THE CHANGING LANDSCAPE
WAR FOR TALENT

SOLVING FOR THE INTERSECTION
LABOR & LOCATION

BUSINESS DEMAND FOR TECH
HOW DOES MIAMI STACK UP
THE CHANGING LANDSCAPE
WAR FOR TALENT
EVOLUTION OF CORPORATE LOCATION STRATEGY

Professional Services
Research & Development
Information Technology
Finance & Accounting
Back-Office Processing
Call Center

LABOR VALUE CHAIN

1990’s

TODAY

OFFSHORE/OUTSOURCE
NEAR SHORE
TIER 2/3 MKTS
STRATEGIC MARKETS
WORKPLACE
BUSINESS WANTS TO FIND OPPORTUNITIES AT THE INTERSECTION OF HUMAN CAPITAL & REAL ESTATE.
TALENT DETERMINES THE MARKET
COST PINPOINTS THE LOCATION

OCCUPIERS ARE MAKING PEOPLE-CENTRIC DECISIONS WHEN SELECTING MARKETS

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Talent availability</td>
</tr>
<tr>
<td>40%</td>
<td>Access to new markets and customers</td>
</tr>
<tr>
<td>36%</td>
<td>Quality of location infrastructure and amenities</td>
</tr>
<tr>
<td>31%</td>
<td>Real estate costs</td>
</tr>
</tbody>
</table>

57% see employee attraction and retention driving workplace strategy

50% executives choose markets based on talent requirements

44% see skilled labor shortages as a primary challenge facing their organization
CRITICAL FACTORS
THE WORLD IS NOT ROUND OR EVEN FLAT; IT’S VIRTUAL AND IT’S FAST.
WHERE ARE THE CENTERS OF LABOR?
SOLVING FOR THE INTERSECTION OF LABOR & LOCATION
WHY LEAD WITH LABOR?

- TAP INTO SPECIALIZED SKILLS
- ACHIEVE "EMPLOYER OF CHOICE" STATUS
- REDUCE OPERATING COSTS

PAYROLL
- TELECOM: 8%
- REAL ESTATE: 15%
- TAXES: 5%
- SMALL CHANGE = HUGE IMPACT

ACHIEVE "EMPLOYER OF CHOICE" STATUS
NEW LOCATIONS
EXISTING LOCATIONS
PORTFOLIO STRATEGY

SIMPLE CONCEPT: COMPLEX SOLUTION PATH…

IF I STARTED WITH A BLANK PAGE, WHERE SHOULD I BE?
WHERE CAN I CREATE A NEW HUB?
HOW LARGE CAN I GROW?
HOW DO I POSITION MYSELF AS A PREFERRED EMPLOYER?
WHERE IS THE UNDERLYING TALENT IN THE WORKFORCE?
WHO AND WHERE IS MY COMPETITION?
HOW DO THESE NEWLY ACQUIRED SITES FIT INTO MY PORTFOLIO?
HOW CAN I DEVELOP A STRATEGIC ROADMAP FOR MY EXISTING LOCATIONS OR FUTURE DECISIONS?
START BY LOOKING AT THE TRENDS

- WORKFORCE IS TIGHTENING
- SPECIALIZED TALENT IS IN HIGH DEMAND
- WAGES & COMPETITION ARE INCREASING

WHAT DOES THIS MEAN FOR YOU?
REMEMBER IT’S NOT JUST ABOUT WAGE...

Methodology
The Calculation

Inputs:
- Employed Skill Set
- Turnover
- Competition
- Attrition

Selected Applicant Pool + Annual Supply - Annual Demand = End of the Year Remaining Supply
BUSINESS DEMAND FOR TECH
HOW DOES MIAMI STACK UP
**MIAMI, FL**

**OVERVIEW**  SUMMARY OF DETAILS FOR YOUR SELECTED MARKET

### QUICK FACTS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Living</td>
<td>113.9 %</td>
</tr>
<tr>
<td>Labor Force Size</td>
<td>1,602,321</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>USD $43,922</td>
</tr>
<tr>
<td>Population Size</td>
<td>3,086,711</td>
</tr>
<tr>
<td>Projected Household Income Growth</td>
<td>2.8 %</td>
</tr>
<tr>
<td>Unemployment (Monthly)</td>
<td>5.1 %</td>
</tr>
</tbody>
</table>

### PROFILES SUMMARY

<table>
<thead>
<tr>
<th>Industry</th>
<th>Total Index</th>
<th>Supply</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>111</td>
<td>113</td>
<td>106</td>
</tr>
<tr>
<td>Finance &amp; IT</td>
<td>106</td>
<td>107</td>
<td>105</td>
</tr>
<tr>
<td>Healthcare</td>
<td>114</td>
<td>117</td>
<td>111</td>
</tr>
<tr>
<td>Information Technology</td>
<td>111</td>
<td>111</td>
<td>112</td>
</tr>
<tr>
<td>Life Science</td>
<td>99</td>
<td>82</td>
<td>102</td>
</tr>
</tbody>
</table>
### Miami Activity

#### Representative Job Announcements

<table>
<thead>
<tr>
<th>Date</th>
<th>Announcement</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td><strong>Global Response is Hiring to Fill 700+ Customer Service Representative Jobs</strong>&lt;br&gt;Global Response, The Brand Call Center, is hiring more than 700 Customer Service Representatives to fill jobs at its Margate, FL call center.&lt;br&gt;Employer: Global Response&lt;br&gt;Num. of Jobs: 700&lt;br&gt;Activity: Expansion&lt;br&gt;Industries: Other&lt;br&gt;Source: Business Wire</td>
</tr>
<tr>
<td>September 2016</td>
<td><strong>Assisted Living Management Company Innovation Senior Management) Opens National Headquarters adding 150 new jobs and $100,000 in capital investments</strong>&lt;br&gt;Innovation Senior Management (ISM) plan is to create 165 new jobs in Miami-Dade County in the next three years and spend more than $100,000 in capital investment during that time.&lt;br&gt;Employer: Innovation Senior Management&lt;br&gt;Num. of Jobs: 150&lt;br&gt;Activity: Opening&lt;br&gt;Industries: Business Services&lt;br&gt;Source: Miami Business Journal</td>
</tr>
<tr>
<td>September 2016</td>
<td><strong>Leading fiber optics firm (Hotwire Communications) creates 375 jobs with new South Florida HQ</strong>&lt;br&gt;Hotwire Communications will relocate from Pennsylvania and make South Florida its new home, creating 375 jobs locally.&lt;br&gt;Employer: Hotwire Communications&lt;br&gt;Num. of Jobs: 375&lt;br&gt;Activity: Opening&lt;br&gt;Industries: Technology&lt;br&gt;Source: Miami Business Journal</td>
</tr>
<tr>
<td>August 2016</td>
<td><strong>Cube Care, a provider of high quality products for healthcare and commercial interiors, is expanding its manufacturing operations</strong>&lt;br&gt;Cube Care, a provider of high quality products for healthcare and commercial interiors, is expanding its manufacturing operations to add 20 new jobs to their existing 24 employees.&lt;br&gt;Employer: Cube Care&lt;br&gt;Num. of Jobs: 20&lt;br&gt;Activity: Opening&lt;br&gt;Industries: Manufacturing&lt;br&gt;Source: Beacon Council</td>
</tr>
<tr>
<td>August 2016</td>
<td><strong>MS H Group, a global talent acquisition, outsourcing and management consulting firm opened a new office in Miami</strong>&lt;br&gt;MS H Group, a global talent acquisition, outsourcing and management consulting firm opened a new office in Miami.&lt;br&gt;Employer: MS H Group&lt;br&gt;Num. of Jobs: 63&lt;br&gt;Activity: Opening&lt;br&gt;Industries: Business Services&lt;br&gt;Source: Miami Business Journal</td>
</tr>
<tr>
<td>August 2016</td>
<td><strong>Biopharmaceutical Leader (EMD Serono) Relocates Latin American Headquarters to Miami-Dade</strong>&lt;br&gt;EMD Serono, the healthcare business of Merck KGaA Darmstadt, Germany, has relocated its Latin American headquarters from Sao Paulo to Miami. This move will add at least 50 new jobs, at an average annual salary of $200,000, and $1 million in new capital investment to the local economy within the next three years.&lt;br&gt;Employer: EMD (Merck) Serono&lt;br&gt;Num. of Jobs: 50&lt;br&gt;Activity: Opening&lt;br&gt;Industries: Healthcare&lt;br&gt;Source: Beacon Council</td>
</tr>
</tbody>
</table>
LOCATION ANALYSIS
TOTAL TECHNOLOGY EMPLOYMENT

Established Hubs
Strong Growth Markets
Unusual Suspects
LOCATION ANALYSIS
TECH DENSITY – 5 YEAR CHANGE (2011 – 2015)
LOCATION ANALYSIS

TECH DENSITY (% Of labor force employed in tech jobs)
LOCATION ANALYSIS
MEDIAN SALARY FOR TECHNOLOGY PROFESSIONALS
LOCATION ANALYSIS
% EARLY CAREER – 5 YEAR CHANGE (2011 – 2015)

Established Hubs  Strong Growth Markets  Unusual Suspects