

Talent Retention
A North American Perspective
October 26th 2009



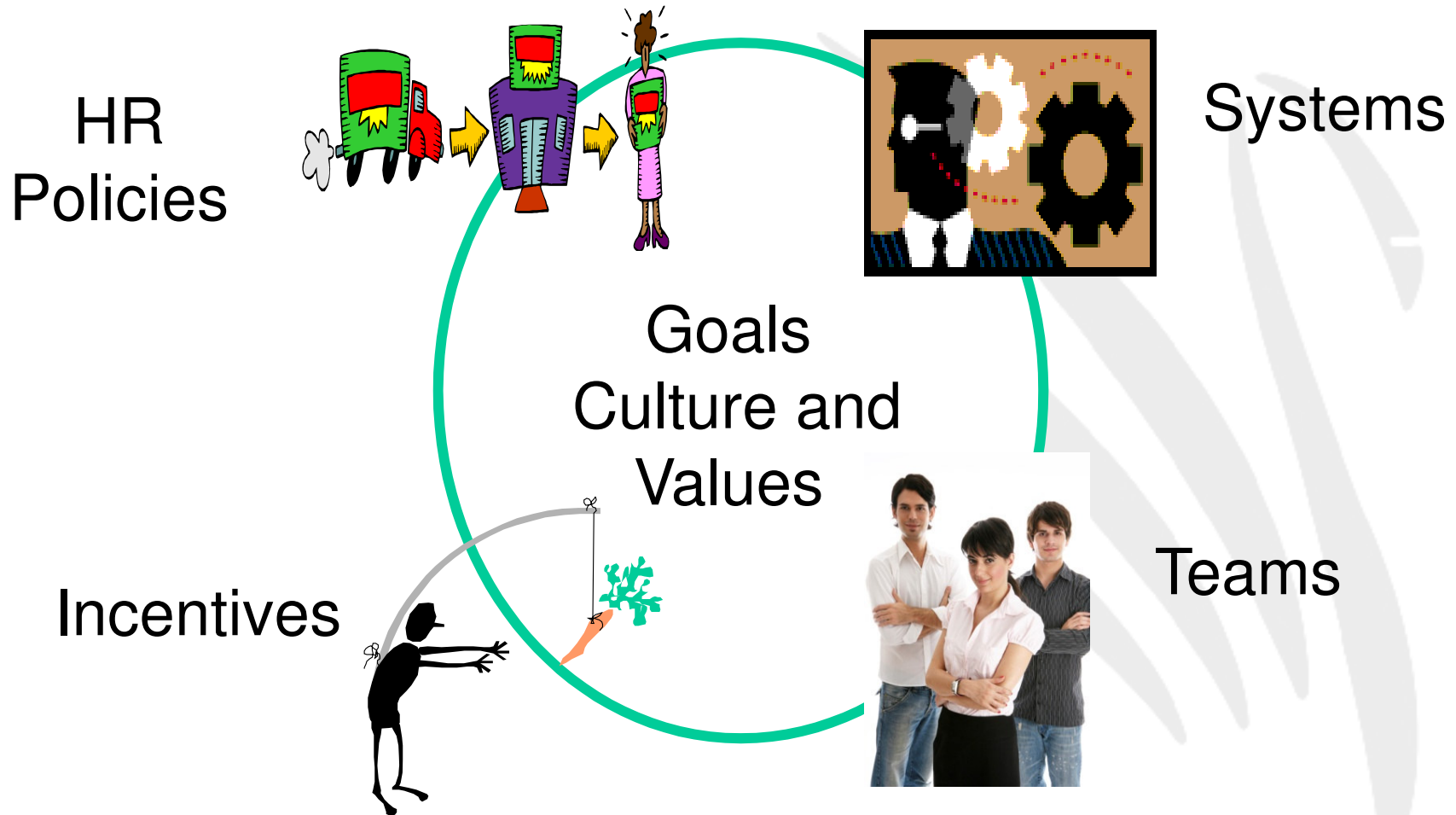
Swann Global

Breakfast

Context

- Reward
- Talent Management
- Alignment

Leaner, Fitter, Focused



Performance and Values

| | INAPPROPRIATE VALUES | APPROPRIATE VALUES |
|---------------------|-------------------------|-----------------------|
| MAKE THE NUMBERS | Former Heroes | New Heroes |
| MISS THE NUMBERS | Unemployed | Potential Heroes |

Source: Dr Linda Duxbury, Carleton University

Values and Performance

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Alignment

- Doing what you say you do
- Walking the talk not just the money!
- Build a strong employment brand
- Focus on keeping who you have
- Features that attract different generations
- Hard to find replacements

The Employment Brand



Employees select an employer because of their overall satisfaction with and perception of the organization

Social...Commercial Networking





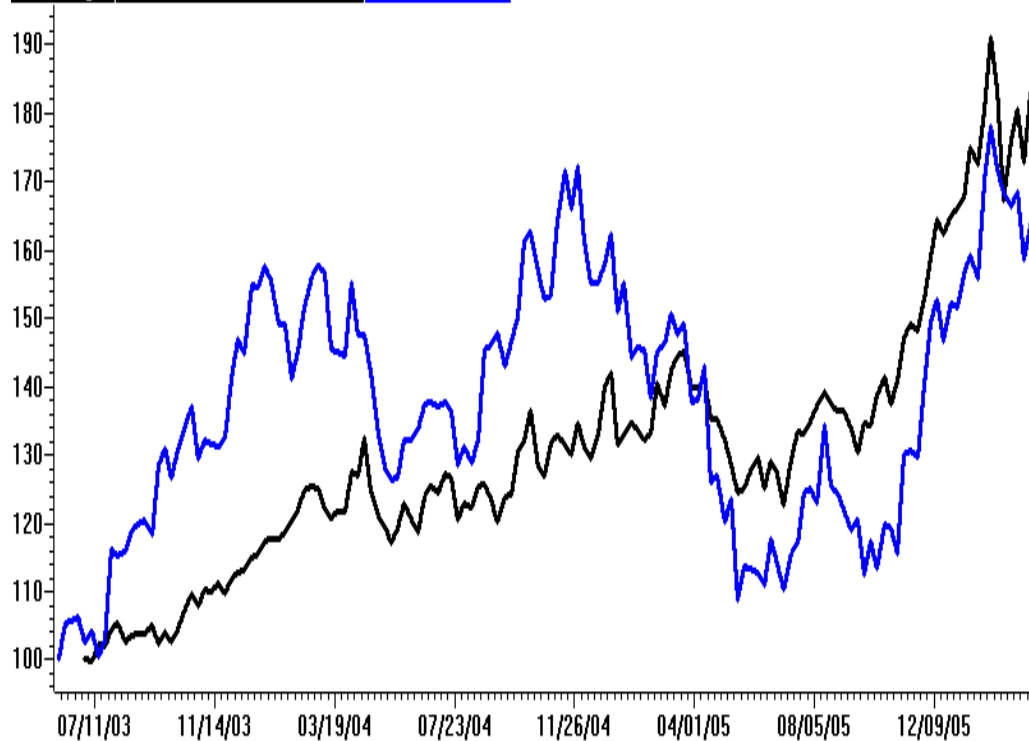
REWARD

Reward

- Tighter governance around LTIs
- More stemming from GFC
- Controlling risk
- Don't be distracted
- Follow your philosophy
- Focus on business drivers
- Do what you say you do

Share Price and Price of Metal

Weekly <AHD3M/LM: 184.47 <AL: 167.72



AL-NYSE vs. LME
3-mo Aluminum Price



TALENT MANAGEMENT

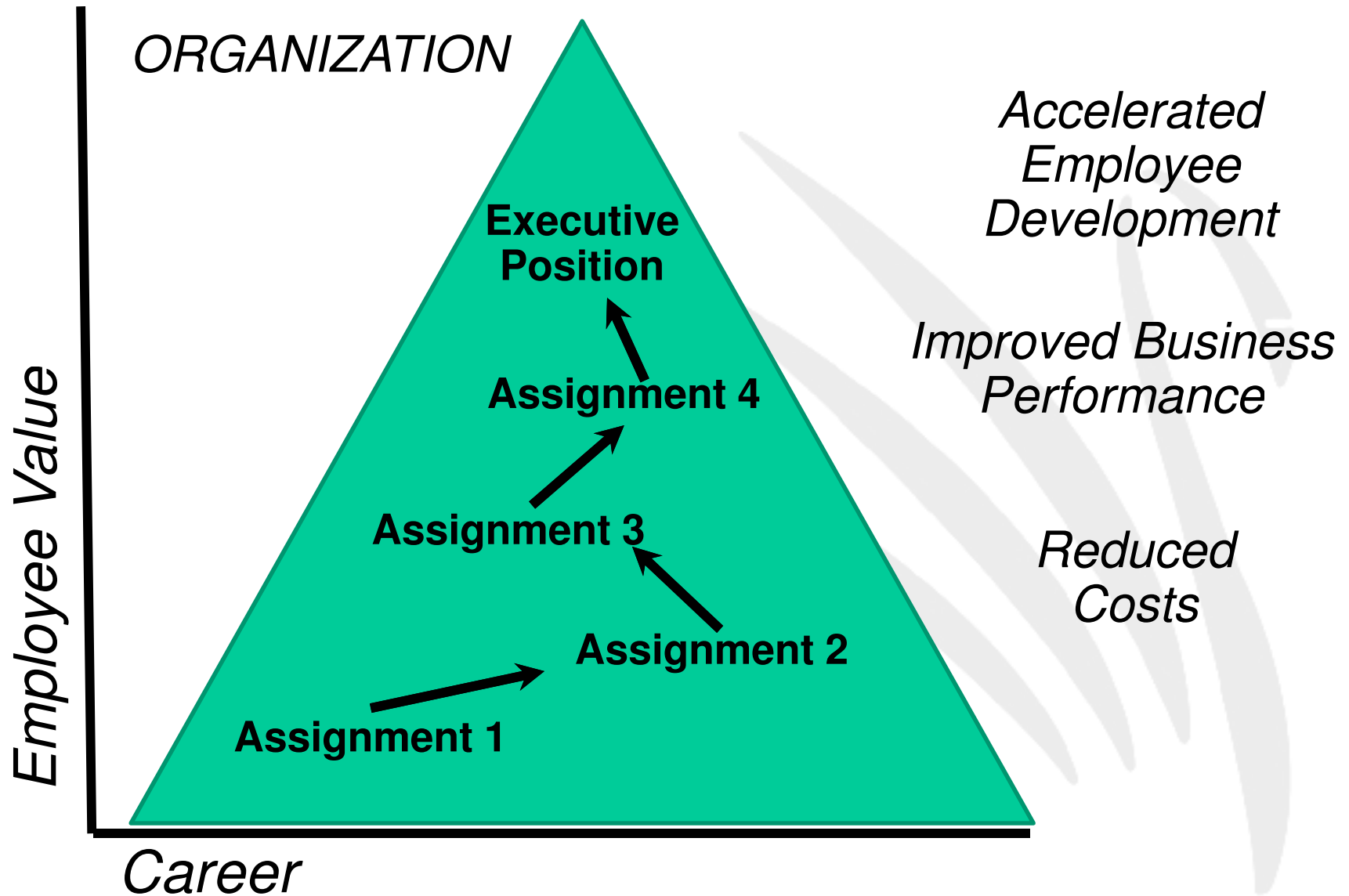
Declining Labour Force

- Aging population
 - Inverted pyramids
 - Earlier retirements
 - Skill intensity
 - Global competition
 - Reverse Immigration
 - Generational drivers
- 

Impact

- Business success will be people dependent
- Again appearing on board agendas
- Greatest opportunity ever for HR
- Retaining the boomers and attracting their succeeding generations
- GFC has changed none of the fundamentals
- Think of employees as consumers of employment opportunities
- The employment relationship will become (more!) flexible

Why Retention is Important



Managing Velocity

- Career planning replaces succession planning
- Manage to a three year cycle
- HR attention tracks assignment not just its start
- Manage flight risk AND turnover
- Culture trumps skills in advancement
- Make experiences really count
- Think value not cost
- Do what you say you do