

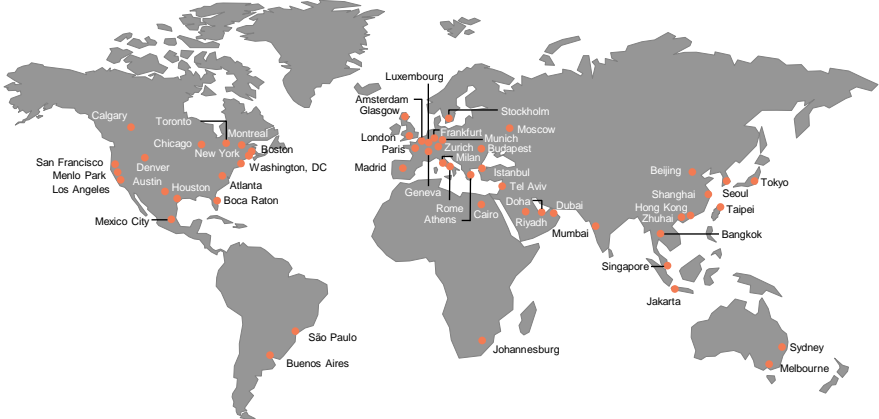
Morgan Stanley Overview



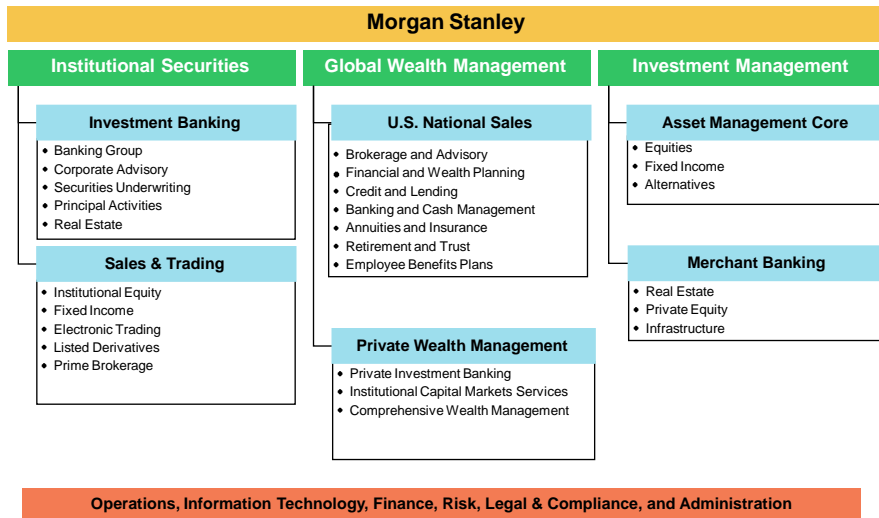
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Global Footprint

- Morgan Stanley has more than 800 offices in 37 countries and engages with over 19000 contingent workers



Business Overview

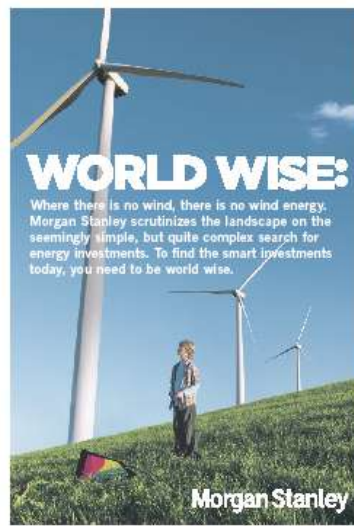


Morgan Stanley

Firmwide Sourcing

Firmwide Sourcing

Manages and controls all of the Strategic Sourcing of goods and services, along with procurement activities for Morgan Stanley worldwide



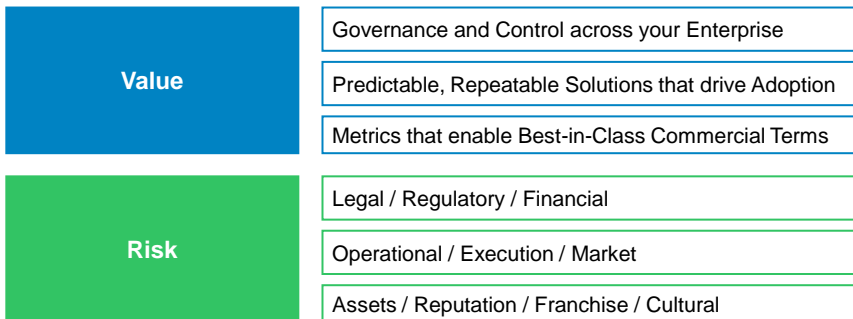
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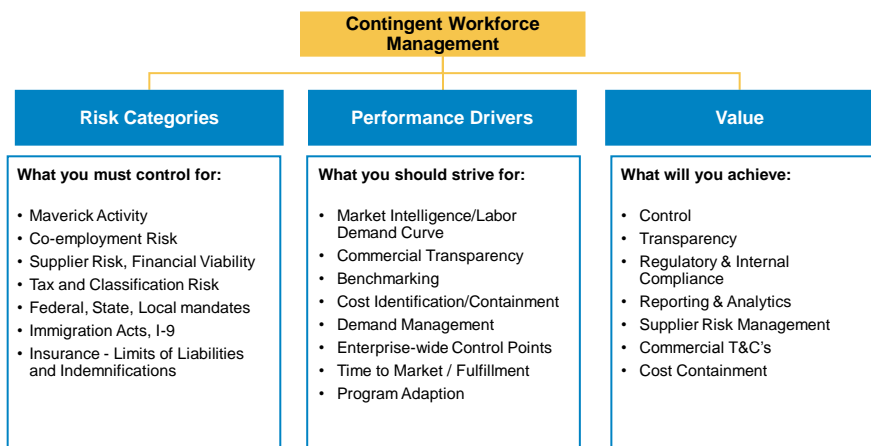
Contingent Workforce Management

Morgan Stanley engages with over 19,000 contingent workers worldwide. This extensive and complex workforce consists of temporary workers, consultants and outsourced professionals providing a variety of services and procured through a variety of channels

The Contingent Labor Operations group drives direction and sets policy for the firms' contingent workers globally and operates a 24x7 control center for the contingent population – capturing information in real-time while tracking performance drivers



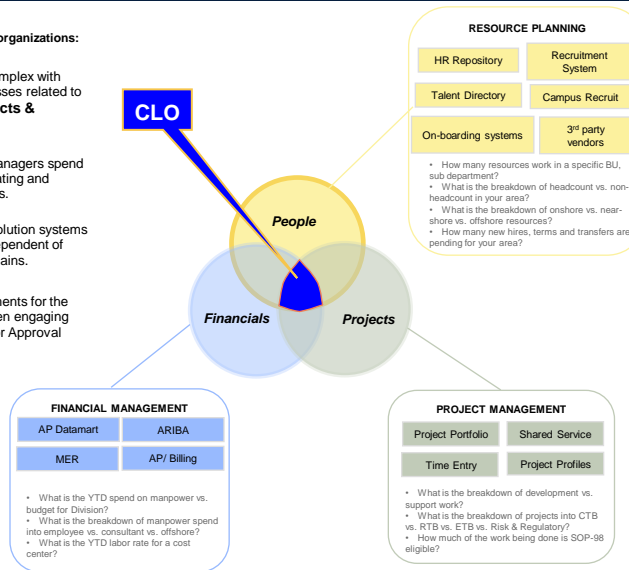
Risk, Performance, Value within your managed program



Contingent Labor Operations

Common themes across de-centralized organizations:

- The Contingent Workforce can be complex with dozens of systems facilitating processes related to the three domains of **People, Projects & Financials**
- Typically, Line Managers /Project Managers spend an inordinate amount of time aggregating and reconciling data across the 3 domains.
- Data is often housed in many point solution systems or data repositories; and may be independent of other counterparties to the three domains.
- Compliance and Regulatory requirements for the individual may not be considered when engaging with the supplier. Same holds true for Approval processes and spend targets



Contingent Labor Operations – Some best practices to consider

- **Contingent Labor Operations** should provide Transparency and Controls driving Demand Management, Governance and Spend.
 - The ability to coordinate sourcing efforts, implement governance systemically and gauge effect drive costs down; while scalability and flexibility are maintained. Reporting, metrics, benchmarks serve as catalysts for adoption.
- **Advisory Services** include Policy Development and Dissemination across the firm relating to Contingent Workforce Management and Risk while serving as a conduit to counterparties.
 - Language, Currency, Syntax, Systems, Maturity of Contingent Labor Markets
 - VAT Tax /Consumption Tax related to contingents and the proper documentation, tabulation and reporting
 - Legislation differs widely regarding co-employment, entitlements, benefits etc.,
 - Work hours / Public Holidays / Shift Premiums / OT covering workers in various jurisdictions
 - Naming conventions and proper tracking of contingent types
 - Consistency regarding global reporting (FOREX, billing etc)