

# Talent Analytics

Mattel 2015

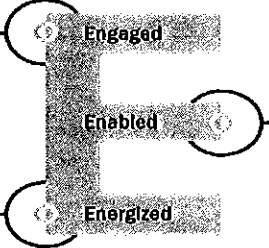
**Data is analyzed across many platforms**



Employee Opinion Survey

Engaged

- I would recommend Mattel as a good place to work.
- I am willing to work beyond what is required to help Mattel succeed.
- I believe strongly in the goals and objectives of Mattel.
- I am proud to be associated with Mattel.
- Pay for Performance
- My work schedule allows sufficient flexibility to meet my personal/family needs.
- My work gives me a sense of personal accomplishment.
- Change Management



Enabled

- I have the equipment/tools/resources I need to do my job effectively.
- There are no significant barriers at work to doing my job well.
- Decision Making



1

Performance Management Re-design

2

Decision-Making Task Force

3

Heightened focus on Change Management (e.g. creation of manager toolkits)



Quality of Organization Review

NOTE: Data is not real and is for illustration purposes only

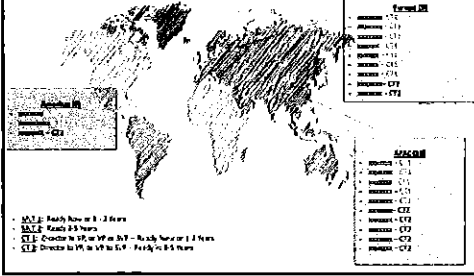
Pipeline Breadth (Jobs)

	2011	2012	2013	2014	2014 vs. 2013
Jobs	250	225	220	239	↑
Ready Now (RN)	78%	66%	81%	81%	↔
Ready 1-2 Years	59%	68%	76%	84%	↑
RN and/or 1-2	85%	76%	86%	91%	↑
None within 3 years	14%	24%	14%	9%	↓

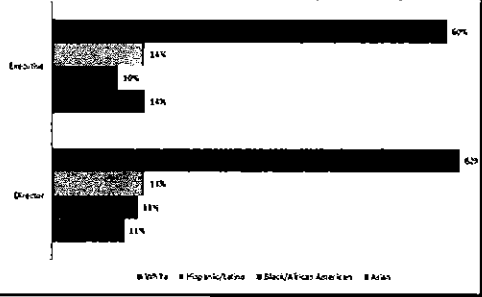
Pipeline Depth (Employees)

	2011	2012	2013	2014	2014 vs. 2013
Employees <sup>a</sup>	272	294	232	259	↑
Ready Now (RN)	47%	52%	43%	38%	↓
Ready 1-2 Years	40%	37%	36%	42%	↑
RN or 1-2	87%	89%	84%	80%	↓
Ready 3-5 Years	11%	4%	11%	11%	↔
Not Ready	2%	7%	5%	9%	↑

International Assignees and US Expats with "MLT" or "CT" Ratings

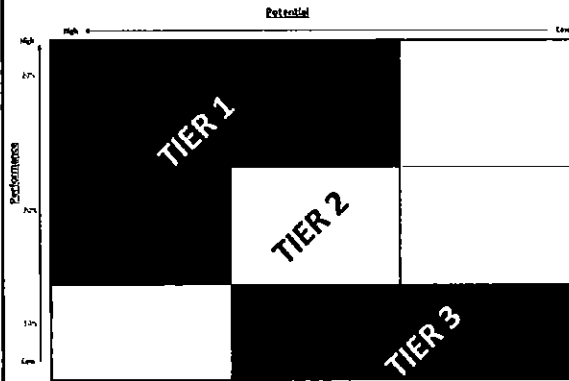


Directors and Executives by Ethnicity





Quality of Organization Review

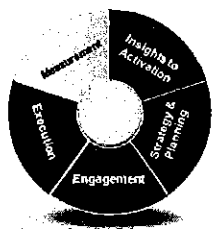


**"Pay for Potential"**  
Annual equity grants to be delivered against talent planning outcomes

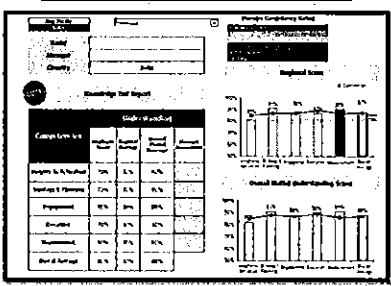


Competency Assessments

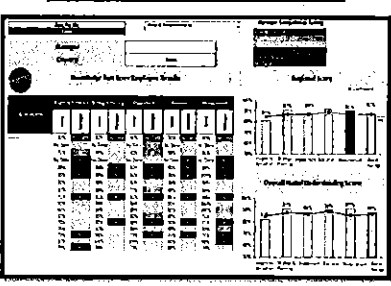
### Sales Competency Model



#### Employee Scorecard:



#### Manager Scorecard:



data

Informs Sales Training priorities and the development of new content

Career Planning

