International and intersectoral mobility of human resources

OECD Workshop on Stimulating Knowledge Transfer

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Chief Technology Officer - Altran Portugal

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Agenda

1. About Altran
2. Relevance of highly qualified human resources
3. How to attract and retain high skilled talent
1. About Altran
WORLD LEADER IN ENGINEERING AND R&D SERVICES

With unparalleled domain expertise and a truly global organization, Altran is the world leader in Engineering and R&D services.
A Global leader in technology services and R&D

REVENUE
€2,120 m in 2016

EMPLOYEES
Over 30,000 in 2016

INNOVATION
Over 30 years

INTERNATIONAL
Over 20 countries

- Denmark
- Germany
- France
- Italy
- Scandinavia
- UK
- Spain
- Austria
- Belgium
- Luxembourg
- Netherlands
- Czech Republic
- Switzerland
- Sweden
- Portugal
- US
- China
- India
- Morocco
- Ukraine
- Malaysia
- Middle East
- Canada
- Mexico
ALTRAN PORTUGAL

MAIN EXPERTISE DOMAINS

- INNOVATIVE PRODUCT DEVELOPMENT
- INTELLIGENT SYSTEMS
- TELECOM & MEDIA
- LIFE SCIENCES
- SOFTWARE ENGINEERING

INNOVATION MAKERS

+1.700 incl. +600 GDC dedicated

NATIONAL PRESENCE

3 Offices

INNOVATION

over 19 years

of experience

GDC ESTABLISHED IN

2013

w/ nearshore projects since 2005

WHY PORTUGAL?

- Center of EXPERTISE
- Cost OPTIMIZATION
- Geography PROXIMITY
- Operational AGILITY
- Multilingual SKILLS

OFFICES

Porto

Lisbon

Fundão

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LANGUAGE CAPABILITIES

- English - 95 %
- French – 25 % (>55 % at GDC)
- Spanish – 25 %
- German, Italian, others - 5%

CERTIFICATIONS

- ISO 9001
- EFQM 4057
- CMMI DEVL/3

ALTRAN

ALTRAN PORTUGAL

ALTRAN PT
2. RELEVANCE OF HIGHLY QUALIFIED HUMAN RESOURCES
THE OBJECTIVES

R&D
Increase knowledge transfer
fostering the co-creation of knowledge on a collaborative environment.

Innovation and Research
Diversify, stimulate and coordinate activities of scientific knowledge

Collaboration
Foster the collaboration between industry and R&D institutions

New Opportunities
Address the new scientific and technological challenges

Employment
Foster new opportunities of qualified jobs and reinforce scientific job opportunities
FROM IDEA TO MARKET

Idea Generation

Think Geek

Bringing Altran’s community of Innovation Makers and Partners to game.

Idea Selection and Evaluation

Evaluate the ideas gathered through Altran’s IDI process.

Validation

Idea Maturation and Funding

Coaching

Provide the tools for the idea maturation process (guidance, budget, teams)

Idea in Action

Project Kick-Off

Provide the tools for the idea maturation process (guidance, budget, teams)
RELEVANCE OF HIGHLY QUALIFIED HUMAN RESOURCES

• High dependence on knowledge
• Engineering and R&D services

- Software engineering
- Big data
- Industrial analytics
- Advanced networks
- Data analytics

85% BSc + MSc
2% PhD
43% Growth of employees in 2017

Growth of employees

<table>
<thead>
<tr>
<th>Year</th>
<th># employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>650</td>
</tr>
<tr>
<td>2015</td>
<td>880</td>
</tr>
<tr>
<td>2016</td>
<td>1150</td>
</tr>
<tr>
<td>2017</td>
<td>1700</td>
</tr>
</tbody>
</table>

37% CAGR 2014-2017
3. HOW TO ATTRACT AND RETAIN HIGH SKILLED TALENT
HOW TO ATTRACTION, RETAIN AND SUPPORT THE EVOLUTION OF THE BEST HUMAN RESOURCES AND YOUNG RESEARCHERS?

- Access to talent pool
- Summer camps
- Master thesis
- Shared PhD programs
- Post-doc integration

- Cross-corporate programs
- International recruitment (with relevance in the southern hemisphere)

- National tax incentive program for PhD integration (no longer available)
HOW CAN TRAINED HUMAN RESOURCES BE USED MORE EFFECTIVELY TO SUPPORT COMPETITIVE SCIENCE-BASED INDUSTRIES?

Shift of responsibility

- Skill based
- Full responsibility
  - On boarding
  - Training
  - Team based (collective knowledge)

Intermediary institutions

- Universities (R&D)
- COLABS (R&D + Technology transfer)
- Graduate conversion programs