

Guide to Global Mobility

An **HR Grapevine** supplement

2018

Dealing with
discrimination
when sending
staff abroad

Mobility-related
data - What's
most useful
for you?

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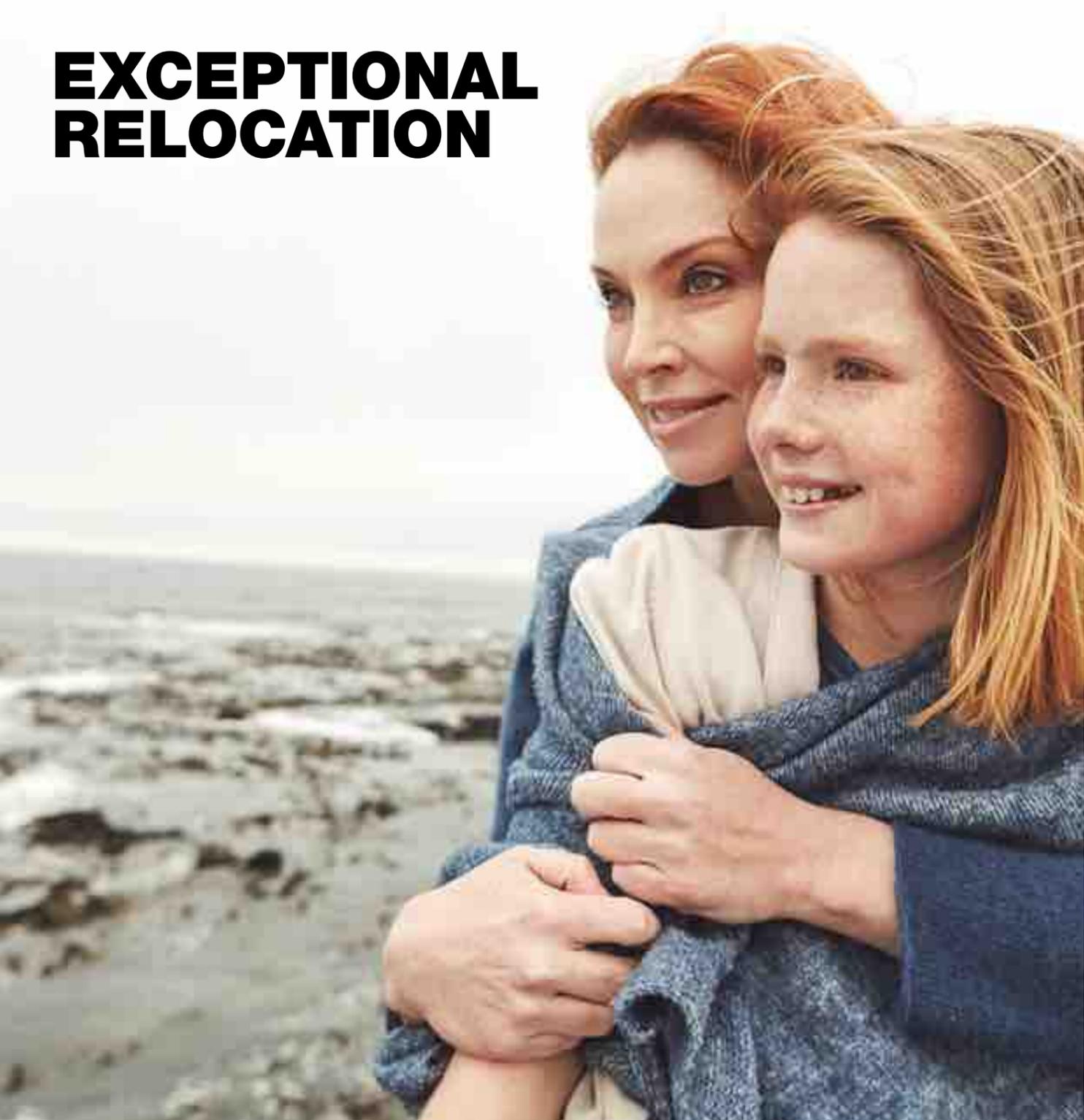
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WELCOME LETTER

“Travel is fatal to prejudice, bigotry, and narrow-mindedness.” Mark Twain

2017 was a year of division.

We saw the inauguration of the US President Trump, followed shortly by a worldwide Women’s March in response. The UK triggered Article 50 as the first step in the Brexit process, and Catalonia attempted to declare independence from Spain. Even the Winter Olympics, usually a celebration of unity, saw Russia banned under allegations of doping.

And yet, more than four in five (80%) UK millennials want to work in a different country at some point in their careers (PwC). Despite the apparent divides between countries, your employees still want to explore, to meet new people, and develop your organisation in every corner of the globe.

As an employer, then, it’s up to you to help them. In this Guide we ask how you can help your LGBT employees to settle into locations which may not have a culture as accepting as home. We cover what data you need to be keeping on your overseas staff to keep them safe. And, exactly what you need to know before your assignee packs their bags and heads for the airport.

It is incredibly heartening see the appetite for global assignments is still strong – and that desire to learn and understand others could be the catalyst that helps the world to reunite.



B. Frith
Beckett Frith
Online Editor

HR Grapevine

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Executive Grapevine International Limited,
Rosanne House, Parkway,
Welwyn Garden City,
AL8 6HG UK
+44 (0)1707 351 451
EDITORIAL@EXECUTIVEGRAPEVINE.COM
WWW.HRGRAPEVINE.COM
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GROUP CEO
Helen Fish

MANAGING DIRECTOR
Anna Weston

CHIEF COMMERCIAL OFFICER
Sabrina Ponte

CHIEF FINANCIAL OFFICER
Sally Griffin

MANAGING EDITOR
Emma Jackson
EJackson@executivegrapevine.com

ONLINE EDITORS
Beckett Frith
BFrith@executivegrapevine.com

Rianna Fulham
RFulham@executivegrapevine.com

Daniel Cave
DCave@executivegrapevine.com

HEAD OF DESIGN AND TECHNOLOGY
Rick Xu
RXu@executivegrapevine.com

DESIGN TEAM
Adam Pettigrew
APettigrew@executivegrapevine.com

Matthew Bonnar
MBonnar@executivegrapevine.com

VP - SALES
Tom Bell
TBell@executivegrapevine.com

SALES TEAM
Sarah Loughney
SLoughney@executivegrapevine.com

David Murray
DMurray@executivegrapevine.com

Muhammad Naqvi
MNaqvi@executivegrapevine.com

Ryan Baynes-Davidge
RBaynes-Davidge@executivegrapevine.com

The Panel



Pasquale Gorrasi
Director International Lines
Generali Employee Benefits



Welcome to HR Grapevine's 2018 Guide to Global Mobility

As new and existing companies seek out opportunities for growth, the global trend for international mobility shows no sign of abating. In fact, the number of expatriates and other corporate transferees (mobiles) is set to surpass one million by 2021 thanks largely to growth in new smaller and medium-sized multinationals, according to a study by market research company Finnacord, a division of Aon Inpoint, entitled **Global Multinationals and Corporate Transferees: A Worldwide Review**.

Running parallel, however, is the competitive reality of the global economy, coupled with the competing pressures on HR: on the one hand, the war for talent and the associated necessity to tailor benefits to changing demographics and needs whilst, on the other, the ongoing requirement to find savings and realise efficiencies. Cost reduction has featured high on the agenda of multinational companies since the onset of the financial downturn in 2008.

In short, times are tough. Companies need a strong framework to support their growth trajectory and their employees at the same time, whilst also embracing changes driven by digital technologies. This can only come from robust data and analysis.

The pressure on HR and mobility managers to have the right data at the right time is mounting. The solution? Work in partnership with providers in this sphere to ensure you have everything that you – and your Board - needs at your fingertips.

Our collection of industry experts give their opinion on Global Mobility in 2018



Georgina Farr
UK Global Mobility Lead
KPMG UK

KPMG employs around 189,000 people across the world and offers a range of global mobility services for employers to help them control employee costs and meet their compliance obligations. It was also ranked No. 29 on Fortune Magazine's 2018 list of 100 Best Companies to Work For, voted for by employees.



Gordon Headley
Group HR Director
OCS Group Limited

OCS Group Limited is a diverse global facilities management company across 50 countries with around 100,000 employees. Gordon has previously worked for Tullow Oil, Wilson Bowden and Eni, and has recruited for top roles in locations such as Ghana, Uganda and Kenya. He was an expat himself for eight years.



David Enser
Head of Cross Border
Employment and
Reward Innovation
Adidas

As well as his role at Adidas, David is a founding member of the RES Forum, an independent community for International HR & Mobility professionals. His particular areas of expertise include HR transition and HR outsourcing models, assignment tax compliance, and global vendor management. He has lived and worked in France, Germany, Hong Kong and Japan.



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Dealing with discrimination in global mobility

When sending staff abroad, it is critical to consider the law and culture of their host country

Words by Beckett Frith | Design by Matt Bonnar

Emerging markets can be a powerful opportunity for growth, both on a company-wide level and on a personal one. However, despite their increasing economic power, such countries often have an approach to social issues which are out of sync with modern Western businesses.

In Kenya, for example, same-sex relationships are against the law. Men suspecting of having engaged in same-sex activity are subjected to having their body inspected and may be punished with imprisonment of up to 14 years. LGBT (Lesbian, Gay, Bisexual, Transgender) charity Stonewall's Russian Workplace briefing warns that although same-sex relationships are technically legal, LGBT people in the country often must remain "invisible" due to fears of violence.

This presents a problem when companies wish to send staff into such territories – balancing the safety of LGBT staff with the development of their future career leaves HR in a difficult position.

Dimitris Tsouropis, Group Head of Human Resources, Libra Group, told Grapevine that he has encountered cases where it is difficult to send certain candidates abroad due to the host country's culture. "Most of the Western world is open to all candidates, while in the Middle East or Asia you might still face discrimination on certain aspects," he said.

Emily Taylor is the UK Marketing Executive of Santa Fe Relocation, a global relocation and international shipping service. She suggested that having a clear channel of

communication between the potential assignee and the team back home is essential. "When preparing for an international assignment, what employees need most is accurate and accessible information," she explained. "Employers need to recognise that, beyond the safety of progressive regulations and company values, it can be incredibly challenging to relocate to a country that still harbours structural and cultural bias."

KPMG is one such firm that believes in the importance of communication. Assignees at the financial services giant receive a large amount of support and guidance in the lead up to their assignments including confirmation of key ongoing contacts, including emergency numbers.

"Pre-assignment briefings offer the individual the opportunity to ask specific questions but also can be structured to guide the assignee through all the considerations which they may or may not have thought of and ideally offer solutions and useful recommendations," said Georgina Farr, UK Global Mobility Lead of KPMG in the UK. "Having a Global Mobility policy which is flexible to deal with individual circumstances but at the same time fair and consistent to all assignees is an important balance."

Once the assignee is on their way, the focus needs to shift to helping them settle into a comfortable, safe environment. "We can assign a fellow colleague as a buddy, which is something that has worked well to help on the day to day needs," said Tsouropis. →



"We can assign a fellow colleague as a buddy, which is something that has worked well to help on the day to day needs"

The Stonewall Global Workplace Briefings shine a spotlight on the situation for LGBT people in different countries

In the short term, Taylor highlights how individuals in the new location can help an expat to feel accepted. "Often, the most difficult time for expatriates comes as they begin to settle into their new life and create a new routine," she said. "So, for instances where expatriates might experience various levels of discrimination in their new location, experts have recommended that they should develop coping mechanisms to help avoid feelings of loneliness and isolation, as well as building supportive networks both inside and outside the workplace.

"In the longer term, there are also steps employers can take to create a more welcoming atmosphere by becoming involved in local discussions about diversity issues. "Employers who want to support their LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersex) employees should create an internal LGBTI networking group and engage with their local community as much as possible," Taylor suggested. "This could consist of anything from partaking in local Gay Pride events to participating in peaceful protests about how local law impacts LGBTI employees."

This could seem overwhelming for a small firm or one that only has a handful of staff moving abroad. Tsouroplis suggests expert advice can prevent a global assignment from going wrong.

"[Those who may not be experienced with helping people to relocate] definitely need to seek external support from consultants or agencies in order to create policies and make sure assignments will be successful," he said. "It is a big step for both the employee and the company on a personal and professional level. Without planning it well might be a disaster for both."

Farr agrees, adding that managing the data you hold on your employees is also essential. "Understanding your assignee population and having reporting that is fit for purpose is also key, not only to support with all internal data requirements but also to support meeting your compliance obligations," she said. "[You should] identify some of the leading providers in the market who are able to offer support with the various elements of relocating people abroad."

"Relocating should be an exhilarating experience for your employee; a pleasure not a pressure," concluded Taylor. "It's not always easy and it's rare for everything to go to plan, but making sure that you have all the information and resources that you need to support your employees throughout their relocation journey is essential.

"Build a strong internal culture and then help to share these values around the world." 🌍



India - The Indian Constitution provides for equality before the law and for non-discrimination on grounds of 'sex' in respect to employment by the state, but there is no comprehensive employment anti-discrimination law that protects LGBT people. Transgender people may be able to change to 'third gender' on certain documents and forms.



Mexico - Mexico City (1928) is the only legal provision regulating gender recognition in Mexico. This means that only transgender people with a birth certificate issued in Mexico City can officially change their legal gender



Singapore - Foreigners are not allowed to organise, speak at or participate in LGBT-themed events. Foreign entities should not fund, support or influence such events, so be careful about participating in events here. "Acts of gross indecency" between men are prohibited, criminalising sexual activity between men with a penalty of up to two years imprisonment. However, lesbian relationships are not specifically outlawed.



United Arab Emirates (UAE) - All sexual activity outside of different-sex marriage is illegal in this popular expat destination. The death penalty still exists under Sharia law, but it is unclear whether modern courts would extend such a sentence to such offences.



Turkey - LGBT events have recently been banned for public security concerns, so ensure you exercise caution when building your inclusive culture here.

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How to extract vital data from your mobility programme

Pasquale Gorrasi
Director - International Lines



For further information visit
www.geb.com
Or contact us at
internationallines@geb.com



Global mobility is helping to drive business strategy and, as such, comprehensive local and global insights are essential to international programme design, says Pasquale Gorrasi, Director – International Lines, Generali Employee Benefits

With global mobility now firmly on the senior leadership agenda, having robust, accurate data is an imperative. In fact, according to Brookfield Global Relocation Services' (BGRS) **2017 Talent Mobility Trends Survey**, it's one of the areas with most room for improvement and development if talent mobility is to maximise its benefits to the business. For an employer, acquiring market practice intelligence above all, when it comes to benefits, is critical.

The right data and analysis can help companies balance their financial health and the need to move critical talent where needed. Nearly seven in 10 (67%) respondents to BGRS' survey reported that the amount of mobility-related data, analytics and benchmarks requested by senior management had recently increased.

International employee benefits providers can do much to help make essential data more accessible. Here are just a few examples:



Expats versus locals

When an employer is considering an international assignment, it is always in response to a competitive challenge. The impact on costs is therefore a priority. At the same time though, skilled workers are in high demand, so in order to ensure recruitment and retention success, international packages need to be competitive and valued.

Providers can help employers assess the pros and cons of hiring expats or locals. Expats are inevitably more costly than locals and there is always the risk that they will want to leave the host country and return home earlier than planned. However, in some territories, expats might be required in order to plug skills gaps locally.

Potential ROI in case of assignment failure or success is therefore essential. This involves taking into account all international assignment based costs, from salary, housing and school fees, to healthcare and family support.

Country knowledge

Insights into the host countries are key. This is why providers such as Generali Employee Benefits have partnerships with insurers in over 100 countries and a team of employee benefit professionals spread out over several regional offices.

The advantages this brings to client companies are many and varied: from benchmarking data on local benefit provision, including state benefits; local insurance products and solutions; fully up to date knowledge of local compliance requirements; plus insights and best practice on cultural challenges and family needs.

Tailored solutions

It is a given that employee benefits play a big part in attracting and retaining the right people for the job. This is especially so on the international stage where, for example, access to good quality healthcare might represent the deciding factor for a potential new recruit considering moving to another country, especially with their family in tow.

The right employee benefits package can also help to reduce absence and improve engagement and productivity. All employees have different needs and the only way to ensure that benefit programmes are used and valued is to find out what employees require, whilst also of course keeping an eye on strategic business requirements too.

Benefit providers will help employers analyse business and employee need, with a view to ensure the design, implementation and administration of a fully tailored solution.

This includes ongoing support from life and healthcare providers to help employers identify potential hot spots and put in place suitable interventions to prevent little problems becoming great big ones.

International benefits plans

An important consideration with regards to mobile employees is the fact that because they are on the move, they must leave their home country plan but they might not be able to join the local plan.

Also, for various reasons, as non-resident they lose home social security and they do not qualify for host country state benefits – or the country of destination does not offer the required level of benefits.

In this scenario, international benefits plans are ideal (most of the time that is). They allow HR professionals to manage a single plan that operates across geographies rather than separate contracts across the globe. This brings with it a global overview and financial synergies which, in turn, equate to centrally coordinated management information too.

They can also be tailored to business needs and support the integration of varied benefits for different employees in the same plan, including more personalised and innovative offerings such as: business travel and travel intelligence services, benefits for spouses and families, tailored savings plans, and preventative health and wellbeing programmes.

International benefits plans might not always represent the answer though. There are a growing number of jurisdictions where local coverage is compulsory to apply for a working visa, or where membership in home social security is compulsory. In other scenarios, employees may incur a waiting period before qualifying for home social security. To minimise duplication of benefits and costs, an efficient integration between local and international plans is critical.

If you read nothing else, read this:

- The top two challenges for mobility teams are: improving career management and repatriation; and scaling compensation / benefits to assignment value, according to BGRS' 2017 Talent Mobility Trends Survey.
- Senior management increasingly want to learn more about how global mobility can support and refine business strategy, as evidenced by the increase in demand for mobility related data, analytics and benchmarks.
- International employee benefits providers can help with regards to data access and analysis in the following areas:
 1. Analysis of business and employee population needs.
 2. Assessment of return on investment.
 3. Local country information: up to date knowledge on local compliance; access to local products and solutions; advice on any cultural challenges.
 4. Tailored employee benefit programmes, including portable international benefits plans for mobile employees (& integrated solutions where local coverage or local social security membership is compulsory).
 5. Benchmarking data: insights into local country benefits, including state provisions.





Are you walking a tightrope?

International business travellers are front line ambassadors for organisations but there are serious risk implications.

Our research shows 96% of business leaders and 95% of global mobility professionals said it was important to have an internationally mobile workforce to meet strategic objectives. Almost 40% of respondents to the 2017 Santa Fe Global Mobility survey said it was mission critical.

There is no common definition and business travel can range from one day to six months. 183 days is often seen as a tax trigger (90 days for immigration), but organisations need to take a broader view of their travellers' circumstances and intended duties. Dependent on the organisation, the international business travellers range from a few to thousands.

Business continues to see compliance to be important and is high on the agenda for many governments who place increasing penalties for non-compliance on business travellers and their employers.

Managing business travellers represents the biggest change expected in global mobility over the next five years (42%). Often, business travellers are left to make all their own travel arrangements and immigration requirements can be overlooked, placing them and the organisation at compliance risk. No surprise then that risk and compliance are such important factors to be considered when setting a travel policy.

Our research shows that 25% do not have a programme in place to ensure business travel is compliant. Of the 75% who responded that they do, 62% do so through technology.

Robert Day
Head of Global Immigration Operations at Santa Fe Relocation



For further information visit www.santaferelo.com



Specialises in global immigration services with a background in corporate and professional services. Experience includes leadership of immigration practices for various organisations across Europe as well as a global mobility programme for a large blue-chip company.

Karen McGrory
Partner BDO LLP for Expatriate Tax Services/Human Capital Services



For further information visit www.bdo.co.uk

Has over 20 years' experience advising employers on the tax and social security issues that arise when sending employees on international assignment.

Many Global Mobility teams, already resource constrained, find themselves the focal point of business travel – previously managed by the functions. Who has accountability compliance in immigration, employment and tax? Often the process is not integrated.

A major issue for employers is that business travel typically falls outside of existing risk monitoring and may be non-existent if an employee travels outside the mobility programme. Inadvertent non-compliance is rising for employees who take extended business trips, especially when effectively becoming short term assignments.

Government use of sophisticated technology to monitor travel is increasing and a firm stand taken on a local compliance breaches.

Best practice demands that organisations have a robust policy for all types of business travel. Authorities do not accept ignorance as a defence. Penalties and fines can be imposed or even prosecution with consequences ranging from budgetary and business reputation risk, through to employee dissatisfaction.

Ensuring compliance for business travel is not always straight forward as there are no standard rules about what tasks each country considers 'business travel'. It is critical to understand the specific rules of the destination country to ensure full compliance. Purpose rather than duration is the determining factor.

Taxation also needs to be considered and tax authorities have several years to conduct an audit, so tax risk may therefore not be immediately apparent.

Short Term Business Visitors (STBVs) were top of the list in the United Kingdom and employer tax compliance obligations are an increasing area of focus by the tax authorities. To help manage this, assume that the business traveller is likely to create a tax liability in the location visited. Then, look for options to exempt from taxation relating to the business visits. The views of tax authorities are also constantly and rapidly evolving.

To start, assess whether the host location will ignore certain types of business travel. For example, in the UK a concept of "incidental duties" exists. Such duties will be ignored for UK tax purposes. If not "incidental", an examination of the employment income article of the relevant double tax treaty to explore whether an exemption from tax in the host location is possible. Interpretation of the conditions can differ between tax authorities.

Taking conditions at face value is fraught with risk, as interpreting them is not necessarily straightforward. Care and an expert eye is needed.

If no double taxation treaty exists between the home and host country, it is likely that no exemption would be available in the host country. The rules around what activities create a Permanent Establishment are evolving and vary by country. Do not rely on a historic practice.

To conclude, Organisations must address compliance and risk associated with business travellers and short-term assignments. Waiting for a breach to be found before addressing the non-compliance is walking a tightrope. There is no one size fits all solution and this article highlights the need for organisations to embed and normalise a different due diligence. Simply doing nothing and taking a chance is not an option. A clearly defined process for managing business travellers is an imperative.

Tracking your business travellers is the start of the compliance process. Typically, this is completed in-house or via an external solution to identify risks that may arise. Then, you need to assess how to effectively use the data to manage all compliance risks from your business travel programme, evaluating the best way to ensure it is managed proactively. Mitigate your risk with a robust policy and programme.



Reduce costs with a better policy-exceptions system

Exceptions are unexpected allowances and benefits provided to an international assignee that sit outside of the scope of an international assignment policy. Often managers sign off on exceptions, looking only at the direct cost and not realising there can be large associated tax costs.

One of the first steps in planning a successful international assignment is to establish a budget. Companies will often need to make exceptions to policy from time to time, to accommodate the varied needs of individual assignees. Hence, most companies set aside a contingency budget to cover unexpected costs relating to an assignment. Most companies use a rate of 5%-10% from the total budget to determine contingency.

Policy exceptions tend to fall into three categories:

1. Many 'under-the-radar' policy exceptions tend to occur during the initial salary package negotiations between a line manager and an employee. These negotiations may tend to go unreported as they are not tracked by the international mobility team even though these types of costs are a common cause of budget creep.
2. Exception requests commonly arise prior to a relocation typically after an employee's look-see visit to the assignment location. Accommodating an employee's request for an extra guest room may seem reasonable, but what might seem like a small exception to an assignment policy can result in a big cost to the company. Assignees are notorious for comparing packages, and if an exception is made for one, it often becomes typical practice as subsequent assignees expect similar provision to be made for them.
3. Genuine exceptions may arise beyond the control of the assignee or the company such as extended stays in temporary accommodation due to shipping delays in household goods or extra education costs due to the limited availability of schooling choices.

Process for authorising exceptions

To keep costs down, a company will need to implement a well-defined process for managing and authorising policy exceptions to realise cost savings in programme administration.



“Besides cost issues, policy exceptions can create compliance risks, policy implications, and a lot of administration to track the exceptions, all of which could lead to significant budget overspend.”

David Remedios
Head of Consultancy
at ECA International



For further information visit
www.eca-international.com



1. Once the business case for an assignment has been approved the company should run a cost projection. Cost projections can also help to identify anomalies more quickly and make necessary changes to an assignment package before there's a significant cost overrun.
2. Assignees should be required to request exceptions in writing, inclusive of the cost of the exception and their rationale for requesting it. This formal, written process often puts assignees off requesting exceptions that are anything but legitimate.
3. Line managers should inform or consult with the international mobility team before agreeing to any policy exceptions during the salary negotiation process. A documented repository can then be kept of any such exceptions granted.
4. If an outsource provider is permitted to authorise exception requests, there needs to be a clear process as to what exceptions they can authorise and what ones need to be referred to the company. This means it is harder for exceptions to be granted under the radar.
5. Make sure that all policy exceptions are signed-off by someone with sufficient stature in the company. This might make the assignee have second thoughts about trying to negotiate an exception in the first instance unless there is real need.

Big data analytics

While it might be obvious to most that poor exception management results in unwelcome business costs, it does provide an indicator of where policy improvement is needed. However, many companies do not have the facility to track and report on exceptions in multiple locations and across a variety of cost centres. This has left companies looking to their technology provider for an answer to identify and manage exception requests.

ECA International's assignment management software, ECAEnterprise, uses technology to identify, track and report international assignment exceptions in a meaningful, tailored way to clients. By moving away from manually tracking exceptions through Excel spreadsheets, companies can use technology to effortlessly generate reports which can segment exceptions by assignee, location, cost centre, policy type or however the company needs it sliced and diced to make it meaningful.

Armed with data on exceptions, mobility teams can identify if policy exceptions are frequently being experienced in the same areas and whether this indicates where a policy is failing to support a certain category of employee, such as single parents. This type of data may provide mobility teams with the justifications needed to make policy changes.

By developing a structured process for managing and authorising policy exceptions and using big data analytics to identify, track and report exceptions, mobility teams can make cost-saving improvements to their mobility programmes.





Welcome to Topia - Work Everywhere

Julie Knight-Ludvigson
Chief Marketing Officer



For further information visit
www.topia.com



When we launched MOVE Guides six years ago in London, we foresaw a workforce that would become increasingly agile and mobile over the next decade. Economies were growing increasingly interdependent; millennials wanted more dynamic purpose-driven work; and AI was replacing traditional jobs leaving talent to be reskilled and redeployed into new roles and different locations. Global Mobility was the great enabler of these trends.

We've intentionally built a Global Mobility Management (GMM) suite to power this Future of Work. Today, we enable all parts of global mobility with a single solution – from scenario planning, cost projections and approvals; to relocation management and employee assimilation; to assignment administration; to immigration data and tracking; to expatriate compensation and payroll; to comprehensive analytics; and much more. To support our products and customers, our team has grown with offices in nearly every major time zone across the globe.

If you're familiar with MOVE Guides and its history, it's been a year of change. We acquired Polaris, a Bellevue, Washington-based company, that delivers end-to-end mobility management including assignment and expatriate management, and mobility Tax-Payroll services. In early April, we rebranded the company to Topia which means place in Greek. Our mission is to enable companies and

individuals to work everywhere – in all places. Our Topia identity – name, logo, colors and patterns - is rooted in our global identity. Our logo reflects the dynamism of moving employees to places. It includes a degree symbol to reflect the fact that we move people all over the world. And the capital "T" is for talent.

What does this mean for HR professionals and mobility teams? We see a future where a people-focused global mobility strategy can become the enabler of a company's talent strategy. The ability to efficiently move employees between locations and roles is now a critical differentiator in the Future of Work – in attracting and retaining talent, building adaptable workforces, and developing diverse leaders.

We're proud to have over 100 customers as part of the Topia family. These include large, complex enterprises – marquee names in financial services, energy, consumer goods, insurance, technology, and media like AXA and Schneider Electric – along with rapidly growing technology companies with an innovative approach to talent, such as Slack and Procore.

The Topia promise is to enable companies and individuals to work everywhere – in all places. We invite you to join us on this journey.



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MOVE Guides and Polaris are now Topia
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Stats & Trends

A 360° view of Global Mobility right now.

Over half (51%) of male expats believe their experiences working overseas have accelerated their career development - but only 39% of female expats agree

The AXA World of Work Report



Which countries send out the most global assignees? The US sends out 18% of global assignees, while the UK provides 9%

Santa Fe Relocation

73% of firms do not maintain a candidate pool for future international assignments

BGRS



Only three per cent of organisations rate themselves "world class" in global deployments

Deloitte



The top five drivers behind international assignments are; to 'provide specific technical skills not available locally' (47%), to ensure 'know-how transfer' (43%), to provide 'specific managerial skills' (41%), to facilitate 'career management and leadership development' (41%) and fulfil 'specific project needs' (40%)

Mercer



The UK is the third most popular location in the world for international work, with eight per cent of all international assignees working here. The only countries with a higher percentage are China (11%) and the US (18%)

Santa Fe Relocation



More than four in five (80%) UK millennials want to work in a different country at some point in their careers – higher than the global average of 80%

PwC



What's the one piece of mobility-related data that would be most useful for you? And why?



Pasquale Gorrasi
Director - International Lines
Generali Employee Benefits

For further information visit
www.geb.com
Or contact us at
internationallines@geb.com



At a time when HR leaders of multinational companies are increasingly being leant upon by senior management to help drive business strategy - through a combination of talent attraction, retention and cost efficiencies - the need for data has never been greater. Fortunately, data is the one thing companies are not short of these days. The tricky bit is trying to find what you need amidst all the 'noise'.

Just as Deloitte reported a couple of years ago in **The Overwhelmed Employee: Simplify the work environment**, HR leaders – as employees – face just the same pressures as a result of today's world characterised by hyper-connectivity and information overload.

So when senior leaders need market or business intelligence from the HR department, it pays to work in partnership with suppliers. These are many and varied and will be singled out according to the information need. But for the purposes of this Q&A, I'll focus on my area of expertise: global benefits. What can we offer? And what aspect would represent the single most useful element for you?

Here's a few examples:

- Insights into host countries: what does the local benefit provision look like? What are the compliance requirements? And cultural challenges?
- Best practice analysis of globally mobile packages: how can employers ensure competitiveness in a bid to improve recruitment and retention?
- Identifying 'hot spots': highlighting any potential health and wellbeing issues, for example, in certain areas of the business, tailoring interventions and sharing best practice.
- Measuring ongoing employee engagement with benefits: evidence to show whether or not globally mobile benefits and services are used and valued.
- Insight into healthcare cost drivers and how to mitigate them.
- Insight into group risk cost drivers and how to mitigate them.

This isn't an exhaustive list but it provides a general idea. Over to you.



home.kpmg.com/uk

Georgina Farr
UK Global Mobility Lead - KPMG UK



We use a system called Link Enterprise which is a KPMG assignment management tool, which not only provides reporting and management capability but also can interface with other systems to manage payroll and tax filing requirements. Simple excel spreadsheets are often used by organisations initially but as the complexity and volume of the assignment population

grows it can become difficult to capture and manipulate the data in the way you need. If you are able to identify what data you want to collate and gather this from the beginning this can provide not only instant assignment reports on basic numbers but also input to tax filing requirements and more complex predictive analysis on strategic workforce planning.



www.ocs.com

Gordon Headley
Group HR Director - OCS Group Limited



The most important data for me is obtaining accurate and pragmatic tax information. I would like to emphasise the word "pragmatic" since there are a large number of very well informed advisors who will provide copious documentation where the typical overstretched HR manager only needs to know what would it take to make this assignment work.

can frustrate any logical plans for free movement. We have experienced some real challenges in having senior leaders, being responsible for operations across several countries within a region of the world and then finding that there were punitive tax obligations in each of the countries visited. While some geographies facilitate dual tax agreements, many do not and keeping track of the obligations can be a real burden on the team and of everyone's patience -not to mention the support required to complete the tax returns accrued across 6 countries!

While the world has become a smaller place with extensive and highly effective transport and communication networks the tax regimes are not so joined up and



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David Enser
Head of Cross Border Employment and Reward Innovation - Adidas



For me, this would be expat employee performance data – why?

assignment as well as how they are contracted and managed.

Though access to identifiable performance data is restricted in many places, it could potentially overhaul the role of the GM manager.

The WHO of course is a complex topic – planning development opportunities, assessing cultural adaptability and intercultural fluency as well as using past performance as an indicator of future success

Many GM professionals diligently execute their work, managing complex compensation topics, navigating the minefield of compliance and overseeing a process with many moving parts.

I feel however that GM professionals could thrive in this area, given that we touch upon many aspects of it in our daily work already. Helping to create a dashboard of these elements, to propose tools & processes to assess potential & mitigate risk, and to carve out a space for our voice to be heard – I believe it would both add value in HR and enrich the GM role.

The question I hear so often is 'how come we pay this employee so much? Are they that good?'

I would empower GM to have a role in challenging WHO gets to go on

Augmenting global mobility

'Augmenting' is defined as making greater in size or value.

The right technical platforms are crucial for business in that they must contain the right capabilities, be operationally efficient, financially viable and sustainable for the future. One of the biggest challenges is the obstacle of legacy systems and, traditionally, the inability to get systems to 'talk' to each other. The amount of data and analytics available is huge yet often remains disconnected.

This is no different in HR than in any other parts of the business. However there have been significant technological developments that can be applied beneficially to HR systems.

We are seeing a greater use of Centres of Excellence (CoEs) and outsourcing which means that our network, or ecosystem, is becoming more devolved. The use of advances in technology, such as RESTful APIs for systems to communicate in a fast and easy way, become more important in making the connections.

In the Global Mobility community, the network is extensive – both inside the organisation and with external parties. At MAI we believe that we have the tools to enable the Global Mobility function to add greater strategic value to the business. Below we have provided some examples of how technology can help augment your global mobility programme.

Managing the global workforce

What is a 'mobile' employee? Traditionally we talked about Expats with connotations of cash premiums and club membership. We then moved on to International Assignments and Transfers reflecting the more cost conscious environment that came about in the early 2000's. More recently, and partially accredited to technological advances, we have a different mobile workforce – and it's not just millennials.

Guy Smith
Strategy Advisor



For further information visit
mai-assignment.com



Ways of working have evolved and how organisations and employees work internationally has changed with it. For global mobility teams, business travellers may have been unwanted guests, but increased compliance obligations and corporate risk profile has meant that they can no longer be ignored.

Global mobility is learning to embrace this changing demographic but still struggles with how to police it. The first step is the ability to track the data of every employee in the organisation without prohibitive cost. It is important to get this data into your global mobility platform to proactively monitor behaviour against pre-determined criteria.

Augmenting the employee experience

The employee experience has often been outsourced to relocation service providers who frequently do an excellent job in supporting employees and their families. We are seeing the use of technology in this industry providing innovative ways to engage with the employee and giving them greater control of their move.

Imagine if you could have all of this in your own global mobility platform? This is not about replacing the vendors in your ecosystem but utilising technology to go one step further. Bilateral sharing of information in a fast and secure way, pulling data from other systems and sources that your vendor would not normally be able to access.

Introduce the employee and their family into the equation through specific user access levels to enable them to obtain information pertinent to their move, manage services and ensure that all information is correct.

Improving financial management

Cost has been a significant focus of organisations over the last decade and we have seen mobility come under significant pressure to reduce, or at least justify, cost. However organisations have been slow to take up or develop this critical service.

An accurate estimate of the cost should be available for any move and not seen as a premium service. The ability to present multiple cost estimate scenarios to the business will enable them to make informed decisions. Furthermore, this initial estimate should not be left to gather dust in a file but should be constantly reviewed to reflect actual costs and changes to compensation throughout the lifecycle of the move. By connecting your global mobility network you can retrieve and share real-time data and overlay it with demographic data such as performance, gender, age, etc.

Only by doing this will you be able to present accurate reporting to the business. With accurate cost reporting comes the ability to set and review budgets with the business and provide financial forecasting.

Enhancing your strategic influence

We have focused above on the importance of cost analysis within global mobility. However the demands to look further to help the business make even more informed decisions are growing. We are increasingly hearing about 'Big Data', something that is defined as data sets so large and complex that traditional data processing is inadequate to deal with them.

Artificial Intelligence (AI) is more readily available and can be used to harness this complex data. AI is not solely for financial analysis and is already available in global mobility.

AI can come in many forms and below are two examples that can assist global mobility:

1. Chatbots to support the global mobility team as an additional 24/7 resource – enhancing the employee experience, answering questions and guiding them to information that they need – addressing the mundane questions you could do without.
2. Using predictive analytics - the analysis of huge volumes of data to enable future predictions - from simpler aspects like demographics and cost forecasting to more complex analysis about who is the best candidate for a move, most likely to succeed and what support they may need.

MAI-ASSIGNMENT

'mai-assignment' is the latest product from MoveAssist, a leading global mobility software development company, founded in 1997. This software has been developed in line with our key principles:

- Providing an appealing and intuitive experience for all users within your global mobility ecosystem - configurable to your individual requirements
- Understanding and managing cost is core to providing effective strategic global mobility
- Modern global mobility is no longer only about traditional assignments and technology needs to be accessible for the whole global workforce

These principles are underpinned by our simple and transparent pricing.

MoveAssist is a technology company focused on providing market leading technology solutions agnostic of service delivery – we fit into your environment.

We are proud of our innovations such as the first global mobility chatbot, MAIA. As a market disruptor it is encouraging to see this reflected in improvements across the global mobility industry.

For more information, please visit mai-assignment.com.





Change the tires or drive the car?

Peggy Smith
SCRIP, SGMS-T
President and CEO
Worldwide ERC®



For further information visit
www.worldwideerc.org

In a recent Harvard Business Review article, an IBM talent management expert was talking about responding to today's magnitude and pace of business change. She then referenced the complexity of simultaneously managing through internal workforce challenges: changing procedures; assessing, hiring and retaining talent; incorporating new technology; applying analytics and improving the employee experience. Offering a great visual for global business leaders in the current environment, she said, "You're basically changing the tires while you're driving the car. And yes, that takes agility."

In this Industry 4.0 environment, where artificial intelligence, advanced analytics, augmented reality, robotics, blockchain technology and the Internet of Things are all influences changing the future of work, "agile" is the preferred state. The organisations that will emerge most strongly will be those that incorporate agile practices, building a workforce of empowered people who can fluidly access information, manage projects and issues, and change course quickly to meet challenge and opportunity.

Workforce Transitions

The McKinsey Global Institute's report, Jobs lost, jobs gained: Workforce transitions in a time of automation, estimates that between 400 and 800 million individuals could be displaced by automation and need to find new jobs, or upskill for a changing one, by the year 2030. But the news is not all grim: the report states that "more occupations will change than will be lost as machines affect portions of occupations, and people increasingly work alongside them."

The people in these occupations are transforming as well. As we move forward, there will be a smaller population of traditional full-and part-time employees. Fueled by an entrepreneurial resolve, and attracted by the flexibility, freelance and on-demand workers are on track to be a majority in the workforce by 2027. More than half of those now in the contingent workforce are choosing this type of work over traditional employment, and almost 50 percent of millennial workers are already part of the gig economy. With an ever-tightening worldwide talent shortage, it's clear that this growing community of free agents will increasingly be tapped to fulfill or manage projects and cover skills gaps.

How will individuals and companies adapt to this convergence of trends? The future of work calls for a lifelong commitment to learning and upskilling. Independent workers are shaping their careers, seeking training and resources that help them stay relevant and competitive. Companies that wish to retain and engage their talent are recognising the importance of developing people who have both technical and teachable hard skills and soft skills. That means offering more training and development, leveraging "learn-anywhere"

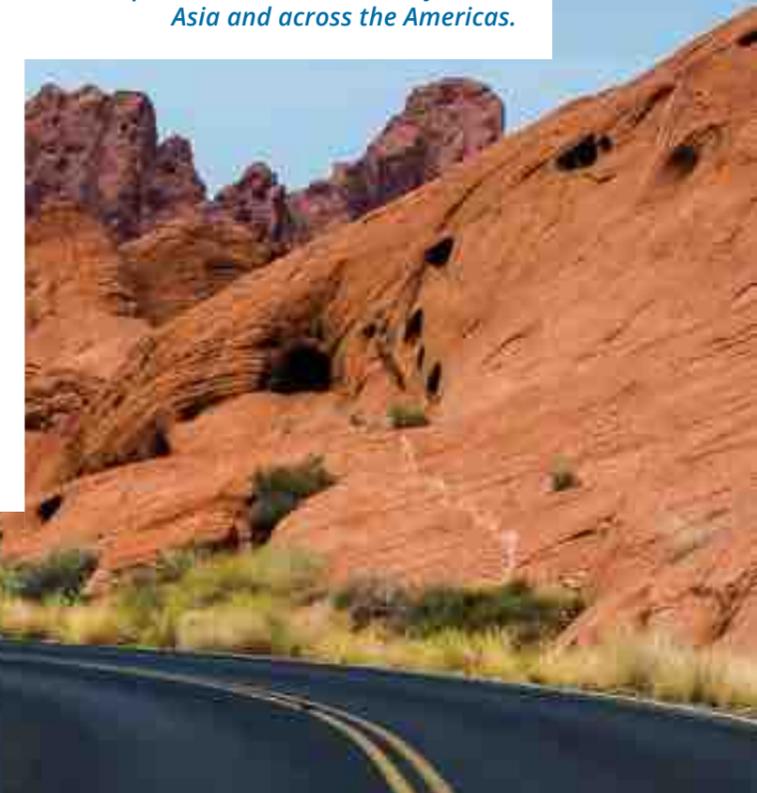
platforms and apps that are accessible on-premise, across networks and on end-user devices. And as high-level organisational planning and decisions will be more likely to include strategic partners from such areas as HR, mobility, learning and development, recruiting, retention, and others - those who touch and improve the quality of the workforce need to be at the top of their game.



Content Meets Community

Because the future of work is so fluid, HR and mobility professionals are on the edge of a new adventure, one that raises their profiles within their organisations and demands a constant flow of relevant information. To help them fulfill their strategic roles, we are reinventing our organisation, investing in a digital transformation that is designed to improve the knowledge and work life of the mobility community. A primary initiative was to keep the deeply human aspect to our business intact, then consider how to leverage technology to accomplish that goal. It's an agile undertaking; and as the industry and its people change, you'll see us pivot to meet new needs and preferences. One of the first signs of our transformation: an April re-launch of worldwideerc.org; a place where high-value content meets community engagement; where mobility enthusiasts meet other professionals and follow trends, innovative concepts, business solutions and the employee journey. It's perfect for the talent management professional who finds themselves changing the tires while they're driving the car.

Since 1964, Worldwide ERC® has been committed to connecting and educating workforce mobility professionals across the globe. Headquartered in Washington, D.C., with offices in London and Shanghai, it is the voice and source of global mobility knowledge and innovation in talent management from Europe, the Middle East and Africa, to Asia and across the Americas.





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