

HEALTH WEALTH CAREER

# GETTING AHEAD OF THE COMPENSATION PLANNING CURVE

October 27, 2016

Nashville, TN



MAKE TOMORROW, TODAY



# **AGENDA**

## **ECONOMIC AND MARKET CONTEXT**

## **GETTING AHEAD OF COMPENSATION PLANNING**

- **WORKFORCE COMPENSATION PLANNING**
- **EXECUTIVE REWARDS TOPICS**

## **LOOKING AHEAD TO 2017**

## **GLOBAL TALENT TRENDS**

# TODAY'S SPEAKERS



**Eric Larré**  
Partner  
Talent Consulting

- Specializes in Executive Compensation
- 25+ years of experience in designing and delivering compensation programs that are linked to performance
- Extensive experience in equity compensation design for joint ventures, spin-offs, IPOs, divestitures and other M&A transactions
- Based in Atlanta



**Lia Santos**  
Principal  
Talent Consulting

- Specializes in broad-based performance and rewards consulting
- Consulting areas include job evaluation and analysis, market research, competitive compensation assessments, pay program design and implementation, and total rewards strategy
- Based in Atlanta

# ECONOMIC AND MARKET CONTEXT



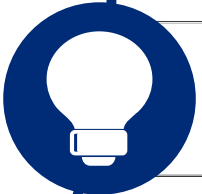
# ECONOMIC AND MARKET CONTEXT



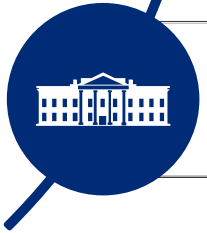
Global economic growth remains modest for remainder of 2016 at 2.4%, with little upside for 2017 at 2.7%.



US economic growth remains subdued, with only modest improvement expected for remainder of 2016 and for 2017.



US labor market firm, with unemployment sluggishly declining; however, prospects for income growth concerning.

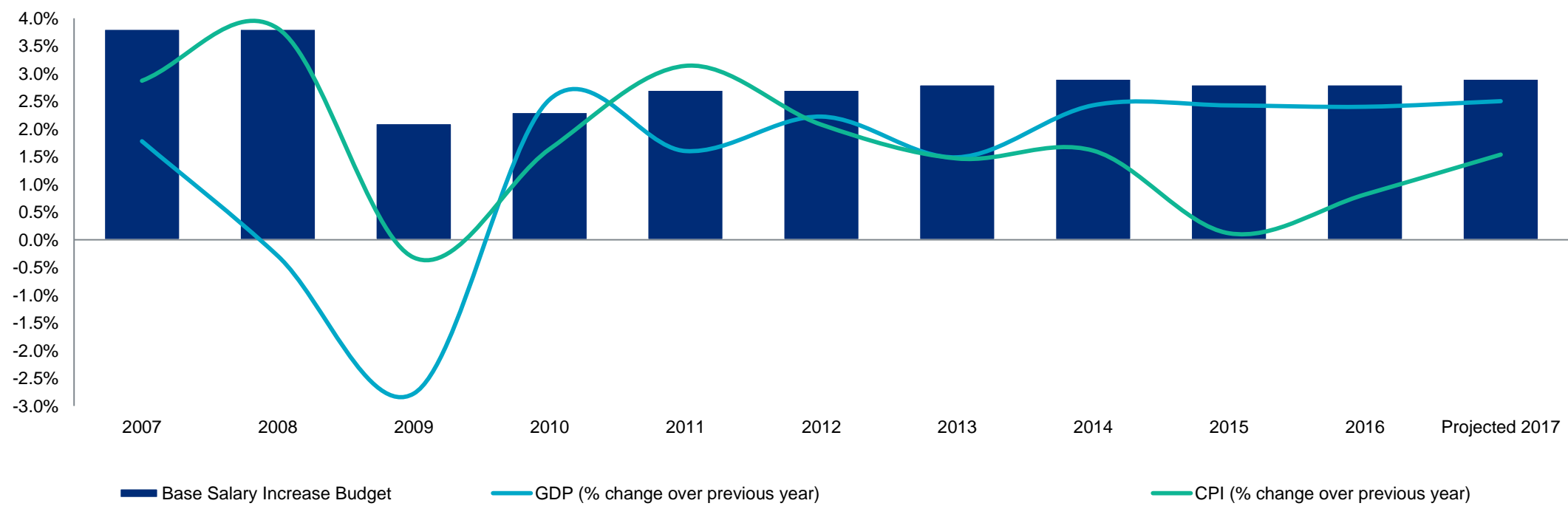


US presidential and legislature elections may impact economic environment if one party dominates.

Sources: The Conference Board: "Global Economic Outlook 2016" and Deutsche Bank : "The House View" 2016

# ECONOMIC AND MARKET CONTEXT

## INDICATORS OF ECONOMIC RECOVERY AS UNEMPLOYMENT CONTINUES TO DECLINE AND CPI INCREASES



Note: GDP and CPI figures from International Monetary Fund, World Economic Outlook Database, April 2016.  
Salary increase percentage includes zeros.

# GETTING AHEAD OF COMPENSATION PLANNING US WORKFORCE COMPENSATION



# US COMPENSATION PLANNING SURVEY OVERVIEW

- **1,222** participating organizations
- **15 MILLION** employees represented
- Most comprehensive compensation-planning research
- Surveying this topic for **20+** years





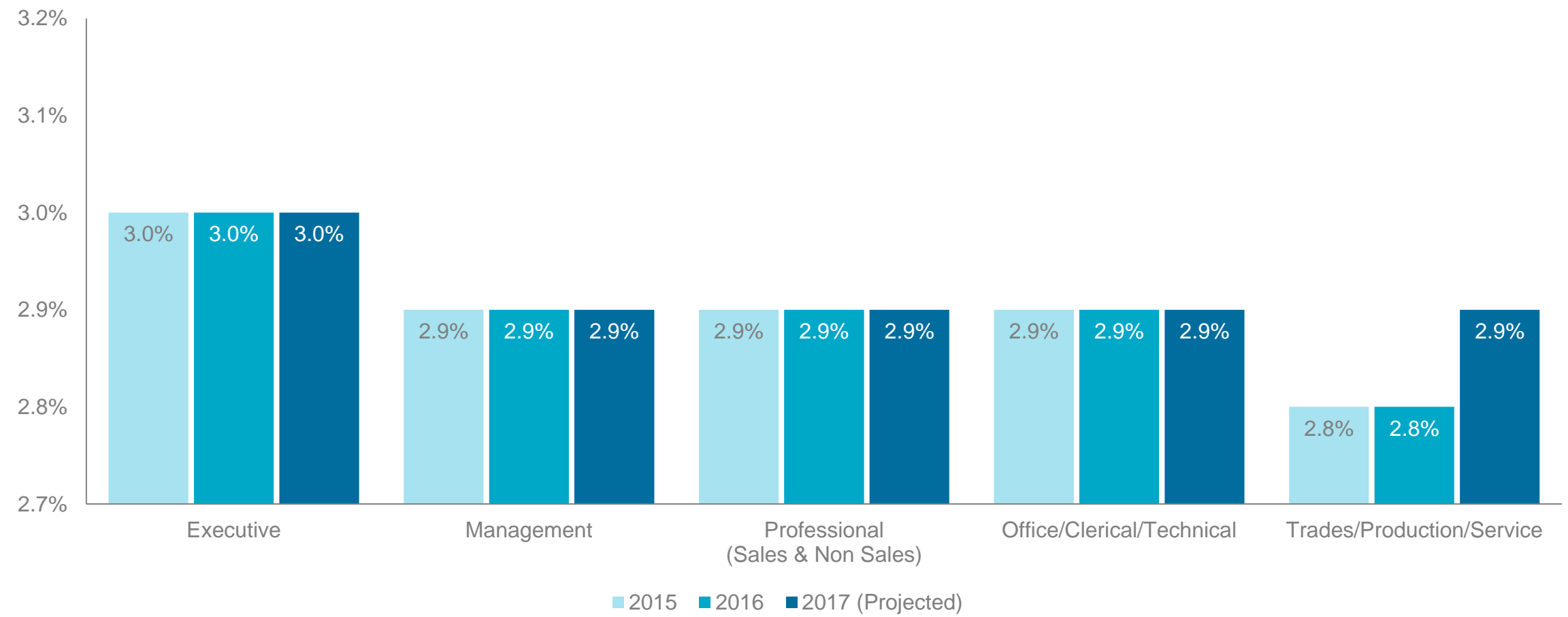
## US COMPENSATION PLANNING SALARY INCREASE BUDGETS

- **93%** of participating organizations will award salary increases.
- **91%** of participating organizations tie salary increases to individual performance.
- **2.8%** average base salary increase in 2016.<sup>(1)</sup>
- High performers get **1.8x** the salary increase of an average performer.
- 2016 salary increases remain **CONSISTENT** with past five years.
- **2.9%** average projected 2017 base salary increase budget.

Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016. <sup>(1)</sup> Including 0's

# US COMPENSATION PLANNING

## SALARY INCREASE BUDGETS REMAIN CONSISTENT ACROSS EMPLOYEE LEVELS



Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# US COMPENSATION PLANNING

## ENERGY SECTOR SEES SIGNIFICANT DECLINE

This year, the Energy sector has seen salary increase budgets drop even further, continuing last year's trend due to declining oil prices through much of 2015.

Including organizations with salary freezes, salary increase budgets for the Energy industry dropped to **2.3%** in 2016 and **2.4%** in 2017.



**SALARY INCREASE BUDGETS BY INDUSTRY  
(INCL. 0S)**

	ACTUAL		PROJECTED
	2015	2016	2017
Banking/Financial Services	2.9%	2.9%	2.9%
Chemicals	n/a	2.7%	2.8%
Consumer Goods	2.8%	2.9%	2.9%
<b>Energy</b>	<b>2.6%</b>	<b>2.3%</b>	<b>2.4%</b>
Healthcare Services*	2.5%	2.8%	2.8%
High Tech	2.9%	2.9%	2.9%
Insurance/Reinsurance	2.9%	3.0%	3.0%
Life Sciences	2.9%	2.9%	3.0%
Logistics	n/a	2.3%	2.2%
Mining & Metals	2.7%	2.6%	2.2%
Other Manufacturing	n/a	2.7%	2.8%
Other Non-Manufacturing	2.8%	2.8%	3.0%
Retail & Wholesale	2.9%	2.8%	3.0%
Transportation Equipment	3.1%	2.9%	3.0%

n/a = data not available for 2015.

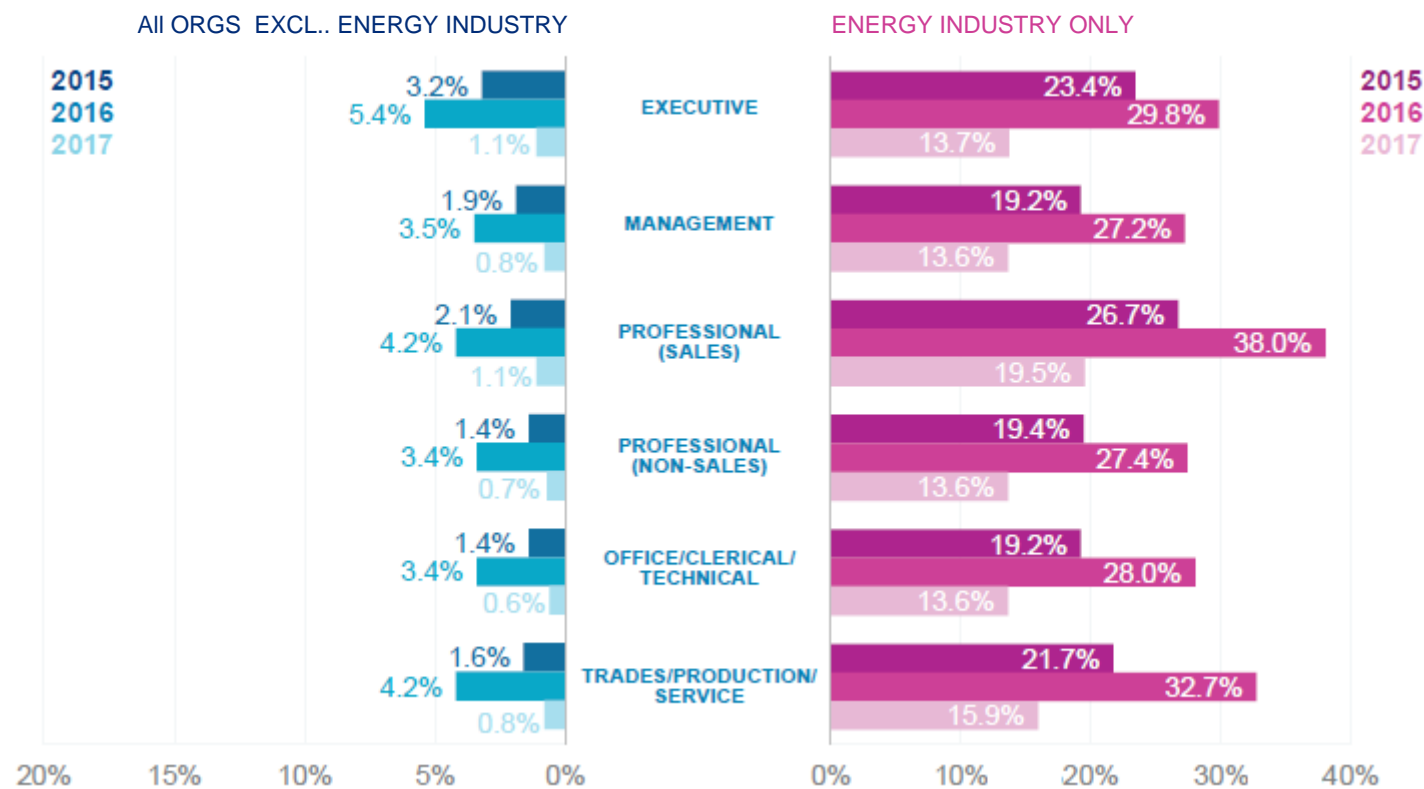
\* Healthcare Services is an Industry Sector and is included in the Services (Non-Financial) Industry Super Sector.

Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# US COMPENSATION PLANNING

## SALARY FREEZES

- Salary freezes were higher in 2016, stemming primarily from a significant increase in the Energy industry.
- 31% of organizations within the Energy industry froze salaries in 2016.
- Participating organizations are projecting salary freezes to decrease in 2017.



Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

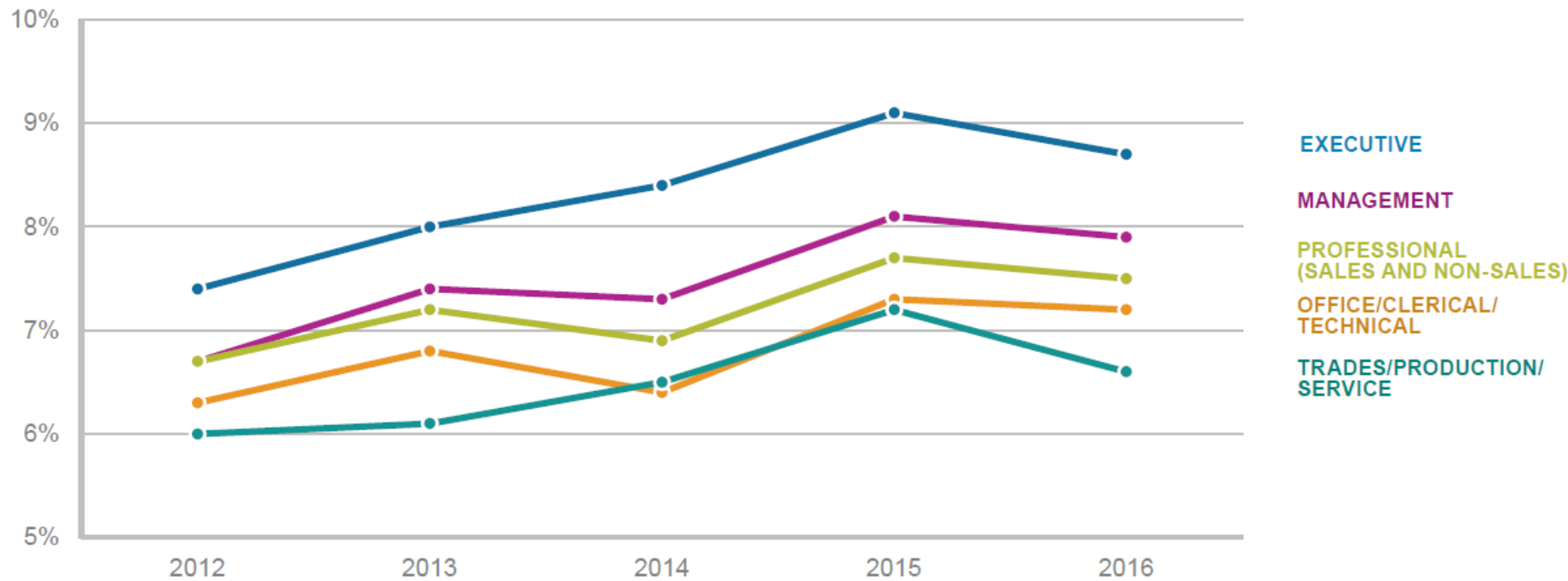
# US COMPENSATION PLANNING

## PROMOTIONAL INCREASES CONTINUE

### FIVE-YEAR TREND: PROMOTIONAL INCREASES AS A PERCENT OF BASE SALARY



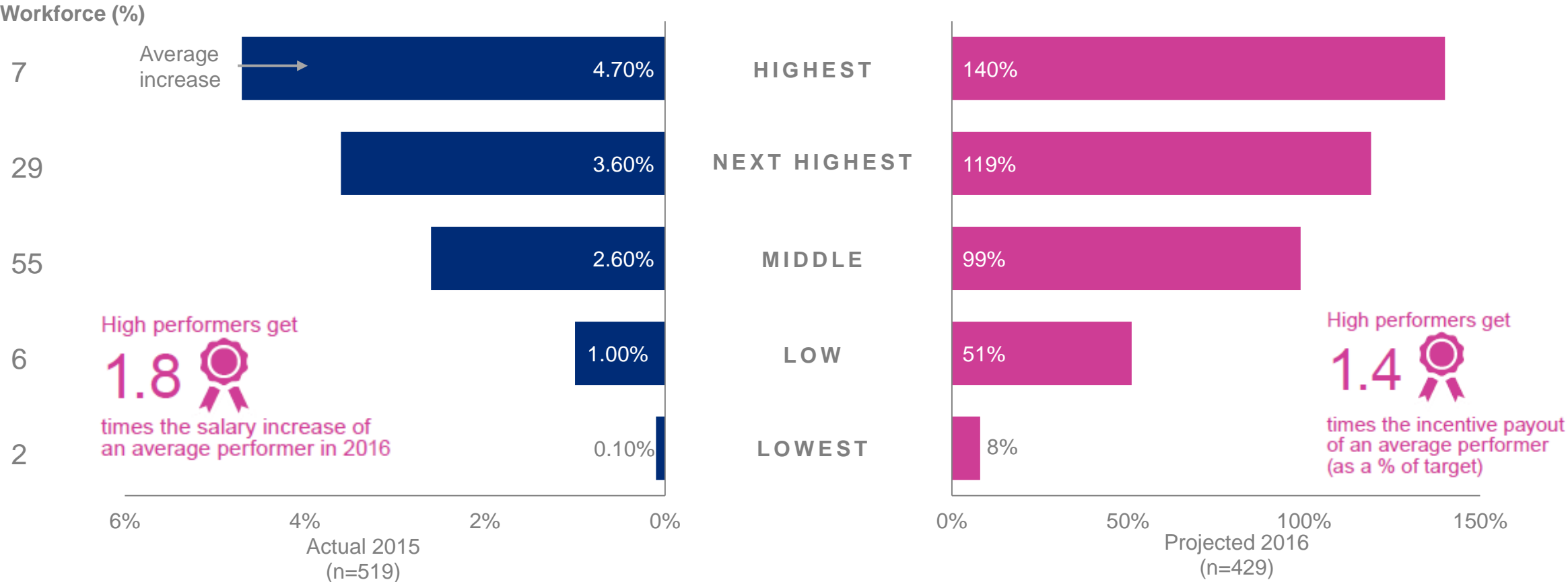
50% of organizations budget separately for promotional increases up from 41%, with the average promotional budget of 1.2% of payroll.



Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# US COMPENSATION PLANNING DIFFERENTIATION CONTINUES

- 91% of organizations use individual performance to drive base salary.
- 63% consider individual performance when making incentive decisions.



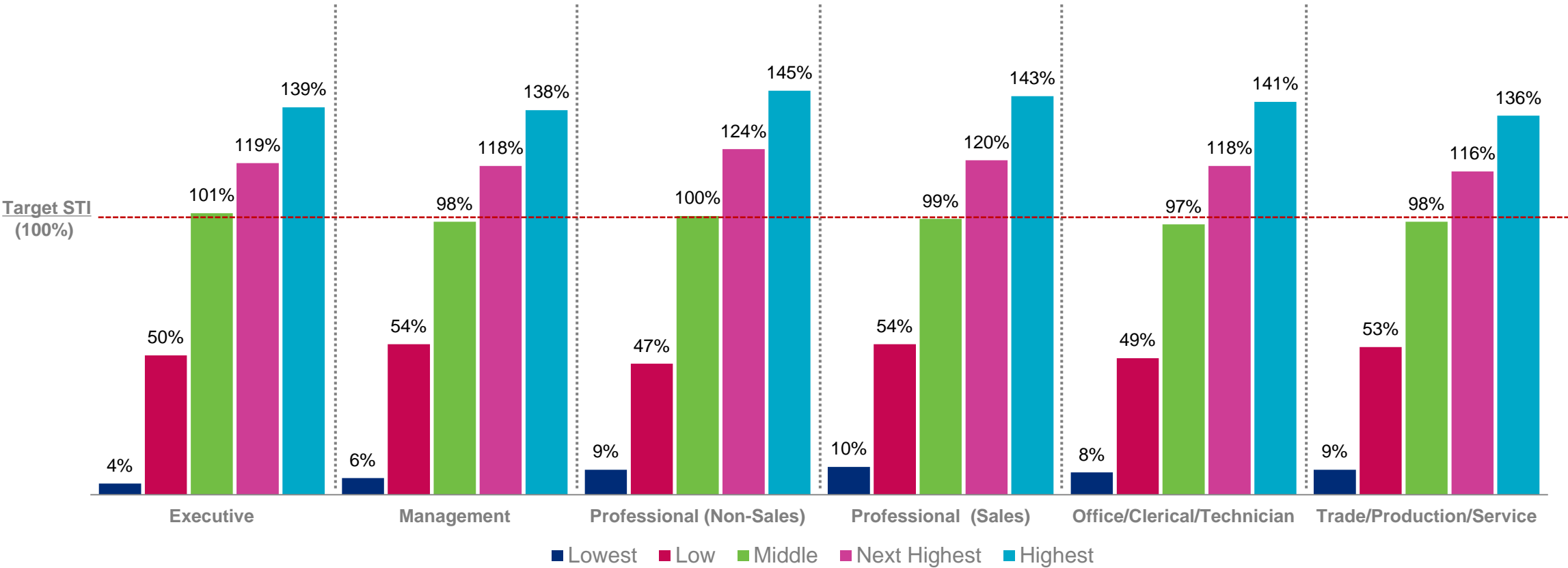
Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# US COMPENSATION PLANNING

## SHORT-TERM INCENTIVES: INDIVIDUAL PERFORMANCE

63% of organizations with incentives use individual performance ratings as factor for determining incentive payouts.

### AVERAGE INCENTIVES AS A PERCENTAGE OF TARGET



Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# US COMPENSATION PLANNING

## SHORT-TERM INCENTIVES



**85%**

of organizations have **short-term incentive plans for at least one segment** of their employee populations.

**7%**

of organizations **increased the number of employees eligible** for short-term incentives.

**9%**

of organizations **increased the target payout opportunity** for short-term incentive eligible employees.

Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.



# US COMPENSATION PLANNING

## SHORT-TERM INCENTIVES

- Company-wide corporate plans are the most widely used form of incentives, used by 65% of organizations.



*Payouts in 2016 (for performance in 2015) were paid at or close to target level for all employee groups.*

### FORMS OF SHORT-TERM INCENTIVES USED BY US ORGANIZATIONS



Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# US COMPENSATION PLANNING STRUCTURE ADJUSTMENTS BY INDUSTRY

- **85%** of organizations reported having a formal salary structure.
- Over the past four years, the percent of organizations adjusting their salary structures has increased from 66% in 2013 to 72% in 2016. That trend is expected to continue in 2017.

**80%**

of organizations plan to adjust their salary structure in 2017



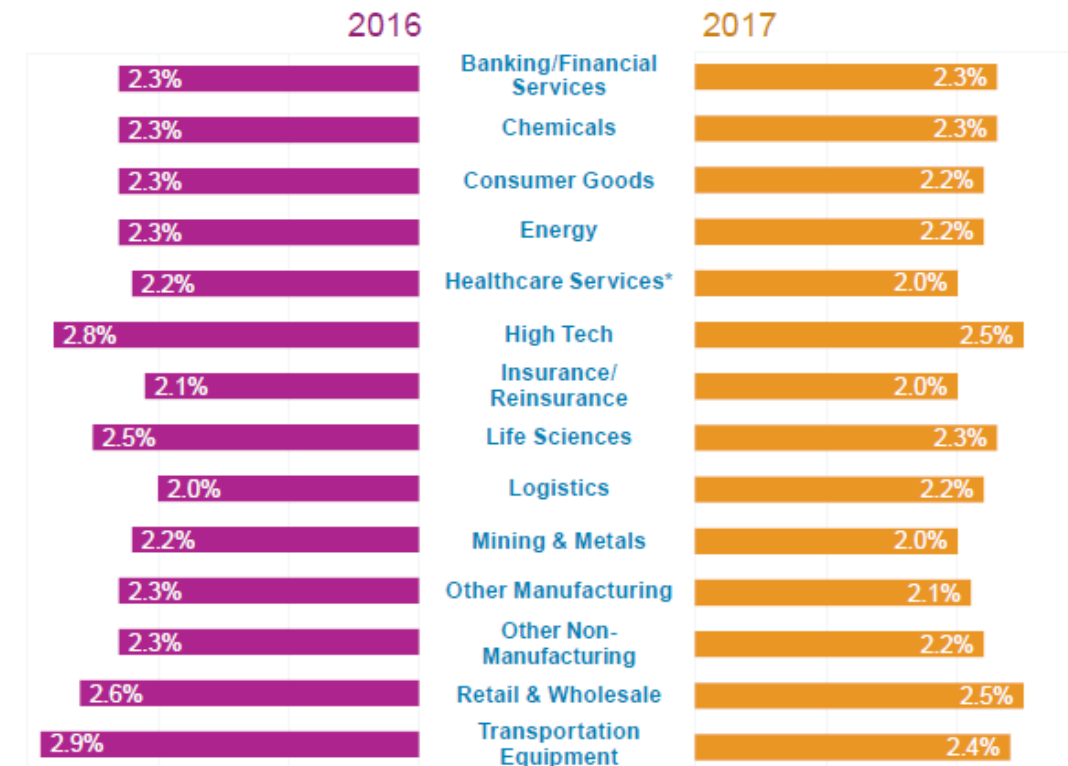
**2.8%**

Salary Structure Adjustments for High Tech industry in 2016



- The average structure adjustment was 2.3%, slightly lower than 2015 levels and is projected to be similar in 2017 at 2.2% with differences most prominent by industry.

STRUCTURE ADJUSTMENTS BY INDUSTRY  
(EXCL. OS)



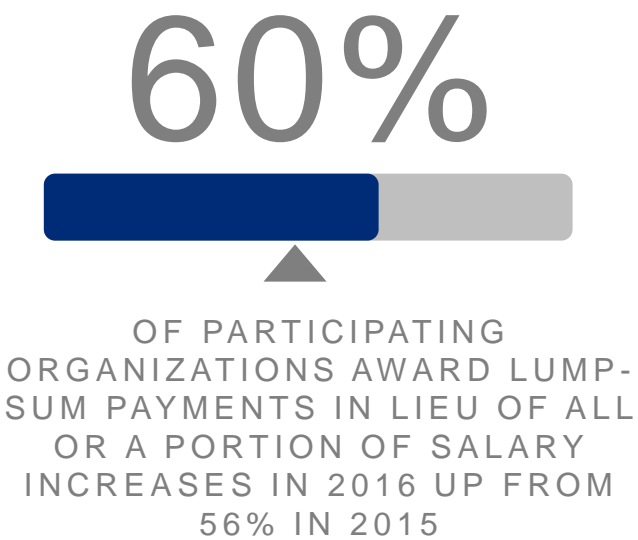
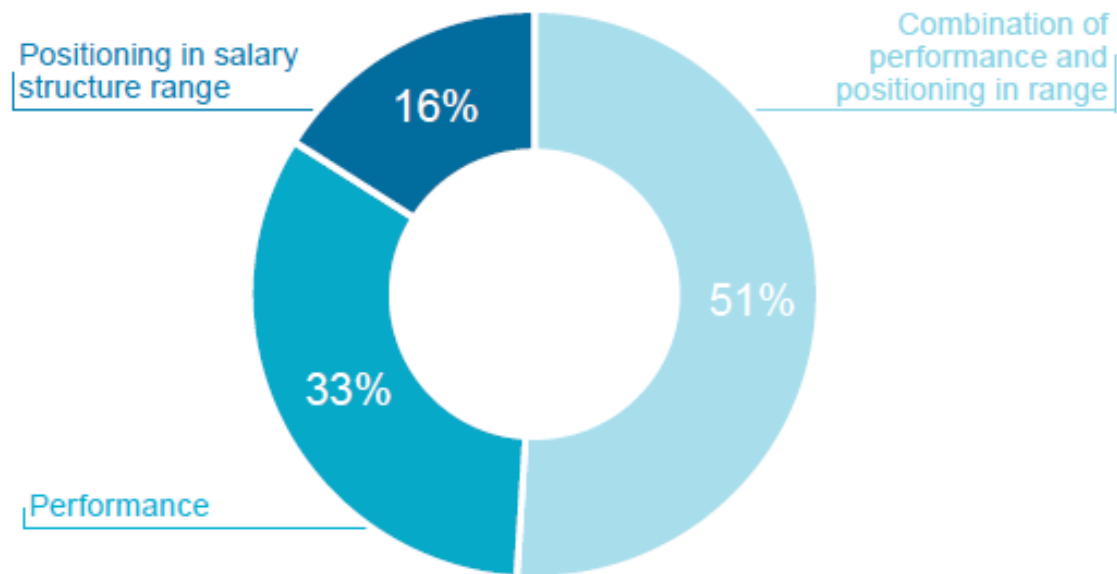
\* Healthcare Services is an Industry Sector and is included in the Services (Non-Financial) Industry Super Sector.

# US COMPENSATION PLANNING

## LUMP-SUM PAYMENTS

Lump-sum payments are most commonly used when an employee’s salary is above their salary range (red-circled), as indicated by 95% of organizations.

### BASIS FOR DETERMINING LUMP SUM

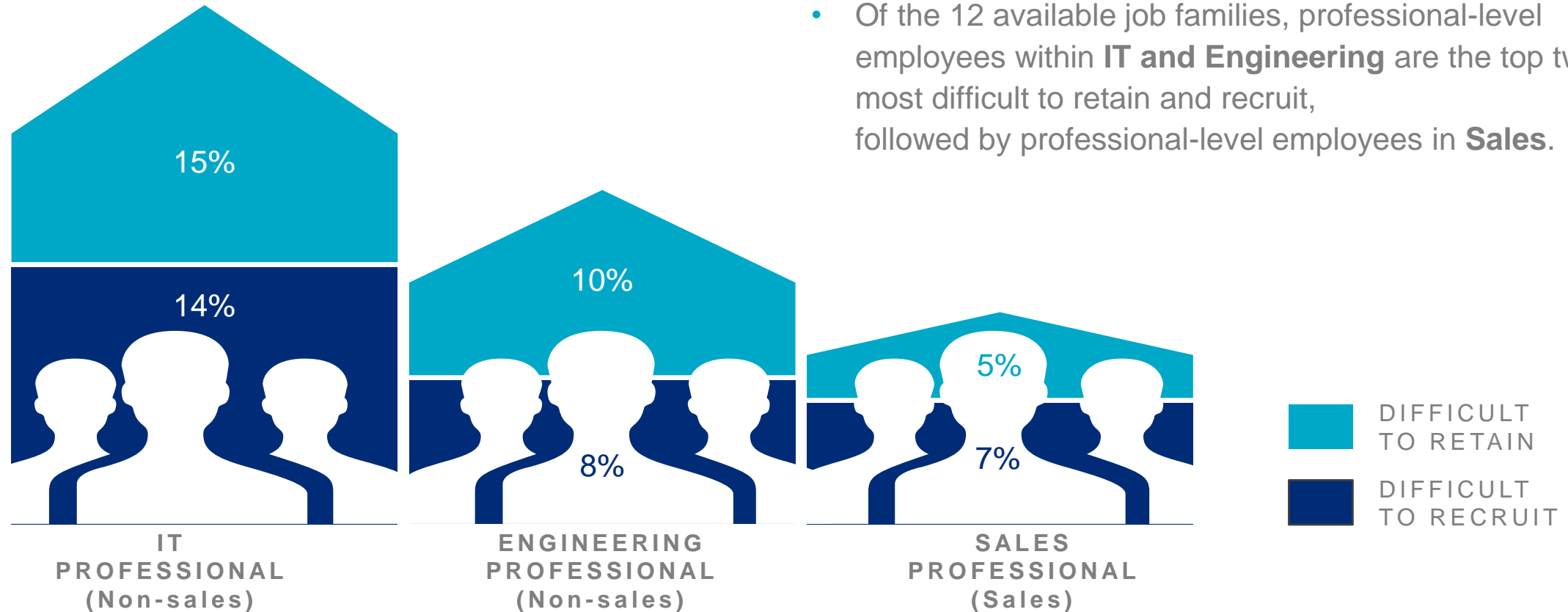


Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# US COMPENSATION PLANNING

## ATTRACTION AND RETENTION

- Organizations are making strides in attracting and retaining top talent.
- Of the 12 available job families, professional-level employees within **IT and Engineering** are the top two most difficult to retain and recruit, followed by professional-level employees in **Sales**.

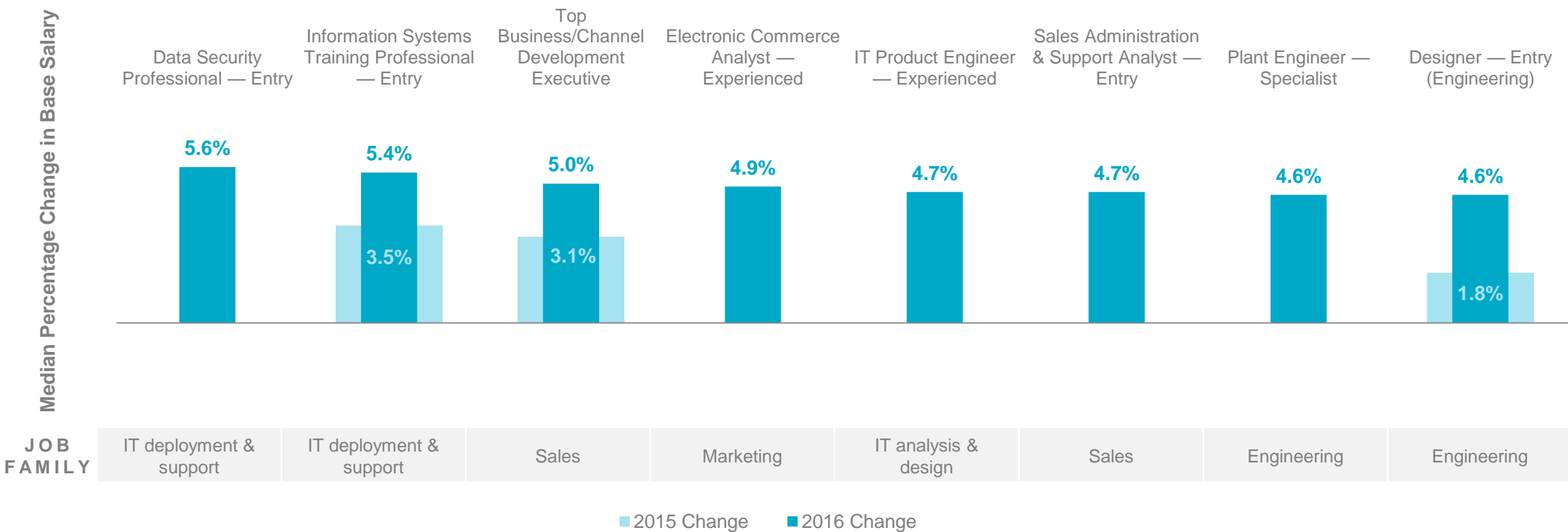


Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# MERCER BENCHMARK DATABASE YOY POSITIONS WITH GREATEST CHANGE<sup>1</sup>

From Mercer's  
MBD Survey

- Positions in IT, sales, and engineering account for seven of the eight jobs with highest base salary changes in 2016. Four of the eight jobs are Entry level.



1. Data is representative of same organization, same jobs with the highest change in median base salary. Only jobs with 10 or more organizations reporting were included  
Note: Each year of historical analysis (2015) is taken in isolation

# US COMPENSATION PLANNING

## HOT TOPICS – TOTAL REWARDS

Approximately one-third of organizations plan to revisit their total rewards strategy in next 6–18 months.

### TOTAL REWARDS

**27%** of companies considering changing STI programs

**21%** of companies considering changing base programs

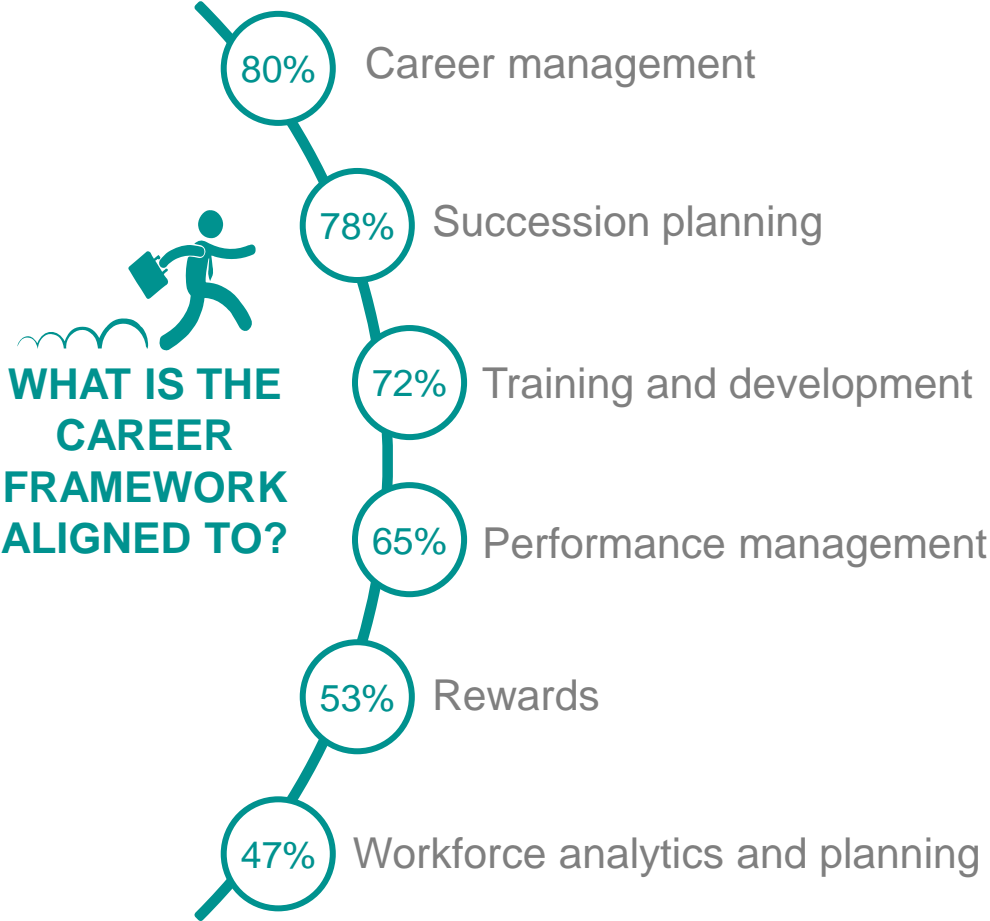
### KEY REASONS FOR REVISITING TOTAL REWARD STRATEGY



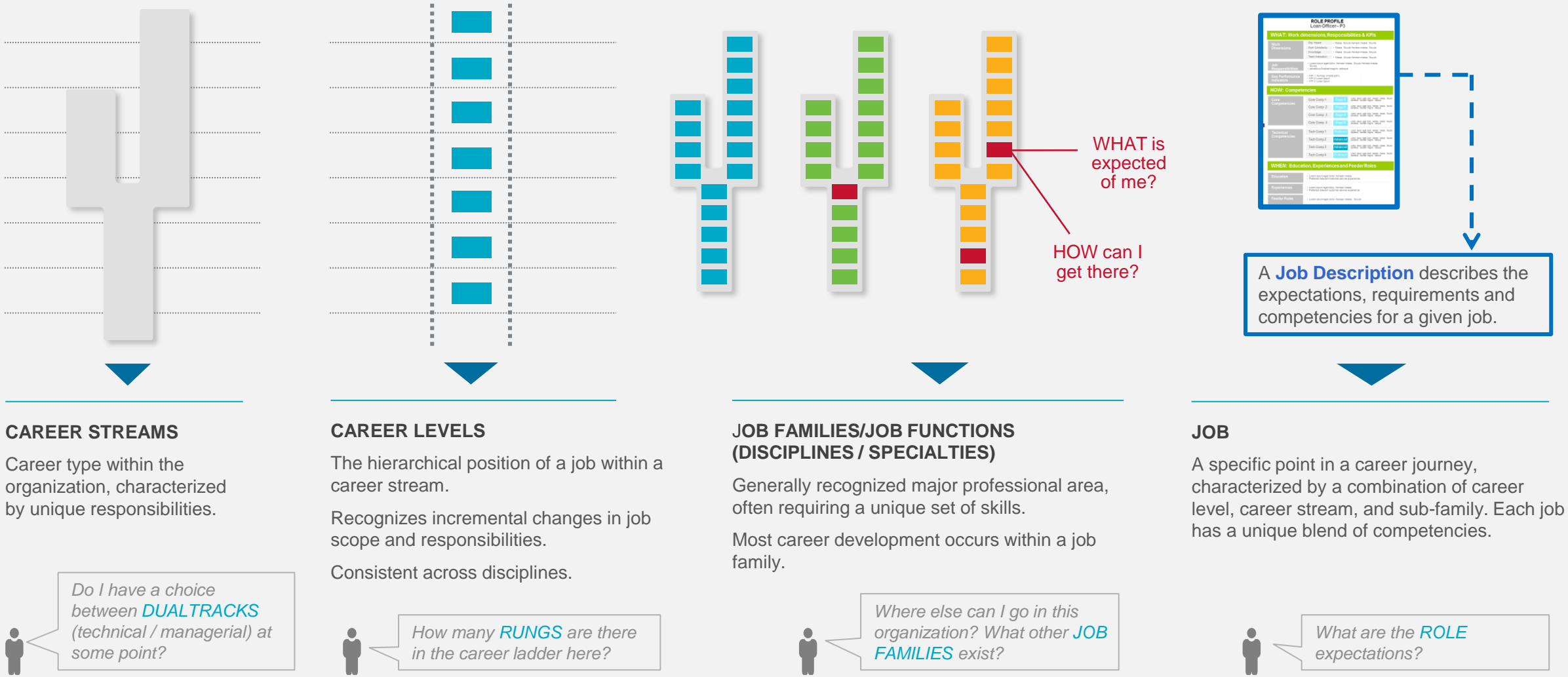
Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# US COMPENSATION PLANNING HOT TOPICS – CAREER FRAMEWORKS

Approximately 65% of organizations either have a career framework or plan to implement one.



# CAREER FRAMEWORK FOUNDATION: STRATEGIC JOB ARCHITECTURE IS FOUNDATIONAL





# US COMPENSATION PLANNING

## HOT TOPICS – PERFORMANCE MANAGEMENT

**51%** of organizations are working to improve pay differentiation based on performance; only **1%** are working to decrease differentiation based on performance.



**96%** of organizations are planning to retain formal performance ratings in 2016 or beyond.



Of the **4%** of organizations planning to eliminate formal performance ratings in 2016 or beyond, all plan to maintain alignment between pay and performance through cross-organization calibration sessions or by giving managers greater discretion.

Source: 2016/2017 US Mercer Compensation Planning Report, effective July 2016.

# GETTING AHEAD OF COMPENSATION PLANNING EXECUTIVE REWARDS



# 2016 PROXY SEASON RECAP — SAY ON PAY VOTE RESULTS CONTINUED TO BE STRONG...

...but level of work to achieve high favorable percentage has increased

## 2016 IN A NUTSHELL

- ❑ 33 failures (4 repeats) through June 15, 2016
- ❑ Around 76% of companies above 90% – consistent with 2015
- ❑ Average support: 90.8% – down slightly from 2015
- ❑ Number of companies below 70% support – consistent with 2015
- ❑ ISS “against” recommendations around 10.8% – down slightly
- ❑ ISS influence – consistent with prior years
- ❑ Glass Lewis influence – up slightly
- ❑ Second-half results historically lower (2 to 4 points)



# 2016 PROXY SEASON RECAP – ADVISER ANALYSIS

## SAMPLE QUALIFIERS AND CONCERNS

### QUALIFIERS AND CONCERNS

#### Lack of Rigorous Performance Formulas for Incentive Awards

Company doesn't use a sufficiently **objective, formula-based approach**... shareholders should be concerned... committee's failure to establish **rigorous performance formulas**...

#### Bonus Payouts for Lowered Goals

STI goals lower than last year's achieved results... no change made to associated payout opportunities ... company paid above target bonuses using payout formula that relied significantly on achievement of lowered goals... shareholders prefer **lowered goals accompanied by a similar adjustment to award opportunities**

#### Committee Discretion Under Incentive Compensation Framework

**Compensation committee retains high level of discretion**... We understand that some level of discretion may be necessary... if committee discretion used inappropriately, **compensation can reach potentially excessive levels not commensurate with performance**

# 2016 PROXY SEASON RECAP – ADVISER ANALYSIS

## SAMPLE QUALIFIERS AND CONCERNS

### QUALIFIERS AND CONCERNS

#### Performance Goals Not Clearly Disclosed

Company failed to **fully disclose target financial performance levels used to determine incentive awards**. Absent such disclosure, it's difficult for shareholders to evaluate how different performance achievements could potentially translate to specific incentive amounts

#### One-off/Special Grants

Granted **supplemental retention awards** outside normal plans... shareholders should be wary of awards granted outside standard incentive schemes, as such **awards have potential to undermine integrity of regular incentive plans – link between pay and performance or both ... companies should redesign compensation programs rather than make additional grants**

#### Vesting Below Median

... executives become **eligible to receive awards if relative performance is below 50th percentile of peer group**... as such, CEOs rewarded even if company underperforms market

# SHAREHOLDER PAY-RELATED PROPOSALS

## WHAT'S NEW?

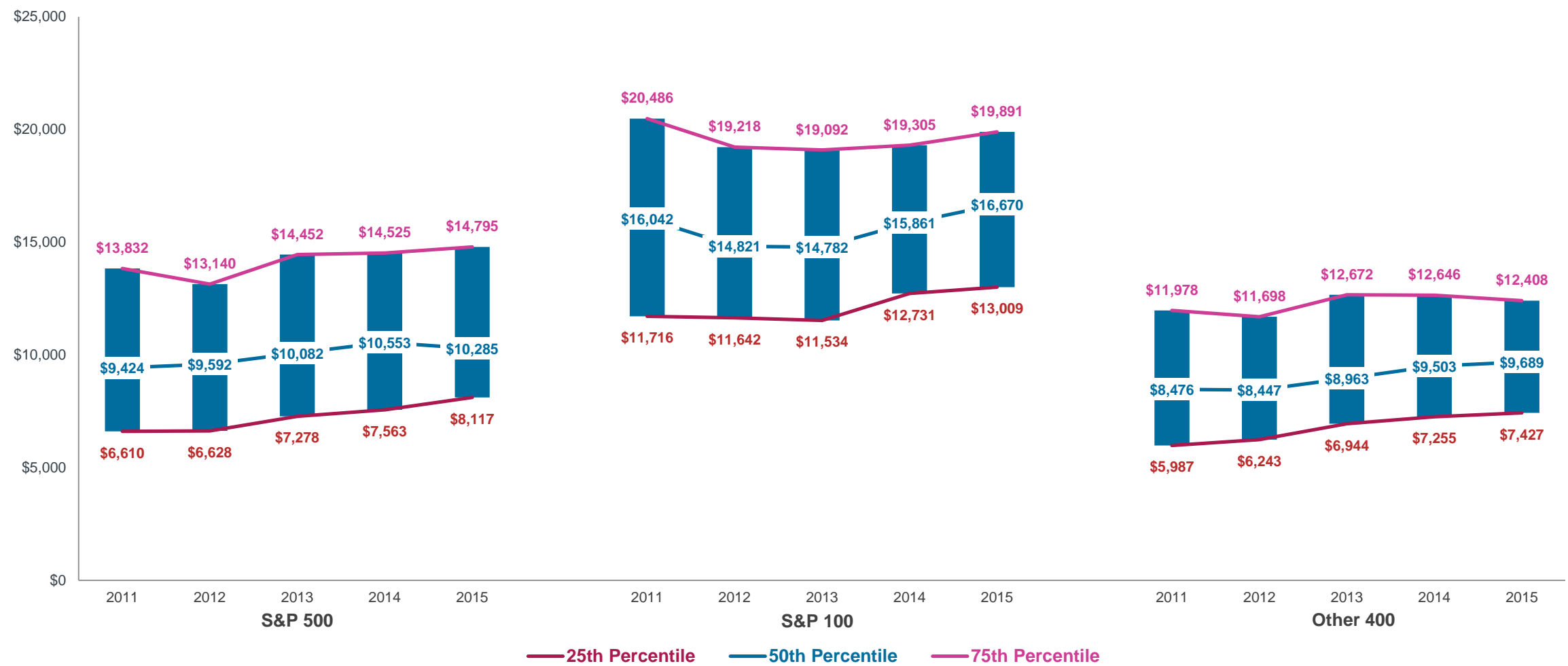
### GENDER PAY EQUITY

PROPOSAL	<ul style="list-style-type: none"> <li>Report on gender pay equity</li> </ul>
NUMBER	<ul style="list-style-type: none"> <li>Around 11 submitted; 5 voted on (Alphabet, Citi, eBay, Exxon, Facebook)</li> </ul>
PROXY ADVISER REACTION	<ul style="list-style-type: none"> <li>Case-by-case review: ISS recommended “against” Citi, Exxon but “for” Alphabet, eBay, Facebook</li> </ul>
COMPANY RESPONSE	<ul style="list-style-type: none"> <li>Some oppose proposal; others agree to report to have proposal withdrawn</li> <li>Amazon, Apple, Intel, Microsoft report pay parity</li> </ul>
VOTE RESULTS	<ul style="list-style-type: none"> <li>Alphabet: 11.4%, Citigroup: 4.9%, eBay: 44.6%, Exxon: 8.5%, Facebook: 6.6%</li> </ul>
RELATED DEVELOPMENTS	<ul style="list-style-type: none"> <li>28 companies pledge to conduct annual analysis</li> <li>EEOC proposed rule to report W-2 earnings; hours worked; and data on ethnicity, race, and sex in 2017</li> <li>States adopting or considering equal pay laws</li> </ul>



# 2015 S&P 500 – CEO COMPENSATION

## TOTAL COMPENSATION (000s)



# 2015 S&P 500 – DIRECTOR COMPENSATION BOARD TOTAL COMPENSATION

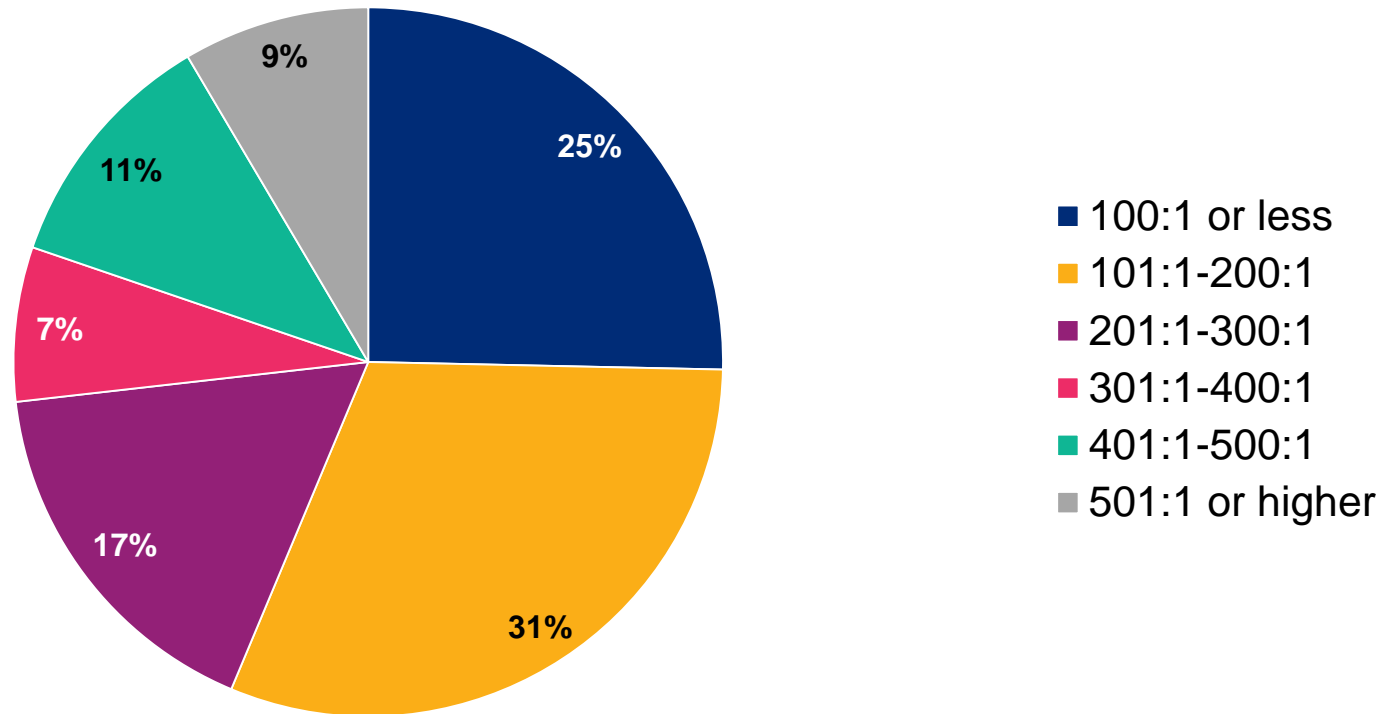




## CEO PAY RATIO – SPOT SURVEY

### KEY FINDINGS – ESTIMATED RATIOS

- 60% of respondents have estimated their ratio
  - More than half report ratios under 200:1
  - Only 20% report ratios of more than 400:1



N = 71

# 2017 PROXY SEASON EXPECTATIONS

## FUTURE OF PAY RATIOS

- Proxy advisers looking at ratios of CEO pay to pay of other NEOs

### SAMPLE GLASS LEWIS DISCLOSURE

	<u>2015</u>	<u>2014</u>	<u>2013</u>
CEO to avg NEO pay	3.3:1	3.3:1	2.1:1
CEO to peer median	1.4:1	1.2:1	2.1:1

### SAMPLE ISS DISCLOSURE CEO PAY MULTIPLES

Compared to	Multiple
2 <sup>nd</sup> highest active executive	1.46
Average active NEO	2.07
ISS peer median	0.68
Company peer median	0.66

Source: ISS



# DODD-FRANK ACT RULE-MAKING STATUS

## FINAL FOUR PAY-RELATED RULES FROM SEC

	TOPIC	REQUIREMENT	STATUS
Proxy statements must disclose	CEO pay ratio	<ul style="list-style-type: none"> <li>Median annual total compensation of all employees (other than CEO)</li> <li>Annual total compensation of CEO</li> <li>Ratio of first to second</li> </ul>	<b>FINAL</b> August 5, 2015 <ul style="list-style-type: none"> <li>Effective for 2018 proxies</li> </ul>
	Pay vs. performance	<ul style="list-style-type: none"> <li>Relationship between executive pay and company performance</li> </ul>	<b>Proposed</b> April 29, 2015 <ul style="list-style-type: none"> <li>Final rule pending (no date specified)</li> </ul>
	Hedging	<ul style="list-style-type: none"> <li>Whether employees or directors can hedge company stock holdings</li> </ul>	<b>Proposed</b> February 9, 2015 <ul style="list-style-type: none"> <li>Final rule pending (no date specified)</li> </ul>
	Clawback policies	<ul style="list-style-type: none"> <li>Requirement that listed companies have policies to recover incentive pay from current and former executives in event of certain financial restatements</li> </ul>	<b>Proposed</b> July 1, 2015 <ul style="list-style-type: none"> <li>Will require stock exchange action after SEC finalizes rule</li> </ul>

# LOOKING AHEAD TO 2017

## TALENT AND REWARD TRENDS



# LOOKING AHEAD TO 2017

## PAYING FOR PERFORMANCE IN THE NEW WORLD OF PERFORMANCE MANAGEMENT

EXPERIMENTATION  
HAPPENING



MEASURING ROI



WILL PERFORMANCE  
DRIVE BASE PAY?



EMPLOYEES LIKE  
RATINGS AND FEEDBACK



SHOULD EMPLOYEES  
EXPECT AN ANNUAL  
RAISE?



IS THIS THE END  
OF MERIT?



# TO RATE OR NOT TO RATE? THE QUESTION OF THE DAY

MOVED AWAY FROM  
PERFORMANCE RATINGS



DE-LINKED PAY  
AND PERFORMANCE



MADE CHANGES TO  
FEEDBACK MECHANISMS



# LOOKING AHEAD TO 2017

## PAYING FOR PERFORMANCE IN THE NEW WORLD OF PERFORMANCE MANAGEMENT

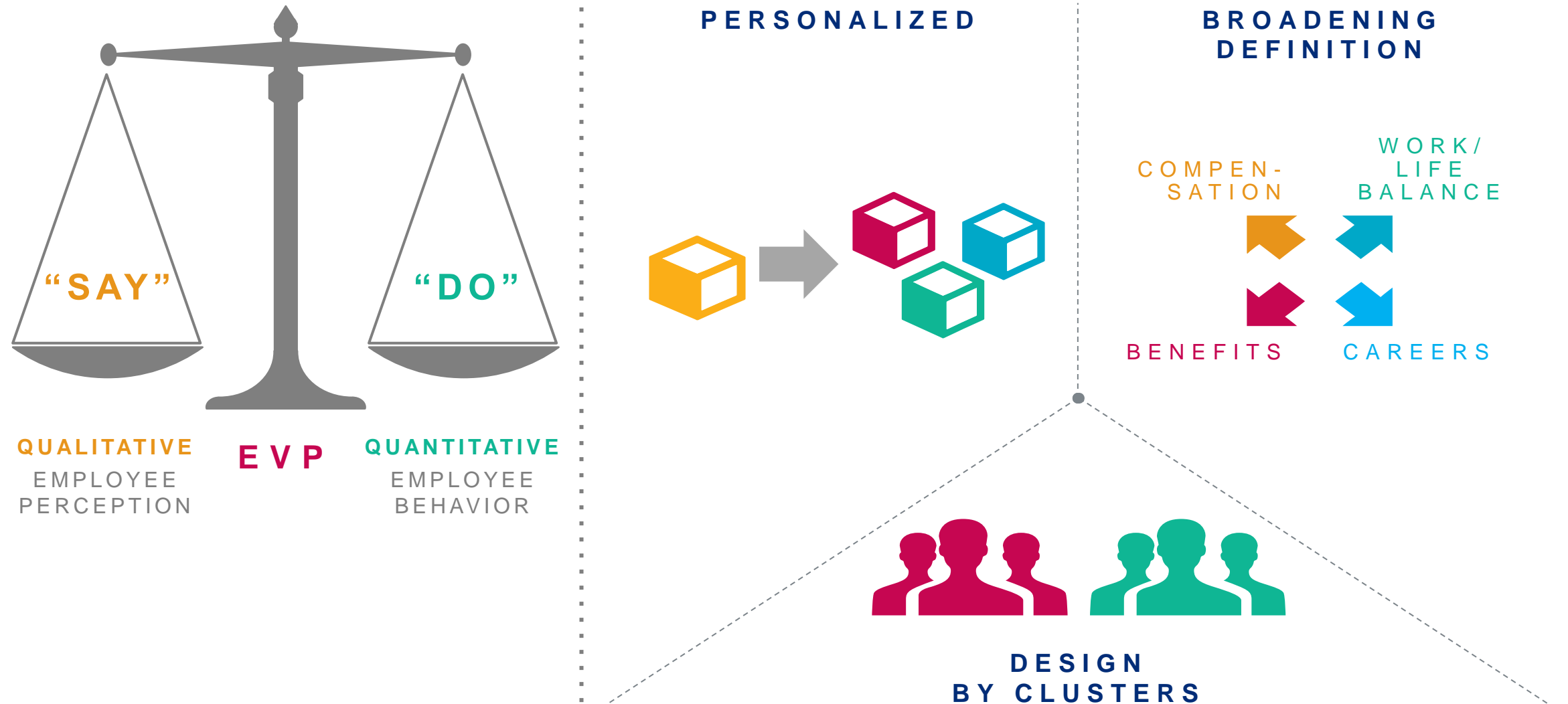


### What to focus on in 2017

- Examine the effectiveness of your pay-for-performance programs.
  - Are the highest performers actually earning more over time?
  - Do the highest performers stay with your company?
- Don't throw out ratings because others are.
  - Focus on the feedback.
  - Do your high performers know they are doing well?
  - Are underperformers given the guidance to improve?

# LOOKING AHEAD TO 2017

## TAKING A NEW PERSPECTIVE ON TOTAL REWARDS





# LOOKING AHEAD TO 2017

## TAKING A NEW PERSPECTIVE ON TOTAL REWARDS



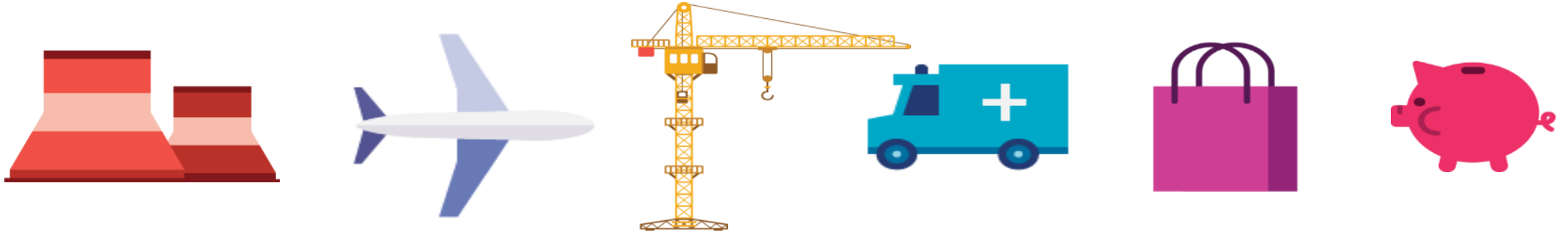
### What to focus on in 2017

- Careers is the next lever to pull.
  - The foundation of a Career Framework provides the infrastructure to make Career Management a competitive advantage.
  - Understand not only what employees say but what they do, through understanding the drivers of turnover.



# LOOKING AHEAD TO 2017

## THE TECH WORKFORCE EVERYONE WANTS



TECH WORKFORCE EMERGING IN EVERY INDUSTRY AS THE  
DIGITAL ECONOMY DRIVES EVERY SECTOR

## WHAT DRIVES TECH?

# LOOKING AHEAD TO 2017

## TECH FIRMS LEAD THE WAY IN INNOVATING AROUND BENEFITS & PERQUISITES

>90%



### TELECOMMUTING

Companies with work from home programs

26%



### TIME OFF

Companies with unlimited PTO

60%



### FUN AND GAMES

Companies with recreation rooms

84%



### GLOBAL MOBILITY

Companies with international business travelers

>90%



### FREE FOOD

Companies offering free beverages or snacks

40%



### HEALTH & WELLNESS

Companies offering health or wellness programs

Source: 2015 Alliant Bay Area Technology Perquisites & Benefits Study

# LOOKING AHEAD TO 2017

## THE TECH WORKFORCE EVERYONE WANTS



### What to focus on in 2017

- Utilize additional survey sources to get to the heart of how the tech industry rewards their employees.
- Create a value proposition that is unique, perhaps segmented for the tech workforce.
- Don't forget how important careers are for this segment of the population.

# LOOKING AHEAD TO 2017

## MOVING FROM COMPETITIVE PAY TO RESPONSIBLE PAY

### IS PAYING COMPETITIVELY ENOUGH IN TODAY'S ENVIRONMENT?

FLSA REGULATIONS



PAY EQUITY



LIVING WAGE



MINIMUM WAGE:  
THE FIGHT FOR \$15

A MORE RESPONSIBLE VALUE PROPOSITION

## LOOKING AHEAD TO 2017

### MOVING FROM COMPETITIVE PAY TO RESPONSIBLE PAY

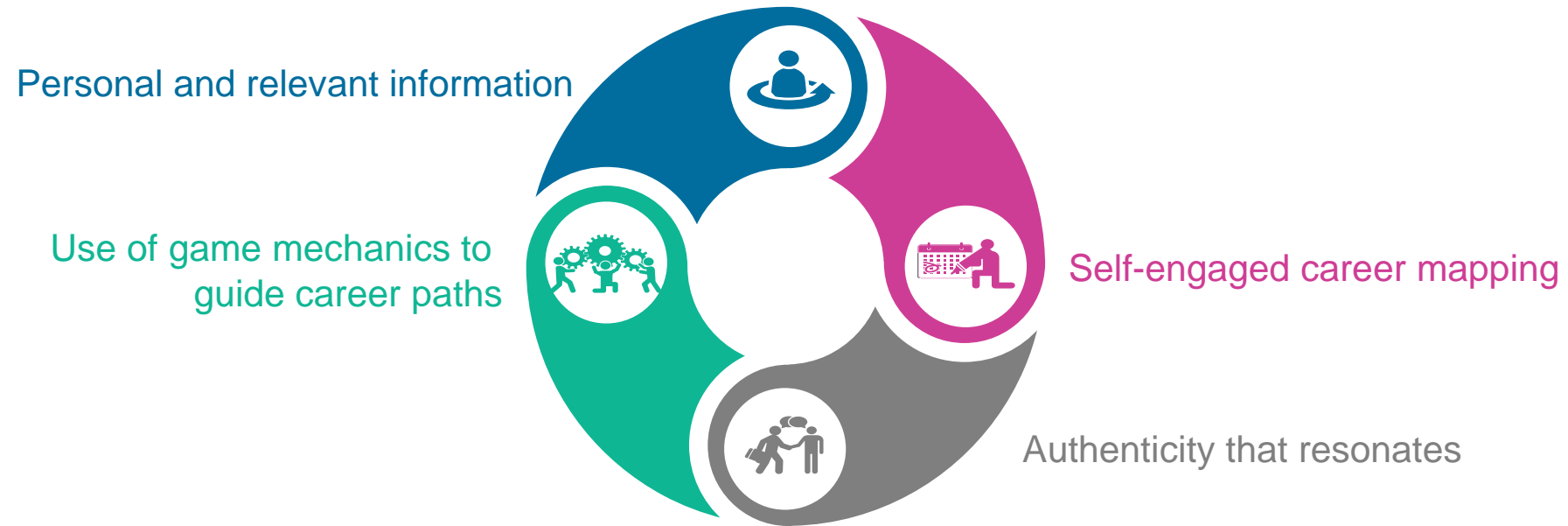


#### What to focus on in 2017

- Societal pressure exists to get pay right and fair.
- Keeping up with local, state and national legislation make it impossible to solely look at competitive pay alone.
- Understand what rewards are meaningful to the workforce and showcase them.

# LOOKING AHEAD TO 2017 COMMUNICATING TOTAL REWARDS

## FOUR AREAS TO GET RIGHT IN REWARDS COMMUNICATIONS

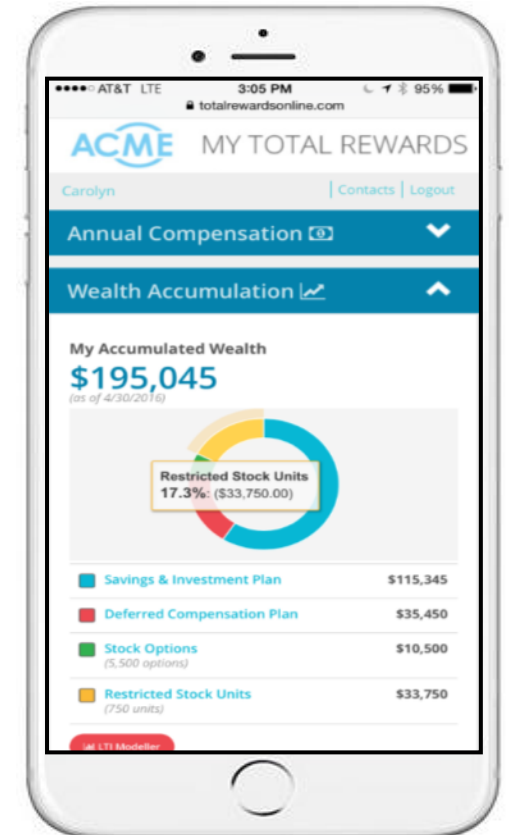
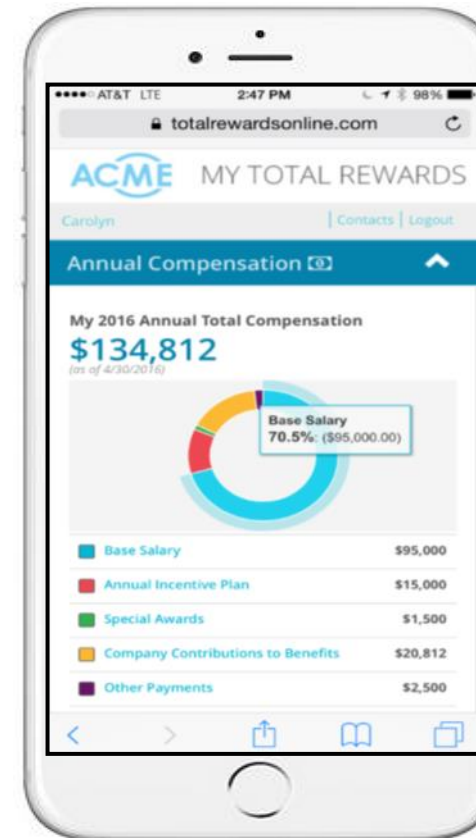
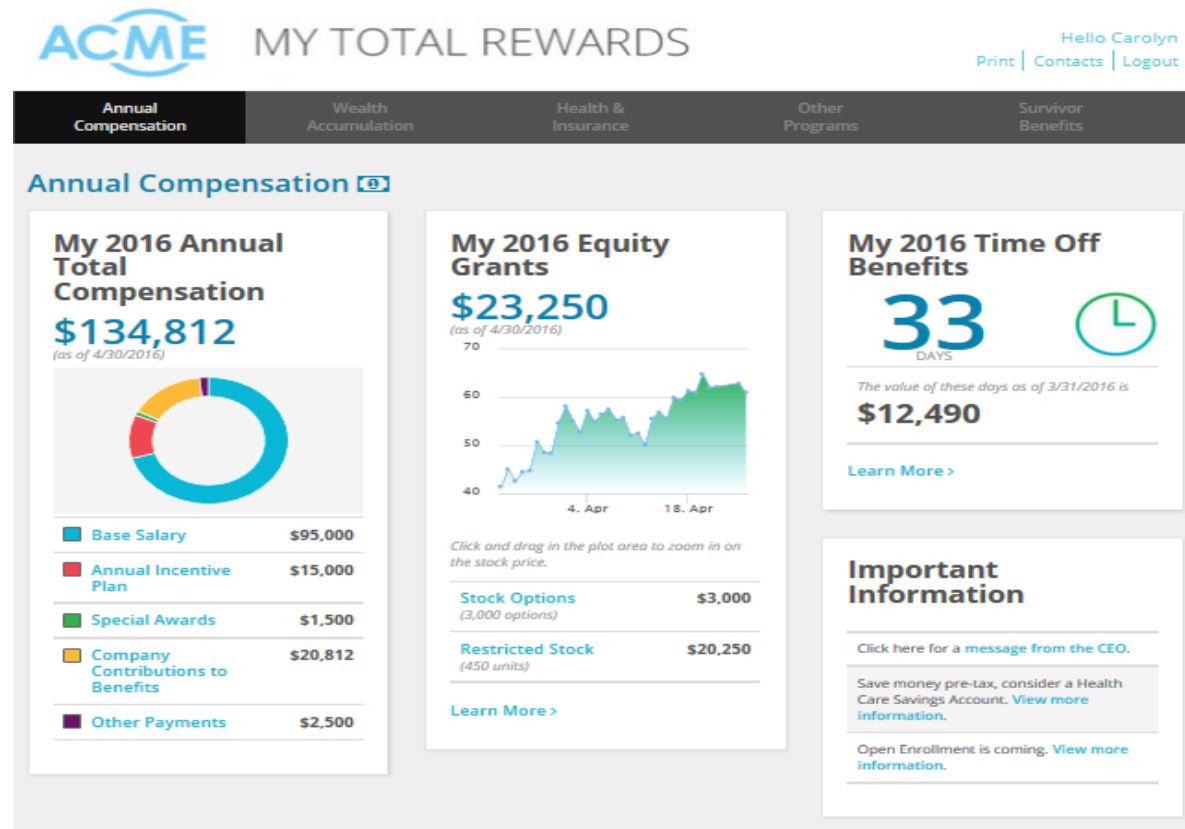


## CONSUMER-GRADE EXPERIENCES TOTAL REWARDS

# LOOKING AHEAD TO 2017

## PERSONAL AND RELEVANT INFORMATION

1. Personalized information
2. Dashboards of content at-a-glance

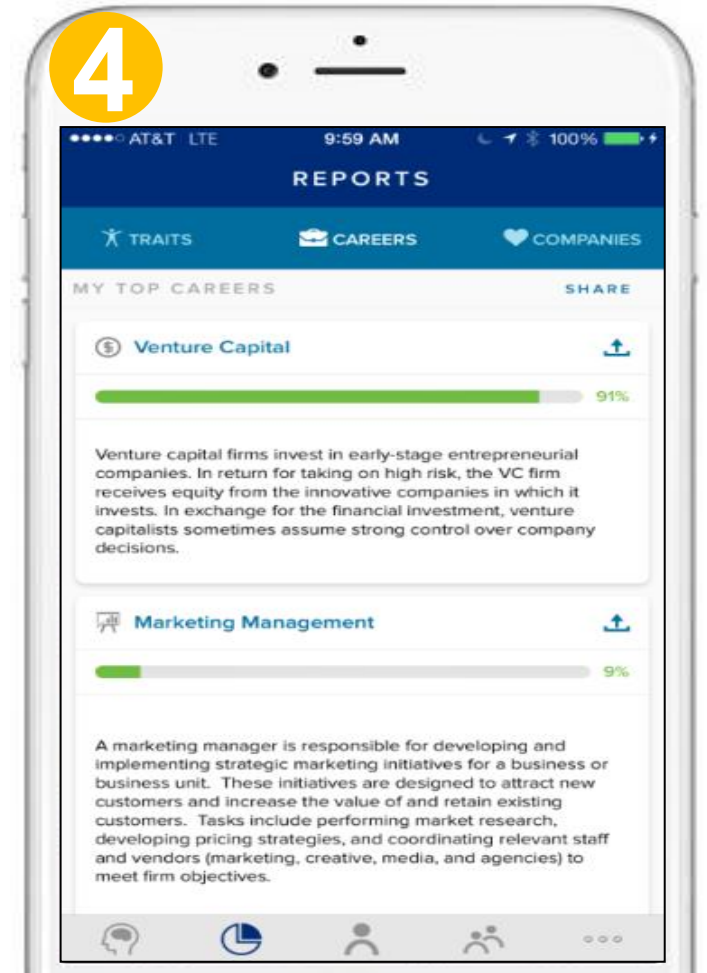
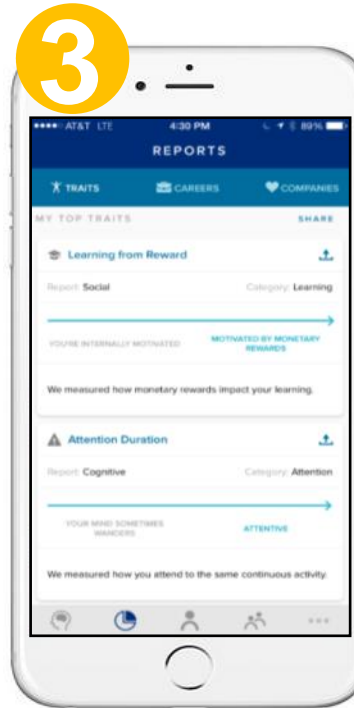




# LOOKING AHEAD TO 2017

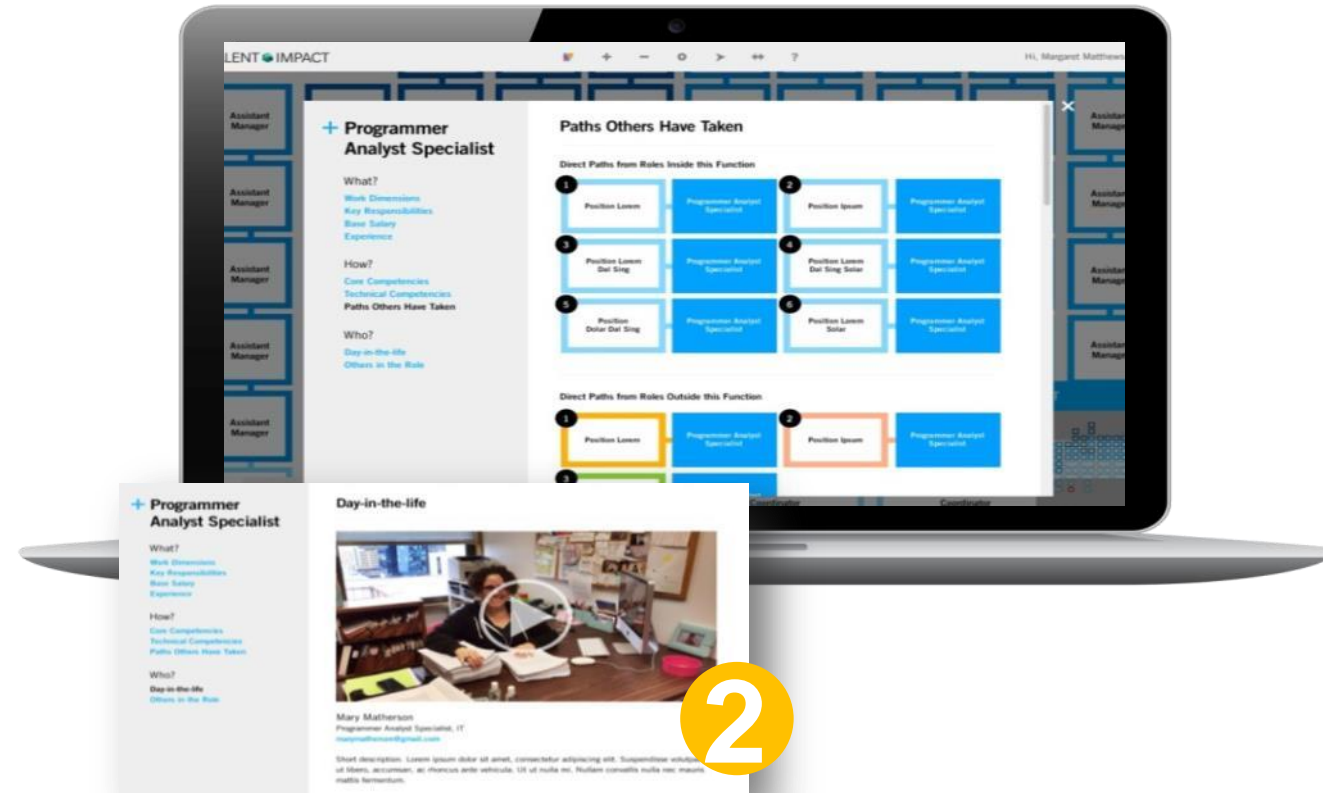
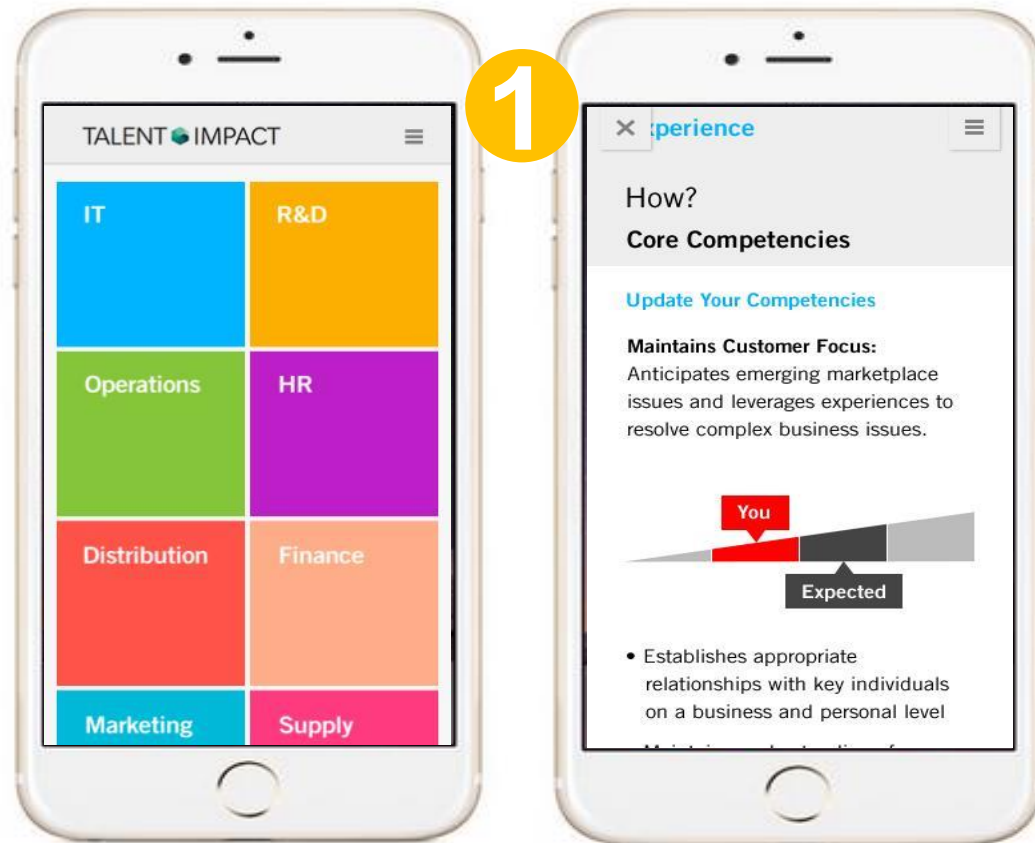
## USE OF GAME MECHANICS TO GUIDE CAREER PATHS

1. Select a game.
2. Complete each game.
3. Review your personal behavior traits compiled from your game scores.
4. See what careers best match those traits.



# LOOKING AHEAD TO 2017 SELF-ENGAGED CAREER MAPPING

1. Self-directed engagement
2. Intuitive exploration of career structures



# LOOKING AHEAD TO 2017

## WHAT TO PREPARE FOR



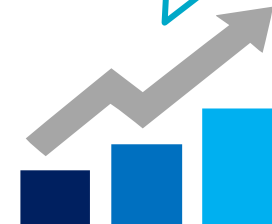
Understand what drives the tech workforce you need.

Add responsible pay to your value proposition.

Examine the effectiveness of pay programs to ensure the best ROI.

Upgrade your talent and reward communications

Take a holistic view of the total rewards.



# GLOBAL TALENT TRENDS



# ABOUT THE 2016 GLOBAL TALENT TRENDS STUDY

1,730+ HR Leaders

4,500 employees

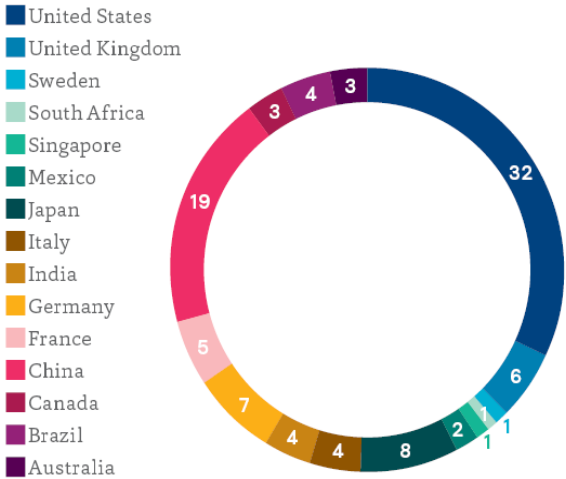
15 countries

Spanning 11 primary industries

ORGANIZATION SIZE



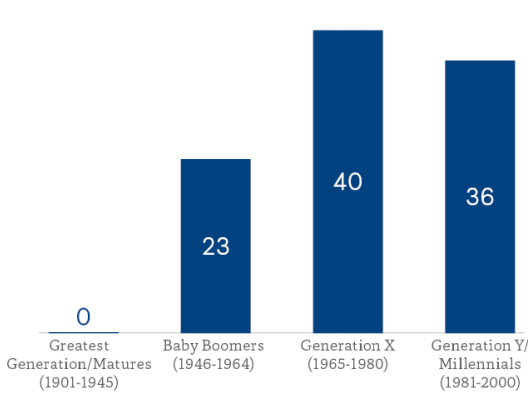
GEOGRAPHY



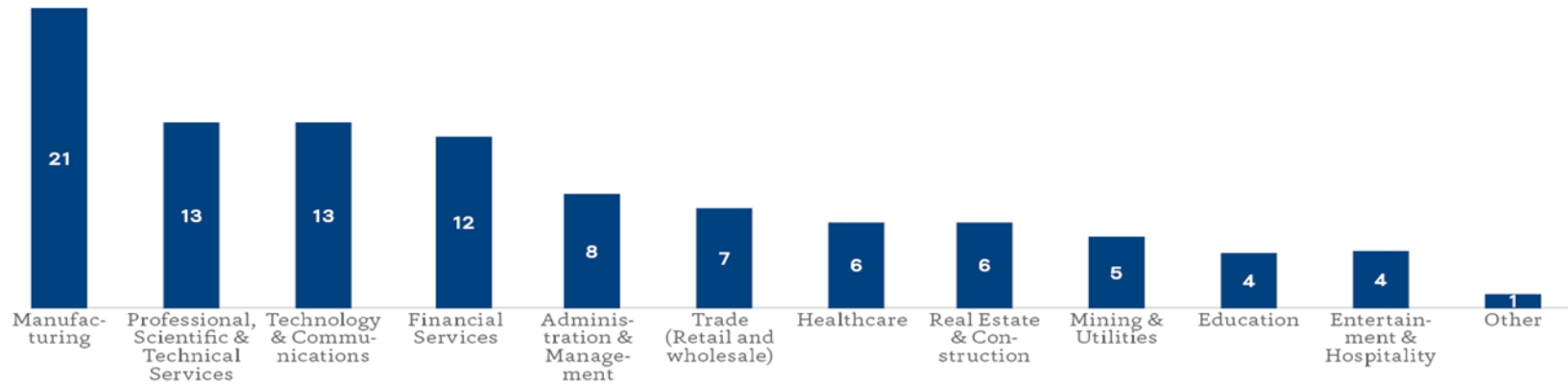
EMPLOYEE JOB LEVEL



EMPLOYEE GENERATION



COMBINED INDUSTRY



# GLOBAL MACRO TRENDS IMPACTING AND CHANGING THE NATURE OF WORK



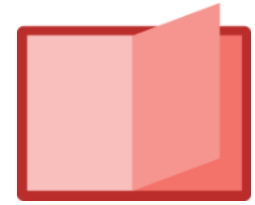
—  
DEMOGRAPHICS  
—



—  
INNOVATION  
—



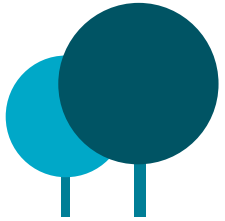
—  
GLOBALIZATION  
—



—  
CULTURE &  
EMPLOYEE  
ATTITUDES  
—

Source: 2016 Mercer Global Talent Trends Survey

# WORKFORCE TRENDS IMPACTING THE TALENT AGENDA IN 2016



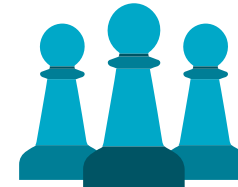
**LEVERAGING A  
DIVERSE LABOR  
POOL**

**MULTI-  
GENERATIONAL  
WORKFORCE**



**TALENT  
SCARCITY**

**COMPETITION  
FROM EMERGING  
MARKETS**

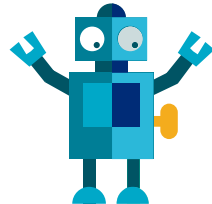


**WORLD  
SOURCING**



**DISRUPTIVE  
TECHNOLOGY**

**AUTOMATION &  
MACHINE  
LEARNING**



**BIG DATA  
MANAGEMENT**

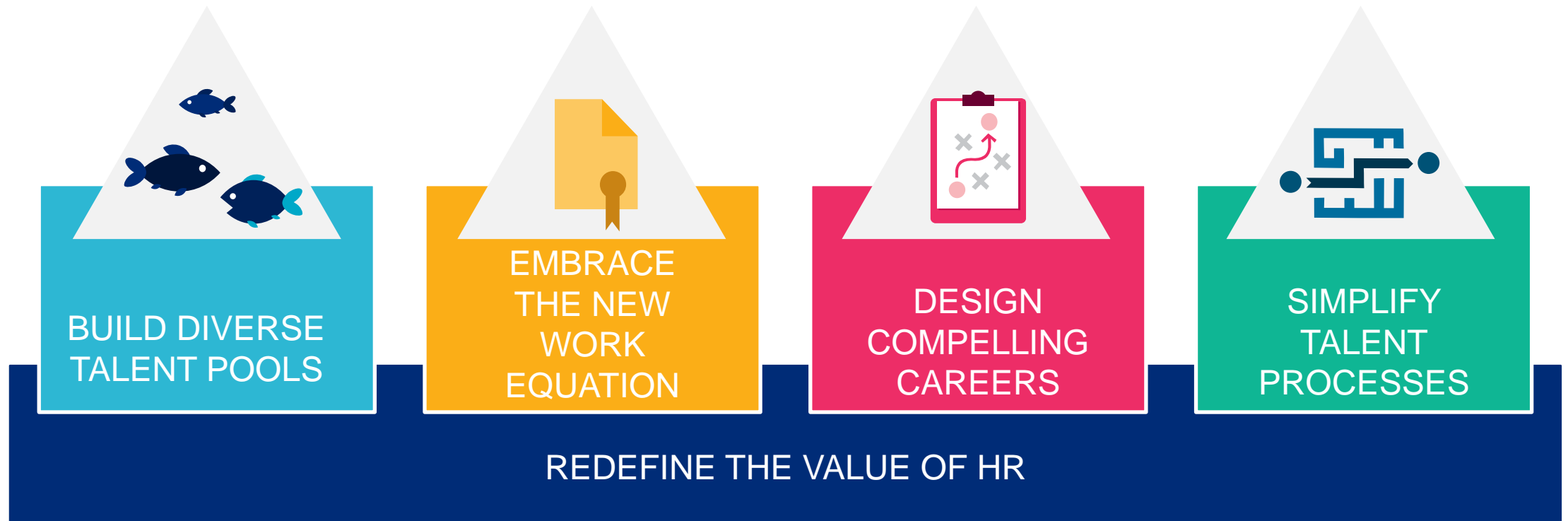
**RISE OF THE  
FREE AGENT**



**FLEXIBLE  
WORKING**

Source: 2016 Mercer Global Talent Trends Survey

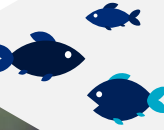
# HOW DO WE ACCELERATE THE TALENT ENGINE?



Source: 2016 Mercer Global Talent Trends Survey



# #1: BUILD DIVERSE TALENT POOLS



**BROADEN  
TRADITIONAL  
VIEWS OF  
LABOR MARKET**

**LEVERAGE  
ANALYTICS  
TO ENABLE  
TALENT POOLS  
TO THRIVE**

**BUILD  
INNOVATIVE  
SOURCING  
STRATEGIES**

**FOCUS ON  
BUILDING  
IN-DEMAND  
SKILLS**

## #2: EMBRACE THE NEW WORK EQUATION



COMMUNICATE  
A CLEAR  
EVP

HELP  
INDIVIDUALS  
FIND THEIR  
NICHE

BUILD A GROWTH  
CULTURE FOCUSED  
ON DEVELOPMENT  
& FLEXIBILITY

STRIVE FOR  
TRANSPARENCY  
IN REWARDS



### #3: DESIGN COMPELLING CAREERS



DESIGN  
HIGH-IMPACT  
CAREER  
PATHS

ESTABLISH AN  
INSTITUTIONAL  
CAREER CULTURE

MAKE  
CAREERS  
FUN

FACILITATE  
MOVEMENT  
& CAREER  
PROGRESSION

## #4: SIMPLIFY TALENT PROCESSES



REASSESS  
WHICH  
PROCESSES  
ARE KEY

REIMAGINE  
EMPLOYEE  
INTERACTIONS

REDUCE  
COMPLEXITY

FOCUS ON  
SERVICE  
OPTIMIZATION

## #5: REDEFINE THE VALUE OF HR





**MERCER**

**MAKE TOMORROW, TODAY**