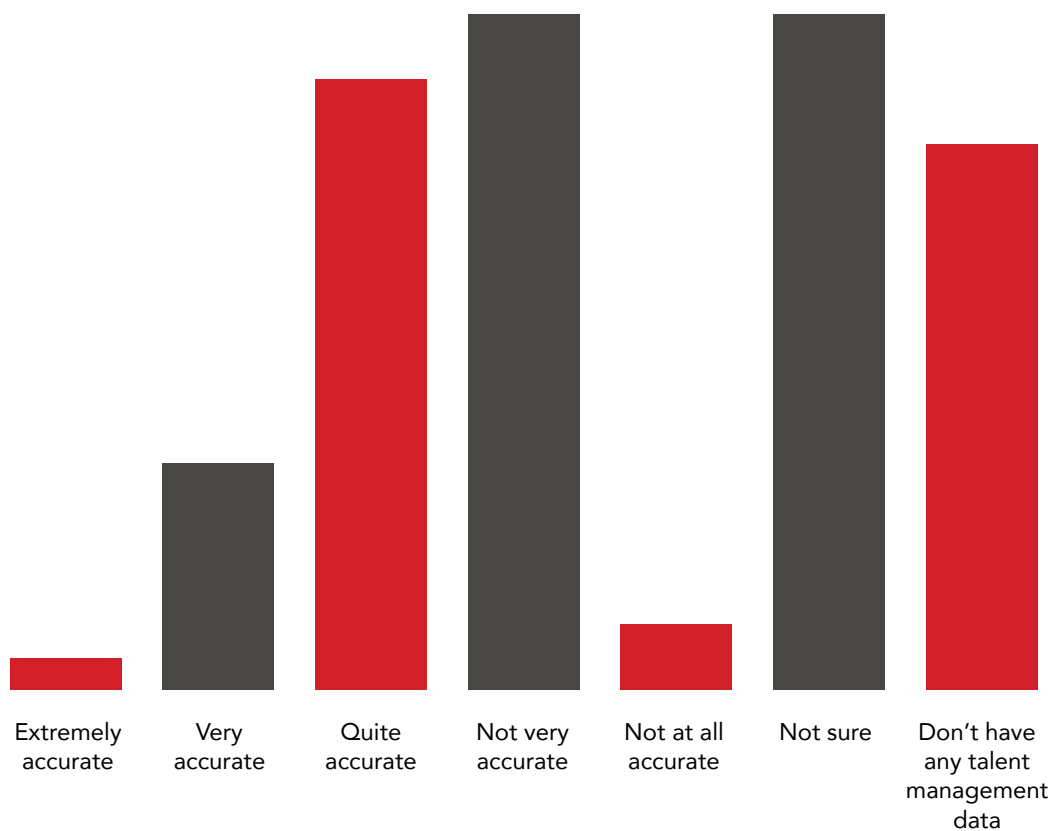
Do you use technology to help you assess potential assignees?



Are the systems adequate for your purposes?



How accurate is your talent management data?



Just 1.1% say it is extremely accurate, 8% think it's very accurate. On the less positive side: 21.6% say it is quite accurate, while 23.9% say not very accurate. 2.3% say not at all accurate. 23.9% are not sure and 19.3% don't have any talent management data.

FURTHER COMMENTS

WHEN WE ASKED FOR FURTHER COMMENTS ON THE BROAD SUBJECT OF TALENT MANAGEMENT THIS IS WHAT WE RECEIVED: ”

“LOTS OF TALK - TOO LITTLE INVESTMENT, ACTION OR LIVING UP TO STANDARDS.”

“TALENT MANAGEMENT AS A CORPORATE INITIATIVE IS IN ITS INFANCY IN OUR ORGANISATION.”

“OUR TALENT MANAGEMENT IS A MESS AND HAS BEEN FOR A FEW YEARS, WITH RE-ORGANISATIONS AND TERMINATIONS MEANING WE CURRENTLY DO NOT HAVE ANYONE WHO IS CONNECTED TO ‘TALENT.’”

“OUR TALENT MANAGEMENT TOOL HAS NOT BEEN USED GLOBALLY, IT IS AD-HOC AND BASED ON THE COUNTRY PREFERENCE.”

“ENGAGEMENT, COLLABORATION AND DEVELOPMENT ARE IMPORTANT TOOLS THAT WE ARE USING WITHIN OUR ORGANIZATION TO PROMOTE HIGH PERFORMANCE AND CUSTOMER SATISFACTION.”

“WE DO HAVE CONTAINED WITHIN OUR MOBILITY POLICY THAT THERE SHOULD BE A SPONSORING MENTOR/BUDDY IN THE HOST LOCATION TO HELP THE PERSON SETTLE IN AND PROVIDE PROFESSIONAL GUIDANCE BUT THERE IS NOT YET ANY CHECKING PROCESS THAT THIS IS EVEN TAKING PLACE YET OR IF IT IS WORKING. BUT THE FRAMEWORK IS THERE! WE HAVE A LOT OF ENTITIES AND THEY ALL DO THINGS DIFFERENTLY. HOWEVER, OUR LARGEST ENTITY IS ALREADY STARTING A PROJECT ON HOW THEY CAN GLOBALISE THEMSELVES AND MOVE MORE EMPLOYEES AROUND. OF COURSE, WE ALREADY DO THIS SO IT'S LEARNING HOW THEY WANT TO PACKAGE THIS WITH MORE FOCUS ON TALENT SELECTION/CAREER DEVELOPMENT/SUCCESSION PLANNING, AND/OR MAKE A SPECIAL PROGRAM OF THIS NEW GLOBAL FOCUS AND MAKE THINGS MORE ‘LITE.’”

THE BATTLE FOR TALENT

CONCLUSION

The Battle for Talent is the second in our series of FEM Express Reports, where we aim to survey the global mobility community about current and future trends. The survey was open for a brief 10 days, but we received just under 200 responses – the vast majority of them being from Managers and Global or Regional Heads of Global Mobility, HR or Reward, so we can be confident that we have heard from the right people.

Talent management is a topic that frequently comes up at our regional Summits and Conferences as well as at our global Chapter meetings and so with this quick-response survey, we wanted to take an overall snapshot of the industry, to see how organizations are identifying those they recruit, train and send out on assignment – and of course how they are managing to retain them.

Although conversations about Millennials increasingly feel outmoded and unnecessary,

nevertheless, as younger people move into more senior positions there is a tangible shift in the character of the workforce. Our survey revealed that the majority (55.7%) of these organizations' employees identified for international experience are 30-39 years of age, so companies ignore the particular needs of this generation at their peril.

However, judging by this sample, that is not happening and instead, organizations are making real efforts to rethink their talent strategy. For instance, half of our respondents (50.5%) say that their organization has changed the way that it communicates with its employees and 18.2% say it hasn't yet, but is planning to. In addition, a startling 61.9% of respondents say that their organization offers horizontal career progression – quite a departure from the traditional, vertical model. Matching corporate culture to the talent required appears to be more of a priority too and 41.4% said that their organization's culture mostly matches the talent that it needs to attract.



Succession planning is also a focus – with a remarkably high 71.4% of organizations surveyed saying that they carry this out.

However, there are significant difficulties with attracting talent (50% of those surveyed) and 37.1% report problems retaining it. Interestingly, despite the much-reported success of such schemes nearly half (47.9%) do not have mentoring or sponsorship programs in place for less experienced talent.

Reward is a complex subject, but the results here clearly show that there is room for improvement: Only 8.8% think that their organization's reward program is doing an effective job and 50.6% think that their reward programs could be better positioned to drive results.

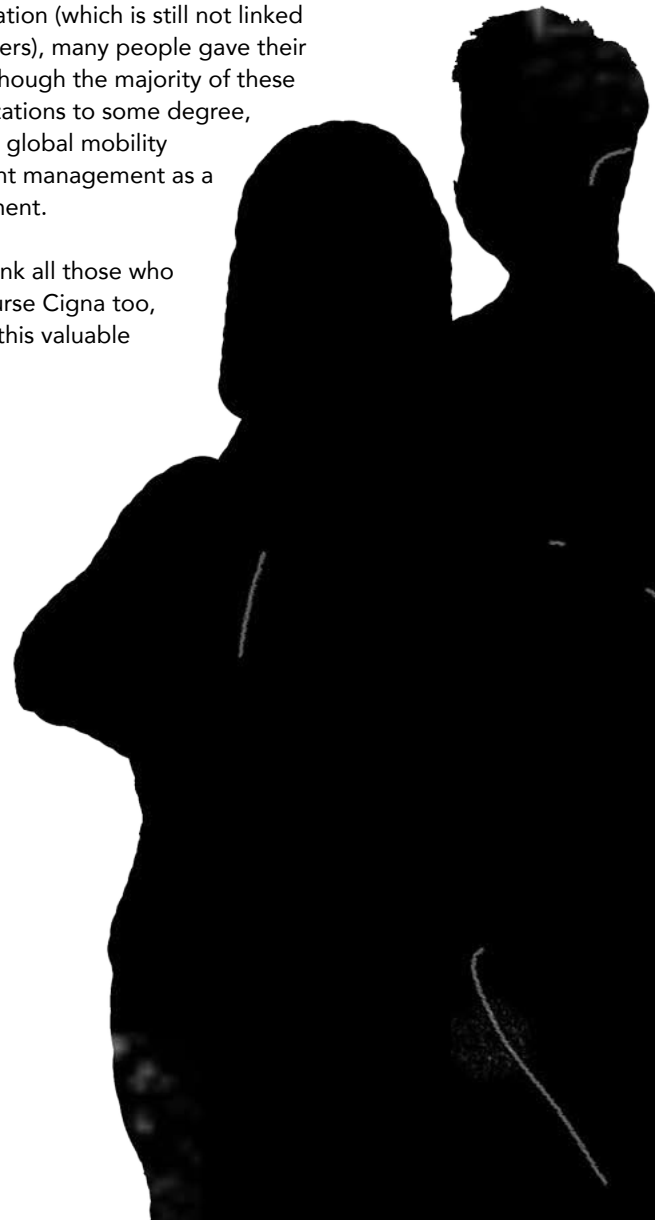
We were also interested to find out about the mechanics of talent management – so we asked how many respondents' organizations used technology tools. Again, the results revealed figures that might seem surprising in the context of a population now so accustomed to using technology to a sophisticated degree. Here, just 31.3% use technology tools to measure employee engagement – though those that do, use them for a range of purposes including measuring how their employees feel about their jobs and teams, annual performance reviews and for setting and measuring individual goals. Despite the systems available to global mobility professionals, only 35.2% use technology tools to assess potential assignees – but that may be linked to a lack of confidence in the available data. Just 1.1% say that their talent management data is extremely accurate. Overall, only 30% think that their data is either very or quite accurate – so a high percentage are lacking the quality information they need – and another 19% say that they don't have any talent management data at all.

Another striking finding here indicates the pace of change within the industry: more than 70% have reviewed their mobility policies in the last 12

months, or are about to. Overall, the picture we can see here is one of an awareness of the need for change, with some areas such as succession planning and organizational communications much improved, but it is also clear that rewards programs need to be better linked to performance goals and that attrition rates are uncomfortably high in some companies. Technology appears to be under-used in terms of gathering data, but more importantly, interpreting it.

Of course, multiple choice questions can only reveal so much, so the additional comments sections were especially valuable. As all our reports are anonymous and respondents can decide whether or not they want to reveal the name of their organization (which is still not linked to any particular answers), many people gave their frank opinions – and though the majority of these criticised their organizations to some degree, they also showed that global mobility professionals see talent management as a key area for development.

FEM would like to thank all those who took part – and of course Cigna too, for kindly sponsoring this valuable research.



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SOME OF THE ORGANIZATIONS THAT TOOK PART:

Just under 200 unique individuals from a wide range of industries and regions across the world took part in the survey. (All individual answers were anonymous and to give an organization's name was not mandatory)

[REDACTED]	[REDACTED]
AIRINC	JLT Group plc
ANZ	[REDACTED]
Aktis Strategy	King
Aramco	[REDACTED]
[REDACTED]	Magellan Champlain
BD	Marriott International
BorgWarner Inc.	Mazars
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Capital Group	[REDACTED]
Cimpress / Vistaprint	Pearson
Continental AG	[REDACTED]
Crown Worldwide Group	QBE
[REDACTED]	[REDACTED]
Deloitte	ROCKWOOL International A/S
Dof Group	Roche Pharma
[REDACTED]	Rolls-Royce Plc
EY	[REDACTED]
Eindhoven University of Technology.	S&P Global
[REDACTED]	SAP
FIS	Skyscanner
FedEx Express	Swarovski
Fonterra	[REDACTED]
[REDACTED]	The Walt Disney Company
GSK	Tokyo Electron
Grace	[REDACTED]
[REDACTED]	Under Armour
HEINEKEN	Unilever
HIMA Australia Pty Ltd	[REDACTED]
HealthX	Vertex Pharmaceuticals Inc
Hyundai	[REDACTED]
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Improbable	[REDACTED]



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