

Internals First

An approach to cultivate the internal
labor market

cut-e conference, Hamburg, March 19, 2015
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

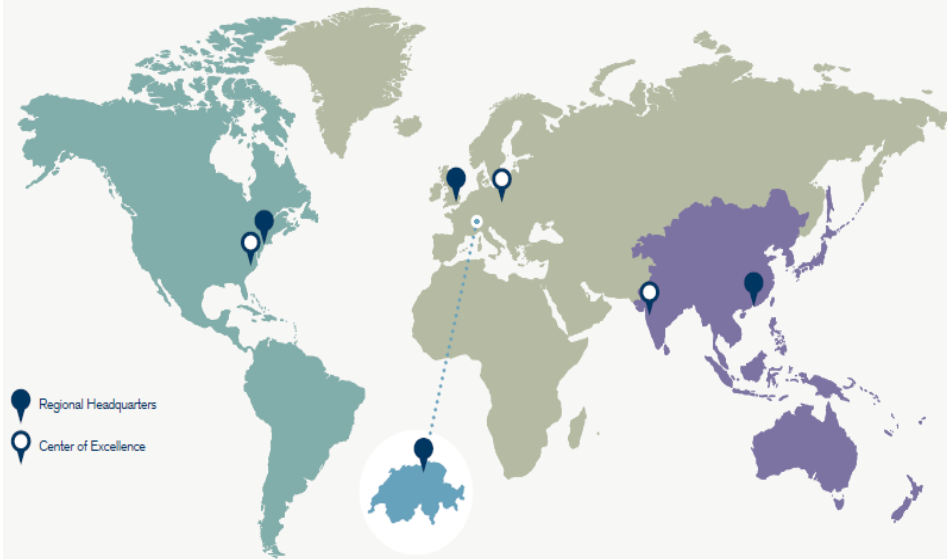
Credit Suisse

The future at work



Watch this on Youtube: https://www.youtube.com/watch?v=I_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. Wrocław 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

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.

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

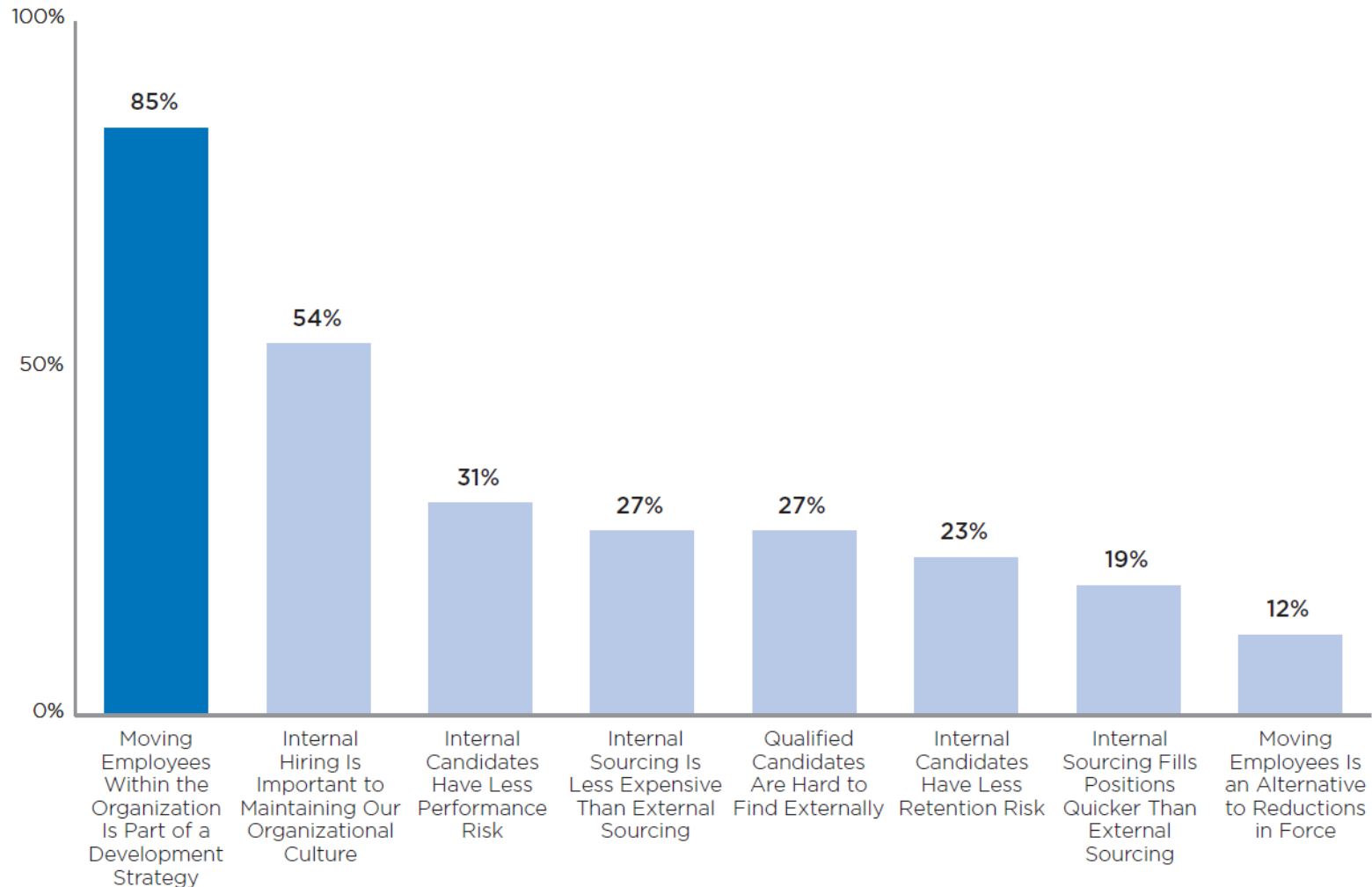
- Operations in the US, Canada, the Caribbean and Latin America
- Local market expertise and access to our PB&WM and Investment Banking services

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

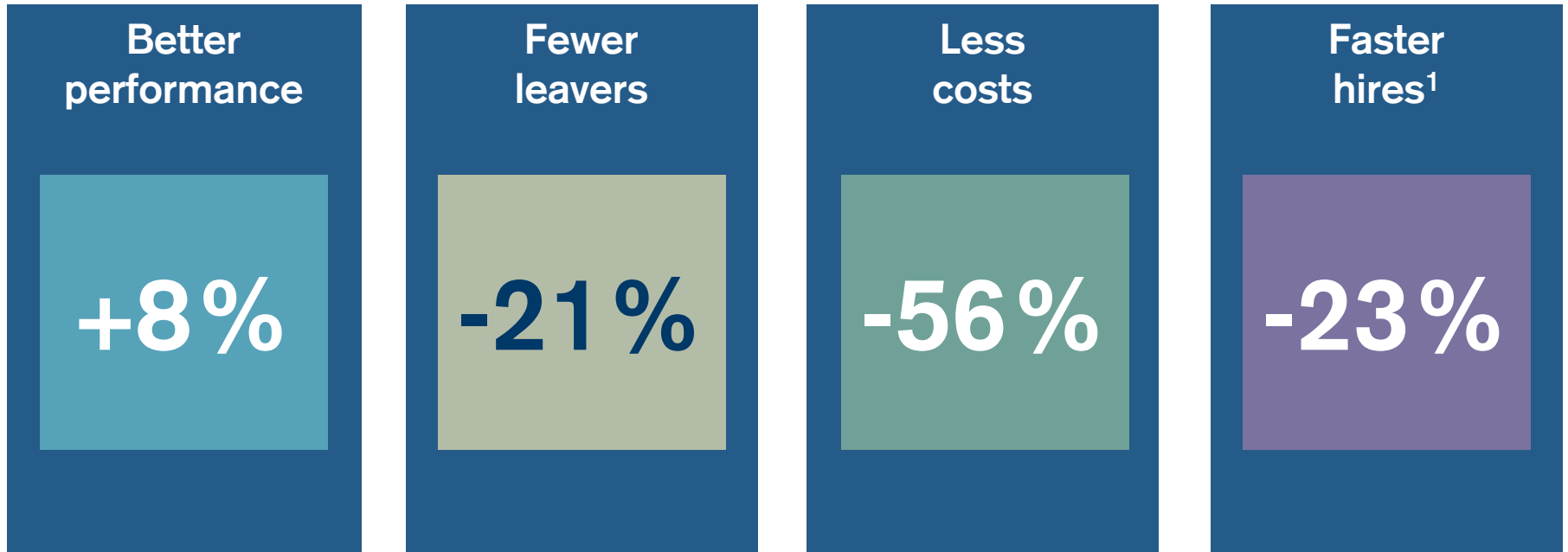
Reasons for Increasing Internal Mobility

Reasons cited by organizations



Source: CEB 2013 Internal Mobility Survey.

The Business Case for Internal Mobility



- Employees demand: 33% of leavers cite “better career/promotion opportunities or lack of opportunities at CS” as the primary reason for leaving²
- 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”³

1- Source: CEB 2013 Selection Effectiveness Diagnostic Survey

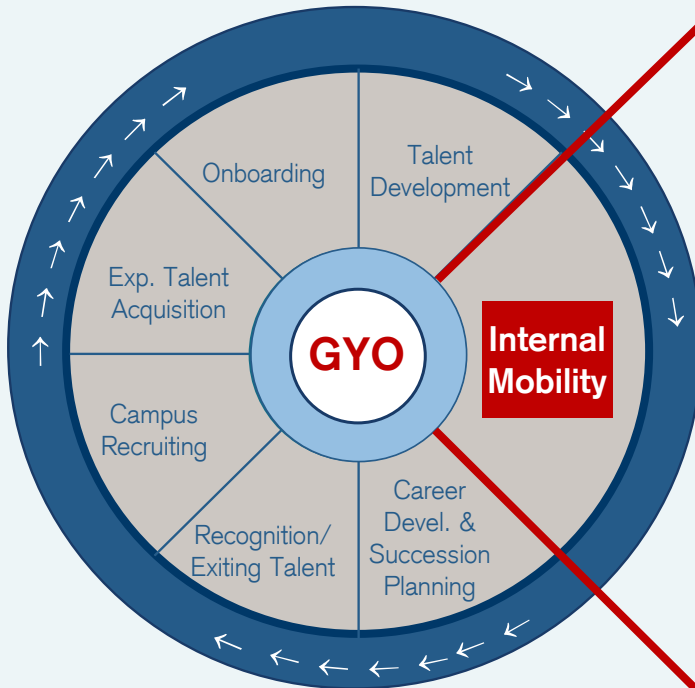
2- Primary Voluntary Leaver reasons as of March 28, 2014- Post IPB Communication Voluntary Leavers

3- Harvard Business Review

Internal Mobility

Continuation of the 'Grow Your Own' strategy

The GYO Architecture



Career Forums

«Developing Your Career»

Talent Broker Meetings

One Bank Experience

...ideally complemented with

Internals First

Targeted development of internal talents is a declared goal of Credit Suisse. That's Grow Your Own.

Internals First

General Overview

1/2

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"

Internals First

General overview

2/2

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



Figures

12.125,20 €
125.256,25 €
2.568,99 €
14.544.254,21 €
89.256,01 €
998,54 €
7.554,23 €

Findings



Challenges



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

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998,54 €
- 554,23 €

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



Figures



Findings



Challenges



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

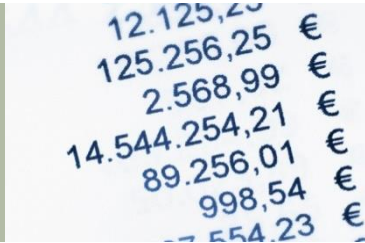
Internals First in Switzerland

Achievements so far

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Figures



Findings



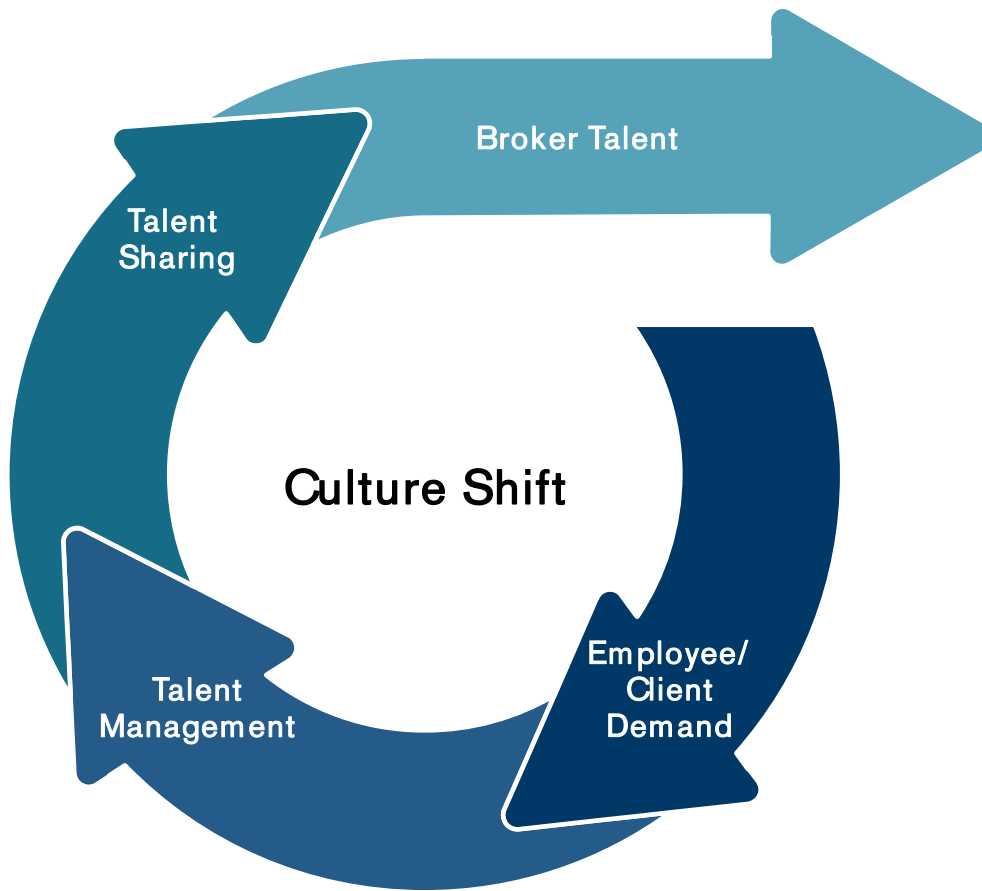
Challenges



Challenges

- Processes and Systems: data base 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

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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