

Careers Without Borders At adidas Group

“Bring your talents to an international stage. And then be ready to learn, contribute and grow fast. Getting exposure to as many different countries, cultures, languages and points of view as possible is the best way to grow as a person and a professional. It's also the fastest path to creativity and innovation.”

A bold statement and one central to the employer brand of adidas Group as we aim to attract the brightest and best talent, both internal and external, to work with us in our seven international Headquarters and 20 international hubs in 92 countries.

The adidas Group embraces multi-cultural diversity, through the almost 1900 employees we have on some form of international assignment, as well as the many others that commute across borders, travel frequently or work on a day to day basis with colleagues and friends around the world. At our World of Sport in Herzogenaurach, our German Headquarter, we have people working from more than 80 nations.

**So how do we continue to bring this to life?
Firstly, we continue to reinforce the brand....**

If we promise an international career as a key part of the employer brand, we need the infrastructure to back this up. As of July 2016, we launched the first global mobility policy to all adidas Group companies in all locations worldwide.

That's not to say mobility now looks the same for everyone. After all, we have different drivers for assignments and different tools to meet the realities of different locations. But by developing and launching our global approach, we send a powerful message to our current and future employees – wherever you want to go in the world, you'll receive consistent support and encouragement, and a consistent employee experience. It also gave us a chance to stamp some common principles on the adidas Group – that we want to encourage more people to make the leap and gain international experience, and that we are keen to remove barriers and points of concern to whomever wishes to take this step, regardless of gender, age or country of origin.

Second, continue to invest in attracting talent to key locations through collaborations between International Mobility and the Talent Futures team on microsites and location specific content.

In addition to the popular microsites developed for Herzogenaurach, Germany (www.herzo.adidas-group.com) and adidas CIS, launching the Careers without Borders concept resulted in our developing media & video content for a number of other key Group locations: Emerging Markets, Northern Europe, Amsterdam, China, Slovakia, Hong Kong, Japan, Portland, OR and Canton, MA. All of these showcase each location's uniqueness and demonstrate the passion of those already living and working there to entice others to join. This content can be viewed at careers.adidas-group.com/life-here/without-borders

Thirdly, greater flexibility and freedom of employer location...

Workforce mobility is a rapidly evolving commercial reality. The greater diversity of cross-border employment models facing multinationals today is both a risk and an opportunity.

Whilst adidas Group now acts as a truly global family when it comes to supporting international assignments, at times we simultaneously encounter concerns regarding traditional cross-border opportunities such as the short-term assignment, long-term assignments or (semi) permanent moves.

Simply put, some employees want the opportunity to see the world but on their terms; be it duration or even location.

“A local package in Amsterdam? No thanks – but I've always wanted to live in Paris...”

This is fast becoming the framework within which all international companies must play today - a challenging employment market; employees have more leverage to state what they want and where they want it. The ongoing 'war for talent' and a new, multi-generational workforce with its own demands, realities and personal circumstances add fuel to this fire.

Beyond the traditional commuter and short-term business visitor, other forms of cross-border working are springing up - the virtual employee; employed in one location

but working in the office of another group affiliate overseas; the employee with a global role that rarely travels yet serves different subsidiaries with technical support and, thirdly, the employee with a multinational role and responsibilities sited in one location but supporting several other countries.

These developments all present significant and different challenges from remuneration to tax issues to social security to permanent establishment to transfer pricing to cost allocation implications. And all of them can create major problems with serious consequences if not structured appropriately.

Risks of non-compliance are significant and of consequence for both employer and employee. These can include blacklisting, backdating of personal and corporate taxes and even criminal conviction for immigration fraud.

Doom and gloom aside though, if we work towards a landscape of cooperative compliance – that's to say, control processes and technology that simplify and properly account for these evolving employment models - the rewards will be significant.

After all, get it right strategically and an organisation will far more easily balance talent supply inequalities with global business growth, putting it in a much stronger position to engage and retain key talent. Plus, from a tactical perspective, it enables a faster response to short-term business demands and socio-economic risks, as well as a more rapid deployment of management and technical skills.

From an employee engagement perspective, the effective application of these new mobility opportunities help ensure that organisations are more responsive to individual wants and needs. This enables the company to present more rounded and attractive career and developmental opportunities. Increased flexibility around working locations balance personal and career objectives which drive greater employee engagement and a willingness to remain with - and be an advocate for - an organisation in today's challenging employment landscape.

Lastly, how to make the most of the international talent we hire and grow?

Building a dynamic, internationally diverse and culturally fluent organisation is a long-term commitment and also comes at considerable cost.

How do we ensure we get the best return

for this investment?

Firstly, we continue to listen better to what our international employees have to say to us. We conduct period pulse checks directly with our international employee population. Not the classic and enormously long expat engagement surveys of the past, but rather a targeted and much more punchy pulse check on a much more frequent basis. With these, we hear pain points and suggestions for improvements to our overall programme.

Next, by leveraging the adidas Group Talent Carousel programme (an internal development programme that offers cross-functional and cross-cultural career experiences to prepare future leaders to lead in a VUCA world) we continue to develop intakes of our high potential managers. Thus, we provide opportunities for closely managed cross-functional international career development. Such a fantastic pathway equips our next generation of leaders with a better understanding of overseas markets, cultures, languages and, of course, a great international network.

Finally, we continue to build better capabilities around succession planning for those employees with a clear plan to return to their original location after assignment. Why would any organisation invest so much in talent if they run the risk of losing talent

through lack of planning and forward vision? Forethought and oversight is key to keep the talent you invested in.

It may seem like common sense, and indeed to many organisations it is, but conversely in my broader experience, so many organisations overlook this and, in doing so, pay the price of seeing employees developed at a great cost:

walking out the door.

For adidas group, our diverse and international employee base is a precious asset and a strategic differentiator – we must continue to shape and develop our international demographic, continue to inspire those who are a part of it, and unleash the creativity we gain from it.



DAVID ENSER

Senior Director HR Rewards,
Head of Mobility & Rewards Innovation, adidas Group
Originally from the UK, David first moved to Germany in 2007 to work for Nokia on a short-term assignment before returning to work in Herzo for the adidas Group in June 2010. David found it so motivating to be surrounded by so many colleagues, both inside and outside his team, who have made the leap and taken the opportunity to work outside their country of origin – He is certain that he could never go back to a dreary 9-to-5 job surrounded by English people. Since David was a kid, his passion was always for all things international, and now he finds it exciting to have the chance to both encourage people to take up opportunities they may not have done otherwise, and also to find employment solutions to make this happen in practice for themselves and their families. Living in a small village outside Herzo, David loves the balance of an outdoor lifestyle, walking/running/cycling with his son, maybe driving his Land Rover off-road now and again, and also being in the heart of Europe with so much to explore.



For all your relocation and moving needs around the world

- Assignment Management
- Home Search and Settling-in
- Global Move Management
- Moving and Storage Solutions
- Commercial Office Logistics

Contact us for your your relocation needs:

info@teamrelocations.com
www.teamrelocations.com

Team Relocations wish you a Merry Christmas & Happy New Year

