

BORDERLESS TALENT

HOW C-SUITE AND HR SENIOR LEADERS CAN
ATTRACT THE WORLD'S BEST EMPLOYEES

WHITE PAPER

JULY 2021

The Global Link

When it comes to truly global companies at the forefront of change, recruiting internationally is critical for future growth – especially in these post-pandemic years.

The standard recruitment model has been the same for generations – advertise a job locally and hire within your area or nationally, at a push. But this doesn't work for a borderless world: it's outdated, inefficient and uses a one-size-fits-all approach.

IMAGINE A WORLD WHERE YOU CAN TAP INTO ONE BILLION JOB SEEKERS.

This may seem unbelievable, like a far-fetched dream due to immigration, language barriers, distant geographies, and a lack of global supplier relationships. But this is happening now, and we'll show you how to do it.

As organizations adapt to new flexible, hybrid and remote work models, leading organizations are expanding employment beyond the reach of headquarters and satellite offices, without the need to relocate staff or get tangled in immigration limbo.

At Lundi, we partner with our clients to internationalize talent acquisition strategy and deliver borderless recruitment programs that are carefully designed to attract and retain the world's most skilled people.

Whether you're looking to scale your business, accelerate your time to fill roles or reduce bias in hiring, borderless talent acquisition is a game-changer and could be a turning point for your organization.

AT LUNDI, OUR MISSION IS TO MATCH ORGANIZATIONS WITH THE WORLD'S BEST TALENT.

As we redefine our businesses in the context of the new "normal" and continue to live and work alongside an everchanging pandemic, we can help steer your talent needs in the strongest direction.

With you, wherever you're going.



Jonathan Romley
Co-Founder, Lundi.



SENIOR LEADERS
MUST FIND NEW
WAYS TO RECRUIT
AND RETAIN THE
BEST GLOBAL
TALENT.

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Finding the World's Best Employees

There are 1 billion knowledge workers globally and they make up about 48% of workers in the US.^{1,2} Knowledge, technology, capital, and the production of goods and services are now more interconnected than ever.

From Los Angeles to Hong Kong, London to Lima, Singapore to São Paulo – today, talent is no longer bound by borders. There are many cases of companies that have succeeded thanks to hiring international talent: Uber, Novartis, Airbnb.

Globalization has made it possible for leaders across industries to attract top-tier talent from around the world. In that search for talent, recruiting outside of your country's borders is more popular than ever. Companies from all sectors are utilizing the advantages of an international candidate pool to find and hire a diverse and highly skilled workforce.

THE CHALLENGE FOR TALENT ACQUISITION LEADERS LIES IN BUILDING CONNECTIONS OUTSIDE THEIR HOME MARKETS.

Today, most recruiters are only seeking candidates in the domestic market, which severely limits candidate opportunities and employee-employer fit.

But leading organizations are experiencing success through leveraging international recruiters who can tap into the best local labor markets. They are speaking to people in their own language, streamlining the recruitment processes and generating a culture that values international experience.



Those responsible for human resources policies and strategies must focus their attention on designing new ways to attract, retain and develop global talent, which is essential to engage the workforce wherever it exists.

With over 1.75 billion people speaking English and as the burdens of travel, relocation and language barriers are now greatly reduced, imagine a world where organizations are free to hire anyone, no matter their location.³

This is a world where job seekers are free to take up work anywhere.

According to the Economist, such a world would be US\$78 trillion richer.⁴

The world's leading organizations are already capitalizing on this opportunity today to outpace their competitors tomorrow, and win the global hunt for talent.

¹ Gartner, 2019: *When we exceeded 1 billion knowledge workers* (December 11, 2019).

<https://blogs.gartner.com/craig-roth/2019/12/11/2019-exceeded-1-billion-knowledge-workers/>, [accessed 6/12/21].

² The Wall Street Journal, *The rise of knowledge workers is accelerating despite the threat of automation* (May 4, 2016), <https://www.wsj.com/articles/BL-REB-35617> [accessed 6/12/21].

³ Harvard Business Review, *Global business speaks English* (May 2012), <https://hbr.org/2012/05/global-business-speaks-english>, [accessed 6/12/21].

⁴ The Economist, *A world of free movement would be \$78 trillion richer* (July 13, 2017), <https://www.economist.com/the-world-if/2017/07/13/a-world-of-free-movement-would-be-78-trillion-richer>, [accessed 6/12/21].



The Global Hunt for (Local) Skills

Many of the best companies may never grow into global powerhouses. The reason is simple: these organizations don't have enough skilled people.

The battle for talent has become one of the most significant challenges for companies throughout the world. There are two fundamental reasons: globalization and demographic shifts.

Globalization has increased the demand for highly qualified personnel at the same time that demographic shifts and migratory movements have produced a shortage of qualified talent in developing and emerging countries. This increases what's known as the brain drain when highly skilled workers don't have any choice but to emigrate to find higher paid work or to seek their ideal job.

Immigration Policy

The skill and talents of employees are the world's most valuable business commodity – yet because of strict and antiquated immigration regulation, most of it is untapped or goes to waste.

In response to this stalemate, many countries have tried to improve their immigration laws and make it easier for foreign workers to relocate. But there is still too much red tape in most developed countries, and immigration policies remain too rigid to meet the broader labor market's needs.

Talent acquisition leaders who are considering international candidates as a strategy to fill jobs face uncertainty around immigration policies and visa processes. On-boarding delays caused by work permits and visa applications are incompatible with the needs of high-growth companies.

The reality is that global organizations are still competing against local employers when it comes to hiring skilled workers. The speed at which employers can complete a cross-border recruitment process is a significant factor that impacts a candidate's interest in relocation opportunities. Employers focused exclusively on labor mobility are disadvantaged compared to those who hire abroad, without strict relocation requirements.

Globally, the most multiskilled and adept workers are turning to remote employment opportunities. In response, leaders are embracing a wholly borderless approach to the talent acquisition processes. Companies like TCS, GitLab, and HubSpot have expanded their search radius globally and now hire the best candidates for the job, wherever they are living.

Immigration policies are already updated in some markets to better respond to these trends, but it's not the case everywhere. Organizations that rely on knowledge workers are already freeing their talent acquisition strategies from the restriction of borders through technological advancements – not through legislative changes.



A person's location does not define their value.

Labor Shortage and Skills Mismatch

Organizations that rely on knowledge workers (those who are highly skilled and educated) are unable to fill one in ten roles, much less fill them with top talent.

Every organization’s ability to compete depends on a steady supply of competent individuals. When that supply is inadequate, the resulting imbalances create serious business threats.

Today, there are significant worldwide labor-force imbalances – shortfalls in particular. One major implication is the aggregate business value lost because organizations cannot fill the jobs available, or nations cannot create enough jobs for their workers. The Boston Consulting Group estimates the economic impact at US\$10 trillion.⁵

For talent acquisition leaders, this translates into missed hiring plans and for business leaders into deceleration of growth and innovation.

BY 2030, TALENT SHORTAGES IN ADVANCED ECONOMIES LIKE EUROPE, THE US AND CHINA WILL INCREASE BY AN ORDER OF MAGNITUDE, WITH UPWARDS OF 85 MILLION UNFILLED JOBS.⁶

Here is where our expertise can solve these challenges

The world is at risk of a shortage of workers with the right skills. While advanced economies struggle with workforce shortages, developing countries often face labor surpluses.

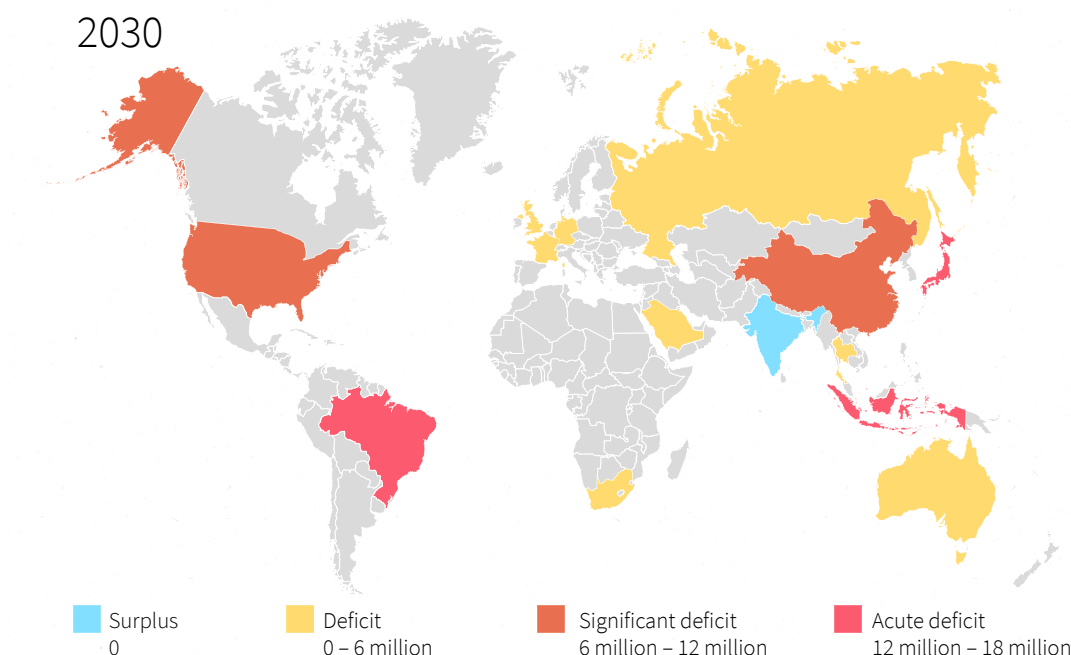
Talent is everywhere. But people with a sound education and skills may lack opportunities where they were born or are living in places with a scarcity of jobs and a surplus of highly skilled talent.

In a globalized economy, where business has become borderless and where companies operate in a competitive talent market, organizations must have the capability to find and keep the right talent, wherever they are.

More and more companies have been moving towards an “open border” hiring process in recent years because it broadens their access to top talent and allows job seekers to live and work outside of their home country.

It’s not easy though – many HR leaders don’t know where or how they should start recruiting international candidates.

Total global talent deficit by economy⁶



⁵ Boston Consulting Group, *The global workforce crisis: \$10 trillion at risk* (July 2, 2014), <https://www.bcg.com/publications/2014/people-organization-human-resources-global-workforce-crisis>, [accessed 6/12/21].

⁶ Korn Ferry, *The \$8.5 trillion talent shortage* (2018), <https://www.kornferry.com/insights/this-week-in-leadership/talent-crunch-future-of-work>, [accessed 6/12/21].



One Billion Passive Jobseekers

The future of work is one where the value of knowledge is impossible to ignore. It is the first time there have been so many knowledge workers in history.

The Covid-19 pandemic turned millions of office-based employees into remote ones. The result is that over a billion potential jobseekers are living their lives in a different way than before.

According to a survey by insurer Prudential, just over a quarter of workers plan to look for a role with a different employer once the threat of the pandemic lessens.⁷

Due to the lockdown, now that office workers have experienced the opportunity to work from home, and often also from any location or venue, many will never return full-time to the office. Whatever the reasons, employees are not going to work in an office, simply because their employer requires it.

Managers must consider the new desires and priorities sparked by the pandemic. Companies hiring knowledge workers will struggle to find employees willing to come into an office for five days a week.

People prize flexibility. And many office workers are happy to see the back of it. But pre-pandemic, only about 7% of US workers could work regularly at home.⁸ Today, of those currently working remotely, **42% SAY IF THEIR EMPLOYER DOES NOT MAKE THE OPTION PERMANENT, THEY WILL FIND A NEW JOB.**

Employers who offer flexible and hybrid work arrangements, increase their talent search radius, and open opportunities in new geographies – including those where they don't

have a physical headquarters or home base – are uniquely positioned to capture the best talent anywhere.

Companies like PwC, Salesforce and Accenture are taking advantage of this opportunity. They're creating hybrid office programs and offering flexible hours that will help them retain their best staff and attract talent from organizations with more restrictive policies.

WE ARE ON THE CUSP OF HUGE CHANGE. IN MANY WAYS, THIS IS THE MOST EXCITING TIME IN HISTORY TO BE A KNOWLEDGE WORKER. Jobs are morphing, working methods and locations are fluid, and opportunity is becoming more diverse and more mobile than ever.

Companies that do not adapt talent acquisition strategies and working models – to find, engage, acquire and manage global talent will be the first casualties of the continuing brain drain. They need to be ready for new ways of working and job searching.

More people are finding flexibility in working location as a benefit and way of reaching the holy grail of a better work-life balance. Skilled workers are no longer bound by their country borders or language restrictions, and work-life is also transcending traditional office arrangements, which reap financial rewards for company core costs.

Organizations Must Expand Their Talent Search Beyond Borders To Compete For The World's Brightest Minds.

⁷ Prudential, *Increasingly, workers expect pandemic workplace adaptations to stick* (April 6, 2021), <https://news.prudential.com/increasingly-workers-expect-pandemic-workplace-adaptations-to-stick.htm>, [accessed 6/12/21].

⁸ World Economic Forum, *Working from home was a luxury for the relatively affluent before coronavirus – not any more* (March 21, 2020), <https://www.weforum.org/agenda/2020/03/working-from-home-coronavirus-workers-future-of-work/>, [accessed 6/12/21].



The Best Way to Hire Internationally

When it comes to global companies at the forefront of change, international recruitment is critical for growth – and even more so in the coming years. And with the world’s talent supply growing increasingly global, accessing top candidates that can help your organization stay competitive is the difference between growth or stagnation.

There’s a growing need to fill positions and an enormous market of untapped talent so it makes economic sense for employers to create new models for borderless talent acquisition.

The standard recruitment model has been the same for generations – advertise a job locally and hire from your area or nationally. But this doesn’t work for a borderless world: it’s outdated, inefficient, and uses a one-size-fits-all approach.

Your In-House Partner

Borderless talent acquisition models are evolving as companies realize the importance of cultural fit when hiring. Traditional approaches to international sourcing are often too costly and cumbersome, making in-house skills the primary viable option for larger companies with established resources.

But many organizations that experience difficulty recruiting also face internal resource constraints and have limited or no experience outside their home country. Teams involved in international hiring must first know where to look, as the success of each recruitment process depends on searching for talent where it actually exists.

This is the main challenge that organizations face in globalization: not knowing where to start.

Our internal research shows that 90% of candidates search for work in their native language, and 76% of candidates prefer local recruiters and writing in their native language.

Recruiters must reach people on their terms and communicate in their mother tongue. They should advertise jobs descriptions on local platforms and speak with candidates during the initial stages in their own language, even if the work will be primarily conducted in another language.

But we must be mindful that posting adverts on job boards or social media may only cover a certain proportion of the workforce of interest. For example, although LinkedIn has become increasingly popular in recent years, its popularity is not evenly distributed worldwide. There are more users in the US than any other country, at 150 million users, but in Poland where the working-age population is 23 million people, only 2 million professionals are on LinkedIn.⁹

Organizations using in-house teams must match team members with proven experience sourcing in the target locations – those who do not are potentially missing out on the world’s best employees. They should have local market business knowledge, relationship management experience and cultural intelligence to complete recruitment processes successfully.

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⁹ Statista, *Leading countries based on LinkedIn audience size as of January 2021*, (February 10, 2021), <https://www.statista.com/statistics/272783/linkedin-membership-worldwide-by-country/>, [accessed 6/12/21].

The Limits of Agency Recruitment

Agencies have their benefits when it comes to sourcing the right talent, but they also have their drawbacks. Agencies provide businesses with access to highly skilled talent in specific fields and locations.

But building and maintaining networks of agencies in each market where you want to source talent is time-consuming and costly.

Organizations using agencies to recruit internationally first face the challenge of knowing where to look for talent, but agencies focused on local markets cannot identify the best international locations to source talent.

Agencies are limited in the scope of capabilities, geography and cannot scale. Organizations must develop individual relationships at each branch and advance retainers in markets where they are unsure if they will complete a hire, further increasing the cost of every hire.

The retainer model is incompatible with borderless search, and there is no guarantee that firms who agree to contingent fee recruitment will allocate adequate resources to complete searches.

The problem is simple: agency recruiters are inefficient at cross-border search. The reason is complex: global talent acquisition needs to be borderless, but traditional recruitment models aren't equipped to manage talent acquisition in such a dynamic environment.

Employers need to meet the challenges of an increasingly competitive market, regardless of their industry. With geographical constraints, an ever-changing job market and a shortage of talent, it's not enough to rely exclusively on traditional agency models.

Companies working with Lundi get the best of both worlds – a global search effort conducted by local recruiters with proven experience, with a clear and transparent pricing policy, and a guarantee that we will deliver results.



	AGENCY	LUNDI
Reach	National	Global
Cost	15-24%	From 5%
Payment	Advance Retainer	Success Fee
Candidates	3-5	Unlimited
Result	Not Guaranteed	Guaranteed
Integration	Email	API



Organizations using agencies to recruit internationally first face the challenge of knowing where to look for talent, but agencies focused on local markets cannot identify the best international locations to source talent.



Borderless Talent Strategy and Policies

A borderless talent strategy enables companies to run their business globally with freedom and flexibility. It allows companies to hire people wherever they are the most beneficial, even if that's outside of the company's headquarters or country.

Amid intense competition, organizations are implementing borderless recruitment programs to match the best talent with opportunities, wherever they are located, without geographic boundaries.

Successful borderless talent acquisition strategies create a system that empowers organizations to find the best candidates from any location for their specific needs. It is an inclusive policy for hiring the most capable employees worldwide.

Here we outline the basic framework for designing the different policies for borderless talent attraction and retention in the organization. Leaders should define the strategy with the ultimate goal of having sufficient knowledge workers and core staff to ensure the company's global competitiveness and growth objectives.

Eligible International Profiles and Demand

The decision to make jobs borderless is about finding the right balance between the opportunities you can offer and the risks of cultural mismatch. Leaders seeking to implement a borderless talent strategy in their organization must first identify the key profiles of skilled people who are eligible for borderless employment.

Review your organizational culture and values – whether you have an open culture based on collaboration or have a more formal structure with clear hierarchies. Designating these cultural aspects allows you to identify eligible job profiles that best align with your corporate values.



Organizations must build internal research competency to identify geographies with a surplus of talent to match these profiles and decide where to focus. The global employment market is highly dynamic, and organizations must respond quickly to the changing needs of a market. Talent acquisition teams must conduct targeted market research for each vacancy to ensure that the process will be successful and that companies don't search for talent where it doesn't exist.

Companies seeking guidance may refer to a global talent acquisition partner, such as Lundi, to help drive this process and identify the geographies that are the best fit for the job profiles and have the highest chance of success.

Localization Strategy

Job Titles and Descriptions

The job description is often the first and last impression you have on a candidate, and how you describe a job has an impact on how many candidates will apply and what skills they can bring to your company.

In most countries, job titles are not standardized or regulated, even though the occupations they describe are. Job titles might be inspired by occupation titles and maybe descriptively persuasive rather than informative and vary from one country to another.

Organizations must develop a plan to create a suitable job description for a given country. The second is about translating a job description. Less is more, focus on precise requirements and qualifications and use trained professionals to localize the description.

Companies can take advantage of Lundi's global talent acquisition resources to leverage its worldwide network of local recruiters to adapt offers appropriately for each market.

Take advantage of Lundi's global talent acquisition resources to adapt offers appropriately for each market



Benefits and Compensation

It is important to note that many markets have different expectations on wages, salary ranges, and benefits, and some have other employment models available.

HR leaders must understand and plan for the nuances of hiring in different countries and cultures. In high-growth companies, there is a tendency to hire quickly. Many companies are struggling to find the right people in the right places at the right time – which has led to a frenzied approach to building up the HR function to meet immediate needs.

Not surprisingly, global organizations have a poor track record when it comes to compliance and risk management related to international hiring.

Organizations' benefits and compensation should reflect market rates for the position, as determined by comparing the salary to similar jobs in the target markets.

In addition, legal requirements such as a mandatory notice period must be given to any employer when an employee is leaving their job. Often this may delay start dates for new hires by 30 days or more.

To build trust through localization, a key performance indicator is reducing the time it takes to fill a position. An essential part of your localization strategy for benefits and compensation is the ability to manage the multiple benefits offerings you will set up in different local markets.

Employment Models

Many companies have a global staffing strategy because they need access to a specific talent pool but are interested in optimizing the cost-benefits of local labor markets and local compliance needs.

Organizations must develop a clear understanding of the local regulatory environment. For example, payroll taxes vary state by state in the US.

Many organizations outsource compliance to a global professional employer organization to provide full legal employment to their new hires without establishing a legal presence. These companies simply provide an invoice while taking care of all the compliance logistics.

A global payroll and benefits provider can offer best-in-class products. However, it is still essential for organizations to understand the cost of those products and whether they are a good fit for your business.

Talent Acquisition

For leading organizations, the answer lies in partnering with a global talent acquisition partner. These are companies that specialize in sourcing and recruiting candidates from around the world. Their expertise means they know what recruiters need, how to find candidates, and how to manage those crucial logistics – all behind the scenes so that you can focus on your business.

We encourage you to be inclusive in your employee recruitment and selection. Inclusive hiring will allow your company to be more aware of the best candidates for employment rather than limiting it to a single, national or regional pool. It will also increase retention rates as more people from different backgrounds are hired into a company, making them feel more invested in their work.

Choose Lundi for Global Talent Acquisition

At Lundi, we work with leading organizations to extend their global talent acquisition strategy.

Our borderless talent platform enables organizations to create the best opportunities to fill jobs. We have built a global network of recruiters who offer expertise in their respective markets. Our proprietary AI system expedites the selection process, elevating every recruiter in our network and drastically reducing time-to-fill for companies. As a result, we have created a better way to bring great companies and the world’s finest talent together.

AT LUNDI, WE COMBINE A GLOBAL NETWORK OF THOUSANDS OF RECRUITERS WITH ANALYTICS THAT HELP US TO PREDICT WHICH GEOGRAPHIES ARE THE BEST FIT FOR YOUR JOBS. WE CAN REDUCE THE TIME TO FILL ROLES BY 50%.

“The world is getting smaller, and the demand for talent is growing. Lundi uses cutting-edge technology paired with a global network of recruiters to unlock global hiring at scale.”



Sasha Romanishina
Co-Founder, Lundi

Our international network of recruiters is each carefully screened and selected. Each has proven experience recruiting in the country and industry you need, plus fluency in the local language.

We connect companies with the best recruiting talent in the world. Whether you need an engineer in New York or looking to hire a fluent Mandarin speaker in South Africa, our network of thousands of pre-screened recruiters will help you find the perfect match.

Lundi is already integrated with leading enterprise solutions, including Salesforce and SAP SuccessFactors. Organizations can get started within days by simply connecting their applicant tracking and HR systems to our global talent acquisition management system.

Recruitment processes are automatically synchronized to Lundi, and we match each open position to the best recruiters and deliver candidate profiles directly into your organization’s existing software.

Organizations may further leverage our comprehensive application programming interface to embed, extend and connect Lundi with their applications, workflows and processes.

To keep your hiring processes simple and efficient, Lundi provides companies with a borderless global strategy for immediate talent acquisition.



WE CAN REDUCE THE TIME TO FILL ROLES BY

50%

AT LUNDI, WE COMBINE A GLOBAL NETWORK OF THOUSANDS OF RECRUITERS WITH ANALYTICS THAT HELP US TO PREDICT WHICH GEOGRAPHIES ARE THE BEST FIT FOR YOUR JOBS.



We Are Not Bound by Borders

An all-star team is made up of the best people, no matter where they are located. At Lundi, we partner with our clients to internationalize talent acquisition strategy and deliver borderless recruitment programs that are designed to attract and retain the world's most skilled people.

We take the complexity out of recruiting across borders, reducing costs while maintaining flexibility. We're proud to have helped some of the world's biggest brands realize their global talent strategies, recruit across borders and unlock the potential in their people.

Around the world, borderless talent is gaining traction as a strategy for global organizations to connect with the most highly skilled people. Companies like Atlassian, Deloitte and Zapier are among those leading the charge by leveraging borderless recruitment as part of their overall talent strategy.

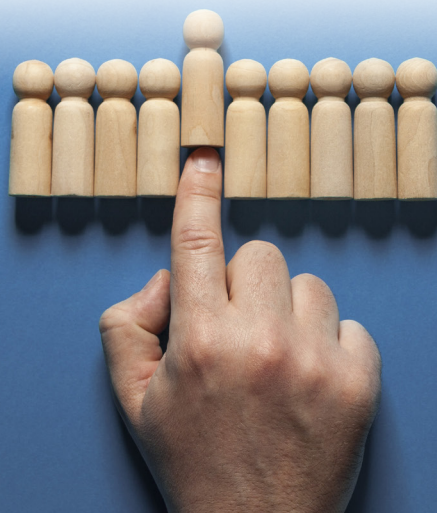
A borderless talent acquisition model leverages the global reach and scale of a company plus it brings further benefits, including geographic diversity, innovation in methodology, and access to talent pools that are not typically found on home turf.

Companies should carefully consider their needs before committing to this type of hiring strategy. It is not an "all or nothing" proposition as there are pros and cons associated with every approach. One downside would be the lack of know-how regarding local legislation or knowledge about high-value markets.

The benefit is having unlimited access to a global workforce pool that eliminates geographical constraints and allows for more diverse teams across borders, which increases the innovation potential.

We believe that borderless talent is the future of work. Today's world economy is characterized by work mobility, global economic integration and the search for talent to fill key roles.

Whether you're looking to scale your business, accelerate your time to fill roles or reduce bias in hiring, borderless talent acquisition is a game-changer and could be a turning point for your organization.



Find Talent for Every Role

If your organization is hiring, let us take the stress from your human resources leaders that are tasked with hiring the world's most talented people.

We take a data-first approach to talent. We use our proprietary AI platform to find the best-matched countries for each position and leverage our network of borderless recruiters who work to find candidates quickly and confidentially.

WITH LUNDI, YOU HAVE ACCESS TO WORLD-CLASS RECRUITERS IN 30 COUNTRIES AND USING 15 LANGUAGES – ALLOWING YOUR COMPANY TO FIND TOP TALENT REGARDLESS OF GEOGRAPHY.

We have helped Fortune 500 companies hire thousands of candidates at a fraction of the cost and time required by traditional search firms.

Whether you are looking to expand internationally or focus on a specific region, we can help you fill your open positions with the world's finest candidates.

We have brought hundreds of millions of dollars' worth of value to employers on our platform. And now, we want to help you build a borderless talent program for your organization.

No matter the industry or the function, the talent you need could be already living in another country. That's why we created our borderless talent strategy.

It's a free assessment tailored to your company and provides recommendations to leverage borderless talent to scale.

Here's how it works



Ready to get started? Visit: HelloLundi.com/borderless



Talent is not bound by borders

HelloLundi.com/borderless

linkedin.com/company/lundi-inc/

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PUBLISHED JULY 2021.

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BELIEVED TO BE CORRECT AS OF JULY 2021.