

International HR Benchmarking Community

Your contact person:

Sophie Groß
Baumgartner & Partner
Phone +49 40 28 41 64-0

E-Mail: Sophie.Gross@baumgartner.de

Facts at a glance

→ Exchange and discuss the key challenges in HR with the European Headquarters of enterprises such as:

Allianz, Alstom, Arcelormittal, Axa, Beiersdorf, Bosch, BMW, BP, Clariant, Credit Suisse, Dexia, Deutsche Bank, Deutsche Telekom, Dräger, DuPont, Endress+Hauser, Enel, Evonik, Generali, GlaxoSmithKline, Germanischer Lloyd, Henkel, ING, KSB, Logica, Lufthansa Technik, Metro Cash & Carry, Philips, SAP, Schlumberger, Siemens SIS, Unicredit, UBS and Wolters Kluwer

→ Comprehensive profiles of corporate HR organizations as well as country-level profiles

→ Robust key data on HR efficiency (productivity, costs) and effectiveness and on a country-by-country basis including Belgium, Brazil, China, Czech Republic, France, Germany, Hungary, India, Italy, Netherlands, Poland, Spain, Turkey, UK and the U.S. and others

→ Individual data collection timeline

→ Objective: Support HR transformation through robust data and experiences that other companies have made

What is it about?

Large enterprises are transforming their HR organization in order to achieve higher effectiveness as well as higher efficiency to enhance their performance. Nevertheless there is a great lack of global benchmarking data which would support multinational companies in their HR organization. Baumgartner & Partner is the initiator of a leading HR benchmarking community with global HR organizations, where HR practices of multinational companies headquartered in Europe are reviewed, analyzed and compared, also on a country-by-country basis. This community offers a valuable opportunity for large enterprises to match their HR organizations with global market leaders from different economic sectors. The members of the community exchange their status quo of efficiency and effectiveness of their HR organizations and their best practices in the context of international HR work in different formats, such as workshops, written reports or individual presentation of results.

What do you get out of it?

1. If you are implementing selected global standards in a decentralized environment, you will benefit from the following outcomes of the benchmarking community:
 - A full HR inventory of all HR processes for the countries in scope including major key performance indicators and in market comparison
 - Definition of corporate HR action fields, identification of centralization potential for HR micro functions
 - *Possibility of participation in deep dive module: HR Planning and Analytics*
2. If you are transforming your HR function into an HR Business Partner model including regional HR shared services, you will benefit from the following outcomes of the benchmarking community:
 - Stable HR KPIs (productivity and costs) in major HR supporting processes, global HR service delivery model and HRIS comparison
 - Basis for HR transformation together with standardization, harmonization and automation intention
 - *Possibility of participation in deep dive modules: HR Service Center and HR Business Partner*
3. If you would like to establish a global talent management and identify, develop and retain your talents on a global scale, you will benefit from the following outcomes of the benchmarking community:
 - Indicators for best practices in a corporate talent management process
 - Arguments and clear explanations why talent management is a global process and support for implementation
 - *Possibility of participation in deep dive module: HR Planning and Analytics*

All your individual results are compared with global, geographical, economical, sub-regional and country markets.

What results will you get?

HR efficiency sheet (sample UK), HR FTE allocation, HR ratios and HR cost on global, regional, sub-regional and country level

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performance management worldwide

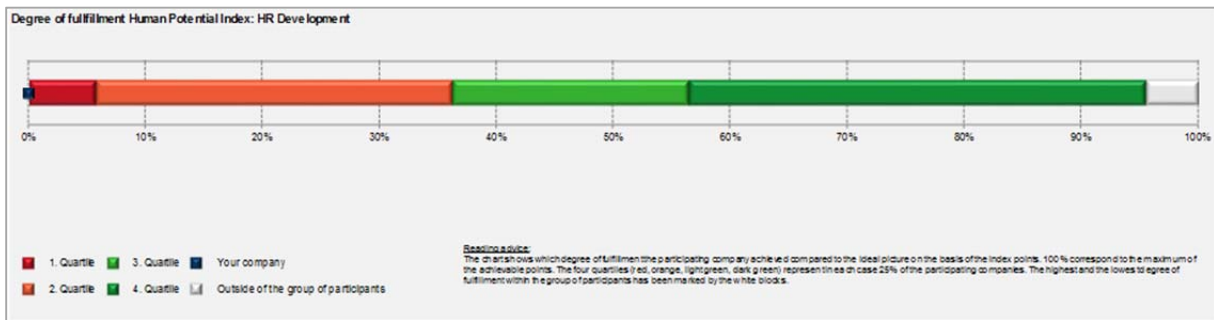
International HR Benchmarking Country results: UK

Category	UK	Northern Europe	Europe	OECD	Global
HR Steering	17%	17%	20%	21%	21%
HR Management	30%	29%	33%	34%	35%
HR services	52%	54%	47%	45%	44%
Sum	100%	100%	100%	100%	100%

Category	UK	Northern Europe	Europe	OECD	Global
Productivity total	71	78	88	88	89
Productivity HR Steering	391	465	422	406	407
Productivity HR Management	363	449	288	285	283
Productivity Recruiting	502	641	867	859	1.039
Productivity HR Development	815	1.326	695	750	737
Productivity Administrative employees	166	172	248	254	261
Productivity Administrative personnel actions	497	1.167	726	737	735
Productivity administrative payroll	798	683	868	909	967

Category	UK	Northern Europe	Europe	OECD	Global
HR function cost (HR cost per served employee)	2.188 €	2.040 €	1.949 €	1.960 €	1.828 €
Personnel cost per HR FTE	96.581 €	96.581 €	78.097 €	82.067 €	75.316 €
Cost per payroll slip	11,30 €	14,77 €	15,69 €	14,95 €	13,95 €
Cost per administrated employee	250 €	250 €	311 €	289 €	274 €
Trainings cost per employee	1.429 €	1.093 €	601 €	568 €	523 €
Cost per new hire	no data	2.265	5.762	5.525	4.919

HR Effectiveness Analysis for key HR topics



Interesting cluster analyses and global processes evaluations

Companies with HR management focus: better results in HR effectiveness analysis but drawbacks in total HR productivity and HR function cost

Metric	Companies with HR management focus (Share of capacities in domain HR management > 50%)	Companies with HR services focus (Share of capacities in domain HR services > 50%)
Sum of HPI 4 th quartile results (results in preliminary report on page 30)	9.3	4.7 (49% difference)
HR FTE per 1.000 employees (results in preliminary report on page 62)	23.4	14.4 (38% difference)
HR function cost per employee (results in preliminary report on page 67)	2.051 €	1.356 € (34% difference)

HR Management

- Abstract & select
 - Overall
 - Managers and experts
 - Standard profiles (including apprentices)
- Recruit & Develop
 - Total workforce
 - Managers & Experts
 - Apprentices (including interns)
- Reward

Level of implementation of HR processes on a global level was provided for each process cluster in the process model

- Yes, there is one global process owner covering at least 80% of the total workforce
- Yes, but only for certain groups of employees (such as top managers, high potentials or talents)
- No, there is not one global process owner or the existing process owner neither covers more than 80% nor is the process consistent for selected employee groups

How does it work?

In the context of the International HR Benchmarking process, relevant and measurable data is collected via questionnaires treating the key topics of HR organizations in international enterprises regarding HR efficiency and HR effectiveness. The questionnaires assess the corporate level as well as the country-level of HR organizations.

Every member of the community selects focus countries that will be included in the benchmarking. The scope of the benchmarking covers HR profiles, indicators for HR effectiveness and KPIs for HR efficiency.

An information hotline is available where any questions regarding the completion of the questionnaires will be answered by competent consultants. Data quality assurance is provided by Baumgartner & Partner before a detailed analysis of the collected data is conducted. The results and evaluation of the International HR Benchmarking are presented and discussed in workshops.

Core Module: International HR Benchmarking

— Overall information on corporate and local HR
Qualitative questions on global HR effectiveness
Quantitative questions on HR efficiency



Optional Deep Dive: HR Service Center



Optional Deep Dive: HR Business Partner



Optional Deep Dive: HR Planning and Analytics

Where are we today?

Members of the International HR Benchmarking community: Allianz, Alstom, Arcelormittal, Axa, Beiersdorf, Bosch, BMW, BP, Clariant, Credit Suisse, Dexia, Deutsche Bank, Deutsche Telekom, Dräger, DuPont, Endress+Hauser, Enel, Evonik, Generali, GlaxoSmithKline, Germanischer Lloyd, Henkel, ING, KSB, Logica, Lufthansa Technik, Metro Cash & Carry, Philips, SAP, Schlumberger, Siemens SIS, Unicredit, UBS and Wolters Kluwer.

What are your benefits?

Baumgartner & Partner offers the valuable opportunity to participate in the International HR Benchmarking community. This experience will add a significant value to your HR work on an international level and therefore support your work on HR transformation. You will gain access to a high-level knowledge exchange network and learn about best practices in other companies.

For more detailed information or in case of any inquiries, please contact Sophie Groß:

Sophie.Gross@baumgartner.de or call +49 40 284164-0