



## Expat Academy's Monthly NEWS

Bringing you the latest Global Mobility news, insights and resources from our training partners, corporate members and the Expat Academy Team...

### What a fantastic day!

A massive thanks to all those who attended our **EXTRAVAGANZA** and threw themselves into the day. The buzz and the energy in the conference room was fantastic and the networking breaks provided a great chance for everyone to catch up as well as make new contacts. Plus, we had a lot of fun with **#EAducky**.



Planning for next year has already begun and we hope that somehow we can make it even bigger and better than this year!

Congratulations again to our 'Expat Academy Key Contributors' for 2017 - **Stephen Mayled** from **Arup** and **Suzette Vidal** from **MBDA**. We also had a new award this year for our 'Players' Player' which was voted for by you. Congratulations to **Chris Blair** from **Aviva**. It's wonderful for us to see how much you value each other!

### Have you booked your place yet?



Our last **Bite Size Briefing** of 2017 is being held on **Thursday 7 December**.

They'll be a **BIG** focus on **mental health**, with **Annabel Mace** from **Squire Patton Boggs** talking about '*understanding the legal aspects of managing the mental health of employees on assignment*'. **Matthew Maclachlan** from **Learnlight** will be delving into how you '*start the conversation*' as it can be very hard for those of us who do not have personal experience of mental health issues to start the conversation with someone we suspect might be suffering. Then, **John Dean** from **Punter Southall Health & Protection** will discuss '*effective ways to support the mental wellbeing of expats*'. Click [HERE](#) to check out the full agenda.

It's going to be a jam packed day, but as always there will be plenty of tea and coffee and lost of chances to network during the breaks.

Click [HERE](#) to book your place, you don't want to miss out!

## The Online Training pilot continues:



It's already been 13 weeks since we launched our online training pilot. Thank you to our 81 Expat Academy members spanning 45 companies, across various sectors and locations who are part of our pilot.

We've taken the feedback already received onboard & used it to create 4 additional Modules to complete the 9 pilot Modules.

Here is a sneak peak of what they include:

### Culture and Global Mobility - Launched 16<sup>th</sup> October 2017

This course, in collaboration with '[Learnlight](#)' will help increase your understanding of culture and its impact on international assignees. You'll be able to understand the expatriate adjustment cycle and the symptoms of culture shock, whilst suggesting some tools to support your assignees in making their assignment a success.

### Module 6 - Relocation Policy - Launching in November 2017

An introduction to the 'typical' components of a relocation policy for globally mobile employees.

### Module 7 - The Home Based Approach - Launching in November 2017

A look at the traditional expatriate "balance sheet", how to adapt this for your more junior 'rising stars' and your VIP's.

### Module 8 - Host and Local Plus Based Packages - Launching in November 2017

A look at when to consider the host approach, the pros and cons and understanding when it just won't work. We will also cover a review of the local plus packages that are becoming ever more popular in some locations.

## If Online Training wasn't enough, we have been busy doing something else...

### ...designing an App!

We're working towards a launch date of **April 2018**. Initially we're focusing on you being able to book onto our events and to ask your benchmarking questions via the app - to say we're excited here at Expat Academy HQ about developing an app that we think you as members will benefit from is a real understatement!

In the meantime, did you know that in a few short steps you can download the Expat Academy website link to your home screen on your desktop, mobile or tablet?

Your smartphone or tablet's home screen isn't just for apps. Whatever platform you're using, you can pin your favourite websites to your home screen so you can quickly access them.

For Apple devices head into Safari and follow the four simple steps below:

- Type in [www.expats-academy.com](http://www.expats-academy.com)
- Tap the Share button on the browser's toolbar – that's the rectangle with an arrow pointing upward.
- Tap on 'Add to Home Screen' - then click on 'Add'.
- Expat Academy will then appear next to your apps.

For Android head to your web browser and follow the four simple steps below:

- Type in [www.expats-academy.com](http://www.expats-academy.com)
- Tap the menu button – it can often show up as three dots in a vertical line next to the website address.
- Tap on 'Add to Home Screen' or 'Add shortcut on Home screen'
- Expat Academy will then appear next to your apps.

## Have you booked a place at any of our upcoming training courses?

We have a huge selection of training available and still have places on the following upcoming courses:

### Essential Global Mobility Course - 27 November

*This course will provide you with an insight into Global Mobility jargon, acronyms and the assignment life cycle. Plus we will provide an overview of the tax, payroll and immigration considerations when managing globally mobile employees helping you piece together the complicated jigsaw that is Global Mobility. Particularly relevant to those that are reasonably new to Global Mobility or those who work in a specialist area and are keen to broaden their knowledge. [CLICK here to book your place](#)*

### Intermediate Course - 29 November

*This one-day technical course for in-house Global Mobility professionals with a minimum of three years' experience covers immigration, tax, employment law and assignee compensation methodology. Using numerous case studies you will have the opportunity to delve into each area to build on your global mobility knowledge. [CLICK here to book your place](#)*

### Global Mobility Policies - 11 December

*Delve into how Global Mobility policies are segmented; the differences between key policies and the impact this has on the cost of an international assignment and level of services provided. Plus find out about emerging policies we see amongst our in-house GM community. Suitable for anyone looking to fill the gap in their policy knowledge and gain insights into the latest trends with a focus on cost effective policies. [CLICK here to book your place](#)*

To view all the training courses, networking events and other fantastic benefits available to our members click [HERE](#) to visit our website.

## Why companies should invest in retaining female talent

We have a problem. A big problem. An issue that directly affects roughly half of the world's population and that indirectly affects 100% of it. Stated simply, the problem is that we, as a global business culture, do not know how to maximise one of our greatest resources: women. The even bigger problem is that most of the world's business leadership is in denial about this fact. Recruiting and retaining female talent should be the number one item on every



It's important that to highlight the specific angle of this article. While the moral issue of diversity is clearly important, the moral discussion is not the purpose of this article. The purpose of this article is to focus on the effect that the gender gap has on businesses and their bottom line and to identify what challenges or barriers companies face in closing that gap and retaining female talent. Click [HERE](#) to continue reading...

## A Practical Answer to a Tricky GDPR Query

*'Most people in business will have accumulated large contact lists in Outlook email systems or similar, containing many names and other contact details built up over a number of years. Will the GDPR really require that data to be reviewed or deleted or specific consent for it to be obtained? And what penalty could be issued, if it were later found that this data were not validly held?'*

Using this personal data for proper business or business development purposes post May 2018 without new specific consent should not be a problem. Challenges to the validity of consent given as part of the employment contract (*i.e. that it is essentially provided under duress and hence void*) will not apply in this scenario. No-one in your Outlook list will have given you their details as a condition of getting or keeping their job. For practical purposes, therefore, we would say that you can rely on the fact that the information was provided to you willingly and, in many cases, in the specific expectation of further business-related contact.

However, most Outlook lists contain details of people you can no longer recall and have no intention of speaking to again. It might therefore be said that you are retaining their data without legitimate reason, and therefore that you should either obtain their consent to your holding it (*merely storing data is processing it for GDPR purposes*) or to delete it. Clearly this is the ideal, but it is very unlikely that this would be required in practice. This is partly because it would be totally impracticable to seek consent or to police that obligation, but primarily because the mere holding of data causes no risk to the individual who gave it to you. It is only when you start to do something with it that any realistic exposure might arise. Giving those contact details to cold-call organisations, double-glazing salesmen, debt collectors or vengeful exes, for example, would clearly expose you to a claim.

The people whose data you hold in Outlook are entitled to treat you as a data processor and therefore to ask you to update, correct or delete it as they wish. In the very unlikely event that some passing acquaintance from years ago contacts you with a demand for their data to be deleted and for them to be "forgotten" (*legally, as opposed to actually, which you perhaps did within hours of meeting them*), that is a legitimate requirement. If you do not comply then that is again potentially the subject of a claim or complaint to the Information Commissioner's Office (ICO). In practical terms, however, you would expect that to come only from your subsequent use of personal data which you have been asked to delete, rather than from the failure to erase by itself.

Penalties for the inadvertent holding in Outlook of personal data of this sort are unlikely to be material, certainly if any enforcement notice from the ICO is complied with when received. If you make use of that personal data improperly then the GDPR will provide a right to compensation, but it is hard to think that this will be at any materially different level from the compensation awardable under other parts of the law (e.g. discrimination) where distress or inconvenience is caused. Batting off telesales people is irritating for the person whose data you gave away improperly and so might feature at the very bottom end of the injury to feelings scale (the current lower band for such awards is £840 to £8,400). Serial offenders may face larger fines but in this sort of area you are miles away from the €20m/4% of global turnover penalties featured in the headlines.



## When it comes to talent, every element of the "experience" matters

plus relocation®

Customer service is about the individual touch points in a journey, but customer *experience* is made up of all the interactions, encounters and emotions customers (or your relocating employees, for that matter) have with your company. This

includes their mood and energy levels when they get to you, and all the hidden moments when you're not interacting with them.

Many companies are leveraging design thinking to positively impact the employee experience throughout their organisation. They are going back to discover, define, develop, differentiate and deploy initiatives that improve the employee experience, often times without adding cost! Click [HERE](#) to read more about what other companies are doing and how you can get started on improving your employees' customer experience.

## Managing Expectations



So did you hear about the employee who must be granted every exception they request as he/she is the only one that could possibly do that job in that location?

Sadly there is no punch line but it does induce the same amount of eye rolling from a GM professional as a joke that can be found in a cheap set of Christmas crackers. I'm sure many of us have heard that line from the line manager or HR business partner.

I once had an assignee who had a 5-bedroom spacious house in Houston, US and was moving to Hong Kong. He insisted to his manager that he should be able to stay in an equivalent property in Hong Kong with a large garden. The line manager thought it was a perfectly reasonable request! Except Hong Kong isn't renowned for its wide flat open spaces when there's more than 7 million residents spread over 427 square miles.

And so the battle begins to bring the assignee into line with policy and stop costs sky-rocketing. Unless there is an absolutely fundamental genuine case for an exception, they should be

refused for one of the following very good reasons:

To continue reading click [HERE](#) to take you to our blog!

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**Any Questions? Get in touch!**

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