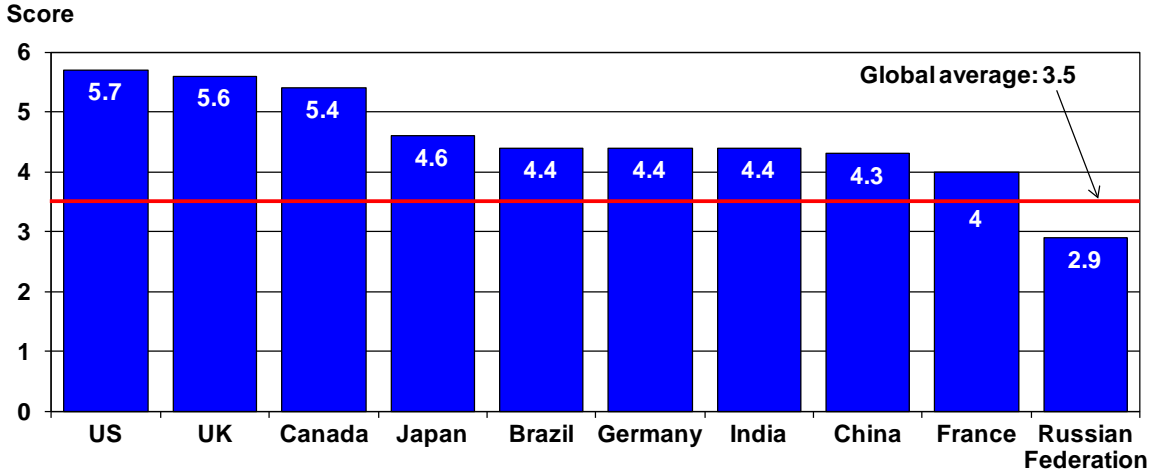


# Ability to retain and attract talent

2010-2011 weighted average, 1=poor; 7=excellent

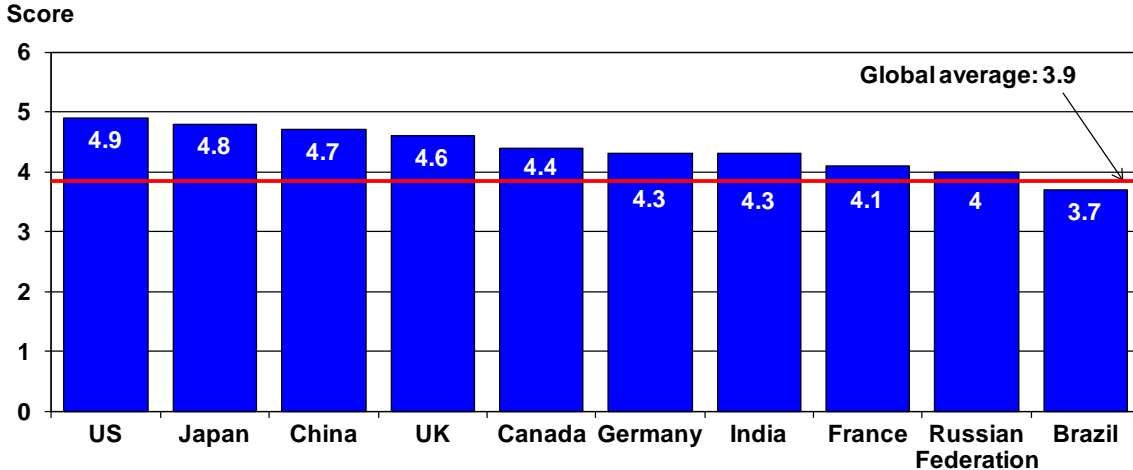


# Relation of pay to productivity

2010-2011 weighted average, 1=low; 7=high



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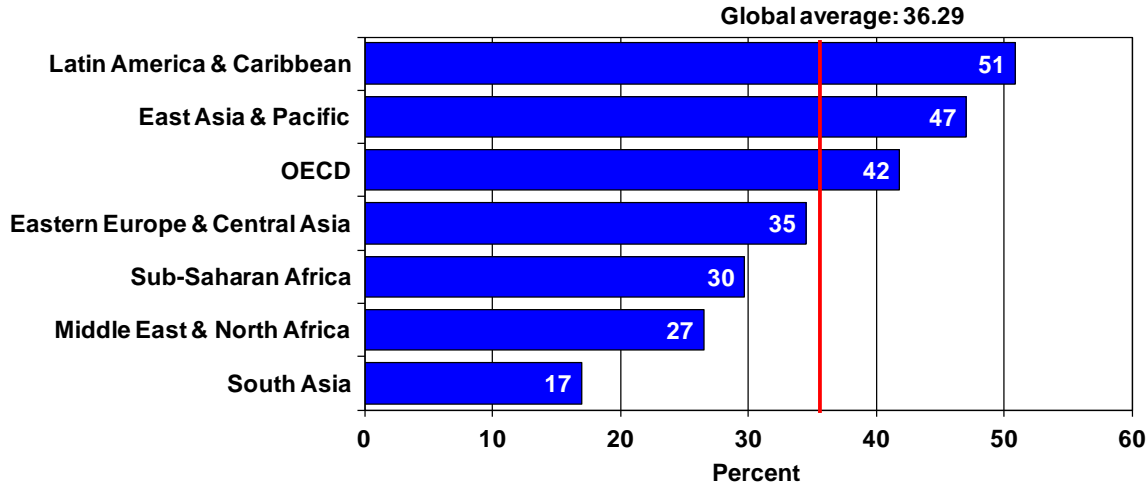
Source: The World Economic Forum.

# Companies offering on-the-job training

*Percent, 2010*



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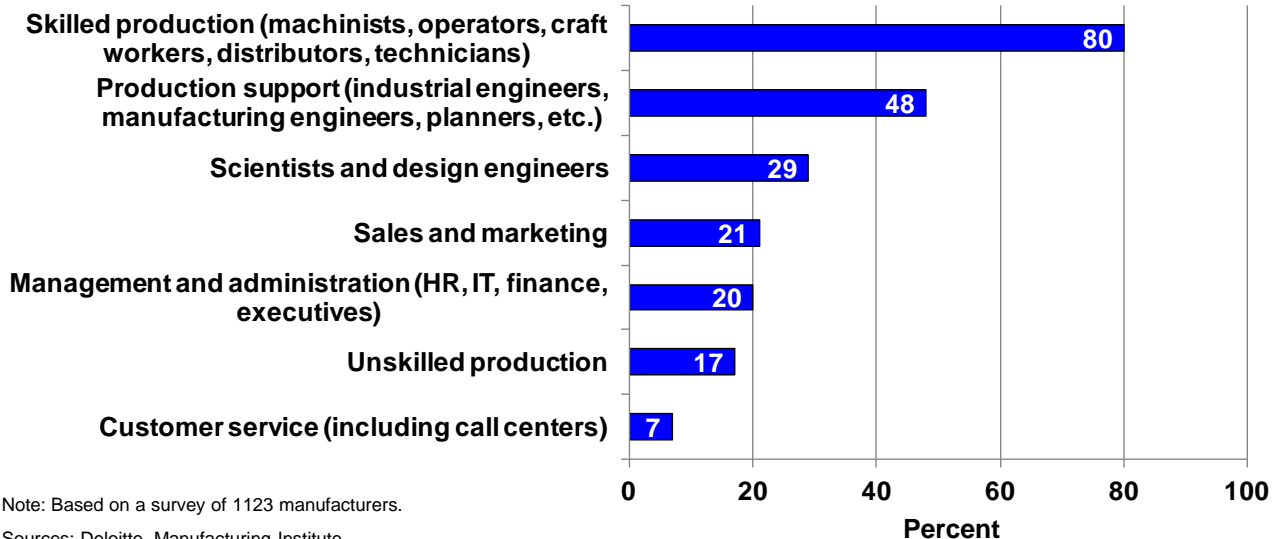
Source: The World Bank.

# Shortage of skilled labor supply

*Percent of manufacturers anticipate the greatest hiring challenge during the next 3-5 years, by workforce segment, 2011*



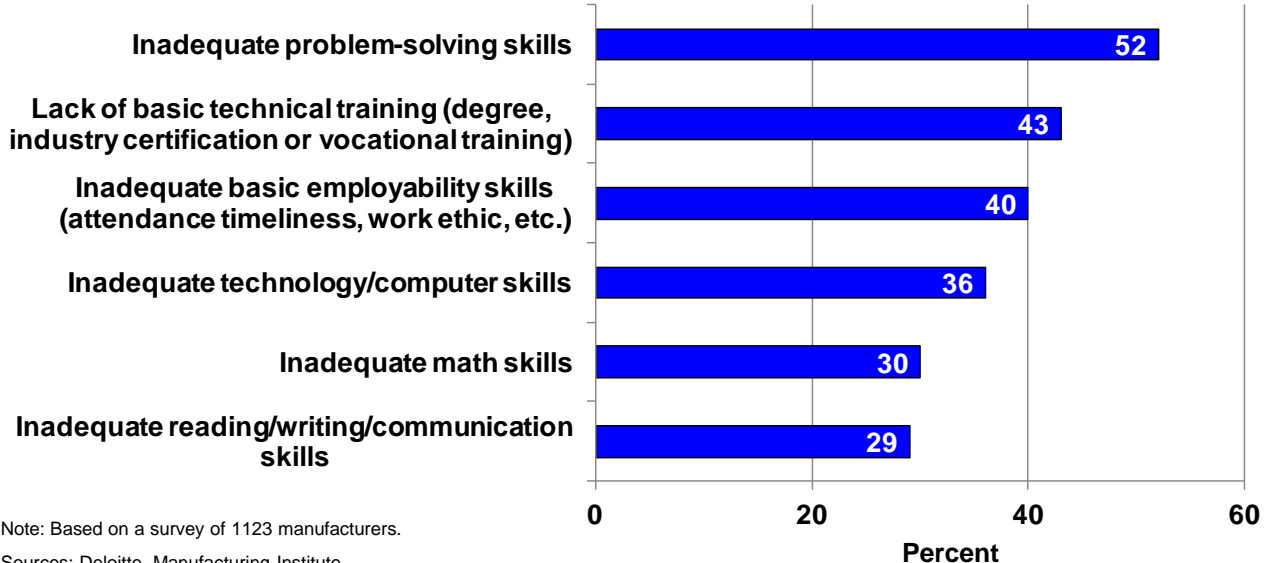
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Note: Based on a survey of 1123 manufacturers.

Sources: Deloitte, Manufacturing Institute.

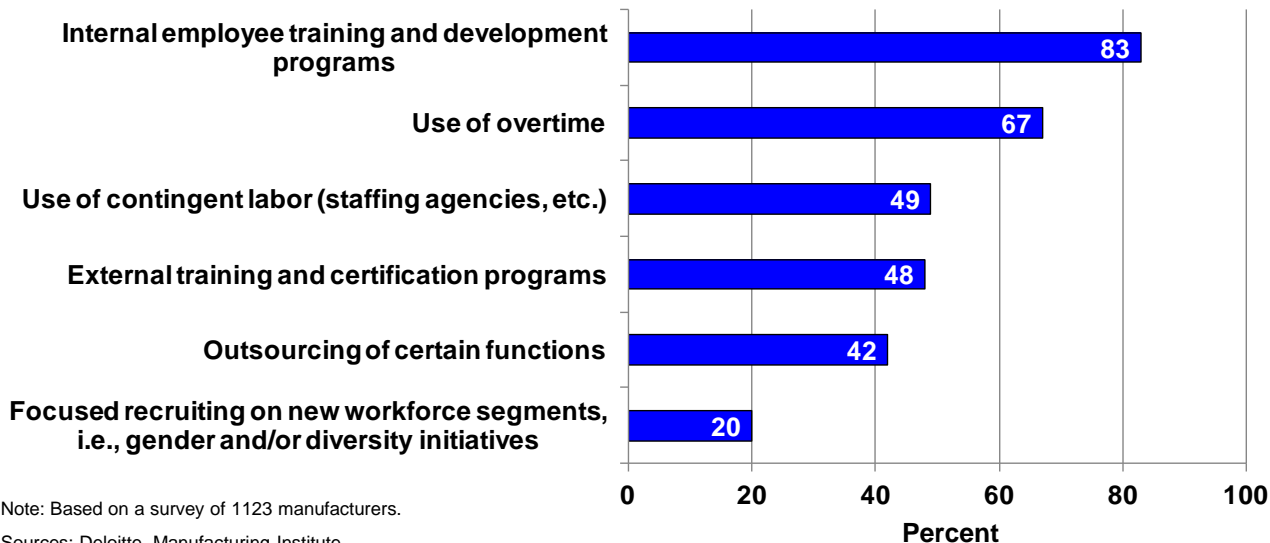
# Most serious skill deficiencies among manufacturing employees



Note: Based on a survey of 1123 manufacturers.

Sources: Deloitte, Manufacturing Institute.

# Methods used by manufacturers to mitigate skill gaps

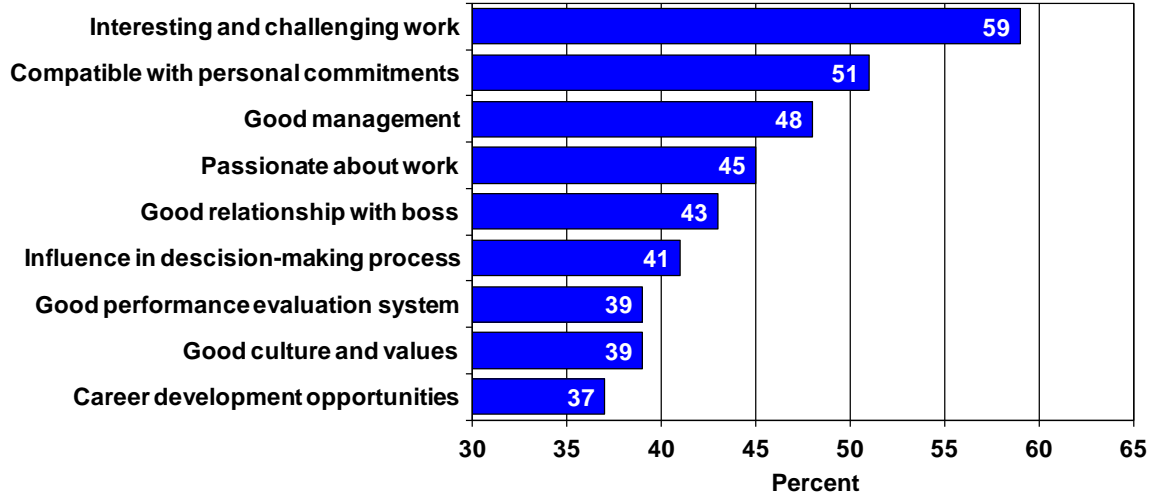


# “Critical” factors for job satisfaction

*Percent of mid-senior managers*



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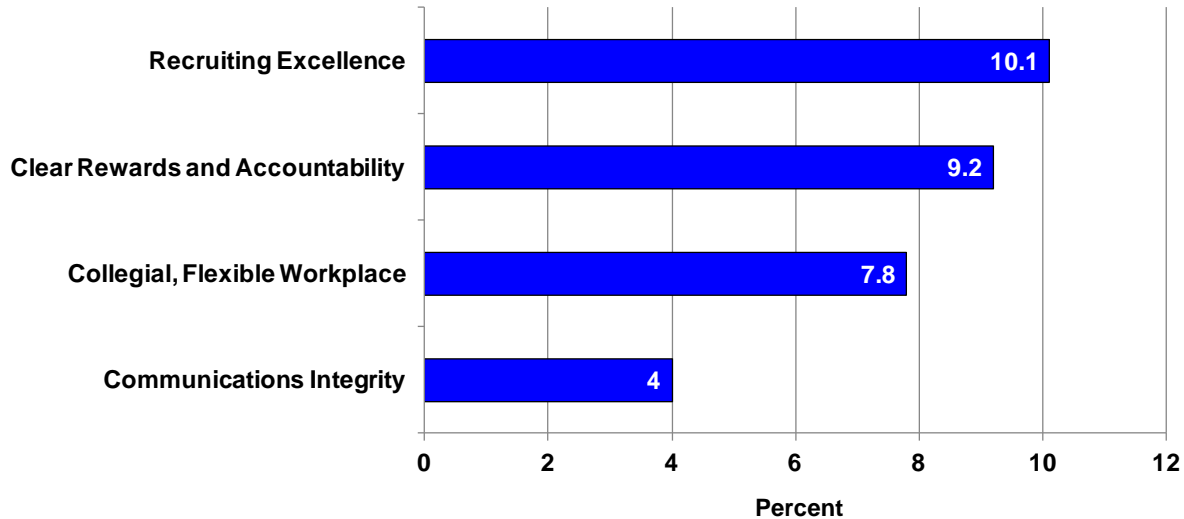
Sources: International Quality and Productivity Center, McKinsey & Co.

# Creating greater shareholder value

*Expected change in market value associated with a significant improvement of human capital management*



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Source: Watson Wyatt Study.

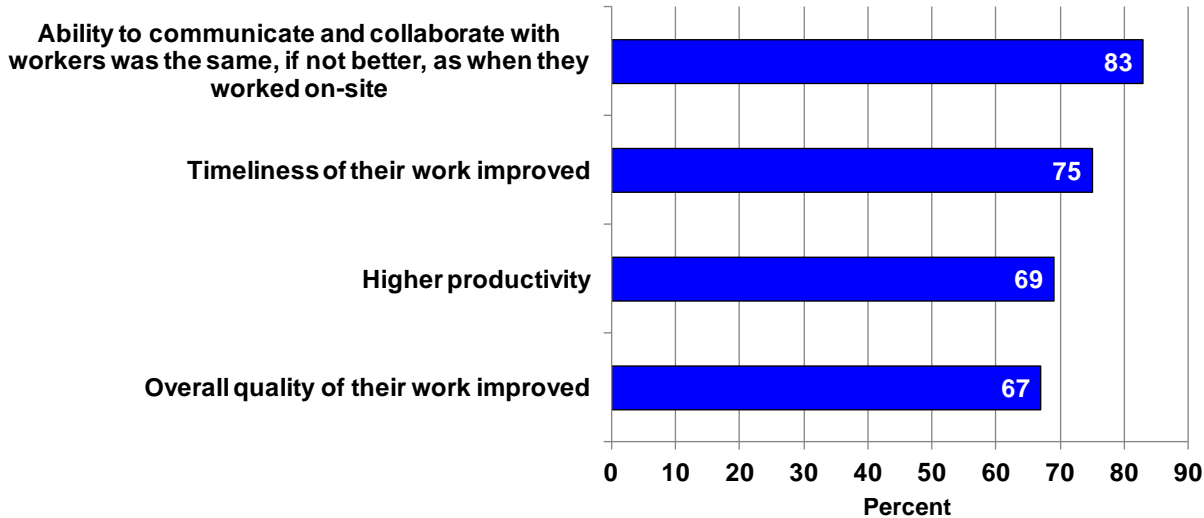


# Telecommuting ups productivity

*Cisco survey of employees, 2008*



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Source: Cisco.

# Examples of talent retention strategies



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## Siemens



- Enhance engagement
- Align interests

## Google



- Comfortable workplace
- Employees spend 20% of time on own pet projects
- Holiday bonus and company-wide salary hike

## Alibaba.com



@TechWeb  
weibo.com/techweb

- 0% interest on home loans
- Education funds for employee's family

# Strategy and Leadership Evolution at Bombardier



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1976-2001

## Emphasis on the “Hardware”

- Entrepreneurial growth through acquisitions and product development
  - Canadair
  - Shorts
  - Learjet
  - de Havilland
  - BN, ANF
  - Waggonfabrik Talbot
  - Deutsche Waggonbau
  - Adtranz

2001-2009

## Building the “Software”

- Organizational health and sustainability
  - Listening to our people
  - Listening to our customers
  - Raise the bar on execution

2009 -

## The Evolution of Mobility

- Clear common Bombardier vision and promise: “The Evolution of Mobility”
- Strategic focus balanced with clearly defined organizational priorities

# The Evolution of Mobility



**Our Employment Brand**  
*for the World to See*



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Your ideas move people.

Vos idées mènent le monde.

Ihre Ideen bewegen Menschen.

Tus ideas mueven a la gente.

# Bombardier Transportation

## Recruitment Ads

If you think  
you can  
make  
it roomier,  
we're  
interested.

**INDUSTRIAL DESIGNER  
NEEDED**

Each and every Bombardier employee has a key role to play. This means we have 92,000 very distinct and important people working together in 83 different countries all over the world. Whether it's as a Business Analyst, Aircraft/Tram Specialist or an Industrial Designer, we're all part of a single goal of moving people forward safely, comfortably, efficiently and environmentally. Your ideas are our fuel. Share your brainpower at [yourideasmovethepeople.com](http://yourideasmovethepeople.com)

**BOMBARDIER**  
Your ideas move people.



# Bombardier Aerospace

## Recruitment Ads



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If you think  
you can  
make it  
go further,  
we're  
all ears.

At Bombardier, 62,000 employees in 63 countries work together to move people forward around the globe - one good idea at a time. Your ideas are our fuel. Share your brainpower at [yourideasmovepeople.com](http://yourideasmovepeople.com)

**BOMBARDIER**  
Your Ideas move people.

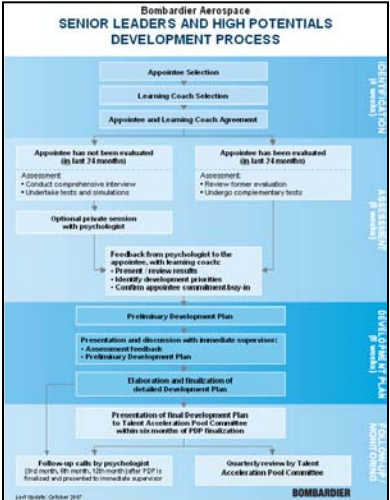
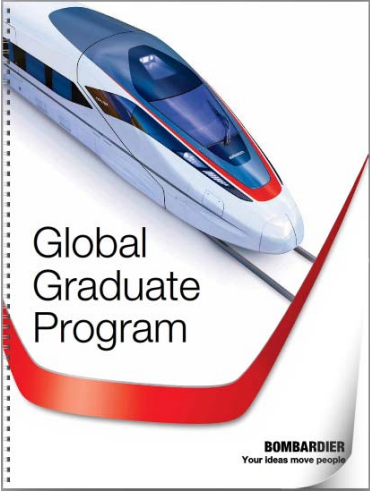


# Leadership and Development Programs

## Global Graduate Program

## Making Great Leader Program

### Talent Acceleration Process



Feedback Report

Inventory of Leadership Styles

Sample Participant  
Test Client  
061403

Feedback Report

Organizational Climate Survey

Sample Participant  
Test Client  
061403

Feedback Report

Emotional Competency Inventory

Sample Participant  
Test Client  
061403



**Fresh Florals**  
Spring Fashion  
cuts for bold,  
bright blooms

**Up the Ladder**  
28 companies  
that nurture  
hourly talent

**Sweet Escape**  
Top tropical  
getaways for  
your family

**Baby Bonding**  
Tender ways to  
connect when  
you get home

# WORKING MOTHER

## get rid of messy house guilt

**WORKING MOTHERS** reveal what they really think about their not-so-clean homes

**PLUS!**  
SHAKE IT UP  
TIPS TO BOOST YOUR WORKDAY PRODUCTIVITY



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# Best Companies

## 2011 WORKING MOTHER 100 BEST COMPANIES

### Top 10

Bank of America  
Deloitte  
Discovery Communications  
Ernst & Young  
General Mills  
KPMG  
PricewaterhouseCoopers  
Prudential Financial  
TriHealth, Cincinnati  
WellStar Health System

## 2012 NAFE TOP COMPANIES FOR EXECUTIVE WOMEN

### Top 5

Bank of America  
Cisco  
General Mills  
IBM  
Johnson & Johnson

## 2011 BEST COMPANIES FOR MULTICULTURAL WOMEN

### Top 5

Cisco  
Deloitte  
General Mills  
IBM  
Procter & Gamble

## 2012 BEST COMPANIES FOR HOURLY WORKERS

Best Buy  
Bon Secours Virginia Health System  
Capital One Financial  
Cricket Communications  
Hilton Worldwide  
Marriott International  
PetSmart  
Sodexo  
Target  
University of New Mexico Hospitals  
University of Wisconsin & Clinics  
Valassis Communications



- **FLEX YOUR DAY, WEEK, YEAR, CAREER**
- **MENTORING AND SPONSORSHIP**
- **TRAINING MANAGERS**

WORKING  
MOTHER

*The Working Mother Report*

What  
moms think

CAREER vs. PAYCHECK

IBM

P&G

ERNST & YOUNG  
Quality In Everything We Do

WORKING  
MOTHER  
Research  
Institute

THE WORKING MOTHER REPORT

What  
→ moms  
← choose

ERNST & YOUNG  
Quality In Everything We Do



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