

Differentiating for success

Securing top talent in the BRICs



Building a better
working world

In collaboration with



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Acknowledgment

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Foreword



Bill Leisy
*Global Talent Management Market Leader,
Human Capital*

Organizations will only increase their competitive advantage in emerging markets by recruiting and retaining in-demand talent, but this report clearly demonstrates that multinational companies need to avoid a one-size-fits-all approach. Each market presents different challenges, and it is crucial to understand people's cultural and professional differences. Only then will organizations be in a position to develop an effective employer brand that will attract in-demand talent, and a strategy that engages and retains those employees.

If we accept that employer brands are unique not just for every employer, but also for the same employer in different markets, we must now focus on how well each employer executes their talent strategy. Potential employees are attracted to one organization over another for different reasons. These include employers' reputations in the market, pay and benefits, and flexibility of working arrangements. But they stay in an organization for one key reason: the ability of the employer to develop and enhance their careers through effective leadership development, performance management, learning and development, mobility and succession planning.

How well organizations execute their talent strategy will determine how quickly they establish competitive advantage and experience fast growth in emerging markets.



Five ways to secure top talent

Identifying and retaining talent in emerging markets is of critical importance as organizations look to build and sustain business in these markets. Shortages of appropriately skilled local workers and high-potential talent, compounded by increased competition from both domestic and international companies, pose a serious risk to the ability of organizations to capitalize on growth opportunities. For this report, we surveyed professionals in high-demand roles in the BRICs – Brazil, Russia, India and China – to identify targeted strategies for the attraction and retention of key talent. We analyzed the differences in employee value propositions (EVPs) and assessed how they can positively affect job satisfaction and engagement, ultimately increasing organizational commitment, engagement and retention.

According to our survey, five strategies have the greatest impact on talent attraction and retention:



The report outlines our key findings, demonstrates the importance of these strategies and explains how organizations can implement and benefit from them.

For each of the four BRIC countries, the report summarizes the main attractors and drivers of retention for key talent groups. These can be used to build a strong pipeline of local high-potential and key talent.



Introduction

Talent retention in the BRICs: a problem that we can no longer hide from

For many years, employers have been discussing the problem of how to retain top talent in emerging markets. But, until recently, companies have been able to put off fixing the problem by relying on the oversupply of skills or by simply raising salaries. However, this is no longer a sustainable response.

In this report, we draw on EY's extensive experience and research, including work done by the EY Institute for Emerging Market Studies (IEMS), to look at how companies can use more targeted intervention to attract and retain key people, and to grow more profitably as a result.

A 2013 EY study of global business risks and opportunities identified talent shortages as a leading risk to the operational agility, competitiveness and strategic growth of organizations, in the years up to 2015. The concept of talent shortages is not new, but business leaders are now reporting that they have become a serious risk to growth.¹

This is a particularly pressing problem for companies in the US, the Nordics and Europe that are now seeking to offset historically low growth prospects in their domestic economies with growth in emerging markets. And, as EY's 2012 survey of high-growth companies in key emerging markets shows, companies headquartered in China, India and other emerging markets are also rapidly moving into these markets.² As companies rush to these countries, or seek to build on existing operations, the competition for talent is only going to increase.

¹ *Business Pulse: exploring dual perspectives on the top 10 risks and opportunities in 2013 and beyond*, EY, 2013.

² *Growing Beyond: how high performers are accelerating ahead*, EY, 2012.

"A differentiated EVP will enable organizations to attract, engage and ultimately retain their most critical talent."

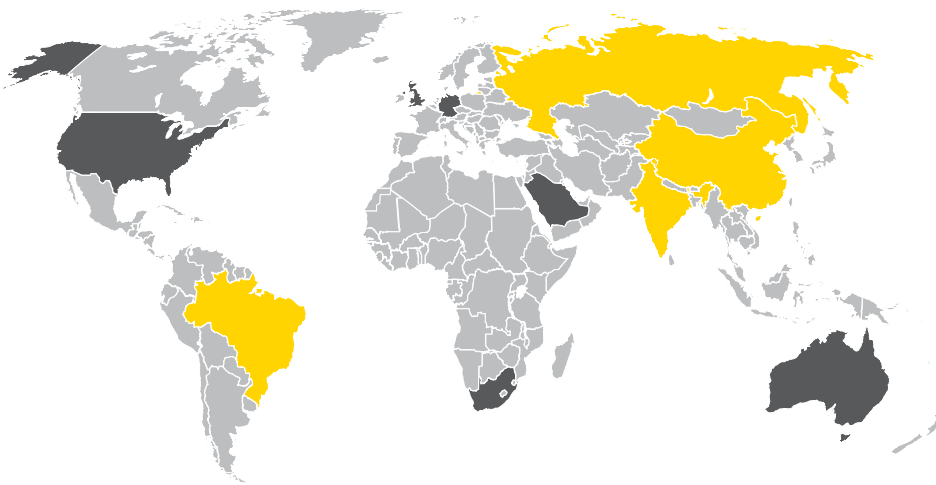


The impact of labor costs

In the meantime, the cost of labor is having a very real impact on profitability. Across countries as diverse as South Africa, Brazil, India, Russia, China, Saudi Arabia, the UK, the US, Germany and Australia, labor-cost inflation is one of the top factors in depressing profitability – along with price erosion and regulatory pressure. This inflation is leading organizations to focus on back-office, and other, cost-reduction strategies to protect margins while still delivering growth.

Percentage of respondents who ranked labor-cost inflation as one of the top four most significant cost pressures for their company

Country	Respondents (%)	Rank
South Africa	60	1
Brazil	54	1
India	50	3
Russia	46	2
China	44	3
Saudi Arabia	42	2
UK	34	4
US	29	3
Germany	29	4
Australia	29	4



Source: *Growing Beyond: how high performers are accelerating ahead*, EY, 2012 (total respondents: South Africa 50, Brazil 50, India 82, Russia 56, China 50, Saudi Arabia 36, UK 67, US 115, Germany 52, Australia 34).

Cost pressures listed to respondents: demand decline, exchange rate fluctuation, increased regulatory and compliance requirements, input-cost inflation, interest and servicing of debt, investor and stakeholder pressure, labor-cost inflation and price erosion.

Responding to the problem

The challenges facing businesses as they try to retain the talent required to support growth vary from industry to industry, and indeed from company to company. However, organizations are becoming more sophisticated in their definition of what "talent" really means in their growth strategies. In the past, the word has simply been used to mean the senior management or expatriate executives. Today, companies recognize that, due to a number of factors, talent scarcity is a problem in a range of roles, including business management, engineering and IT.



In China, the complex nature of working with the Government and the rapid increase in competition from state-owned enterprises (SOEs) mean that a premium is placed on management skills gained in the country, at all levels, rather than abroad.

In Brazil, the dominant mining and oil industries absorb a large amount of engineering talent. Less-developed mathematics and science education means that people who can fill non-management engineering roles are at a premium.

In India, the hugely successful indigenous IT sector, made up of companies seen locally as Indian champions, has made working for a foreign company's IT function seem far less attractive. This means that foreign companies with great recruitment brands at home struggle to fill vacancies in India.

If companies are to be more sophisticated in their approach to talent attraction and retention – beyond simply spending more money – they need to understand what professionals value from their employers, by country and by profession.

It is widely understood that a differentiated EVP will enable organizations to attract, engage and ultimately retain their most critical talent, by adjusting their compensation, benefits and other tangible and intangible offerings. Fully individualized employment offerings might be the ideal approach; however, this level of refinement is often not possible or practical.

The next best approach to full individualization is to tailor employment offerings to the preferences of targeted groups of critical employees. To do this, companies need to understand the differences between these groups, and the strategies that can assist in improving attraction and retention of them.

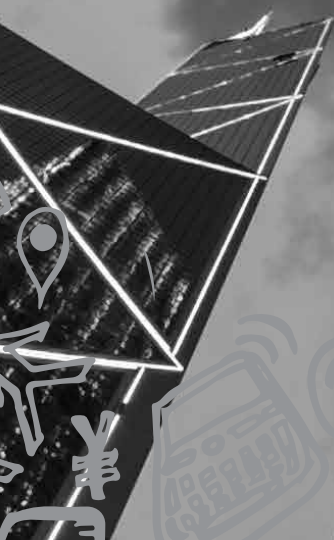
Understanding the differences across in-demand professionals: a research study across the BRIC countries

To provide the insight needed, we surveyed 1,109 professionals in the BRIC countries. We tried to answer the following questions, in order to help organizations target their EVPs:

- ▶ **What are the features of an EVP that would be most attractive to in-demand talent in the BRIC countries?**
- ▶ **What are the career goals of in-demand talent in the BRIC countries?**
- ▶ **What are the features of an organization's reputation that would be most attractive to in-demand talent in the BRIC countries?**

We also asked about the respondents' job satisfaction, organizational commitment and their engagement with their organizations and their careers. This allowed us to develop five strategies that will have the greatest impact on improving talent attraction and retention.



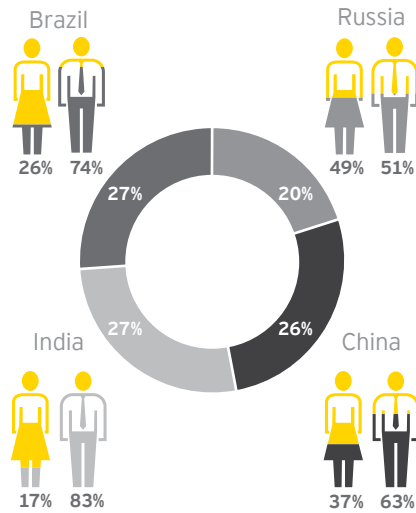


Respondents' profile

Who we surveyed

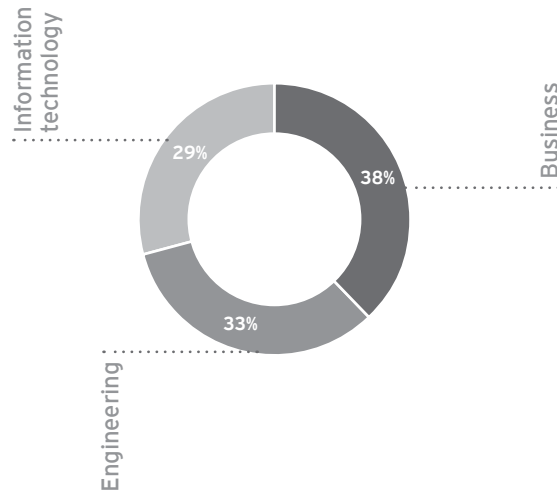
For this survey, we actively targeted 1,109 professionals between the ages of 25 and 40 – the average age of our sample was approximately 30 years. Sixty-nine percent of the respondents were male and 31% were female.

Geography



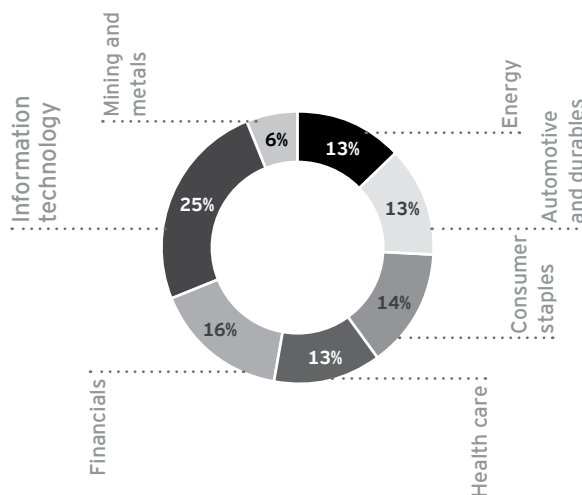
While there are talent shortages in many emerging markets, we selected the BRIC countries because they each have a growing middle class and consumer base, and that indicates that they are treading a path that other emerging markets will follow as their economies grow.

Profession



Those surveyed were all holders of in-demand roles requiring a high level of education and expertise.

Industry



Those surveyed were all working in industries with a notable talent shortage.

Strategy 1

Accommodate different career goals across countries and professions

Strategy 5

Tailor compensation and benefits to individual and cultural differences

Strategy 2

Build a differentiated employer brand by country and profession, internally and externally

The five strategies

Strategy 4

Craft work environments to match country preferences

Strategy 3

Develop the behavioral styles of co-workers and leaders to enhance engagement

“Our respondents clearly and consistently demonstrated that they value work-life balance. But, surprisingly, they place less emphasis on international experience.”

Strategy 1

Career goals steer employees' decisions, such as where to work and expend effort, and when to leave an organization.

We know that career goals are important to high-potential employees. However, we wanted to understand what this specifically meant in the BRICs, and what it meant across the different in-demand professions.

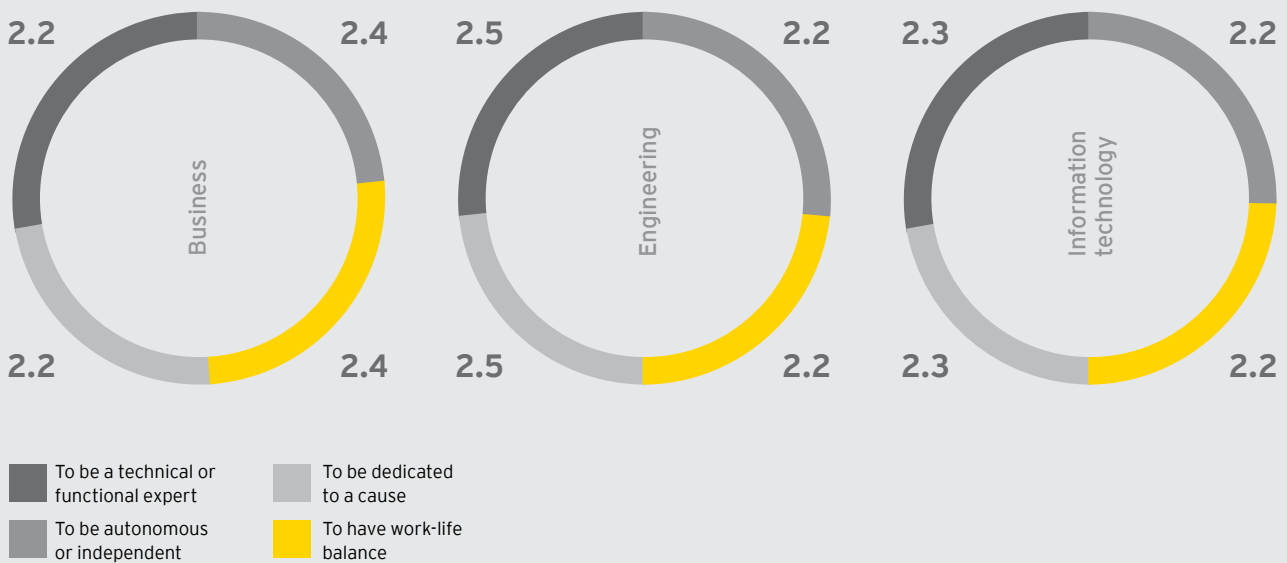
Finding

Career goals differ by professions surveyed in the BRIC countries.

Among the in-demand talent we surveyed, we found differences in the value placed on four career goals. For example, engineers who need to stay particularly current in their field tend to want to be technical or functional experts, and want to be dedicated to a cause. Business professionals have a stronger desire for independence. Information technology professionals have a stronger desire for work-life balance.

Desirability of career goals by profession

Rating of attributes (3=most desired)



Action point

Use differentiated job design, career paths and performance-management processes to meet these differing career goals across professions. For example, build Western European-style autonomous work management and performance management into the roles of business professionals. For engineers, organizations can build up communities of interest around their field of expertise, or create matrix professional leadership roles, where they have leadership for developing technical skills and standards across business units, to give more profile to technical career development.

Finding

Respondents in different countries have very different career goals.

Across the four countries we looked at, there were many career goals that were shared by high-demand talent. However, there were some career goals that were valued differently by those in each country.

Ranking of each career goal on level of desirability (1 = highest ranked)	Brazil	Russia	India	China
To have work-life balance	1	1	1	1
To be secure or stable in my job	2	2	2	4.5
To be dedicated to a cause or to feel that I am serving a greater good	3	7	8	8
To be entrepreneurial or creative and innovative	4	8	4	4.5
To be competitively or intellectually challenged	5.5	5	5	7
To be a technical or functional expert	5.5	3	6	6
To be a leader or manager of people	7	6	3	2
To be autonomous or independent	8	4	7	3
To have an international career	9	9	9	9

Action points

Tailor career-management systems and processes to recognize national differences - for example, projects that take employees into new areas of work, provide access to more senior stakeholders, and place higher demands on their performance.

Brazil

Focus on high-potential programs to establish new ventures or launch new projects.

Russia

Emphasize clear progression in role and status for employees, while rewarding and developing the careers of in-demand talent.

India

Create leadership roles that are fairly structured within clear hierarchies, and set well-defined boundaries for delegated decision-making.

China

Train Western managers to understand and accommodate the priorities that high-potential employees have in this country; these priorities may be very different to the ones they are used to dealing with.

Finding

Across all the countries, in-demand talent shares many goals, such as the desire for work-life balance and the opportunity to build a career in one's home country, and these things are offered by most corporate programs for high-potential employees.

The low rating of interest in international assignments is particularly striking. In-demand employees are increasingly seeing that there are exciting developments in their own countries. In the past, talent in BRIC countries might have thought that their best opportunity lay with working abroad at the headquarters of a multinational corporation. This has changed. Multinational subsidiaries must now compete aggressively for development-minded BRIC talent, against global firms that offer exciting careers closer to home. For ambitious people with a lot of potential, international assignments are still important. However, the international assignment is not as essential as it once was.

Action point

Re-evaluate the structure of your talent management programs in these countries, and look beyond global mobility as a means of developing leadership skills and diversity of experience.

Viewpoint

A tailored approach to retention of talent

China

Senior HR professional Global manufacturing and engineering company, based in Shanghai

It is important to follow a clear retention strategy for Chinese professionals. This should involve a robust training program that supports individual development needs and maps out tangible opportunities for the future. This requirement to tailor the program to each individual takes much more proactive management from the HR function. Talent needs to be earmarked for critical positions and their development must be tracked. In Europe and elsewhere, these tasks are often left to the management of each different business function. So this is a way that foreign multinationals can differentiate themselves from local enterprises. Many HR functions in large organizations that operate in China are still very much transactional and passive in the leadership development processes, and so they do not have the ability to do this.





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Strategy 2

Everyone likes to affiliate with winning teams. The same is true for employees when it comes to their organizations' reputation.

Our research identified how organizations can develop their employer brand most effectively in each of the BRICs.

Finding

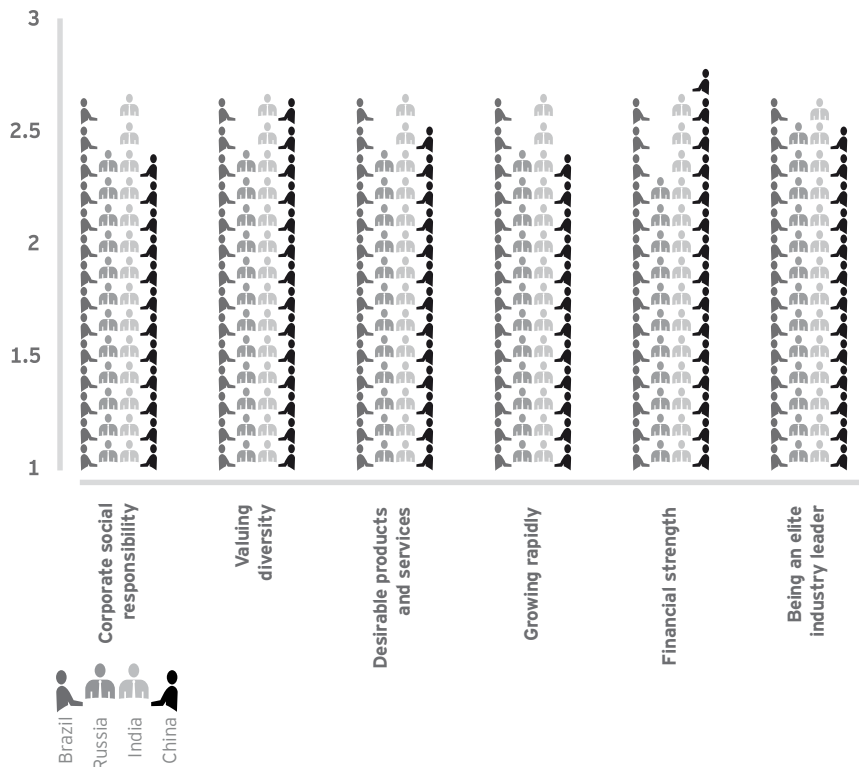
The importance of different aspects of employers' brands varies among countries.

To improve their employer brand, our research suggests that companies need to vary their recruitment messages to attract the best talent in different countries.

- ▶ In **Brazil and India**, emphasize corporate social responsibility, which is an important element of your global employer brand.
- ▶ In **Russia, India and Brazil**, focus on the financial strength of your firm.
- ▶ In **China**, highlight the prestige of your organization.

Desirability of reputation feature by country

(3=most desired)



Action point

Highlight different features of your organization when recruiting in different countries.

Viewpoint

Becoming employers of choice

Brazil

Tatiana da Ponte **EY Human Capital South America** **Leader**

In an effort to attract and retain talent, Brazilian companies have been bringing together their corporate and employer brands and positioning themselves as employers of choice.

To achieve this, they have taken a number of different approaches. Some companies have set up special events to reach out to a large number of employees. Others have brought their brand to life through daily meetings. We have also observed organizations expanding their HR function so it not only enables best practice, but also provides building blocks for both the corporate and employer brand.

In our experience, a personal touch helps to get the message across. So, we find an increasing number of companies that encourage leaders to communicate with employees every day about corporate achievements and the team's contribution to the success of the business. Companies have the opportunity to use their strong brand to bind in top talent. And by taking that opportunity, they will make themselves stronger.

We would like to thank Oliver Nobumitsu Kamakura, HC Brazil Talent Management Leader, Daniela Brites, HC Brazil Advisory and Assignment Services Senior Manager and Júlia D Herrmann, HC Brazil Advisory and Assignment Services Manager, who have taken the time to share their views with us.



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“Respondents from different countries place differing emphasis on the desired qualities of co-workers, but all wish for leaders who motivate, provide vision and give autonomy and freedom.”

Strategy 3

It has long been known that high-potential employees value working alongside similarly high-potential colleagues. Our research explores this factor in the BRIC countries, to develop greater clarity on how the EVP can be differentiated.

Finding

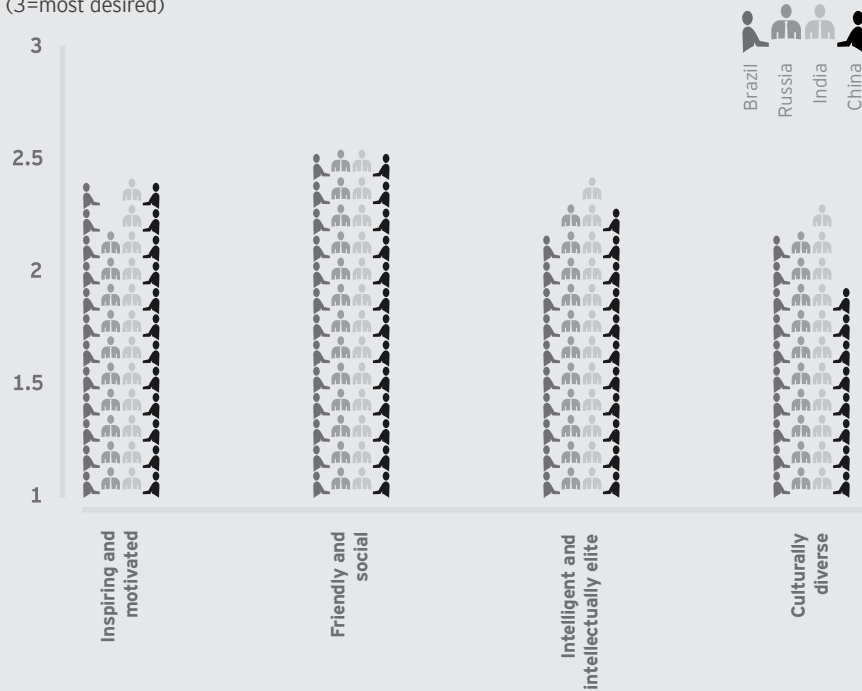
Talent in each of the BRICs values different attributes in their co-workers; however, they value the same attributes in their managers and leaders.

When asked to rank co-workers' attributes from most to least desirable, all cultures ranked friendly and social first, followed by inspiring and motivated. However, respondents from different countries place differing emphasis on these qualities.

- ▶ **Brazil:** there is much greater emphasis on having colleagues who are inspiring, motivated, friendly and social.
- ▶ **Russia:** there is far less emphasis on cultural diversity, which does not drive talent engagement and retention, though it will have wider advantages for an organization.
- ▶ **India:** there is greater emphasis on having co-workers who are intelligent, intellectually elite and culturally diverse.
- ▶ **China:** there is greater value placed on having friendly, social, intelligent and intellectually elite co-workers, rather than those with other attributes.

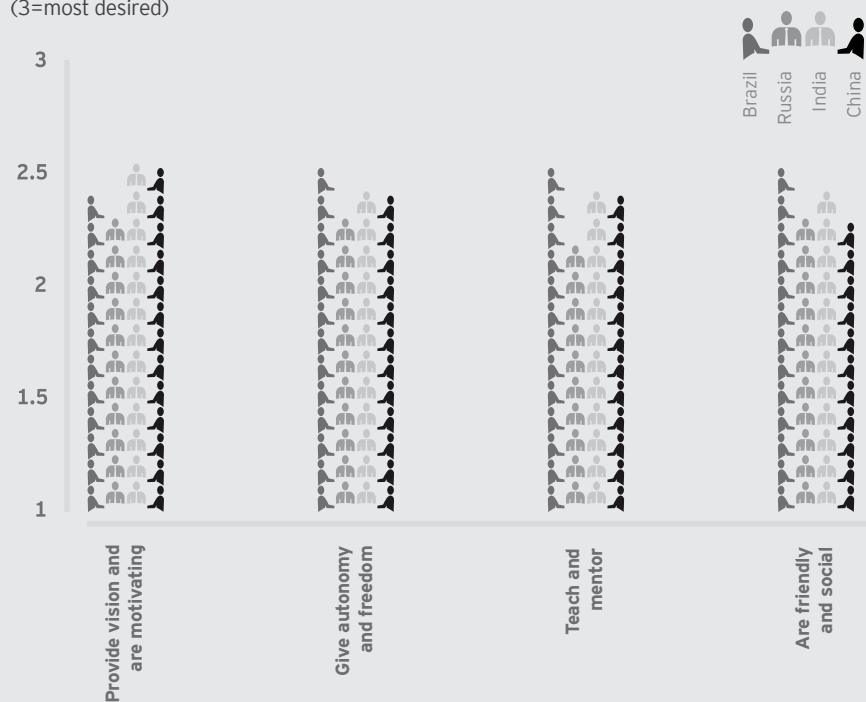
Desirability of co-worker feature by country

(3=most desired)



We also asked respondents to think about what they value most in their managers. When asked to rank these features from most to least desirable, there were no significant differences across cultures in terms of preference for leaders who provide vision, motivate and give autonomy and freedom.

Desirability of leader feature by country
(3=most desired)



Action point

Acquire and develop the specific traits favored in each country, in your managers and teams, and embed them into your internal and external communications programs.

Viewpoint

Leadership involvement

Brazil

Tatiana da Ponte **EY Human Capital South America** **Leader**

In the past, Brazilian companies used their compensation and benefits programs as their main tool to engage and retain talent, as well as a way to guide professional career paths. Today, more companies are finding this method too restrictive and too costly, and are experimenting with innovative ways of boosting performance and engagement levels.

For example, Brazilian companies have been trying to place responsibility for all their people policies – compensation, development, learning and recruitment – into the hands of their leaders. Companies hope that this will give their leaders the means to manage career paths and staff expectations in line with the company's business strategy. Increasingly, HR departments are moving their focus onto providing leadership-development programs to enable managers to do this. These are crucial to helping managers gain the skills for their new, more challenging role.

We would like to thank Oliver Nobumitsu Kamakura, HC Brazil Talent Management Leader, Daniela Brites, HC Brazil Advisory and Assignment Services Senior Manager and Júlia D Herrmann, HC Brazil Advisory and Assignment Services Manager, who have taken the time to share their views with us.



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“Across all types of key talent in emerging markets, respondents placed greater value on a high-energy, sociable, friendly and comfortable environment than they did on location.”

Strategy 4

In many emerging market locations, visitors can see flagship offices in high-profile locations. However, our research indicates that this high level of investment does not offer the best return in increasing employee engagement.

Our study found that the desirability of work environments was related to all types of employee commitment. A desirable work environment was also related to job satisfaction and engagement, two other predictors of retention. Below, we look at what makes work environments attractive to in-demand talent, and we detail the key actions employers can take to increase the desirability of their work environments.

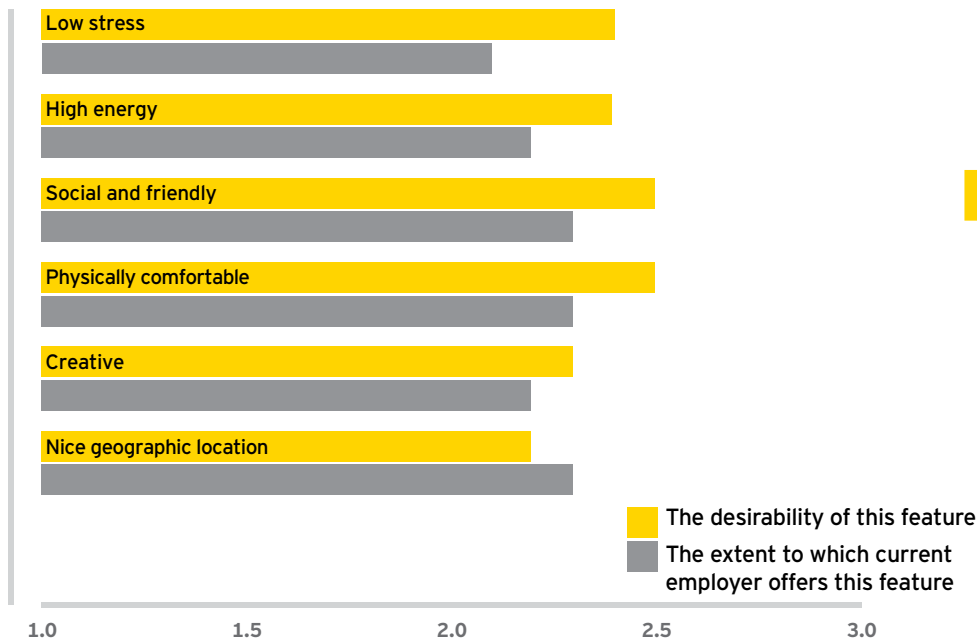
Finding

The environment within the organization drives engagement more than location in a particular city or region.

The survey shows that, when assessing the various features of a work environment, the internal features matter more than the geographic location. Across all types of key talent in emerging markets, respondents placed greater value on a high-energy, sociable, friendly and comfortable environment than they did on location. Organizations typically over-deliver on the location element, yet that was the least valuable in terms of improving engagement and retention.

Work environment feature

(3=most desired and highest rating of employer offering)



Action point

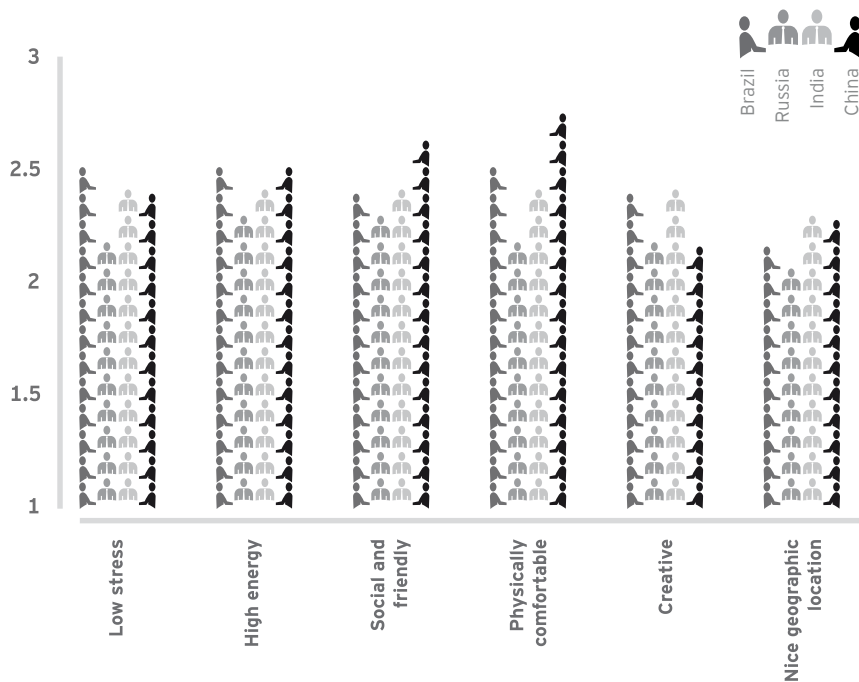
Rather than investing heavily in prime city-center locations, focus on the internal design of your workplace to create an environment that suits the cultural preferences of your team.

Finding

The features of a desirable work environment differ by country.

This table illustrates the differences.

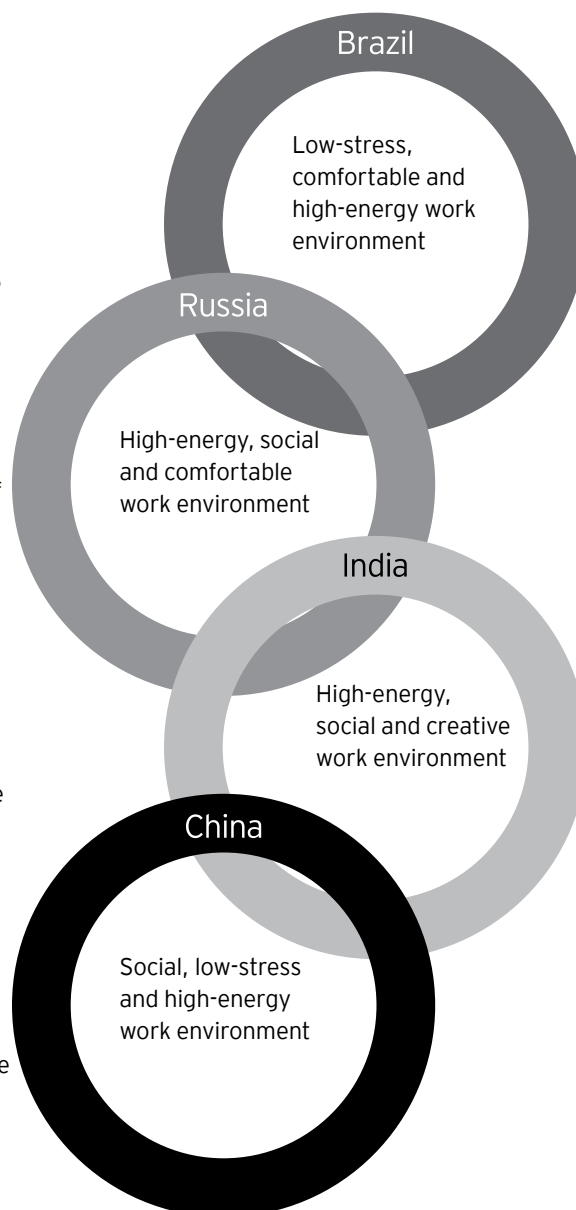
Desirability of work environment feature by country
(3=most desired)



Action point

Focus the design of office accommodation, location and work practices to reflect the following:

- ▶ **Brazil:** respondents want a low-stress, comfortable and high-energy work environment. Brazil has a traditional, hierarchical culture. So, to reduce stress, it is important to maintain adequate resources (including time) to allow workers to meet the demands of their jobs. The more modern and attractive Brazilian work environments are well designed, provide ergonomic comfort, use leading technology, have better lighting and contain physical spaces that promote collaboration.
- ▶ **Russia:** respondents want a high-energy, social and comfortable work environment. For Russian talent, comfort and energy are often associated with the financial stability and growth potential of the company.
- ▶ **India:** respondents prefer a high-energy, social and creative work environment. They are looking for opportunities to work in an environment that emphasizes collaboration, and to have the opportunity to create and innovate. Visible signs of the firm's success are particularly important ways of increasing energy and enthusiasm. Here, the location of an office is less important than the actual working environment that is provided.
- ▶ **China:** respondents prefer a social, low-stress and high-energy work environment. In order to be perceived as a good employer of Chinese talent, companies should emphasize the exciting and attainable growth opportunities that are available for workers in their current locations. It is important to demonstrate that staff do not have to relocate to get promoted. Employers should also create physical space that is conducive to collaboration and interaction.



Viewpoint

Flexible working

Russia

HR Director Russian engineering and construction company

In the engineering and construction sector, we face a serious skills shortage. To recruit the most talented people to our company, we actively involve the universities, giving our line managers the opportunity to give lectures to students and prospective employees.

To help us provide a comfortable work environment, we have introduced flexible working arrangements, something we know Russian employees look for. These arrangements allow people to work on certain tasks from home, with the help of technological support and remote access. Employees like this because it gives them some flexibility in their time management.



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“Career-management support and benefits related to work-life balance are highly valued by critical talent, but are not currently well provided.”

Strategy 5

Not surprisingly, our study found that the extent to which current employers offered desirable compensation and benefits packages was highly related to:

- ▶ Continuance commitment (desire to remain with current employer)
- ▶ Normative commitment (feeling obligated to remain with current employer)
- ▶ Affective commitment (feeling emotionally attached to current employer)
- ▶ Job satisfaction and engagement

However, we wanted to get behind this statement for each country and profession to allow us to understand where the opportunities to differentiate really lay.

Finding

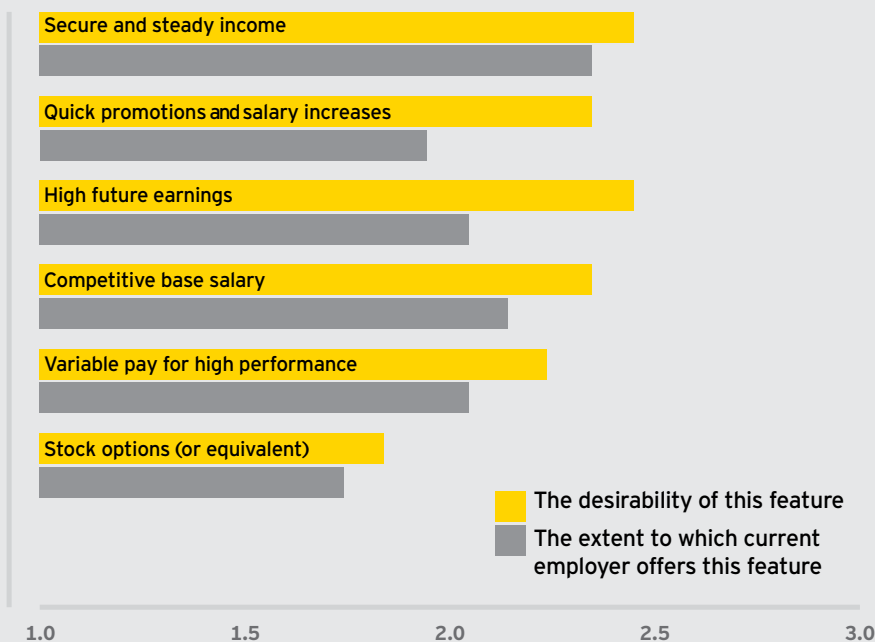
The growth potential of compensation is more important than the variable amounts on offer today or the competitiveness of the current base.

Some features of compensation and benefits packages can have a greater influence than others on the attraction and retention of key talent in emerging markets:

- ▶ As a group, in-demand talent is most concerned about both current steady incomes and future earning potential, which is the area of greatest disparity between what's desired and what respondents feel their employers provide.
- ▶ For in-demand talent, steady income is more valuable than variable or equity-based compensation.
- ▶ Clarity about future career paths and the associated earnings matters more than a competitive base salary today (noting the point about steady incomes above).

Compensation feature

(3=most desired and highest rating of employer offering)



Action point

Promote future career paths and earnings, rather than chase local increases in base pay and complex variable pay models.

Finding

The desirability of compensation practices is not uniform across the BRIC countries.

Clear differences emerged when we looked at the rankings of each country:

Ranking the most desirable features of compensation packages (1 = highest ranked)	Brazil	Russia	India	China
Secure and steady income	2	1	2	5
Rapid salary increases from promotions	4	2	2	1*
Opportunity for high future earnings	1	3*	1	3
Competitive base salary	3	5	4	6
Variable pay for high performance	5	3*	5	4
Stock options (or equivalent equity-based compensation)	6	6	6	1*

* Jointly held ranking

Some findings in particular stand out:

- ▶ **Brazil and India:** clear career paths, including future earning potential, would be an attractive offering in all countries, but especially in Brazil and India.
- ▶ **Russia:** secure and steady income in the present is particularly important in Russia, where it was ranked first.
- ▶ **China:** stock options (or other forms of equity-based pay) and high future earnings had a higher rank in China than in other countries, suggesting a long-term orientation. Currently, however, very few companies offer any form of equity compensation, with an even smaller number offering stock options to their employees.

Action point

Tailor packages by country to achieve the greatest return.

Finding

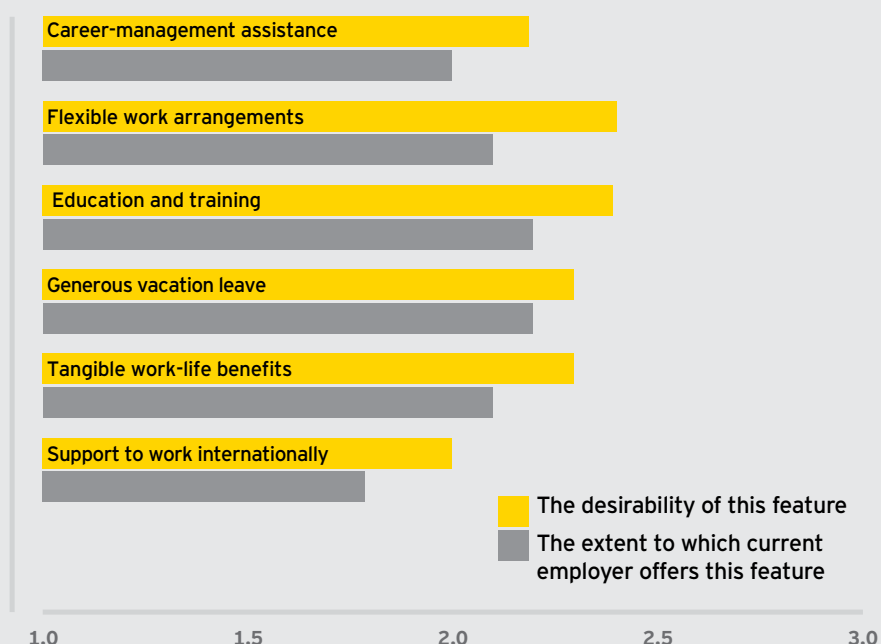
Key low-cost, non-cash benefits are not currently made available where they are most wanted.

Our study found that a number of non-cash benefits were being underutilized when engaging these groups.

All cultures rated education and training the highest. This is a demand that can obviously be fulfilled to the benefit of both employers and employees alike. However, career-management support, benefits such as flexible working arrangements, and other benefits related to work-life balance – which are highly valued – are not currently well provided.

Benefits feature

(3=most desired and highest rating of employer offering)



Action point

Focus on building a benefits package that incorporates career development.

Finding

Different professions have different priorities when it comes to benefits and career management.

There was one significant difference across professional groups surveyed (engineers, IT and business) in their preferences for benefits packages. We found that business and IT professionals have a higher preference than engineers for flexible work arrangements.

We also found that the business professionals were significantly more interested in quick promotions (and their associated salary increases) than IT professionals and engineers were – although promotions and salary increases were important to all groups.

Action point

Use a flexible approach to benefits and career management so that professionals can adjust them to their own preferences within a common framework.

Finding

Different professions look for different elements in an employer brand.

There was one significant difference between the professions: business professionals in emerging markets are more attracted than IT professionals and engineers to firms that they believe are industry leaders. This makes sense, since a broader range of IT and engineering firms might offer greater professional challenges and rewards.

Action point

When recruiting business professionals and in order to retain in-demand talent, focus on your position as an industry leader.

Room for improvement

An important question is whether or not the essential career goals of critical talent are being fulfilled. Being aware of these goals is critical for your organization's ability to retain high-performing employees.

To understand whether the ambitions of in-demand talent are being achieved, we asked participants to rate different career goals according to their desirability and to rate the extent to which they consider their current organization can fulfill these goals.

We found that, for many respondents, there were few career goals being fulfilled by their current employers. The good news is that those surveyed believe that their organizations are helping them satisfy their goals to be technical experts, to be

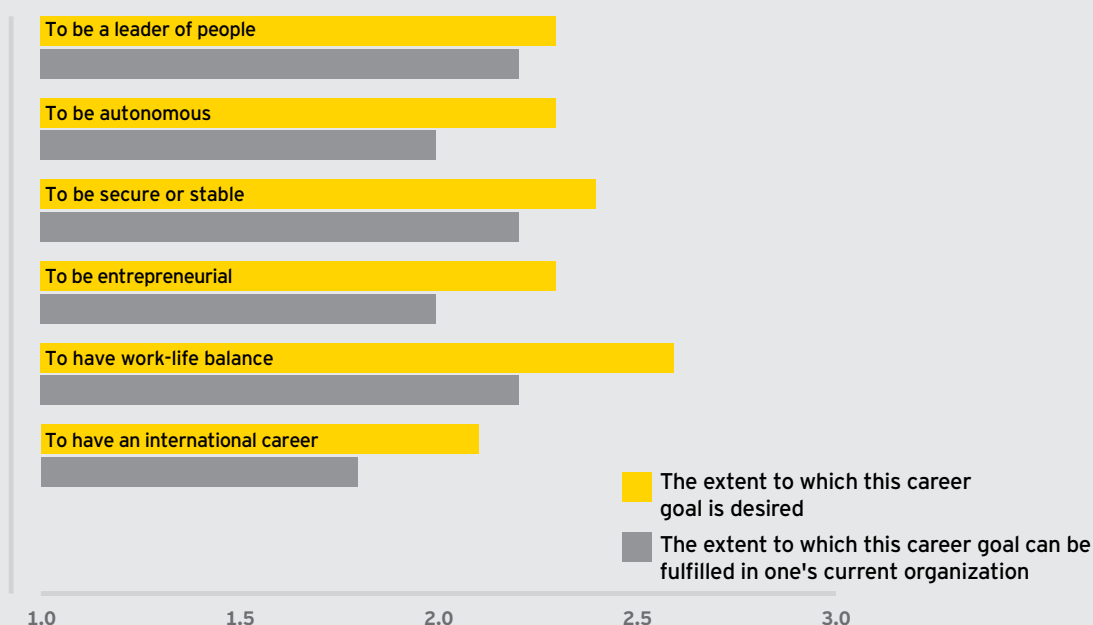
dedicated to a cause and to be intellectually challenged. This is not surprising, considering that their positions are intellectually challenging and require professional skills.

The news is not so good for other career goals, though. As the table below illustrates, there is significant room for improvement in providing opportunities for the fulfillment of other objectives, including having work-life balance and being entrepreneurial.

As an attraction and retention strategy, you may want to consider conducting an audit of the career goals of your in-demand talent, and then redesigning existing jobs and career paths in line with their preferences.

Career goals feature

(3=most desired and highest rating of employer offering)

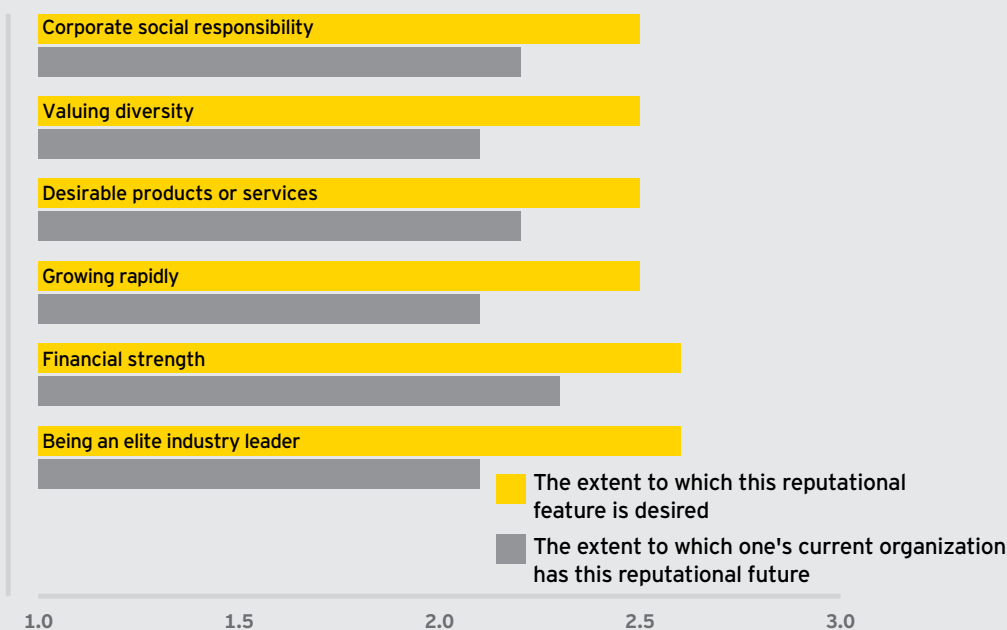


Our survey also suggests that many organizations do not have the reputational features most desired by in-demand employees in emerging markets.

We tend to think of organizational reputation as part of the employer brand and, therefore, as critical for attracting future employees. Our study found that organizational reputation was also important for the retention of current employees.

Reputation feature

(3=most desired and highest rating of employer offering)



“There is significant room for improvement in providing opportunities for having work-life balance and being entrepreneurial.”

Viewpoint

Development, motivation and engagement

Russia

Vladimir Khimanych Head of HR, Gazprom Neft

In our industry, we face a general shortage of technical talent and of managers with strong people-management skills. To address this shortage and to foster our managerial talent, Gazprom Neft focuses on training systems designed for newly promoted managers, senior managers and leaders, to help them meet their own development needs. This provides the opportunity for personal growth that Russian talent demands.

The main pillars of our HR strategy are the development, motivation and engagement of talent. We try to give employees responsibility from early on in their careers, through effective career and succession planning, matching the company's needs with our employees' goals. We have a consensus-based corporate culture and we carry out culture surveys to monitor work-life balance and the level of staff satisfaction. The nature of the industry means there are limited opportunities for flexible working hours. However, we offer extensive rotation within the geography we cover, helping to minimize attrition.



Drivers of satisfaction, engagement and retention in each of the BRIC countries



Brazil

Promote a high-energy and socially-oriented culture



India

Emphasize speedy promotions and associated salary increases



Russia

Offer individuals career growth with a positive work environment



China

Demonstrate that you are a rapidly growing organization that caters to key talent

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