

MOTIVATING AND REWARDING A GLOBAL WORKFORCE



THE GLOBAL WORKFORCE PROFILE IN LARGE MULTINATIONAL CORPORATIONS

2,300
Multinational Corporations based in the U.S.

27.4M
Total Number of Multinational Corporation Employees

10.5M
People Employed abroad

1/3
Of Workforce is Employed Abroad

\$69k
Average Compensation of Multinational Corporation Employees

Overview of Large Multinational Corporations Based in the U.S.

U.S. BIG BRAND MULTINATIONALS EMPLOY

1 in 5

OF ALL AMERICAN WORKERS



IN THE LAST DECADE, MULTINATIONALS HAVE CUT THE U.S. WORKFORCE BY **2.9M** WHILE INCREASING EMPLOYMENT OVERSEAS BY **2.4M**.

U.S. MULTINATIONALS ACCOUNT FOR

23%
Of private sector output



48%
Of its exports of goods

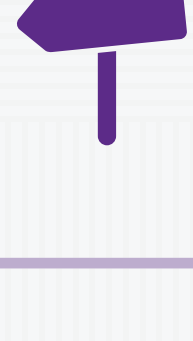
Source: Economist's View. David Wessel. Big U.S. Firms Shift Hiring Abroad

CULTURAL DIMENSIONS

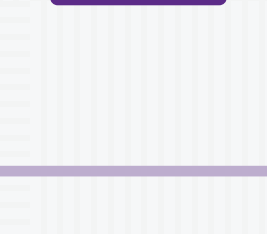
UNCERTAINTY AVOIDANCE

In some cultures, people have an increased desire to avoid uncertainty. They seek security, find comfort in rules and tend to communicate in direct ways to avoid confusion. In these cultures, such as Spain, Portugal and Latin American countries, predictability of pay is valued.

On the other hand, people in countries like the U.S., U.K. and India have lower uncertainty avoidance. For them, incentives and external pay are more effective.



POWER DISTANCE



Though unequal distribution of power is found in all societies, the degree to which this inequality is accepted by less powerful members of institutions and organizations varies considerably.

In countries with high power distance, like China, Latin American and Middle Eastern countries, rewards are based on status distinction. Employees have limited involvement in determining what they'll receive and how they receive it. While in countries with low power distance, like the U.S., Denmark and Australia, employees expect to determine rewards and distribution techniques.

MASCULINITY / FEMININITY

Switzerland, the U.S., Hungary and Italy are all masculine cultures, where rewards and recognition for performance are the primary motivational factors. More feminine cultures, such as Chile, the Netherlands, Sweden and Thailand, prefer social benefits, work-life balance and job security.



INDIVIDUALISM / COLLECTIVISM



In individualistic cultures, employees are provided with a great deal of autonomy versus collectivist cultures, where employees typically don't have the same level of freedom and independence.

Companies in individualistic cultures like Sweden, the U.S., Canada, France and the Netherlands usually praise, recognize and reward individuals. However, collectivist countries, like China, Pakistan and those in Latin America often provide non-economic, group-based rewards that satisfy recognition needs with minimal individual distinction.

LONG-TERM / SHORT-TERM ORIENTATION

Cultures with a long-term orientation, like China, Japan, Hong Kong and Taiwan, reflect a dynamic, future-oriented mentality. They emphasize perseverance and support interrelatedness through sensitivity to social contacts.

Russia, the U.S., the Philippines, Germany and Great Britain all have short-term orientation. They focus on the present and the past. As a result, they reflect a relatively static, tradition-oriented mentality that emphasizes stability and saving face.



Source: Geert Hofstede, "Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations."

GLOBAL REWARD AND RECOGNITION PROGRAM CONSIDERATIONS

PROGRAM DESIGN

Incorporate cultural sensitivities into the program structure

LOCAL CUSTOMER SERVICE

Ensure participants' needs are promptly met

REWARD / RECOGNITION EQUITY

Ensure reward parity across borders

CULTURALLY RELEVANT REWARDS

What works in one country might not in another

IN-COUNTRY FULFILLMENT

Compliance with laws, customs, duties and taxes

COST OF LIVING

Adjustments of participation payouts based on economic indicators

HOW MARITZ MOTIVATION CAN HELP



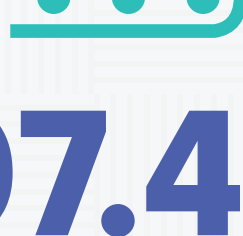
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Languages



235

Countries



97.4%

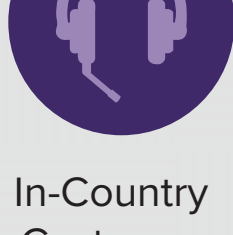
Of items shipped with no customs or duties



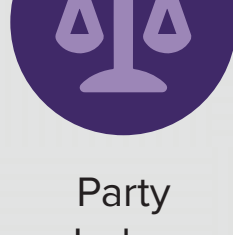
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Culturally relevant unique items

OUR GLOBAL PROGRAM ADVANTAGE



In-Country Customer Service



Party Index



Currency Management

Visit maritzmotivation.com for more information on motivating your workforce.

ABOUT MARITZ MOTIVATION

Maritz Motivation takes a holistic approach to helping businesses build cultures that attract, engage and retain employees. Leveraging our unmatched experience in behavioral and data sciences, we offer a broad range of professional services and an award-winning technology platform that creates value for companies around the globe. Let us help you unlock the potential in the people who matter to your business.