

# 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

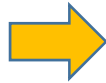


# About CERC

## 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



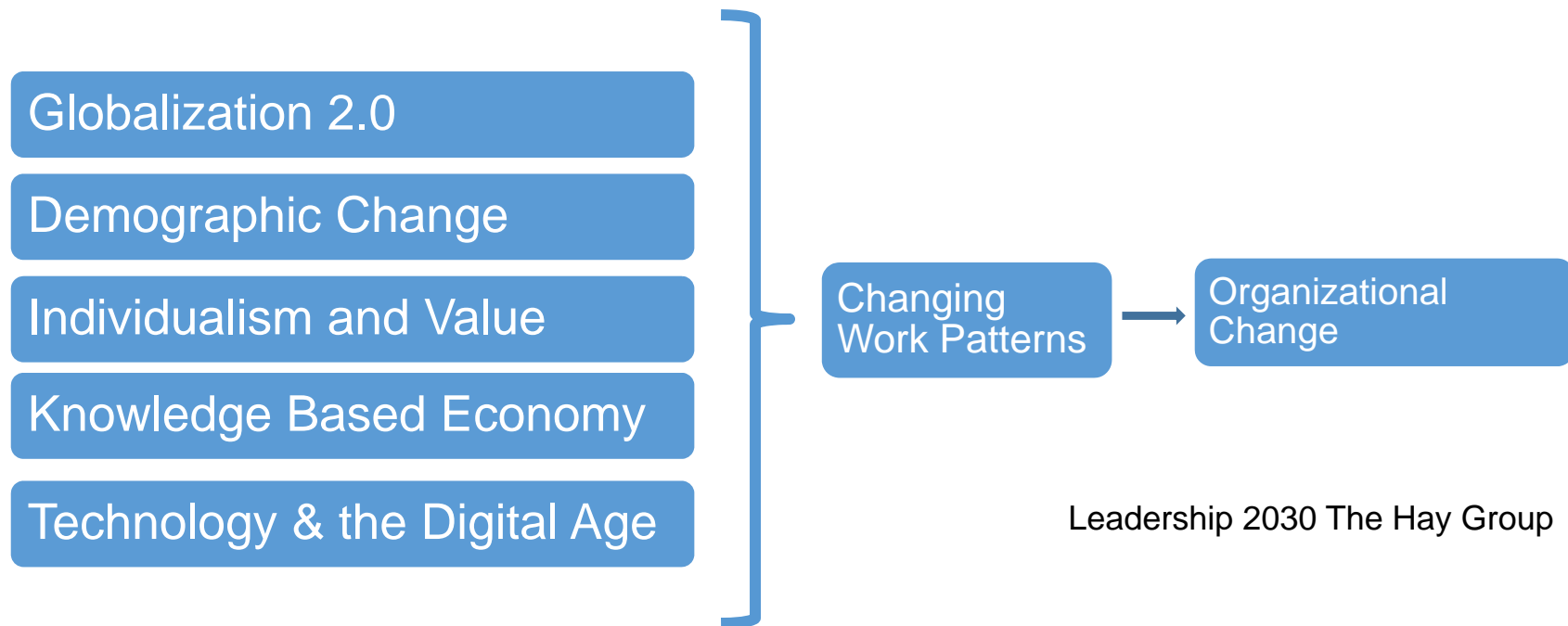
RBC  
Royal Bank



# 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

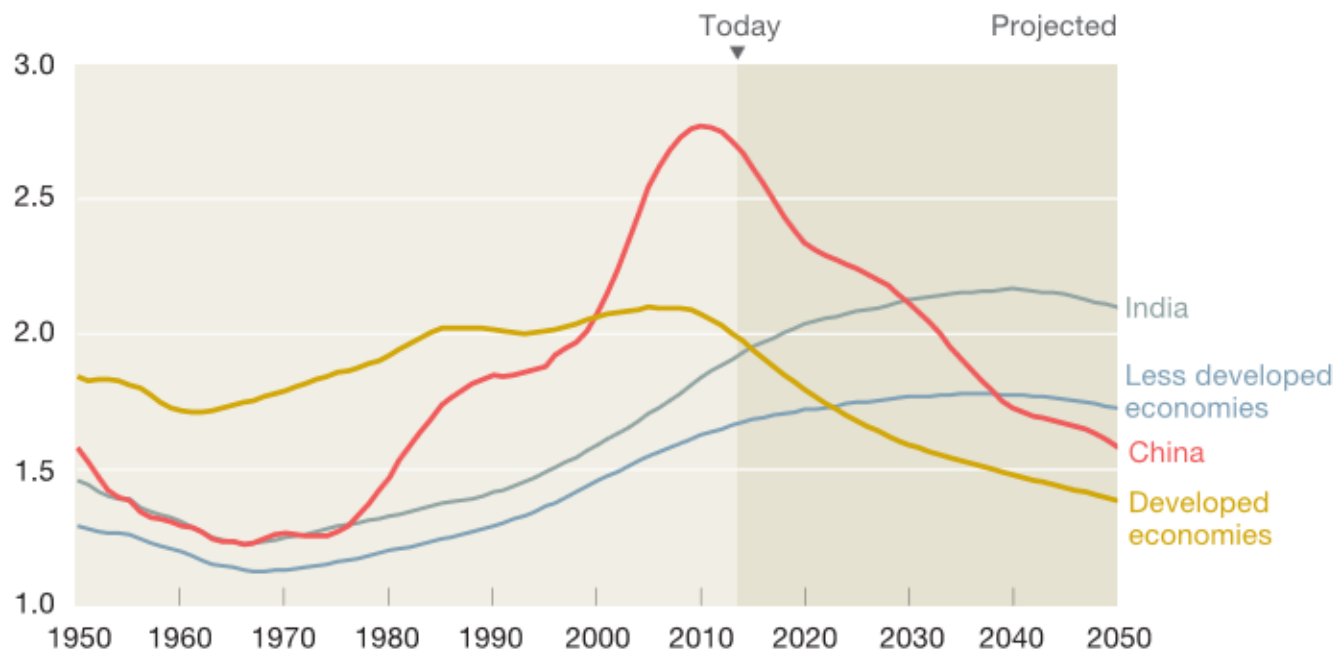


Leadership 2030 The Hay Group

# 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, predications – in the industry, we wondered...



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**

**Why are employers  
expanding mobility  
programs?**

**4. To attract  
and fulfill  
employees**

**3. To develop  
top talent**

1. To manage  
complex talent  
gaps

2. To expand  
their global  
reach

Why are employers  
expanding mobility  
programs?

4. To attract  
and fulfill  
employees

3. To develop  
top talent



**1. To manage  
complex talent  
gaps**

**2. To expand  
their global  
reach**

**Why are employers  
expanding mobility  
programs?**

**4. To attract  
and fulfill  
employees**

**3. To develop  
top talent**

1. To manage  
complex talent  
gaps

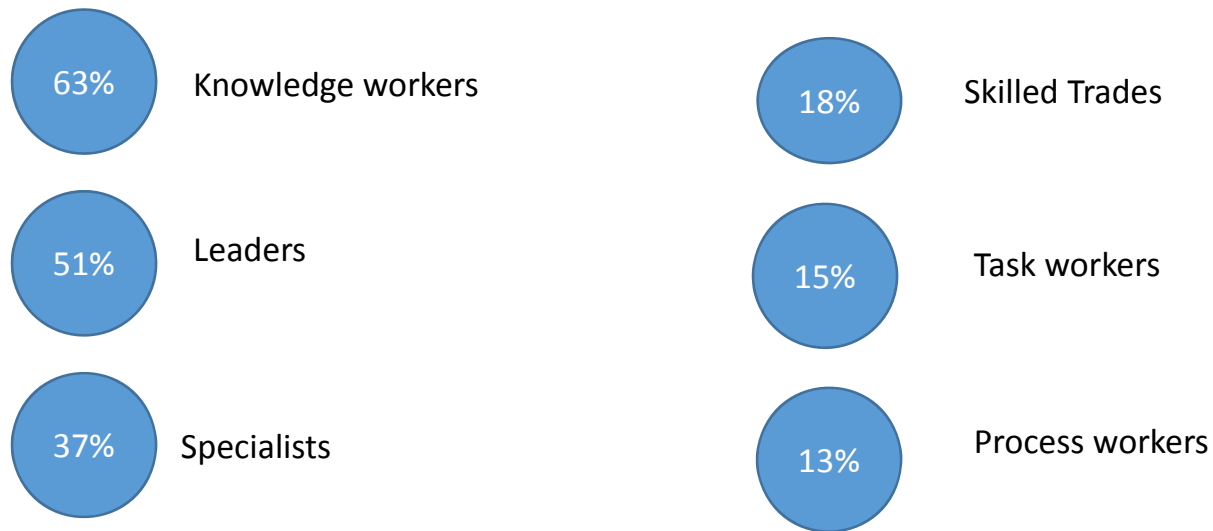
2. To expand  
their global  
reach

Why are employers  
expanding mobility  
programs?

4. To attract  
and fulfill  
employees

3. To develop  
top talent

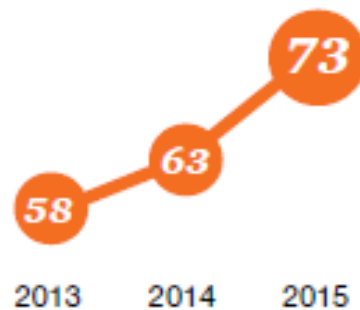
# Global Hiring Intentions



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

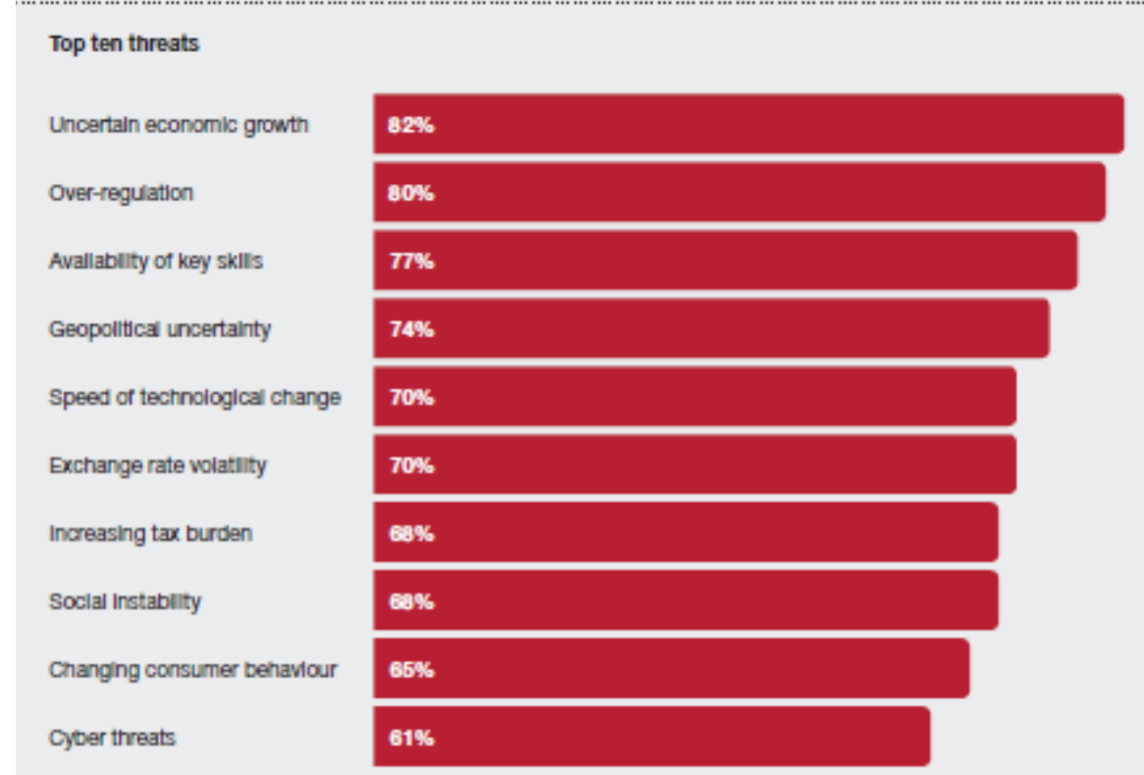
President & CEO, The Volvo Group, Sweden

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?

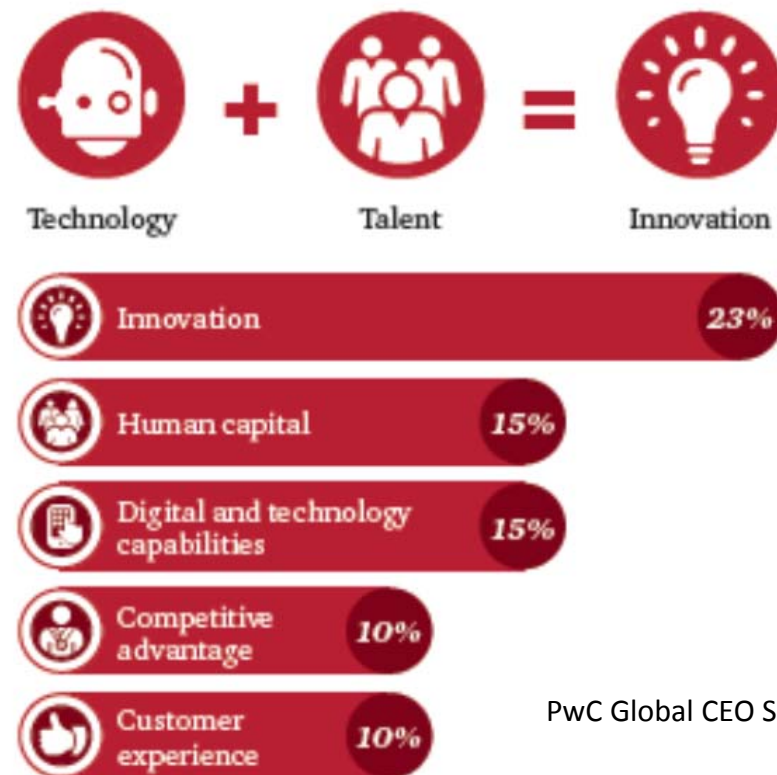


PwC Global CEO Survey, January 2017

# What CEO's Think

**Figure 7: CEOs are focusing on innovation**

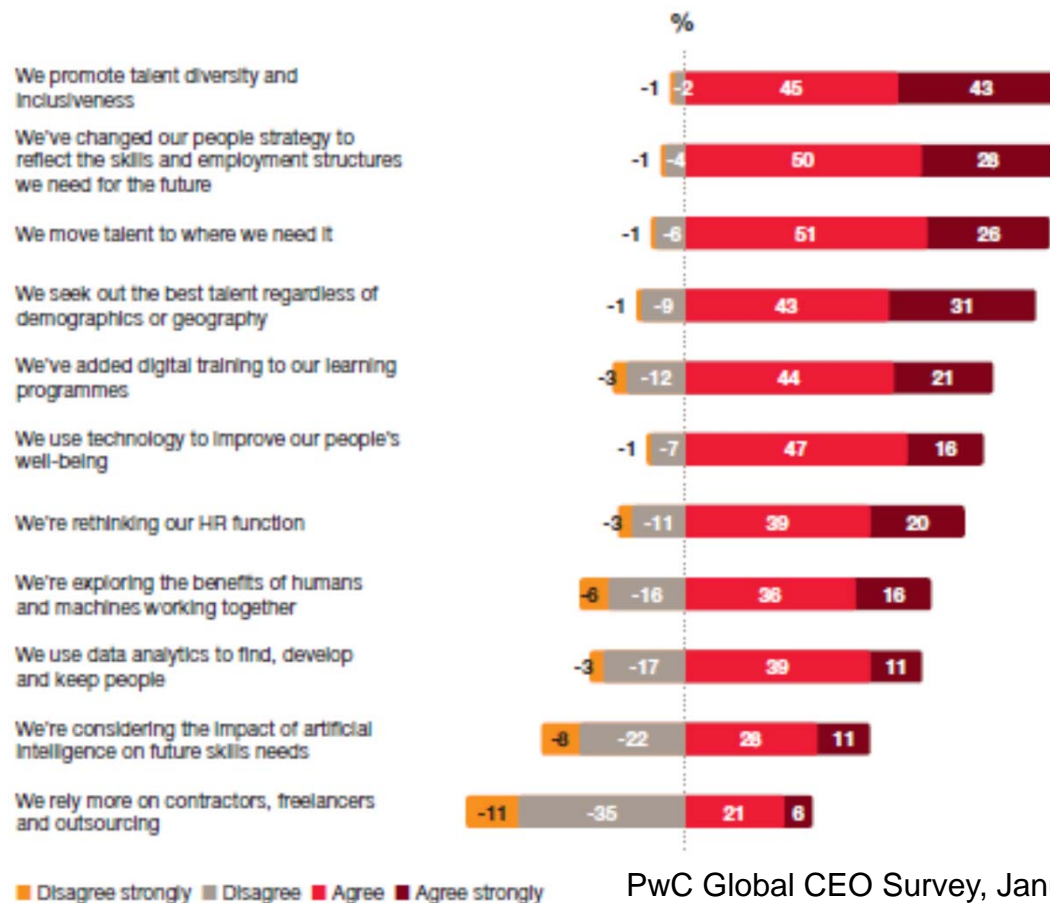
Q: Given the business environment you're in, which one of the following do you most want to strengthen in order to capitalise on new opportunities?



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?



PwC Global CEO Survey, January 2017



## Top three mobility challenges for employers:





# Employee point of view: **customization is king.**



## Millennials



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**

**Culture shock**

**Ageing parents**

**Schools**

**Spouses**

**Adjusting**

**Relationship  
tension**



## Conclusions from the research: top trends



**Predicting the Future  
of Global Mobility**



## 1. **Global talent pool** and option diversity



“We are seeing  
a **move away**  
from a **one-size-**  
**fits-all** policy  
and reward  
approach for  
mobile  
workers.”

## 2. Integrating talent mobility in **organizational strategy**



### 3. Proving **return on investment** will become crucial



## 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](mailto:scryne@cerc.ca)**

