Internals First
An approach to cultivate the internal labor market

Credit Suisse, Internal Mobility
Agenda

- Credit Suisse – The future at work
- Why Internal Mobility?
- Credit Suisse’s business case for Internal Mobility
- Internal Mobility campaigns
- Internals First: an innovative sourcing strategy
- Results of the Internals First campaign
- Drivers to a transparent mobility culture
Watch this on Youtube: https://www.youtube.com/watch?v=l_OQfRyuFhg
With our local presence and global approach, we are well-positioned to respond to changing client needs and market trends, while coordinating our activities on a cross-divisional basis.

Centers of excellence (CoEs)
Centers of Excellence support our operations and are essential to the implementation of our strategy. Wroclaw in Poland, Mumbai and Pune in India and Raleigh-Durham in the US are home to our CoEs. At year-end 2013, almost 15,000 roles were located in our CoEs, including contractors, third-party affiliates and vendors working for Credit Suisse.

Switzerland
214 branches 17,900 employees
- A leading bank for private, corporate and institutional clients
- The Investment Banking division offers a full-range of financial services to its Swiss client base

Europe, Middle East and Africa
63 offices 9,600 employees
- Headquartered in the UK; onshore presence in every major EMEA country; encompasses both developed and emerging markets
- Both divisions are strongly represented in the region

Americas
43 offices 11,100 employees
- Operations in the US, Canada, the Caribbean and Latin America
- Local market expertise and access to our PB&WM and Investment Banking services

Asia Pacific
24 offices 7,400 employees
- Singapore and Hong Kong as key hubs for our PB&WM and our market-leading Investment Banking business
- Strong presence in Australia, China, Korea, Japan and presence in Southeast Asia and India

All information as of year-end 2013, unless noted otherwise. Information to be updated after the release of the Annual Report 2014, currently scheduled for March 20, 2015.

UHNWI = Ultra-high-net-worth individuals: total wealth > CHF 250 mn or AuM > CHF 50 mn.
Reasons for Increasing Internal Mobility

Reasons cited by organizations

- Moving Employees Within the Organization is Part of a Development Strategy: 85%
- Internal Hiring is Important to Maintaining Our Organizational Culture: 54%
- Internal Candidates Have Less Performance Risk: 31%
- Internal Sourcing is Less Expensive than External Sourcing: 27%
- Qualified Candidates Are Hard to Find Externally: 27%
- Internal Candidates Have Less Retention Risk: 23%
- Internal Sourcing Fills Positions Quicker than External Sourcing: 19%
- Moving Employees is an Alternative to Reductions in Force: 12%

Source: CEB 2013 Internal Mobility Survey.
The Business Case for Internal Mobility

Better performance: +8%
Fewer leavers: -21%
Less costs: -56%
Faster hires: -23%

• Employees demand: 33% of leavers cite “better career/promotion opportunities or lack of opportunities at CS” as the primary reason for leaving.
• IM engages Millennials who “fully hope to remain faithful to a workplace, majority say they also want to bring a range of new experiences and challenges.”

1- Source: CEB 2013 Selection Effectiveness Diagnostic Survey
2- Primary Voluntary Leaver reasons as of March 28, 2014- Post IPB Communication Voluntary Leavers
3- Harvard Business Review
Internal Mobility
Continuation of the ‘Grow Your Own’ strategy

Targeted development of internal talents is a declared goal of Credit Suisse. That’s Grow Your Own.
What is Internals First?

- Campaign to call employee's attention to career opportunities
- One Bank internal hiring – across businesses and divisions
- Proactive move towards potential internal candidates
- Possibility to bind employees to the bank

How does Internals First work?

- Recruiters proactively source and call employees, matching them to open roles across the organization
- If the employee is interested the usual recruiting process starts in strict accordance with the "Fair Play Rules"
What does it mean for our employees?

- Ideal platform for building a career path
- Employees directly approached for an open position
- Ensure visibility by keeping data up to date in MyProfessional Data and Opt-In

What does it mean for line managers?

- Increases chances to fill vacancies internally
- Better source for internal talent
- Internal transfer versus external leave
- Own employees are part of proactive career development
- Recognition towards employees
- Supports cross-divisional moves
Internals First in Switzerland
Achievements so far

Launch in February 2014

- Communication e-mail opened by 90% of all employees in Switzerland
- 25% of all receivers clicked on one link (MyProfessional Data, Opt-In) at least. Overall click rate: 9'200
- Opt-In: + 70% within first three months, total Opt-In: 1’970 within first twelve months (in Switzerland)
- MyProfessional Data, weekly access rate: 1'135 vs. 48 week before Internals First announcement
Internals First in Switzerland
Achievements so far

Launch

Figures

Findings

Challenges

Figures (as of March 10th 2015)
- 800 calls to identified passive candidates
- 238 interviews w/ contacted cand.
- 138 hires
- 40 cross-divisional moves
- 49 on level VP or above
Internals First in Switzerland
Achievements so far

Launch

Findings
- Candidates react very positively ➔ Recognition!
- Appreciation of being contacted after activating Opt-In
- Happy to see that there are opportunities inside the bank
- Open to talk about career development
- Business proactively asks to fill the vacancies via Internals First

Figures

Findings

Challenges
Internals First in Switzerland
Achievements so far

Launch

Challenges
- Processes and Systems: database had to be improved (Avature)
- Research and checks of eligibility of population was very time-consuming
- Expectation management:
  - Employees: Need for career coaching (esp. requested by Opt In candidates)
  - Line Management: High demand to fill vacancies via Internals First

Figures

Findings

Challenges
Culture Shift

Transparent mobility

- Culture of sharing talent
- Visibility of talent across businesses and regions
- Transparent discussions on skills, potential and future
- Integrated with talent development agenda

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