

Selling As A Global Network

Promoting More Global Work in Your Local Markets

February 2021



SEQUOIA

**GLOBAL
NETWORK**

Agenda

1. Welcome and Sequoia Global Network Business Update

2. Selling As A Global Network: Objectives/Background

3. Defining the Competition

4. Positioning and Differentiating Sequoia and The Sequoia Global Network

5. Target Opportunities

6. Case Study Breakout Session

7. Best Practices

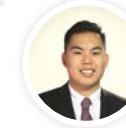
8. Open Discussion/Next Steps



Sequoia Global Network Updates

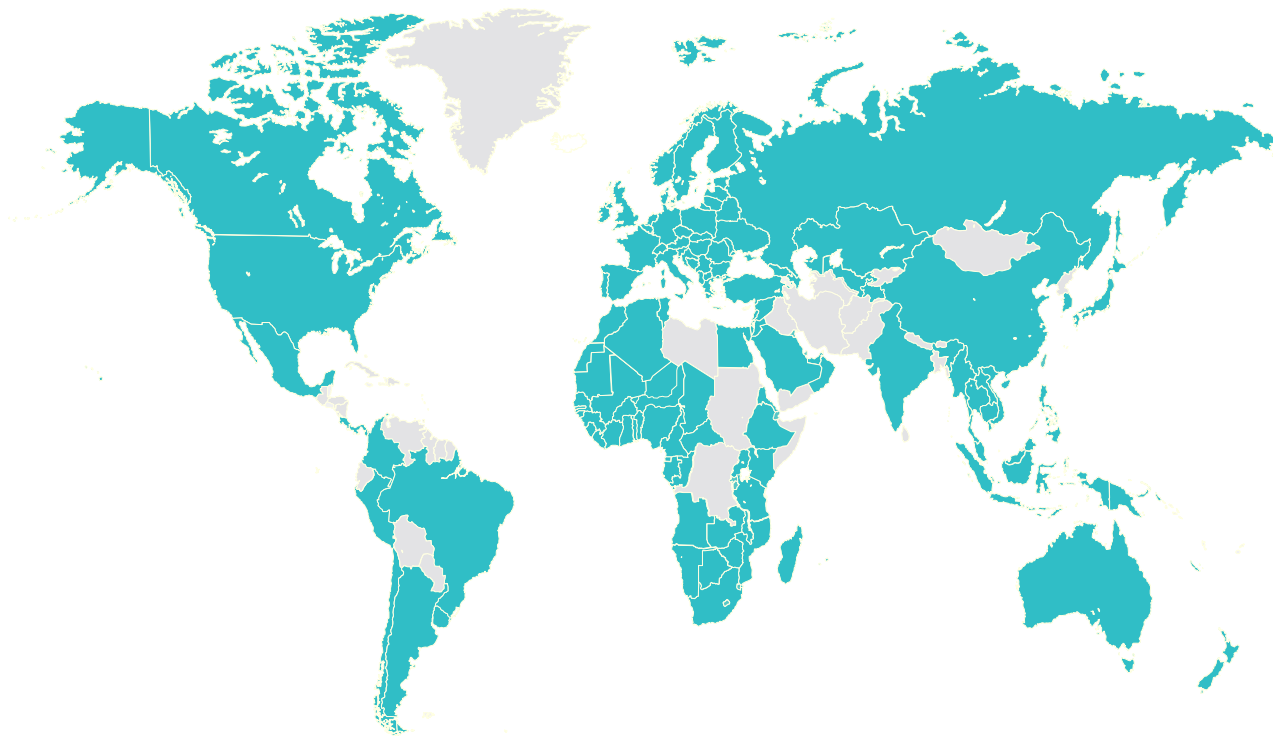
GLOBAL SUPPORT**Michelle Molina**
San Francisco**Nikki Musso**
San Mateo

GLOBAL LEADERSHIP**Jill Neilson**
Global Leader
San Francisco**Joe LaSorte**
Global Sales Leader
New York**Kelsey Kiefer**
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LOCAL COUNTRY SUPPORT**Middle East****Asia Pacific****Americas & Caribbean****Europe****Africa**

Where We Work in 130+ Countries



Africa: *the Continent*

Americas & Caribbean: *Argentina, Brazil, Canada, Chile, Colombia, Costa Rica, Mexico, Panama, Peru, Puerto Rico, Uruguay, US*

Asia Pacific: *Australia, Cambodia, China, Hong Kong, India, Indonesia, Japan, Laos, Malaysia, Myanmar, Philippines, Republic of Korea, Singapore, Taiwan, Thailand, Vietnam*

Middle East: *Bahrain, Egypt, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, KSA, UAE*

Western Europe: *Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, Turkey, UK*

Central & Eastern Europe: *Albania, Armenia, Azerbaijan, Belarus, Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Latvia, Lithuania, Macedonia, Moldova, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Ukraine, Uzbekistan*

For more information, contact [Global Services](#)

Newest Global Network Members

New Country

Costa Rica
June 2019

CONFIA Sociedad Corredora de Seguros SA

Mexico
January 2020

Risco Seguros y Fianzas/Apiassa

Mexico
March 2020

Consultores Asociados de Mexico, S.A. (CAMSA)

Spain
April 2020

Benefit Brokers Correduria De Seguros

Global Network Community ~ GNC Portal

Network Member Country Updates Questionnaire – About Your Country

- EB plan requirements
- Market trends
- Other country-specific details
- Will help us improve efficiencies by reducing standard questions and preparing our clients at initial engagement
- *Partners with multiple countries asked to submit Top 5*

GUIDANCE

Singapore Network Member Country Updates

For Internal Use Only - Global Team and Global Partners. Singapore Network Member Country Update provided by Lawrence Adam, Sterling Knight, April 2020 Disclaimer: This information assumes that local country benefit strategy is competitive – between the 50th to 75th percentiles for the technology industry. This document was prepared for informational purposes only, and is not intended to provide, and should not be relied on as legal advice. Sequoia recommends that any local policy be reviewed by appropriate legal counsel.

🕒 Jun 8, 2020 · External Article

General Information

Is a business entity and local payroll required to set up any of the common or required benefits?

YES

How many days needed to obtain a quote?

7

Estimated timing for implementation from start to finish? Please note if there is a variance by coverage.

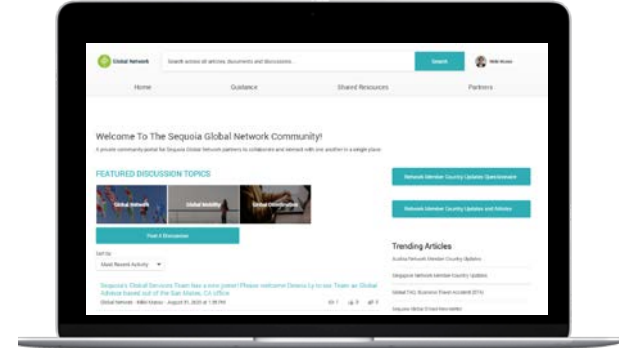
6 weeks (including health insurance card issuance by insurers). 1 week excluding health insurance cards issuance.

Are there exclusions for pre-existing conditions for smaller groups?

YES

What are the initial premium payment requirements?

Payment usually needs to be made within 30 days of invoice.



How We're Doing
22 Countries Published
25 Countries in Final Reviews
9 Countries Pending Submission

Global Network Member Logo Stamp and JPEG

- **Mission Statement:**

- With an established presence in over 130 countries, Sequoia’s Global Network is comprised of local industry leading experts with a specific focus on employee benefits, providing a “Best in Class” approach and always with the client’s interests first

- **Graphical Guidelines for Logo Stamp:**

- Member Stamp may be used for a variety of marketing and promotional print and online media
- Two versions available in a variety of formats, including: .png (digital) and .eps (vector for print)

- **Guidelines for the JPEG Logo (Zoom, Teams)**

- Add JPEG to your background for calls with mutual clients



Use Guidelines and files are available for download from the GNC Portal

Sequoia Global Wellbeing Program

Powered by Workplace Options

We all experience challenges at work or at home that affect our wellbeing and make it difficult to concentrate on our daily tasks.

Help XYZ Company's employees achieve balance through total wellbeing support, accessible around the world

- Traditional Employee Assistance Program (EAP) services in every country in which XYZ Company operates
- Professional consultation to assist with a wide spectrum of work, family, and personal issues
- Connects employees, their families, and their household members to local resources to help manage emotional, practical or physical needs
- Quickly addresses traumatic events such as a pandemic, natural disaster, or workplace violence with Rapid Response Critical Incident Services.
- Live support available 24/7 by phone, email, instant message, or website





SEQUOIA

GLOBAL NETWORK



Jill Neilson
Sequoia Global Network
Global Leader



Steve Tennant
Tennant Life Benefits (Pty) LTD
South Africa and greater
African continent



Lawrence Adam
Sterling Knight, a trading
name of Howden Insurance
brokers (S.) Pte Limited
Singapore



Cassio Giometti
SCIATH Insurance Brokers
Brazil



Weigo Sun
Wise Group
China, Hong Kong, Taiwan



Walid Nehme
Associated Insurance
Consultants
Middle East



Joris Kuenen
VLC & Partners B.V.
Netherlands



Natalia Zaborovska
MAI Insurance brokers SIA
Central and Eastern Europe

Formed in December 2018, the Advisory Council represents each key region offering input on topics that impact the Global Network; tactical insight on global technology; and the Annual Global Network Conference.

Selling As A Global Network: Objectives/ Background

Objectives

Sell more global coordination deals to US and non-US Companies

Expand existing global coordination deals

Generate more local appointments for Sequoia Global Network Members

Increase visibility for Sequoia and the Network in the global market and your local markets

Differentiate Sequoia and the Network from competitors

Develop Global as a differentiator for Members in your local markets

Where Are the Opportunities: Top Ten Economies by GDP

2000

- United States
- Japan
- China
- Germany
- France
- UK
- Italy
- Spain
- Brazil
- Canada

2017

- United States
- China
- Japan
- Germany
- France
- UK
- India
- Brazil
- Italy
- Canada

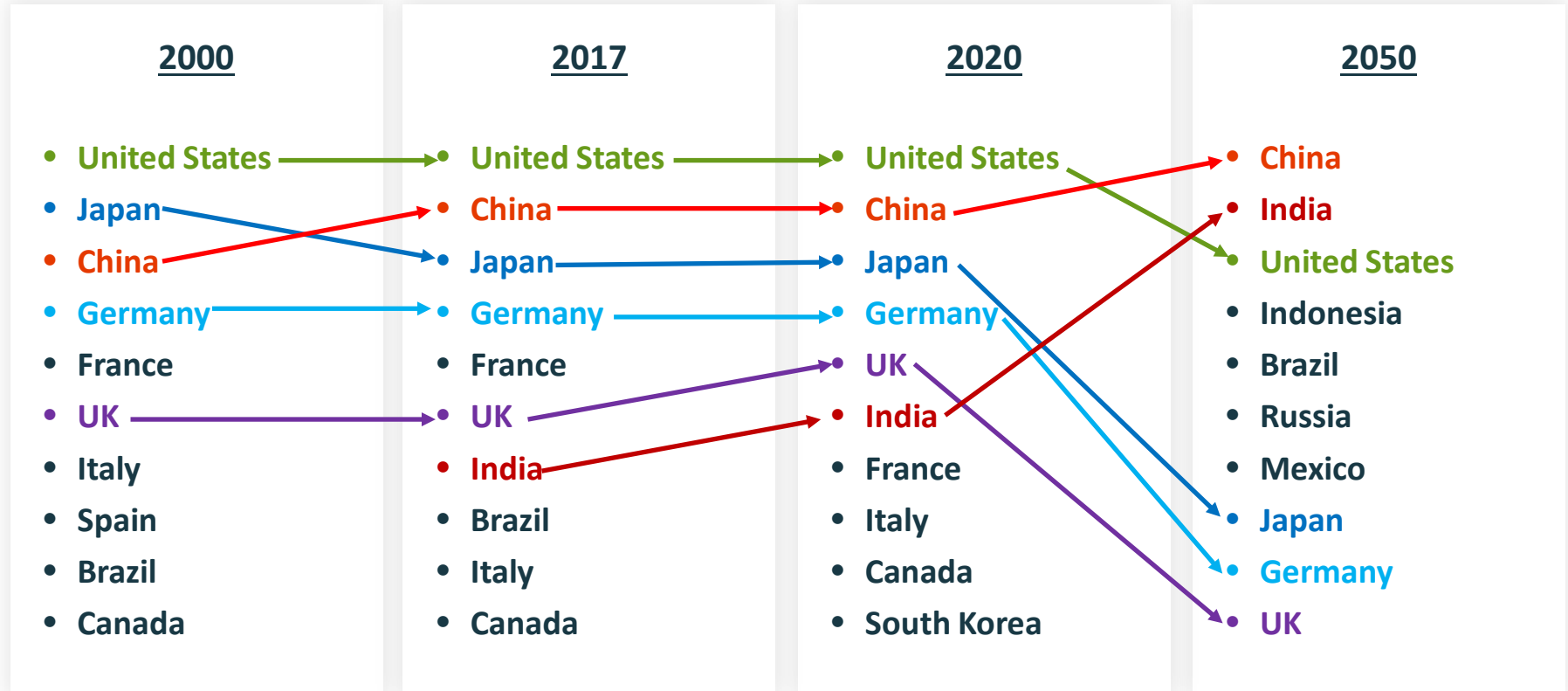
2020

- United States
- China
- Japan
- Germany
- UK
- India
- France
- Italy
- Canada
- South Korea

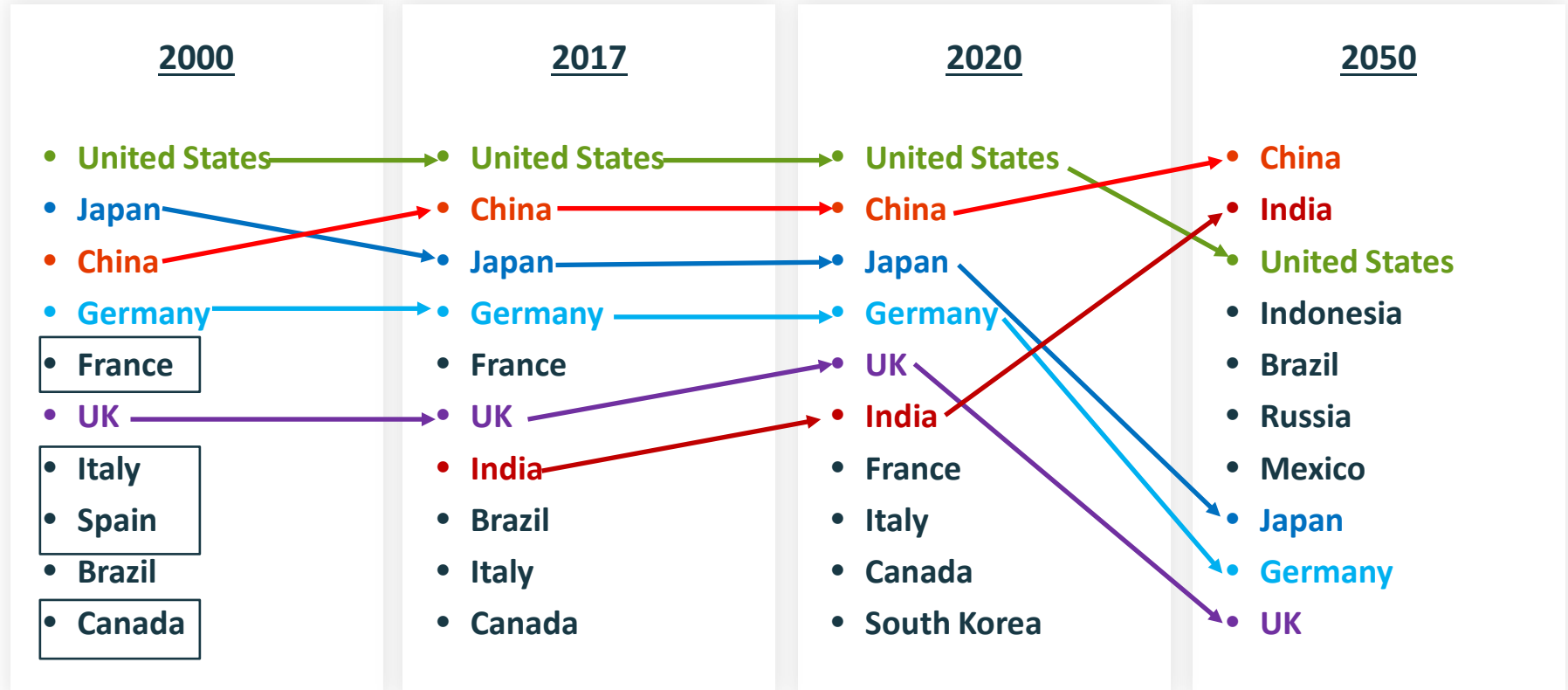
2050

- China
- India
- United States
- Indonesia
- Brazil
- Russia
- Mexico
- Japan
- Germany
- UK

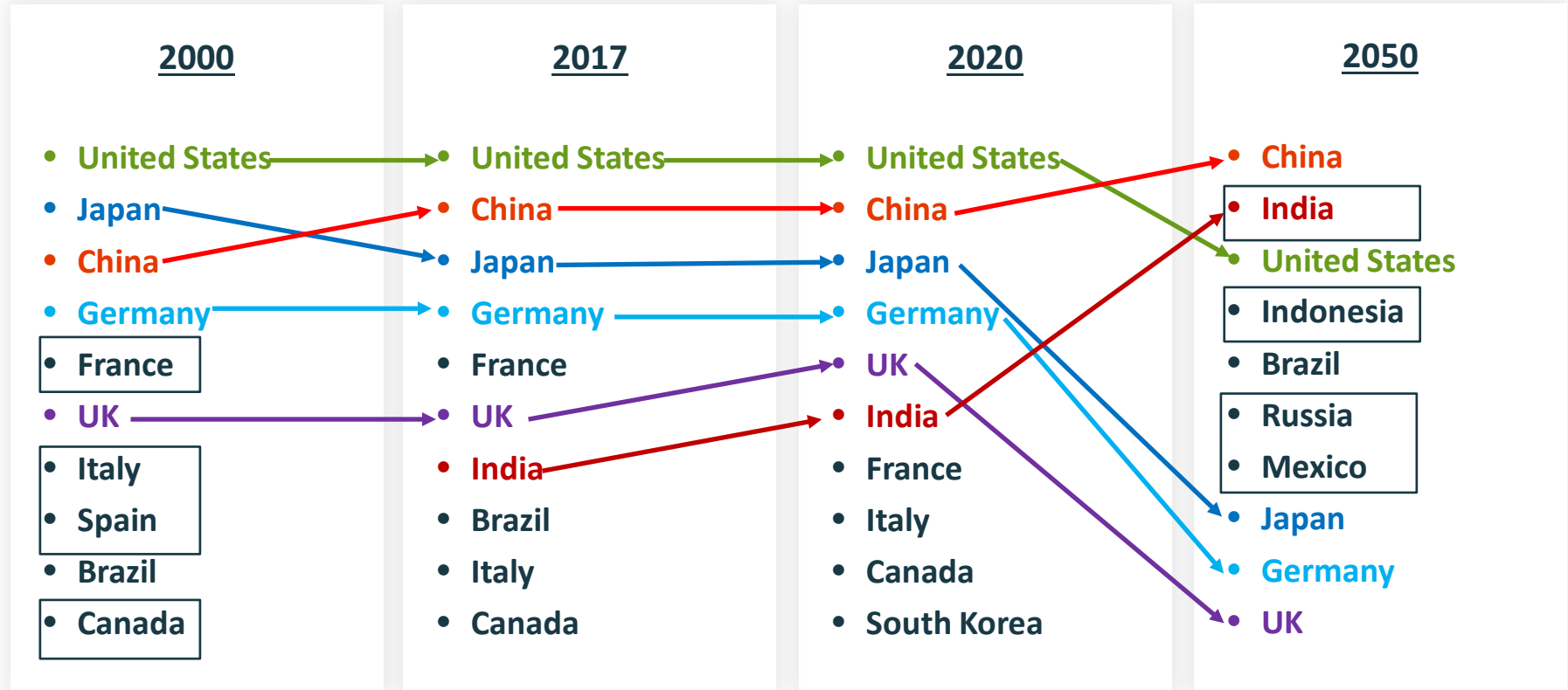
Where Are the Opportunities: Top Ten Economies by GDP



Where Are the Opportunities: Top Ten Economies by GDP



Where Are the Opportunities: Top Ten Economies by GDP



Where Are the Opportunities: Net FDI Outflows as % of GDP



Source: World Bank

Where Are the Opportunities: 2019 FDI Net Inflow (US\$ BoP)

Top 10 Countries

Country	Amount (Billions)
USA	\$352
China	\$156
Singapore	\$105
Brazil	\$74
Germany	\$72
BVI	\$58
Hong Kong	\$53
France	\$51
India	\$51
Canada	\$48

Bottom 10 Countries

Country	Amount (Billions)
Qatar	-\$2
Iraq	-\$3
Angola	-\$4
Denmark	-\$8
Austria	-\$8
Luxembourg	-\$11
Switzerland	-\$18
Belgium	-\$29
Ireland	-\$47
Liechtenstein	-\$87

Selling Sequoia Globally: Encouraging Results

Sequoia Global Coordination Clients

2017: 24

2021: 140+

Network Member Appointments Referred by Sequoia

(Sequoia Fiscal Year)

2017*: 77

2018: 135

2019: 156

* Seven months

Non-US Global Coordination Clients

2017: 0

2021: 5

- Blockchain
- China Telecom
- Kindred Group
- Klarna
- Orchard Therapeutics

Global Coordination Clients Referred by Network Member Countries

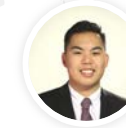
2017: 0

2021: 2

- The Association
- Kindred Group

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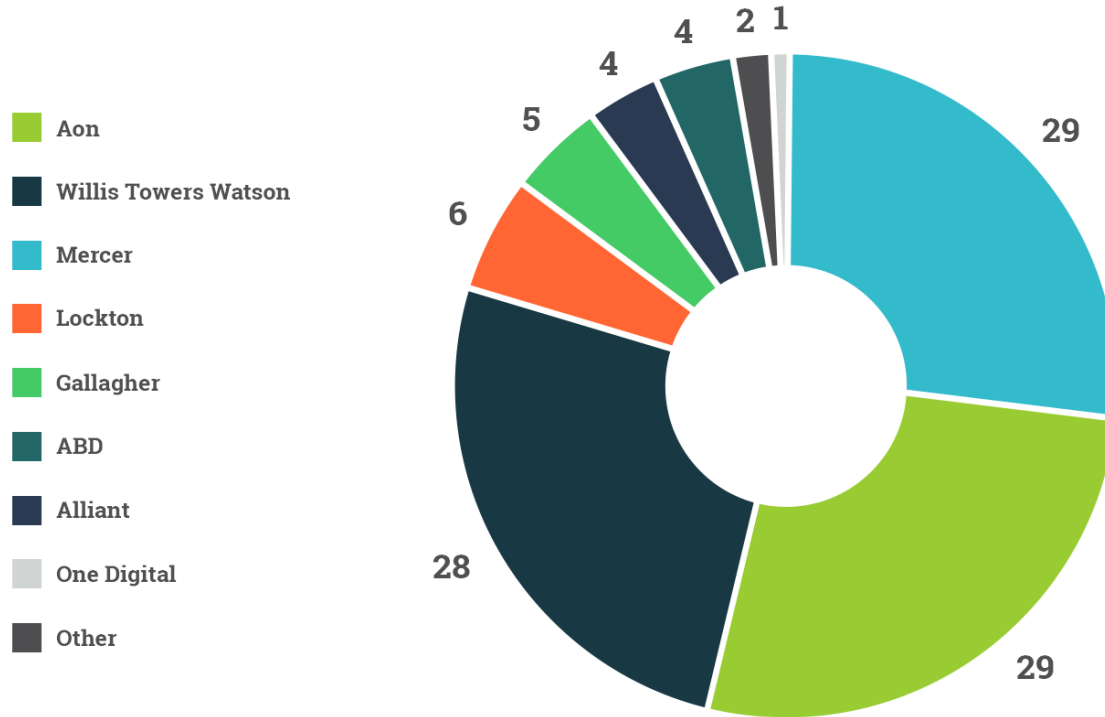
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Defining The Competition



Which of the global competitors do you encounter most often in your countries?



The Competition



- Multi-industry focus; most tech clients tend to be large
- Swimming downstream
- Aggressive pricing/global mandate/subsidized coordination
- Proprietary global admin system
- Large global teams based in various countries
- Use wholly-owned offices
- Occasional Sequoia competitor; infrequent winner
- Impact of WTW Acquisition



- Multi-industry focus; most tech clients tend to be large
- Not active in the global coordination market where Sequoia competes
- Unsuccessful “off the shelf” global solution
- Large global teams based in various countries
- Use wholly-owned offices
- Infrequent Sequoia competitor
- Impact of Acquisition by Aon



- Multi-industry focus; most tech clients tend to be large
- Swimming downstream
- Aggressive pricing/global mandate/subsidized coordination
- Own Darwin (formerly Thomsons Online Benefits)
- Large global teams based in various countries
- Primarily use wholly-owned offices
- Occasional Sequoia competitor; infrequent winner

The Competition



- Multi-industry focus; most active with mid-sized clients
- Capable global team
- Becoming more frequent Sequoia competitors
- Won Electronic Arts work
- Use wholly-owned offices in major countries and local partners in others (significant overlap with our Network)



- Multi-industry focus; most active with mid-sized clients
- Capable global team
- Becoming more frequent Sequoia competitors
- Recently won Workday
- Use wholly-owned offices in major countries and local partners in others (some overlap with our Network)



- Most active with smaller tech clients
- Small global teams
- Frequent Sequoia competitors
- More effective at defending current global accounts than winning new accounts
- Use WBN or Asinta global networks

The Competition

The Referral Networks




Other Competitors

- Client internal staff
- PEO's
- Payroll providers



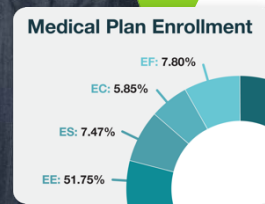
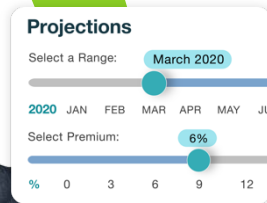
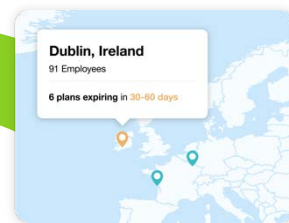
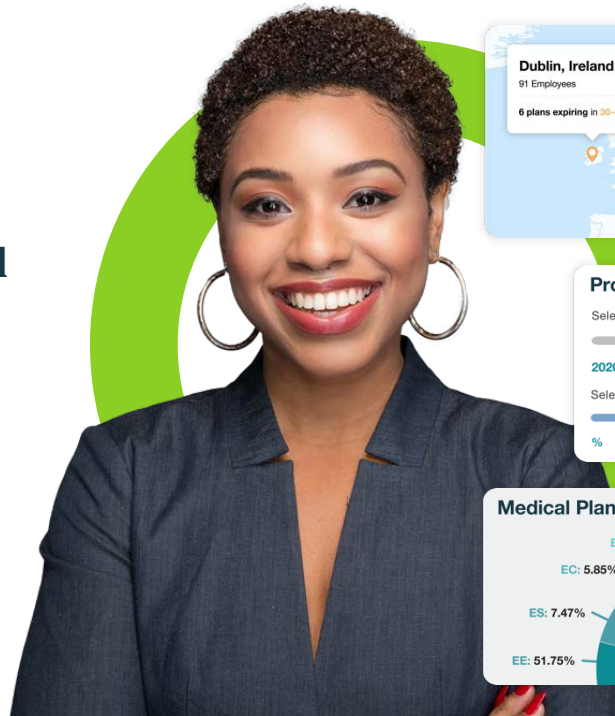
Break

An aerial night view of Tokyo, Japan, featuring the illuminated Tokyo Tower as the central focus. The city's lights and skyscrapers are visible against a twilight sky. A white text box is overlaid on the right side of the image.

Positioning and Differentiating Sequoia and the Sequoia Global Network



We are a tech-enabled consulting and services company for employers with 20 to 20,000 employees who want to unlock the full potential of their workforce.




19+ years in business | 1200+ clients of all sizes: SMB, Mid-Size, and Enterprise | 96% retention rate | 400+ team members | Locations in CA, NY, AZ, India

What Does Sequoia Do?

- A **technology platform** that unifies your benefits and workforce data in a single place
- **Expert guidance** from our experienced client teams, informed by rich data insights
- Our **global community's** shared knowledge, mutual support, and ongoing partnership

The Sequoia People Platform

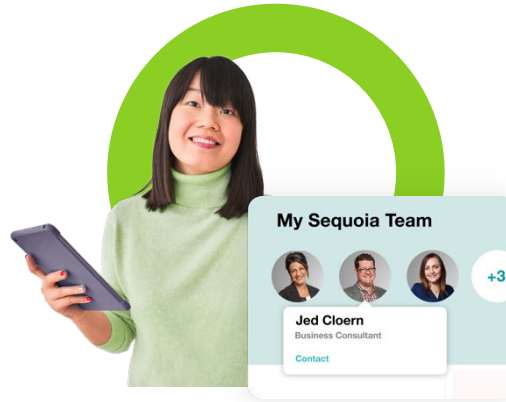
- Healthcare
- Wellbeing
- Income Protection
- Financial Care
- Global Benefits
- HR & Payroll Outsourcing
- Compliance
- Risk Management
- Return to Work
- Sequoia One
- Sequoia Scale
- Sequoia Tech
- Sequoia Bundles

 19+ years in business | 1200+ clients of all sizes: SMB, Mid-Size, and Enterprise | 96% retention rate | 400+ team members | Locations in CA, NY, AZ, India

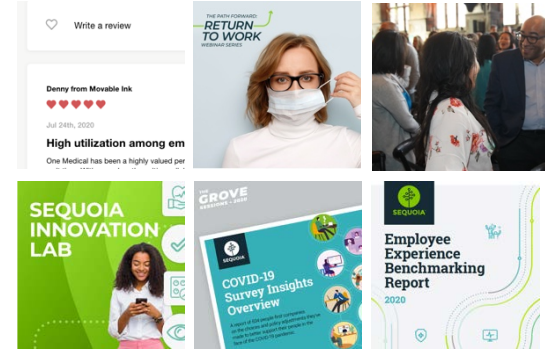
Three Key Components to Supporting Every Client



A technology platform that unifies your benefits and workforce data in a single place



Expert guidance from our experienced client teams, informed by rich data insights



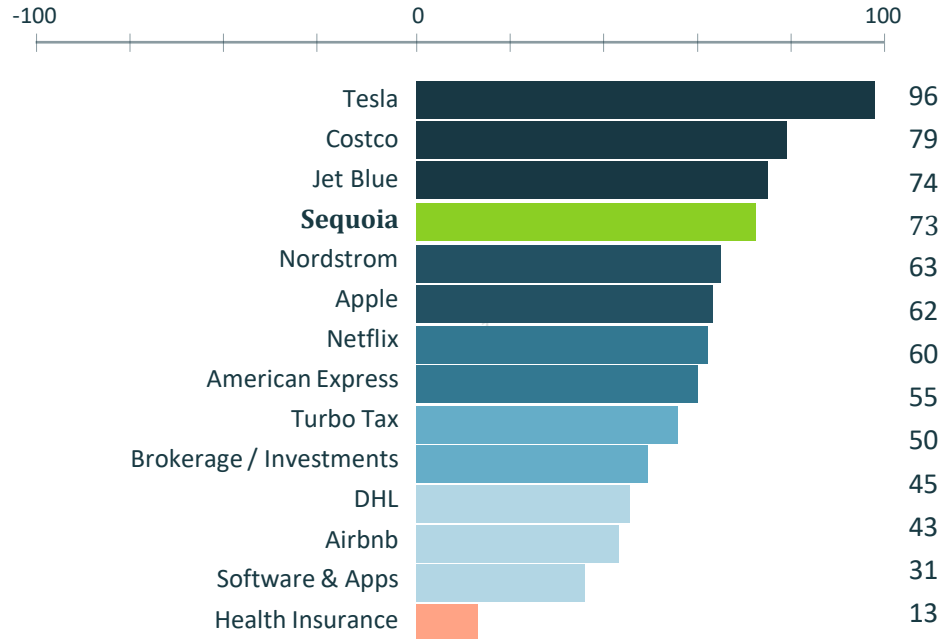
Our global community's shared knowledge, mutual support, and ongoing partnership

Sequoia: A Trusted Partner for Innovative Companies of All Sizes



19+ years in business | 1200+ clients of all sizes: SMB, Mid-Size, and Enterprise | 96% retention rate | 400+ team members | Locations in CA, NY, AZ, India

Sequoia's 2020 NPS Score 73



Sequoia Global Differentiators

- Strong position in the tech sector
- Rapidly growing list of prominent global tech clients (Dropbox, Zoom, etc.)
- Proven track record helping clients grow globally
- Better positioned for smaller and rapidly scaling clients (especially vs. Aon/WTW/Mercer)
- Intense focus on quality and coming through for our clients (NPS scores)
- High client loyalty and client contact loyalty
- Collaborative global network vs. wholly-owned and referral networks
- Superior global coordination processes and tools
- No internal hierarchy or external interests (we answer only to our clients)
- Flexibility in relationship structure...no global mandate

Some Sequoia Global Benefits Clients

 Blockchain.com



 Nextdoor

 kindred





 PELOTON

 exabeam



 Dropbox



 reddit

 degreed.





 Diligent







 taulia

 SHARETHROUGH

 lime



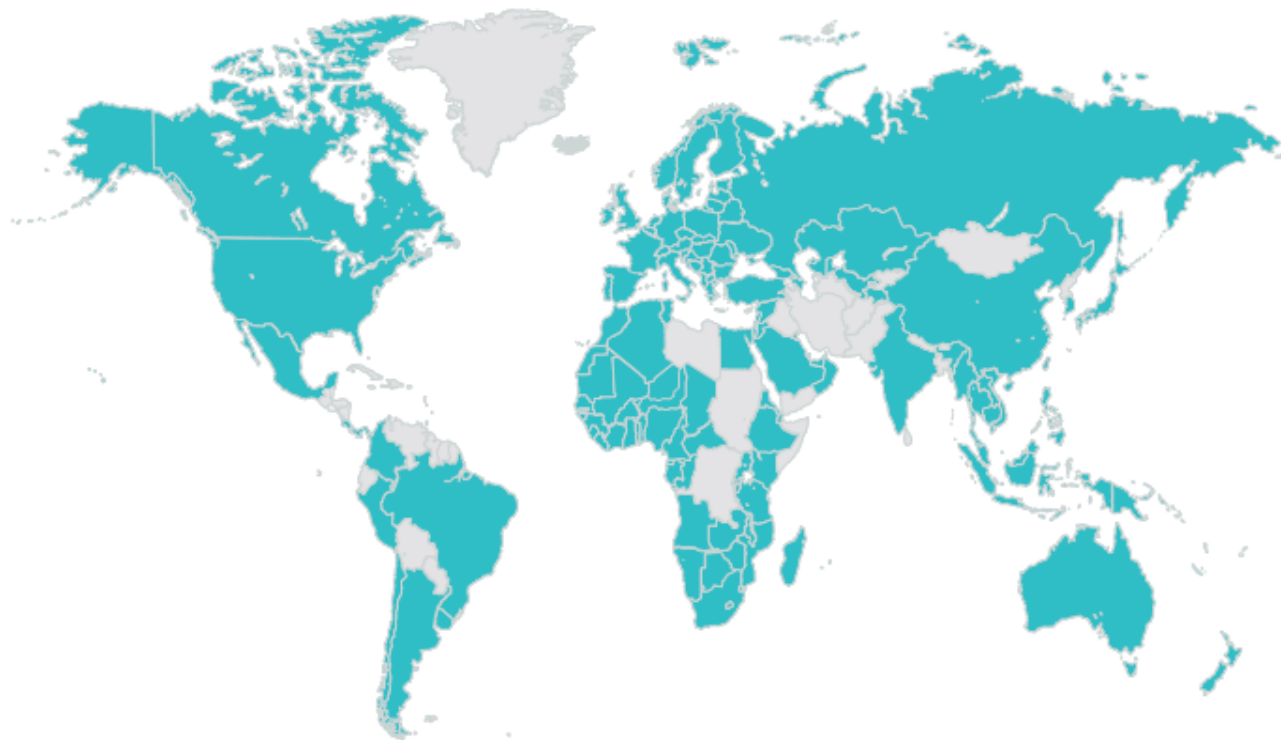




 PLAID

 NEXTNAV

Where We Work in 130+ Countries



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Americas & Caribbean: *Argentina, Brazil, Canada, Chile, Colombia, Costa Rica, Mexico, Panama, Peru, Puerto Rico, Uruguay, US*

Asia Pacific: *Australia, Cambodia, China, Hong Kong, India, Indonesia, Japan, Laos, Malaysia, Myanmar, Philippines, Republic of Korea, Singapore, Taiwan, Thailand, Vietnam*

Middle East: *Bahrain, Egypt, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, KSA, UAE*

Western Europe: *Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, Turkey, UK*

Central & Eastern Europe: *Albania, Armenia, Azerbaijan, Belarus, Bosnia & Herzgovina, Bulgaria, Croatia, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Latvia, Lithuania, Macedonia, Moldova, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Ukraine, Uzbekistan*

For more information, contact [Global Services](#)



Established Footprint in 130+ Countries

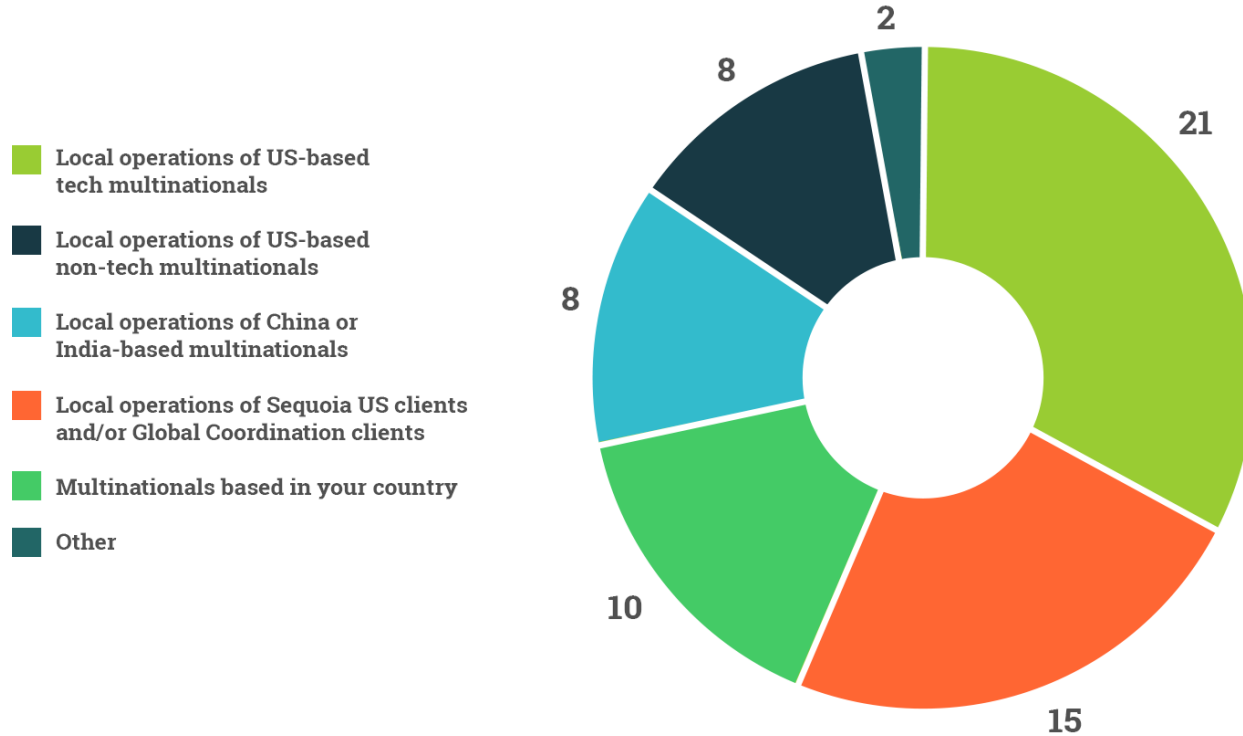
- Doing what is best for our clients
- Leveraging existing relationships
- Prioritizing our clients' locations and needs
- Enhancing our ability to provide “Best-in-Class” services across a broad platform of consulting capabilities
- One size does not fit all



Target Opportunities



Which of the global competitors do you encounter most often in your countries?



Targeting the Best Opportunities

**US-based tech company
HQ**

**US-based tech company
regional contacts
(Americas/APAC/EMEA)**

**Tech multinationals with
HQ based in Member
countries**

**Local operations of
Sequoia global
coordination clients**

**Local operations of
Sequoia US clients**

**Members' local tech
clients with operations in
other countries**

Case Study Breakout Session



Case Study – Leverage the Sequoia Network to Sell Locally

HCL (<https://www.hcltech.com/>) is a global information technology company based in India. Two members of the Sequoia network – Owen & Associates in Canada and Prudent in India – act as HCL’s employee benefits broker in their local countries. We have provided some additional high-level information on the following two slides.

Please break into groups to discuss developing a strategy for leveraging the Sequoia Global Network to win brokerage appointments in other countries.

In your discussions, address the following questions:

1. What information would you need to initiate the sales process with HCL in your country?
2. How would the Sequoia Global Network be a differentiator for this opportunity in your country?
3. What role can Sequoia play to allow you to be successful?
4. What next steps are required?

Members of the Sequoia Global Team will act as facilitators and note takers in your discussions. Please appoint a member of your breakout group as the spokesperson to report the outcome of your discussion.

Best Practices



Best Practices in Selling as a Global Network

- Prep calls to share client relationship, priorities, benefits philosophy, growth plans, etc. **before** introducing another Member to the client
- Use Sequoia Global Network background on all Zoom calls
- Use Sequoia Global Network stamp on all presentations (no other competing firm or network imagery or logos)
- Professional approach to Zoom calls (setting, background, behavior, etc.)
- Provide materials to client **before** Zoom call
- Standardized vocabulary (example: “global coordination”, not “global brokerage”)
- Members helping Members

Best Practices in Selling as a Global Network



SEQUOIA

Sequoia Global Benefits Services

Smart benefits solutions for your global workforce

**Need benefits support globally?
We've got you covered... everywhere
you operate around the world**

From globally mobile employees, to a solo employee opening operations in a new country, to your local employees in any country, Sequoia simplifies the management of global benefits to better support your global business mission.

With a global network covering over 130 countries, we work globally with clients ranging from emerging tech firms with small employee populations in a handful of countries, to large employers with thousands of employees in dozens of countries. These people-first employers choose Sequoia as their global benefits partner because of our unique and effective global benefits management model.

Our innovative approach benefits you and your employees

Simply stated, our global benefits management model is different, and offers distinct advantages over traditional models:

- Less disruption of local brokerage relationships, so less pushback from local operations
- Ease of implementation
- Next generation global benefits management technology (Sequoia's Global HRX System)
- Better control of local brokerage commission and consulting fee costs
- More effective negotiations with local insurers
- Improved local SLA monitoring and adherence (insurers and brokers)
- Elimination of financial conflicts of interest among local brokers and the coordinating broker

We manage your global benefit plans so you can focus on your business and your employees.

Services at a Glance

- ✓ Global Benefits Strategy
- ✓ Global Benefits Brokerage
- ✓ Global Benefits Benchmarking
- ✓ Global Benefit Inventories
- ✓ Global Compliance Management
- ✓ New Country Plan Implementation
- ✓ Multinational Pooling
- ✓ Expatriate Benefits Solutions
- ✓ Global M&A Support
- ✓ Global Benefit Communication

**A Local Presence
Wherever You Operate**

130+ Countries

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Open Discussion/ Next Steps



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