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STRATEGIC FOCUS 2014-2015

WHAT'S COVERED...

HR metrics

Global HR approach

- ▶ Drivers
- ▶ Vision and objectives
- ▶ Program priorities and scope

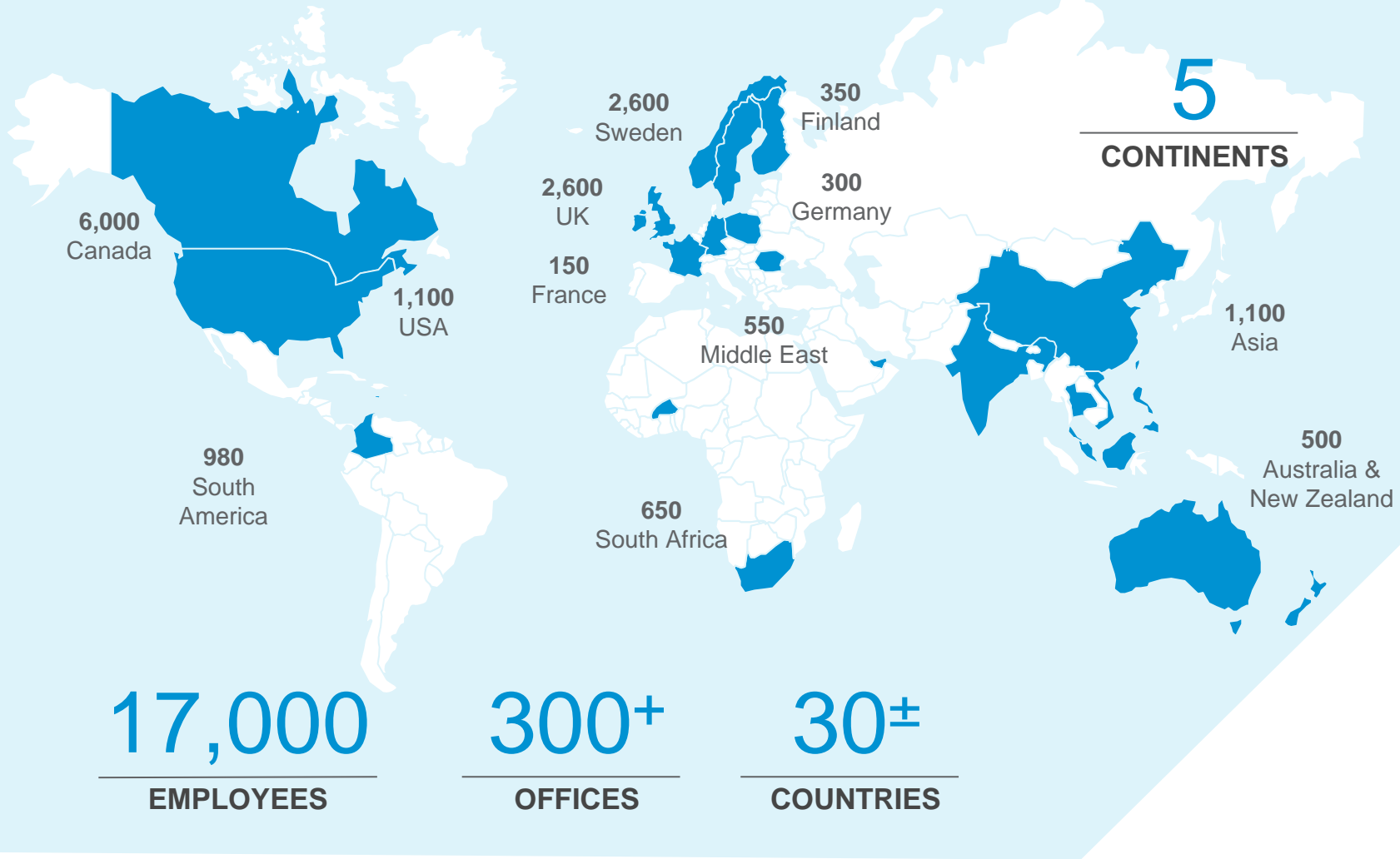
Governance model

- ▶ Group HR roles and responsibilities



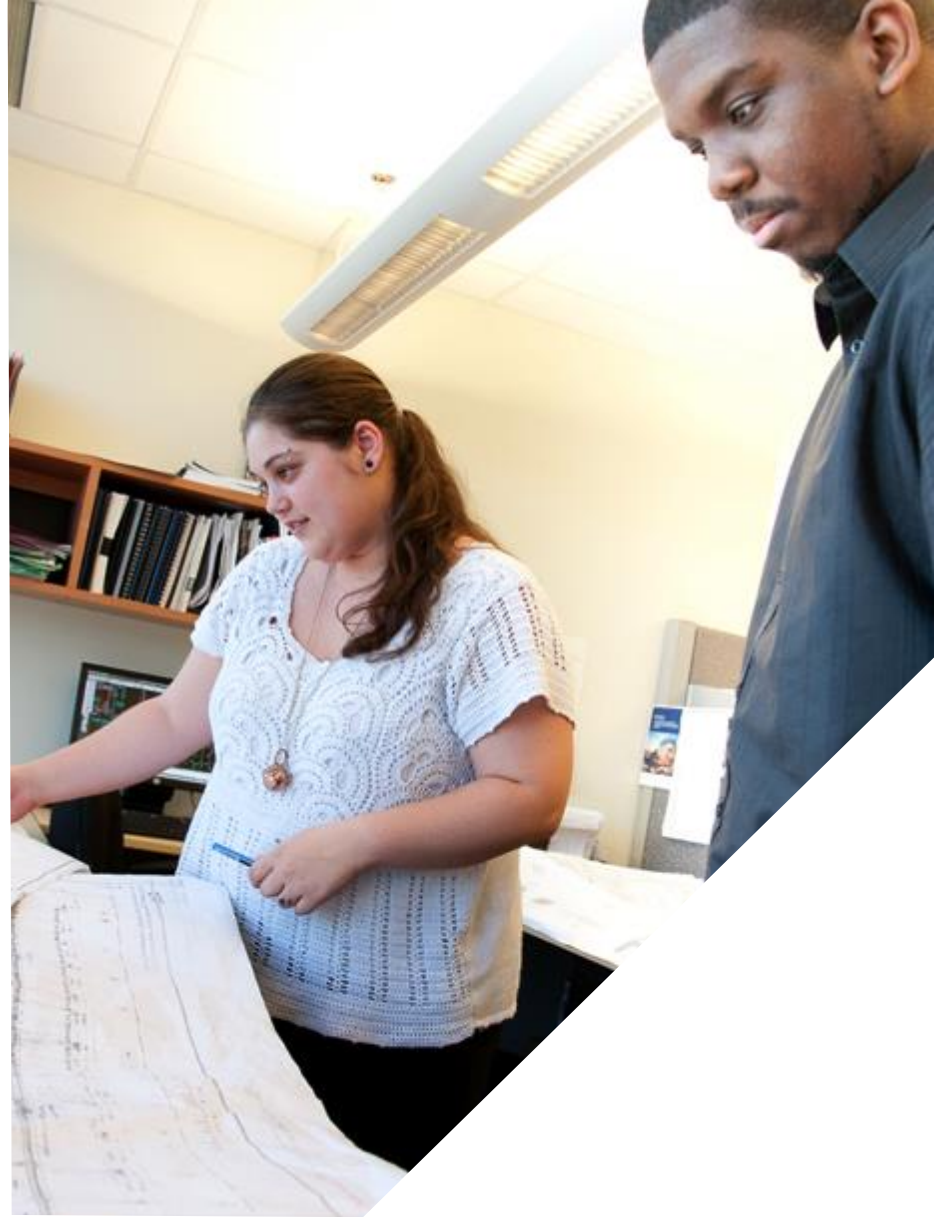
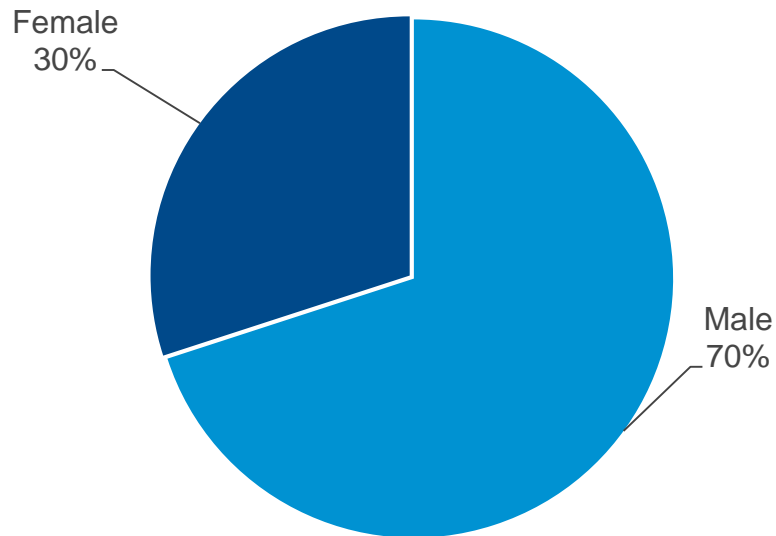
HUMAN RESOURCES METRICS

A GLOBAL NETWORK OF EXPERTS



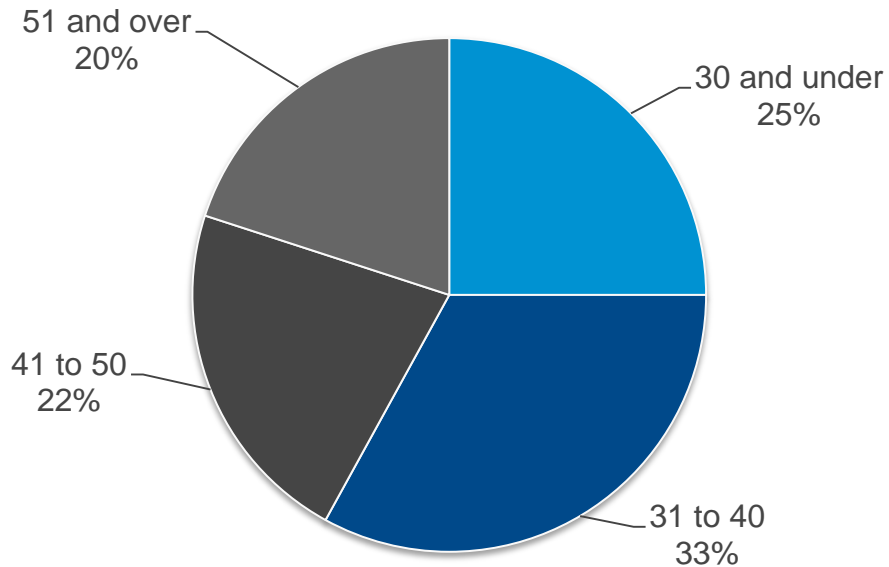
EMPLOYEE BREAKDOWN

GENDER TYPE



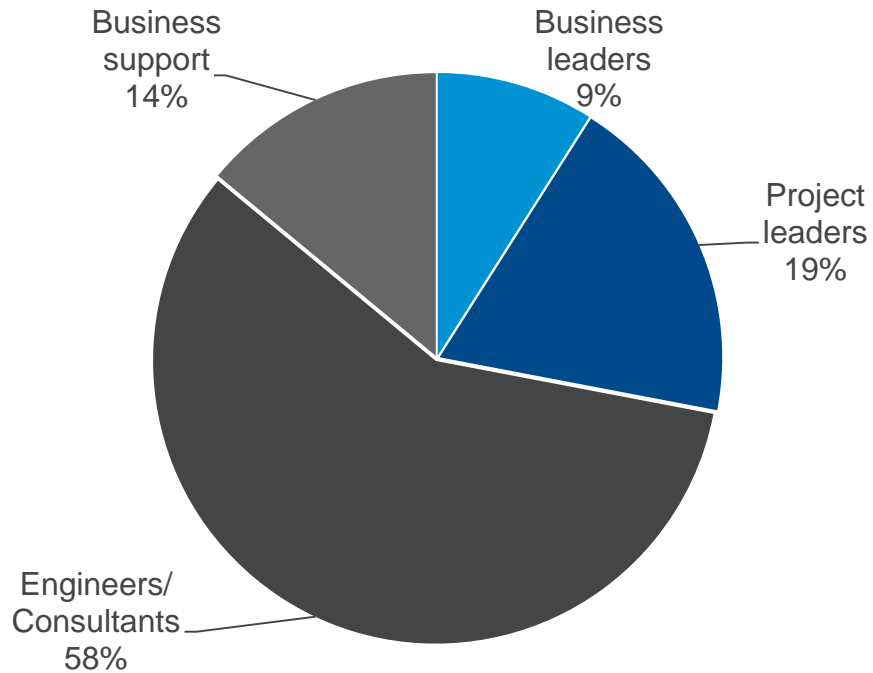
EMPLOYEE BREAKDOWN

AGE DISTRIBUTION

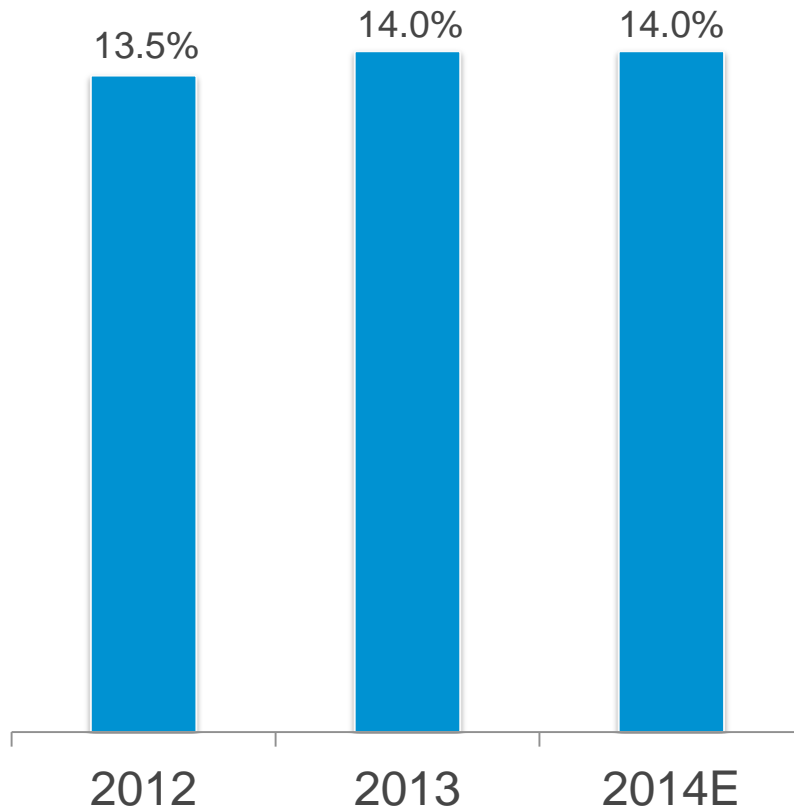


EMPLOYEE BREAKDOWN

ROLE



VOLUNTARY ATTRITION RATE



GLOBAL HR APPROACH

DRIVERS

- ▶ Ensure that the organization has capable talent that is prepared for the future and responsive to clients
- ▶ Deliver core HR services efficiently, effectively and in a cost effective manner



VISION AND OBJECTIVES

Our Vision

Always be the first choice of employer for outstanding talent

Our Mission

To provide the people and expertise that enables the business to grow and move forward

Our Objective

To have the talented and engaged staff to deliver our strategy



PRIORITIES

1. Build agility

Growing and strengthening our leadership capacity to sustain a high performing service firm

2. Recruit for excellence

Modernizing recruitment and positioning our firm as an employer of choice

3. Engage and retain top talent

Creating a vibrant working environment that is respectful, safe, enlightened and rewarding



GOVERNANCE MODEL

GLOBAL HR DRIVES GROUP-WIDE GOVERNANCE

Strategy

Decision on group-wide investments

Proposal to the ExCom

Implementation via the country HR manager

Practices

Definition of rules and policies

Prioritization

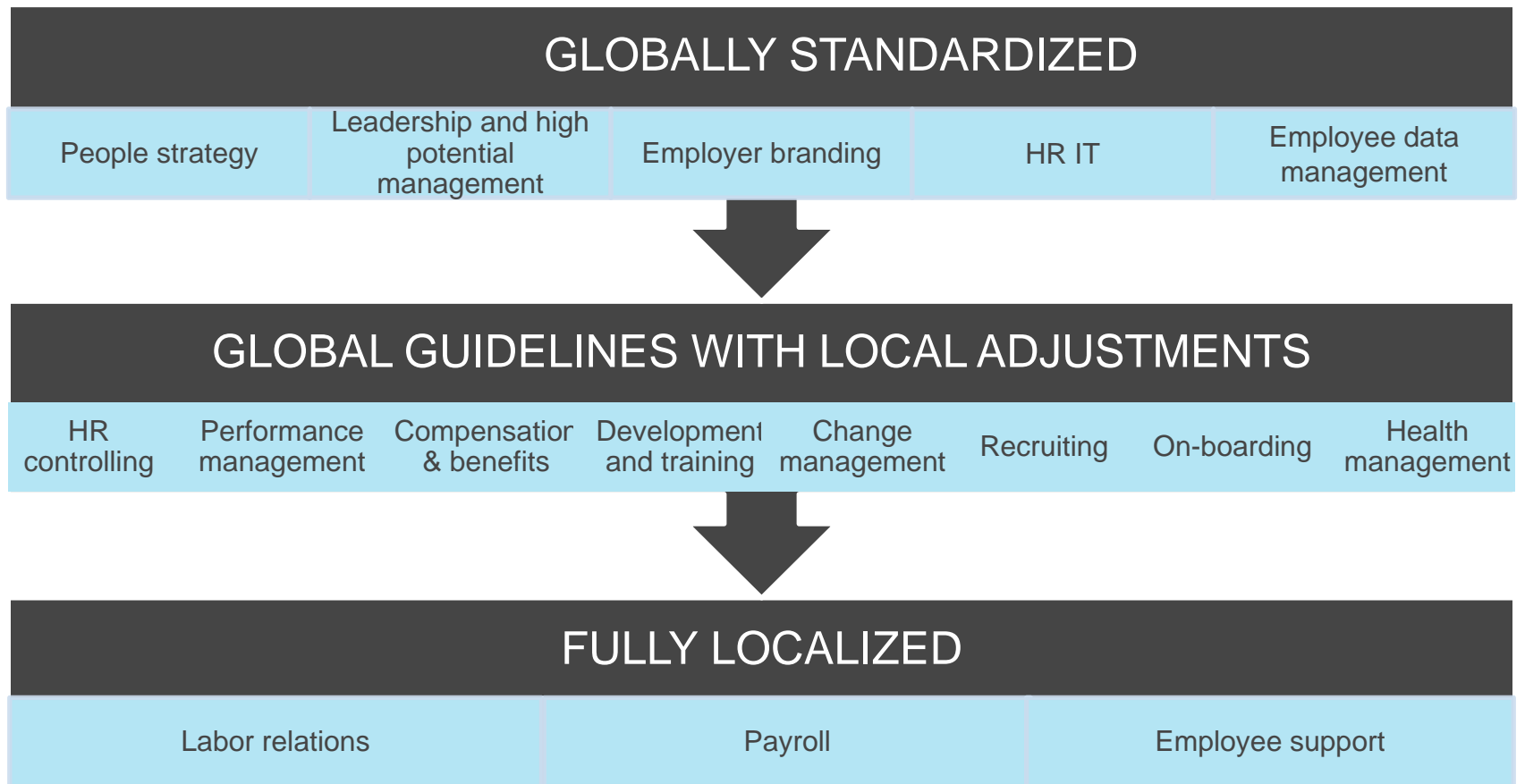
Implementation

Reporting

Talent attraction, development, retention and engagement

Succession planning and rewards

GLOBAL VERSUS LOCAL



DISCUSSION

