



Talent Acquisition EMEA

The Journey of Evolution.....

14th February 2019



STATE STREET®

Who we are

- **Andrew Morland – Vice President, Regional Talent Acquisition Manager EMEA**
 - Responsible for the recruitment strategy & delivery across: Onshore Locations, SSGA, Executive Recruitment & Sourcing EMEA
 - 17 years recruitment experience across in-house, executive search & agency.

- **Adam Walker – Vice President, EMEA Lead for Executive Search & EMEA Sourcing**
 - Responsible for delivery of Executive hiring across all divisions and countries within EMEA, and managing the team of sourcers for non-executive roles in EMEA
 - 17 years recruitment experience across in-house, RPO and agency.

Agenda

Overview of how the delivery of executive recruitment has developed in EMEA, looking at:

- Who we are
- Global Footprint
- Talent Acquisition Model
- Executive Recruitment:
 - Challenges encountered
 - Solutions developed to help navigate the ever-shifting talent landscape
 - Future challenges and vision

STATE STREET GLOBAL SERVICES[®]

- \$34 trillion AUCA¹
- One of the world's leading investment service providers
- Fund accounting and administration, custody, investment operations outsourcing

STATE STREET GLOBAL ADVISORS[®]

- \$2.8 trillion AUM²
- One of the largest ETF providers in the world
- Investment strategies across risk / return spectrum

STATE STREET GLOBAL EXCHANGE[®]

- Information, analytics and data solutions
- Leveraging big data and advanced technology to offer investment indicators and analytics

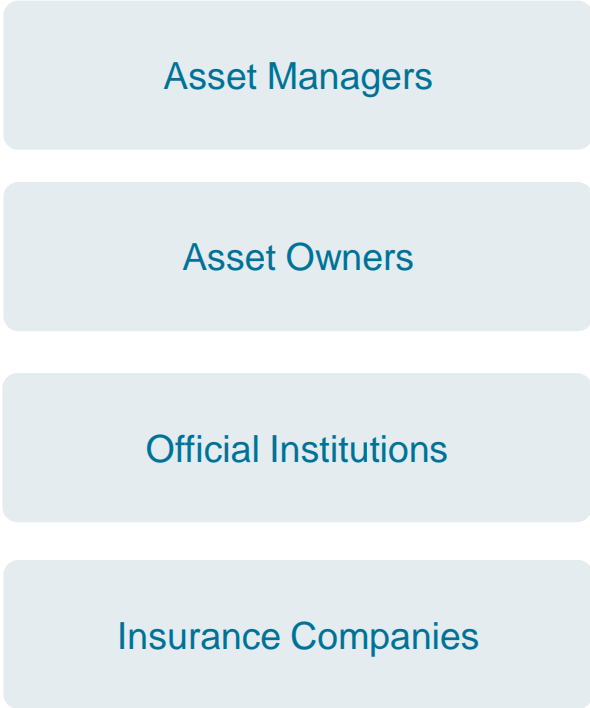
STATE STREET GLOBAL MARKETS[®]

- \$19.3 trillion in foreign exchange and interbank volume traded³
- Investment research, foreign exchange trading and securities lending

1. As of September 30, 2018

2. This figure is presented as of September 30, 2018 and includes approximately \$28 billion of assets with respect to SPDR products for which State Street Global Advisors Funds Distributors, LLC (SSGA FD) acts solely as the marketing agent. SSGA FD and State Street Global Advisors are affiliated.

3. As of September 30, 2018

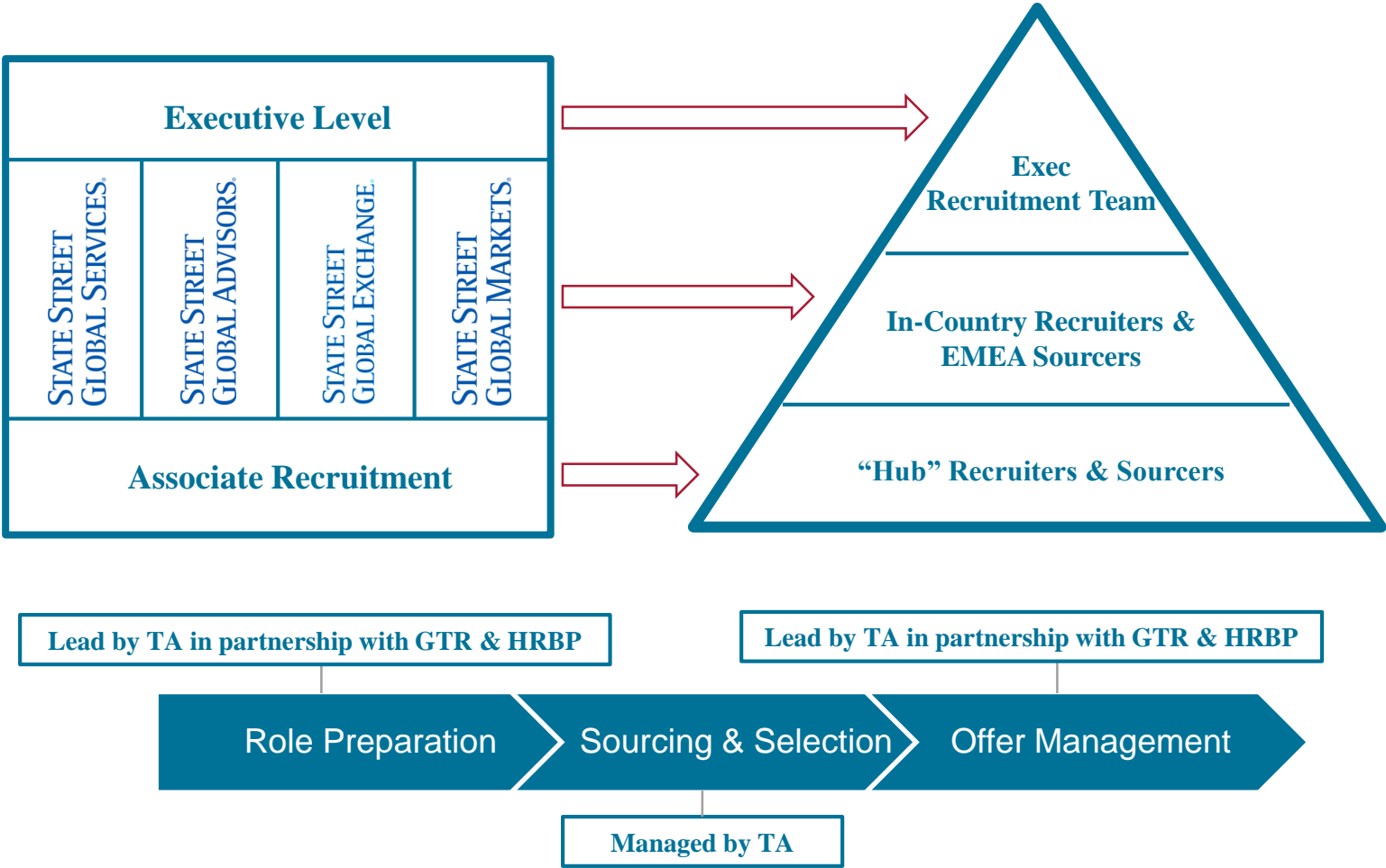


State Street – Global Footprint*

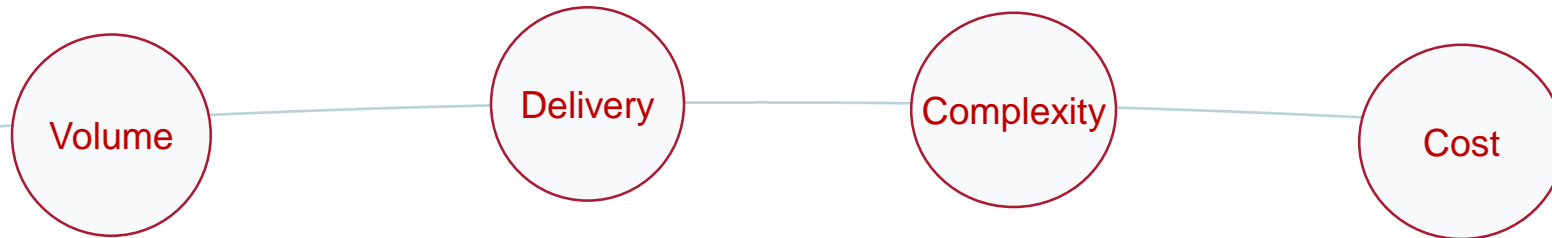


*Locations as of December 31, 2017.
 **Employees as of September 30, 2018.

Talent Acquisition – Operating Model



Challenges – Executive Recruitment EMEA



- **Increasing Req volumes**

- 156% increase over 3 years

- **High Stakeholder Expectations**

- Detailed and clear presentation of candidate insights
- Greater diversity of candidate slates
- Reduce Time to Offer & Fill

- **Bifurcated TA Processes**

- Increased internal control & compliance framework
- Off-shoring
- Complex compensation regulations across EMEA locations

- **Challenging Expense Environment**

- Reduce agency usage
- Greater governance
- Limited travel

Solutions & Results

Operating Changes

- Division of Recruiting and Exec Sourcing
 - Addressed increase in req volumes
 - Better met expectations on presentation of candidate insights
 - Helped reduce agency spend

Delivery

- Closer partnership with the HRBP to provide faster/better decisions
- Heightened agency engagement & oversight via TA

Diversity

- Global Targets & initiatives to improve diversity
- Messaging from the “top”
- Unconscious bias training & Textio
- Aligning diversity metrics to goals
- Diverse slates and interview panels

Solutions & Results



Internal Mobility

- Focus on Internal Mobility
 - Changes in policy for internal candidates;
 - Greater transparency of HIPO mobile talent

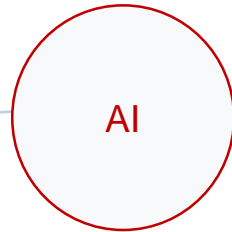
Process Improvement

- Process Improvements
 - Leveraging Technology
 - Streamlining approvals
 - Training on Lean, Six Sigma, Agile

Feedback

- Feedback collation
 - Aligning to compliance/regulatory needs
 - Improving decision-making

Future Considerations



- Utilise AI in the recruiting process
 - Scheduling
 - Pipelining



- Evolve how we assess talent
 - Attraction
 - Pipelining
 - Talent Differentiators
 - Cultural Fit



- Feedback collation
 - Improve how interviewer's provide feedback
 - Improve how we present findings

Q&A

