The Future of Talent Mobility

Trends and Best Practices Based on Cross-Industry Survey Research

January 2017
Speakers

Steve White
National Leader, Global Mobility Strategy Consulting PwC, LLP
Steve leads PwC’s Global Mobility Strategy Consulting team. In this capacity, Steve leads a team of professionals who specialize in helping organizations manage their human capital across borders.

Steve brings over 25 years’ experience and his expertise lies in international human resource management including Global Mobility Strategy and Policy documentation, international Mergers and Acquisitions, international Compensation and Benefits, Mobility Program Management, HR Risk Assessment and Governance, Social Security Planning, international Payroll Management and more.

Prior to joining PwC, Steve led similar practice areas for 2 other global professional services organizations.

He holds an MBA from the Ivey School of Business and an undergraduate degree in International Relations.

He is a past Board Member and past Chair of CERC.
A Joint Research Project

EURA

Leadership for Workforce Mobility

CERC
About CERC

The Force of Change in Employee Mobility

“Working to impact the systems, policies and processes that enable employers to move the right people effectively and efficiently.”

- Research
- Government Relations
- Professional Development
- Knowledge Transfer

A Globally Recognized Thought Leadership Organization

Membership includes most of Canada’s top FP100 companies
CERC Members

RBC Royal Bank

Suncor Energy

Manulife Financial

IBM

Walmart

TD

CERC

Leadership for Workforce Mobility
A Transitioning Business Environment

“The collision of technical disruption, rapid emerging-markets growth and widespread ageing is upending long held assumptions that underpin strategy setting, decision making, and management.” McKinsey & Company
MegaTrends TRENDS

- Globalization 2.0
- Demographic Change
- Individualism and Value
- Knowledge Based Economy
- Technology & the Digital Age

Changing Work Patterns → Organizational Change

Leadership 2030 The Hay Group
Demographic Realities

**Number of workers per dependent**, ratio of working-age population (aged 15–64) to dependent population (aged 0–14 and over 65)

Source: United Nations population statistics; McKinsey analysis
Methodology

- Results based on 57 survey reports published from 2011 to 2016 of employers, employees, or the general public
- Database analytics to identify trends, best practices, risk mitigation, cross-cutting analysis

→ financial institutions  → consultancies, auditors & accountants
→ associations         → RMC’s, vendors & suppliers
→ media organizations  → market research/polling companies, think tanks & quasi-governmental bodies
Methodology

➢ Over 25,000 respondents

➢ Over 140 Countries
• Mobility trends are shifting rapidly and increasing in complexity
• With so many voices – surveys, analysts, predictions – in the industry, we wondered...

...is there consensus in the literature?
In short…yes, there is consensus that the volume of mobile workers is expected to keep climbing.

As many as **89%** of organizations indicated they plan to increase their mobile workers in the next two years.
But...the nature of global mobility is changing, reflecting an increasingly complex global economic environment.
Why are employers expanding mobility programs?
1. To manage complex talent gaps

2. To expand their global reach

3. To develop top talent

4. To attract and fulfill employees

Why are employers expanding mobility programs?
1. To manage complex talent gaps

2. To expand their global reach

Why are employers expanding mobility programs?

3. To develop top talent

4. To attract and fulfill employees
Why are employers expanding mobility programs?

1. To manage complex talent gaps
2. To expand their global reach
3. To develop top talent
4. To attract and fulfill employees
1. To manage complex talent gaps

2. To expand their global reach

3. To develop top talent

4. To attract and fulfill employees

Why are employers expanding mobility programs?
Global Hiring Intentions

- Knowledge workers: 63%
- Leaders: 51%
- Specialists: 37%
- Skilled Trades: 18%
- Task workers: 15%
- Process workers: 13%

Randstad Sourceright Talent Trends Report 2015
What CEOs Think

Availability of key skills

45% of CEOs do not think that cooperation between governments is leading to greater movement of skilled labour between markets.

Technology flies around the world very fast today and so to benefit fully from it we need to make sure that products and systems can do the same, with as much free trade as possible, and barriers as low as possible.

Olof Persson
President & CEO, The Volvo Group, Sweden

PwC Global CEO Survey, January 2015
## What CEO’s Think

### Figure 4: Uncertain economic growth and over-regulation are top concerns for CEOs

Q: How concerned are you about the following economic, policy, social, environmental and business threats to your organisation’s growth prospects?

<table>
<thead>
<tr>
<th>Top ten threats</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uncertain economic growth</td>
<td>82%</td>
</tr>
<tr>
<td>Over-regulation</td>
<td>80%</td>
</tr>
<tr>
<td>Availability of key skills</td>
<td>77%</td>
</tr>
<tr>
<td>Geopolitical uncertainty</td>
<td>74%</td>
</tr>
<tr>
<td>Speed of technological change</td>
<td>70%</td>
</tr>
<tr>
<td>Exchange rate volatility</td>
<td>70%</td>
</tr>
<tr>
<td>Increasing tax burden</td>
<td>68%</td>
</tr>
<tr>
<td>Social Instability</td>
<td>68%</td>
</tr>
<tr>
<td>Changing consumer behaviour</td>
<td>66%</td>
</tr>
<tr>
<td>Cyber threats</td>
<td>61%</td>
</tr>
</tbody>
</table>

PwC Global CEO Survey, January 2017
What CEO’s Think

PwC Global CEO Survey, January 2017
Figure 11: CEOs are looking more widely to find the skills they need

Q: To what extent do you agree or disagree with the following statements about your organisation's talent activities?

- We promote talent diversity and inclusiveness
- We've changed our people strategy to reflect the skills and employment structures we need for the future
- We move talent to where we need it
- We seek out the best talent regardless of demographics or geography
- We've added digital training to our learning programmes
- We use technology to improve our people's well-being
- We're rethinking our HR function
- We're exploring the benefits of humans and machines working together
- We use data analytics to find, develop and keep people
- We're considering the impact of artificial intelligence on future skills needs
- We rely more on contractors, freelancers and outsourcing

PwC Global CEO Survey, January 2017
Top three mobility challenges for employers:

1. Cost pressures
2. Compliance
3. Program complexity
Employee point of view: customization is king.
74% say the most preferred time to work abroad = first six years of a career

Women

Female assignees “still hovering at less than 20%”

Diversity in General

Definition of spouse and family = more complicated, both socially and legally
Family remains the top concern facing employees

- Children
  - Schools
- Culture shock
- Spouses
  - Adjusting
- Ageing parents
  - Relationship tension
Conclusions from the research: top trends

Predicting the Future of Global Mobility
“We are seeing a move away from a one-size-fits-all policy and reward approach for mobile workers.”

1. **Global talent pool** and option diversity
2. Integrating talent mobility in organizational strategy
3. Proving return on investment will become crucial

A major gap today
A major opportunity for tomorrow
4. Technology and **data analytics**
5. Increased government collaboration
Challenges

• Labour market demand forecasting
• Agreement on definitions
• Economic case for mobility
• Conflicting public policy
Opportunities

• Strategic mobility for skilled / professional workers
• Trade agreements to support more open mobility
• International certification standards with preferred trading partners
• Fewer restrictions on short term business travel
• Trusted employer programs to remove adjudication from POE
• Alignment of tax, social security, health care, financial services
• Spousal employment supports
Immigration Symposia

Toronto – Thursday, February 23, 2017
London Regional Meeting, February 28
Toronto Regional Meeting, April 19 2017

CERC National Conference

Hyatt Regency Hotel, Calgary, AB.
September 10 -12, 2017.
Thank you! Questions?

Stephen Cryne
scryne@cerc.ca