

Conference Event Guide











































We are beyond thrilled to finally be bringing you all together for this very special in-person event: our *Better Together* festival themed annual conference. Whether virtually or in person, the last 18 months have proven that as a Global Mobility community we're always better when we're together. We hope you enjoy the line-up, reflections and celebrations taking place on the Main Stage today, the pop-up stands, festival fun, goody bag and most of all, re-connecting with each other. You certainly deserve it!

9.00 am Arrival, the Big Reveal and Introduction

It's been a while since we've had a big meet up, so arrive by 9am to register and exchange your Access All Area Pass to find out what is inside your conference bag this year. On arrival, you will be introduced to others and invited to take part in a selection of festival activities to get to know each other better.

10.00 am Main Stage

The Expat Academy Team will welcome you to the main stage. We will run you through the agenda and facilitate networking with our first interactive session. Prepare to be wowed by your colleagues as they share their adventures and future plans.

10.30 am Been around the world ... Expat Academy reports from around the world

We welcome Expat Academy members to the stage where they will update us on all things Global Mobility from their corner of the world. We'll be hearing from:

Amsterdam Jai Patel, Head of Global Mobility, Royal Philips
Thailand Darren Grist, Senior Global Mobility Specialist, Agoda
Singapore Beth Griffiths, Global Mobility Manager, Mott Macdonald

US Diane Whitcomb, Head of International Mobility for the US, Chanel Australia Sandra Mylordou, Global Mobility Specialist, Projects & Tax, BHP

11.30 am Morning Break

12.00 pm Don't look back in Anger

Join Annalie Howling, High Performance Coach, Incasa Consulting and Emma Holder, Expat Academy who will guide us through a review of the past 18 months to help us acknowledge the difficulties we as Global Mobility professionals have been through and to try to find some positivity.



1.00 pm Lunch

2.00 pm Who do you think you are?

Enjoy a table discussion before we regroup to challenge collectively current Global Mobility strategies. With input from our expert panel we will question the purpose of the Global Mobility function and explore what we do, why we do it and where we should draw our boundaries. Joining us on the sofas will be:

Iain McCluskey, PwC Hazel Liebscher, Cundall Kate Low, GKN Aerospace Janice Wass, Leonardo UK Myrianthe Ewington, Expat Academy Graham Stapleton, Investec Victoria Christofides, Thomson Reuters

3.00 pm Afternoon Break

3.30 pm Futurologist Keynote - Mark Stevenson

Reluctant Futurist Mark Stevenson is a strategic advisor to governments, NGOs and corporates, helping them face the grand systems challenges of our time.

Though branded a 'futurist' by others Mark is more, as one client puts it, 'Chief Annoying Question Asker'. He helps organisations change the way they feel, think, invest and operate.

4.30 pm Awards

We will wrap up the day recognising and awarding the Expat Academy Key Contributors for 2021 and this year's Player.

5.00 pm Post Conference drinks



SUSTAINABILITY IN GLOBAL MOBILITY

To read the full white paper, visit www.air-inc.com

SUSTAINABILITY IS:

"meeting the needs of the present without compromising the ability of future generations to meet their own needs."

There are three pillars to sustainability, known as the 3Ps:

- PROFITS (being economically sustainable)
- PLANET (being environmentally sustainable)
- PEOPLE (being socially & culturally sustainable).

i 1987 World Commission on Environment and Development (WCED) report, "Our common future": https://www.are.admin.ch/are/en/home/sustainabledevelopment/international-cooperation/2030agenda/ un-_-milestones-in-sustainable-development/ 1987-brundtland-report.html o be truly sustainable, we need to take a holistic approach that goes beyond just carbon emissions and address all three pillars. That requires us to focus on topics as broad as bio-diversity, pollution, waste, and resource depletion (to name but a few).

The climate crisis is driving behavioural changes in individuals and organisations.

Global Mobility's supply chain is one of the areas where the function can exercise its greatest influence. Using its wide reach, Global Mobility can require vendors to have environmentally friendly practices that are felt globally. Effectively leveraging the supply chain to change behaviours has a multiplying effect that can dramatically magnify the function's sustainability impact.

Sustainability credentials are a competitive advantage in the battle for clients and talent as more companies put sustainability goals in place to meet the commitments of the Paris Agreement.



Sustainability credentials are a competitive advantage in the battle for clients and talent. Global Mobility can develop mobility options that support the business' talent needs and employees' personal sustainability agendas. Most obviously this has manifested itself over the last year in supporting remote working and developing virtual assignment programmes that allow employees to gain valuable international experience.

Beware falling into the trap of Greenwashing! This marketing spin can be deceptive. It is always worth scratching at the surface to make sure that the credentials pass scrutiny.

Global Mobility has, by its nature, one of the highest per-capita carbon footprints of any HR function. With this comes responsibility to influence and help drive positive changes.

Given the travel and movement required in international assignments, by their very nature, assignees will have large carbon footprints. Although it is not realistic to ask Global Mobility to ground all assignees and cancel international assignments, perhaps Global Mobility can guide the business in reassessing the true need and value of an assignment, especially in light of all we have learned this last year about the effectiveness of working from home.

There are many positive steps Global Mobility can take to contribute towards their organization's sustainability goals.

Global Mobility can influence, implement, and encourage sustainable practices across different facets of the mobility programme. Keeping in mind that different host locations will lend themselves to certain solutions more than others, we are seeing Global Mobility make diverse changes such as:



Relocation & Travel:

- Replace a household goods shipment with an allowance to purchase or rent furniture in the host location
- Help assignee to connect into the local second-hand markets and freecycle communities
- Incentivise assignees to use the travel method with the lowest environmental impact – for example, carpooling or taking a train instead of a plane



Accommodation:

- Support assignees to live in energy-efficient properties
- Base utility allowances on the cost of green energy providers



Diet and consumption habits:

Support alternate consumption patterns in the COLA allowances, for example by including sustainable, organic, vegetarian, and local options.

Challenges exist, but there is plenty that can be done!



- ▶ 1987 World Commission on Environment and Development (WCED) report, "Our common future": https://www.are.admin.ch/are/en/home/ sustainable-development/international-cooperation/ 2030agenda/un-_-milestones-in-sustainabledevelopment/1987--brundtland-report.html
- ▶ UN Environment Programme: https://www.unep.org/explore-topics

- List of environmental issues: https://en.wikipedia.org/ wiki/List of environmental issues
- ▶ Charles Eisenstein's holistic approach to climate change: https://charleseisenstein.org/video/ a-new-story-of-climate-change-new-frontiers-2018/
- Freecycle: https://my.freecycle.org/
- ▶ The footprints of different travel methods: https://www.treehugger.com/plane-train-orautomobile-which-has-the-biggest-footprint-4868815



INTRODUCTION

For me, this summer, the delayed Euro 2020 tournament brought back the nostalgia of the summer of 1996. Back then I was doing my finals, Euro '96 was hosted in the UK, with Wembley the backdrop for all the England games, although at that stage we had endured only '30 years of hurt'. I was living on campus at Warwick University in accommodation backing onto the Vice-Chancellor's garden. It was a very generously sized garden and the part nearest to us was encircled by trees, and given there was no hedge, fence or 'Keep Out' sign, my flatmates and I naturally assumed that they would be happy for us to make use of the land to re-enact the players. A fence was put up during our last week of term to deprive future graduates of a football 'pitch' on their doorstep. As with this summer, the expectations of a country soared only to end in the bitter disappointment of defeat on penalties.

MY EXPATRIATE EXPERIENCE

It was also the late summer of 1996 that I moved to Japan to work. I participated in the JET program, whereby graduates of English speaking countries had the opportunity to teach English, as Assistant Language Teachers, in Japanese schools in a scheme that was launched by the Japanese Education Ministry and which still runs today.

I spent the subsequent two years of my early twenties splitting my working time between an Education board office, three junior high schools and one senior high school in a rural location an hour from Kyoto city. Whilst the Education board offered a perfect opportunity to learn the Japanese language as there was only one English speaker from a team of about 50, I sat on a bank of desks with six former head teachers who whilst working on standardizing the syllabuses of the local schools seemed to be trying to set a world record for team chain smoking. I soon realised that by befriending the PE

department of each of the schools, I could get involved in their sports clubs which as well as being good fun, maximised my time out of the Education board office and likely will have extended my life expectancy.

One of the aspects of the experience that I look back on with incredulity is that pay day would always fall on a day that I was at the senior high school. Someone would arrive at the school with everyone's monthly pay in an envelope (as cash) and these would be put on a table outside the Head teacher's office with our names written on them. and if memory serves, the amount of pay. Over the course of the day the teachers would pop down from the staff room to collect, and there must have been 50 to 100 members of staff in the school. I imagine BACS transfers are the norm there these days, but I would suggest that if pay was delivered this way in a school in pretty much any other country in the world in the mid 90s, there would have been a full scale heist by the second month!

At the end of the two years, I returned to the UK, completed a Masters in Japanese, and then went back to Japan to do an internship with an Energy company in Nagoya. I worked in the marketing department, and they were working on an extensive campaign to reassure local communities of the safety of using nuclear power to generate electricity. On the last day of my internship one of the company's competitors was involved in what at that time was Japan's worst nuclear accident. There was a leakage of uranium, two of the company's employees died and 667 people in the local community were exposed to radiation. I watched the national news in the office alongside my colleagues who knew full-well those years of work giving reassurances to local communities about how safety measures, technology and staff training made such events an impossibility, had been severely undermined and they would face scepticism from the public that would be tough to overcome. It was a truly sombre last day.

Of course my two stints of working in Japan were not assignments as such, so why am I referencing my own experiences? For me, these two and a half years were an invaluable opportunity to live and work in another society, experience, and adapt to a different culture, understand the importance of not viewing everything through the lens of my own background, learn a language in a way that you only can when your ability to communicate freely depends on it; in essence it shaped me as a person. It was the route into my subsequent career of Expatriate Tax.



BDO'S BLM OPEN FORUM

Racial abuse of black football players

I was shocked, as was most of the UK, that the three English players who had missed their penalties had been on the receiving end of abuse because of their ethnicity. Each of those young players had been brave enough to make the lonely 2-way walk in front of thousands at Wembley and millions of viewers. I don't mind admitting that I sometimes get nervous speaking to 'large' audience and have done the presenting equivalent of 'blasting over the bar' on a couple of occasions. Is there any of us that has not scuffed a proverbial kick when doing something that we are specialists in and practise every day?

The next day I received an invite for the event referenced above, to be held on the Friday of that week. The day arrived and I, alongside a couple of hundred other BDO colleagues, logged into the open forum to discuss the racial abuse of black football players. I wish I had the ability to convey to you in words how eloquently and passionately each of the contributors to the discussion spoke.

It was simultaneously heart-breaking and inspiring to hear from the speakers. It became clear that it was not only our English footballers that had received abuse related to the game, but also some of our colleagues. Two of my colleagues spoke of the despicable abuse they had received, and we listened to how both have a sense of ambivalence about how they can feel at home living in this country. Other colleagues spoke and rhetorically posed how long they must put up with racial injustice and added they don't feel our government are listening and demonstrating clear enough commitment. The discussion would have

been impactful enough on me, but my 17-year-old daughter, Aiko, was doing work experience (which for this hour became a life experience) and listened alongside me. I truly felt an overwhelming responsibility to my colleagues, my daughters and their generation to help bring about change. So how can I achieve this?

CORPORATE RESPONSIBILITY Our own responsibility

We often hear of 'corporate responsibility', and it is encouraging to hear how many organisations are recruiting individuals in Diversity and Inclusion roles. But, to state the obvious, a 'corporate' is not a living and breathing thing and as encouraging it is to see these colleagues increasingly visible in our organisations, ultimately, if we believe in change, we must all contribute. Everyone reading this article will in some shape or form have a role in global mobility and therefore have a part to play in putting the world back in motion.

When we do so we each have a voice to express how and who our organisations select as participants for international assignees, those colleagues who will gain the invaluable opportunity to live and work in another country and through that benefit from greater insight into themselves and be shaped by their experience. We know that in many of our organisations an international assignment is a prerequisite for a senior or leadership role. I have referenced the responsibility that I feel to my colleagues to drive change in terms of racial equality and the reason for this, but the same is true in terms of ensuring equality in its other forms. At BDO we are actively invested in a '#BeYourself' initiative to ensure that we have a working culture and environment that is inclusive of all; each of our Global Employer Service Partners, as well as wider Partner team, are committed to providing equal opportunities for our people and a partnership and workforce that reflects the diversity of our society. Yes, there is corporate responsibility, but let's not forget our own responsibility.

Andy Kelly is one of the Expatriate Tax Partners alongside Andrew Bailey, Karen McGrory and James Hourigan in BDO's Global Employer Services team, based in London.

Any use of this publication or reliance on it for any purpose or in any context is at your own risk, without any right of recourse against BDO LLP or any of its partners, employees or agents.

BDO LLP, a UK limited liability partnership registered in England and Wales under number OC305127, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. A list of members' names is open to inspection at our registered office, 55 Baker Street, London W1U 7EU. BDO LLP is authorised and regulated by the Financial Conduct Authority to conduct investment business.

BDO is the brand name of the BDO network and for each of the BDO member firms.

BDO Northern Ireland, a partnership formed in and under the laws of Northern Ireland, is licensed to operate within the international BDO network of independent member firms.

Copyright © July 2021 BDO LLP. All rights reserved. Published in the UK.

www.bdo.co.uk



Creating a VIP Relocation Package

With an increasing need to offer the best packages to attract and retain top talent, what should you be considering to deliver a VIP relocation experience?

By Bournes Relocation Solutions



Global Mobility practitioners have long discussed strategies to manage all levels of Business Mobility needs, and to present saleable, informed solutions to their most talented performers. One specialist area that has often been overlooked is the need to offer world class, tailored VIP packages to your most senior employees and their families.

In considering Reward, recognition and industry best practice by adapting policy to suit employment frameworks, organisations can build mobility functions to a high level that enhances business intelligence and leadership to enable faster, smoother relocation for the most valuable human resources.

Corporate Mobility leaders and their vendors need to be able to deliver a bespoke VIP relocation solution that brings results, effective communications and quality service delivery from start to finish providing a great experience with minimised touch points and friction reduced milestones throughout.

Targeted VIP Programmes

Traditionally VIP programmes are targeted at Senior Executives and C-Suite assignees with a demanding lifestyle, high level of expectation, complex requirements and a higher level or risk/reward. However, *wherever* you need to do more to attract and retain top talent a VIP relocation programme can show your people that they are highly valued and reduce many of the risks of a failed assignment.

Typically, VIP moves should be offered where an enhanced or bespoke service is required above your standard policy, and where a high level of service is vital to a smooth and successful relocation that allows your business critical assignees to thrive.

Bespoke Relocation Services

Many companies establish a specific policy for their VIP moves, which may include scope to tailor solutions on a peremployee need basis.

At minimum VIP relocation services typically include a preview trip/area orientation, visa and immigration services, accompanied home search, serviced accommodation, accompanied school visits, household goods moving, settling in services and where appropriate in-person language and cultural training with complimentary online support services.

Some additional services to consider that are typically beneficial or relevant to VIP employees include:

- Executive level temporary accommodation.
- Crating or bespoke packing for high value personal effects and inclusion of fine art and other standard household good exemptions.
- Cleaning, housemaid and handyman services.
- Partner Support (which can be particularly important for dual talent families which are increasingly more

commonplace and where support for accompanying talent can make a real difference to whether the assignment is accepted in the first place and its overall success).

- Chauffeur / limousine service.
- Luxury furniture rental packages.
- Expense management.
- Currency Exchange.
- Vehicle sourcing and leasing at host destination.
- Health cover and Expat insurance.
- Security briefings and support in high-risk cases.
- Health and well-being coaching and support.
- Concierge services

Senior Level Support

As well as extra services to support VIPs it is important to recognise that responsiveness is key with an increased need

for high touch Senior level flexible support with clear and easy communication.

Complex relocation cases require experienced management and extensive knowledge on the part of the relocation manager and specialist consultants to ensure everything is perfectly coordinated. It's vital that they can pro-actively guide the relocating employee, manage and synchronise all parts of the chain to ensure everything runs smoothly.

Wherever appropriate support outside of typical working hours and the ability for the relocation team to work directly with executive PAs can also reduce friction.

If you'd like to find out more about Bournes VIP solutions or get help defining a customised VIP policy that's right for you please get in touch, we'd love to help.



relocation@bournesmoves.com +44(0)1797 228000



Bespoke relocation services. Dedicated support.

Whatever you need to start a successful relocation in the right way Bournes offer a broad range of integrated pre-assignment, moving and destination services. We provide consistent high quality with local expertise globally as a proud member of Harmony Relocation Network with locations serving over 180 countries. Our team take personal responsibility for delivering the tailored, award winning great experiences that over our 146 years in business we have become renowned for.

bournesrelocationsolutions.com

+44 (0)1797 228000 relocation@bournesmoves.com







From talent acquisition and employee experience, to cost management and exception reductions, the focus on flexibility and customisation within a mobility programme is proving a success for a number of key Cartus clients, including Nike.

IMPLEMENTING A CORE/FLEX POLICY

When Nike first approached Cartus about implementing a flexible policy construct in 2018, their number one focus was the 'employee experience.' Of course, they wanted to meet their set business objectives too, but balancing this with the needs of their diverse workforce was paramount.

The Cartus team, together with Nike and a consultant from a 'Big Four' practice, began an in-depth quantitative analysis over an eight-month period, to create an appropriate points-based system. Nike's international mobility programme includes more than 50 countries, so it was critical to rely on historical data and to engage our global supplier network to gather country comparison information and local market data to ensure the right number of points could be assigned to each flexible benefit.

Internally, the role of the Nike Talent Mobility group was to understand and champion the new policy across the organisation, including Nike employees who would potentially relocate using the policy. Nike Talent Mobility organised regular internal communications and presentations with business leaders to explain the core/flex concept—branded 'Mobility Choice'—to align with broader internal Nike Total Rewards initiatives and achieve buy-in.

Through this collaborative effort, in less than a year, Cartus and Nike designed a fit-for-purpose programme that offered flexibility and choice and were successful in launching this new policy construct for international permanent one-way moves and localisations. Within six months of implementation, Cartus' game-changing core/flex solution, Benefits Builder, was used to deliver the policy. This not only streamlined the process, but allowed Cartus to track and monitor moves at a far more granular level. Powered by MovePro360®—our exclusive single source of truth platform—Benefits Builder delivers the two most-requested capabilities in relocation today: cost management and personalisation.

CORE VS. FLEX: HOW IT WORKS

Once Nike authorises the core policy elements, Cartus manages the entire core/flex process, including allocating points, which is determined by employee level. For Nike, the core benefits are those deemed essential to deliver a successful relocation—for example, household goods shipments, temporary accommodation, destination services, tax and immigration services.

"The MovePro360 Benefits Builder enhancement was a real game-changer for Nike—and I think a game-changer for the mobility industry as a whole. It created an entirely new way for employees to customise their relocation benefits, and the gamified platform makes it an engaging experience for our employees. The fact that it's a collaboration tool for the Cartus consultant and our relocating employees to work together demonstrates Cartus' ability to marry technology with customer service to create an authentic connection. Cartus and Nike have a really strong relationship, and I think the partnership has become even stronger with the development of not only this technology, but Cartus' agile approach to delivery. It was a really big win for Nike that Cartus was able to quickly develop a solution and respond to a critical business need in such a short amount of time."

—Nike, Director Global Mobility Strategy

These benefits ensure:

- Relocating employees settle into the host location and new role quickly and seamlessly
- Relocating families have access to trusted suppliers during the move
- Nike remains compliant throughout the relocation process

"I am super pleased with the overall experience. The move has been really easy and I've been receiving all the support I've needed in order to set myself up for a successful transition."

> – Nike employee relocating on a core/flex policy

Accompanying these core services are the flexible benefits chosen by the relocating employee using a points-based system, which acknowledges the evolving demographics of the Nike employee base by supporting the unique needs of each relocating family. It has also reduced exception

requests and balances flexibility with cost management. In fact, we estimate that adopting a core/flex policy saves Nike an average of 13% in overall relocation costs.

SUPPORT AND GUIDANCE DURING THE SELECTION PROCESS

Nike relocating employees continue to receive total support from a Cartus consultant. To ensure they have the in-depth knowledge necessary to guide relocating employees through this process, our consultants participate in an in-depth training programme before they start working with Nike employees. Training also equips the consultant with how to identify a relocating employee's individualised relocation needs.

Consultants receive a Nike Talent Mobility Policy Admin Guide to support them in their day-to-day role. The guide provides information on the core and flex benefits available, Nike's objectives for providing a flexible policy, the role the consultant plays in counselling the relocating employee on the flex benefits right for them, typical timelines, details on supporting VIP employees, and the exception management process.

Once fully trained, consultants partner closely with Nike employees so they know what to expect during the process, including guiding them through the relocation schedule and ensuring the employee understands their 'points balance' and available flex services.

To ensure Nike employees make an informed decision and recognising that this core/flex policy is a different approach compared to traditional mobility programmes, we provide them with a Mobility Game Plan. This written guide is a useful 'go to' document that the relocating employee can review throughout their move and acts as an extra level of supportin addition to the Cartus consultant—outlining things such as:

- The overall relocation process
- Each party's role (the Nike Talent Mobility group, Cartus, other mobility suppliers)
- The core/flex concept

www.cartus.com

© 2021 Cartus Corporation. All rights reserved. Cartus and the Cartus logo are registered trademarks of Cartus Corporation.

connect with cartus











Cartus' exclusive core/flex solution, Benefits Builder, offers complete collaboration. The Cartus consultant can log-on to the online tool alongside the Nike employee and guide them through each flexible benefit available. Relocating employees have the option to exchange a maximum of five flex points for cash. Emphasising Nike's focus on delivering quality relocation support and the intent of getting someone properly settled versus a simple lump sum benefit, the cash benefit decreases in dollar amount as more points are swapped. In fact, most of the points are not eligible to be cashed out until the relocating employee has settled in the new location.

THE RESULTS AND MOVING FORWARD

To date, nearly 1,000 Nike employees have relocated using a core/flex policy. On average, they have awarded Cartus a 99% satisfaction rating.

In terms of cost effectiveness, when comparing a traditional mobility policy with a core/flex approach, Nike has realised an estimated cost saving of US\$1.7 million (based on a couple relocating on an international permanent one-way move). It has been so successful that Cartus and Nike plan to continue to work together to convert international assignment policies and domestic policies to the core/flex policy construct.

Cartus is in the process of further enhancing the technology solution that automates tracking for core/flex policies. The tool will help organisations capture ongoing performance metrics and understand what flex benefits are being chosen.

"We've moved internationally before and the flexibility offered in this policy is like nothing we have experienced. Really great stuff."

> – Nike employee relocating on a core/flex policy

At Cartus, we consider core/flex structure as the first step in the ongoing journey to allow more employee choice and flexibility while maintaining compliance and managing relocation costs. The infrastructure and programme transformation made possible by adopting core/flex into an existing policy enables companies, like Nike, to develop their relocation model organically and evolve with their priorities in the future.





How to benchmark your shadow payroll process

With the ever-growing need for efficiency and access to new technologies, automated shadow payroll processes have become imperative for companies with a globally mobile workforce. So, how advanced is your shadow payroll process? See where you can save time and money with The Shadow Payroll Maturity Model.

What is shadow payroll maturity?

New technologies allow areas once thought possible to only achieve manually, to be fully automated at a global level. You can now access next-generation robust API integrations for quick and accurate calculations to save time, reduce costs, and ensure compliance.

To get started, use the maturity model to benchmark where your company is in terms of shadow payroll best practices, and what steps are needed to improve.

How does your business benchmark?

We've listed key attributes you might find within each stage to help identify your level and to see key steps to progress.

At stage one, payroll processes are very high effort with low impact, but as you progress through the stages the effort is minimised and the impact on cost and time savings is massively increased.



The Shadow Payroll Maturity Model

STAGE 4

STAGE 2

CONNECTED AUTOMATION

STAGE 3

STRATEGIC AUTOMATION



STAGE 1

MANUAL



Using spreadsheets, macros, or home-grown applications to determine the amount to be reported in the host country payroll calculations. This is labour-intensive data collection and data cleansing with a person pulling data from multiple data sources, including PDF payslips.

BASIC



Automation is not typically a planned activity but happens in pockets across teams at different levels. Some steps within the shadow payroll process may contain a certain level of system automation, although this will be in a more siloed and non-consistent manner. All shadow payroll processes are automated on one intelligent solution with minimal human intervention - with some API integration with

with minimal human intervention - with some API integration with existing systems and payrolls and possibly, external tools and provider reports (relocation provider, travel

tracker tools, or payroll

vendors).

The automated process itself becomes adaptive to the demands of the business.

At this stage, we're looking at a global standardisation of data and processes within a well-connected technology ecosystem.

6 key steps to move up the maturity curve



- Identify key areas for automation Build bespoke automation for peripheral services to push outputs to automate reporting to local authorities.
- Standardise upstream processes From home payroll data collection to assignment initiation.

- Allocate a dedicated team and senior stakeholder - With global expertise in this complex subject.
- **4.** Assign clear roles and responsibilities Coordinate and communicate between home and host country.
- **5. Establish data hygiene -** For example, use globally consistent employee IDs.
- **6. Standardise templates -** To maximise efficiency of communication and data sharing.

How can you achieve this level of shadow payroll maturity?

Request a no obligation consultation to transform your shadow payroll process today, with our shadow payroll platform.

Talk to us: +44 (0) 207 118 1415 | Find out more: www.certino.com

Whole Health

Building resilience in the post-pandemic period



When COVID-19 turned the world upside down, globally mobile employees found themselves having to rethink their ways of working.

Normal responses to difficult situations — fear, worry and stress — quickly became associated with the challenges brought by the pandemic. For globally mobile employees, adjusting to the limitations of unsecured 'home' networks, complying with both local regulations and regulations at home, have been among the unique challenges.

As the world gradually emerges from lockdown, many employees are looking at their health and well-being in a different way and asking about the role whole-person healthcare could play in minimising the after-effects of COVID-19 and in meeting their changing needs in the post-pandemic world.

Defining good health

In the late 1940s, the World Health Organization (WHO) defined health as a "state of complete physical, mental and social well-being and not merely the absence of disease or other physical ailments" recognising that, even then, with healthcare still in its infancy, to think about health in terms of body versus mind or health versus sickness was simply not enough. Cigna has been serving the healthcare needs of international employees for more than 60 years.

As a leading provider of health solutions, Cigna has continued to expand and grow globally and now looks after more than 180 million customer and patient relationships in over 30 countries around the world. Cigna's global reach allows for deeper insights that drive better health outcomes, including dedicated knowledge and capabilities to support the health and well-being of workers everywhere.

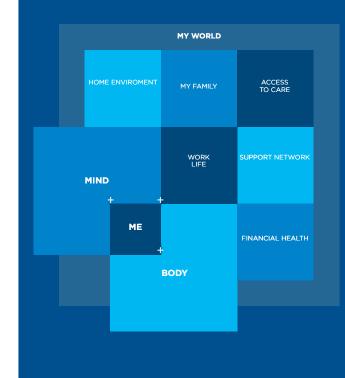
How do we 'get' resilience?

COVID-19 has laid bare the importance of not only having the tools to achieve or maintain good all-round health, but also the right support. Solid support foundations in our home life, work environment and throughout wider society are now widely viewed as a vital element of good mental, physical and emotional health - and ultimately for building resilience. But with so many factors contributing to the full picture of health, isn't it surprising that many of us are left wondering what good all-round health really means?

The way we view our health has changed for good

The way we live, work and play have evolved. The areas that connect our physical, mental and social well-being are complex and contain many moving parts. For people who are involved in globally mobile organisations, longer hours in challenging circumstances during the pandemic have often meant navigating uncharted territory. Work and home, physical and mental health, family and social relationships all stretch resilience levels. Cigna Whole Health is a new way of bringing together all the areas that make up our lives. The three key areas of Whole Health are: physical, mental and the innovative 'My World'.

The 'My World' approach encompasses everything that contributes to good health and well-being, and what makes us who we are and how we feel. This is what sets the Cigna Whole Health model apart. With the scope widened, and equal importance placed on mental health as on physical health, Cigna can continue to expand its services and become an integrated part of global mobility, helping to build resilience and keep the balance between home life and work life. With Whole Health that means online coaching, emotional and practical support, virtual GPs and access to Cigna's global network of over 1.5 million healthcare facilities and providers.*



Whole Health is good for everyone

Within the private sector, many employers are already recognising the potential return on investment offered by comprehensive wellness programmes that meet their employees'
Whole Health needs — covering everything from medical assistance, mental health support and life and protection services.
Not only do employers have the peace of mind that their employees are supported, but global mobility employees who are resilient and in good health are also likely to be more engaged and ready to help businesses thrive.

Cigna's Whole Health vision strives to move in the same direction of building resilient societies by supporting all-round health of everyone we serve.



This journey starts here

Being mindful of our resilience levels and taking steps towards better all-round health won't guarantee immunity from illness, but having quick access to quality care, and the right support, helps us maximise our capacity to overcome the challenges life throws our way.



Visit the <u>Cigna Whole</u>
<u>Health Hub</u> to learn about
our Whole Health Journey.



How to assess whether a local salary is viable for mobile workers

Packages based on local salaries are becoming increasingly common, but how do you know if they provide a sufficient incentive for your employees? ECA International has the data and tools to help you compensate your staff correctly.

Global mobility (GM) teams are increasingly faced with the challenge of having to manage a wider variety of methods of international working in order to support business demands for agile staffing, and employee demands for greater flexibility. The Covid-19 pandemic has amplified these demands. Remote international working has come to the fore in the pandemic out of necessity, but even as international travel opens up and more international relocations are able to go ahead, some teams might find that the business and its employees have an appetite to keep remote working arrangements in the mobility toolkit. Added to these challenges, a tough economic climate puts added pressure to reduce, or at least contain, costs. All of this means that more and more companies are exploring alternative ways to compensate their different cadres of mobile staff.

Salaries based on local packages are becoming increasingly common. Using a local salary as a base when calculating a package for a permanent transfer or an international hire usually seems to be a sensible approach - i.e. when equity with peers in the host location is thought to be more important or relevant for the business than maintaining links with the pay levels and peers in the home country. In the case of remote workers working from another country while continuing their role in the home country, maintaining the home salary may generally seem to be the logical way forward. But a local salary could be more appropriate in some cases, especially if a lack of equity with local peers becomes an issue - this could be the case if, for example, the remote working arrangement is permanent, or if the employee will be working very closely with peers in their new country of residence. Sometimes a local salary is even considered for more traditional long-term assignments - particularly if this is expected to reduce administrative burden on the business, or better incentivise employees.

As we recently explored in our National Salary Comparison whitepaper – which compares local salaries and relative buying power for managers across 58 countries - offering a local package comes with its own challenges. A local package could result in a lower purchasing power than the employee enjoys in their current home location, making it an unattractive offer. On the other hand, in cases where the business intends to repatriate the employee, a huge leap in purchasing power may make it impossible to incentivise a return to the home location at the end of the assignment or remote working arrangement.

Understanding what level of buying power a local-based salary will give is vital to ensuring that the package offered will be fair and provide sufficient incentive for the employee to take the position. ECA's Net-to-Net Calculator provides a simple way to do this, and to see the adjustments required to redress any shortfall.

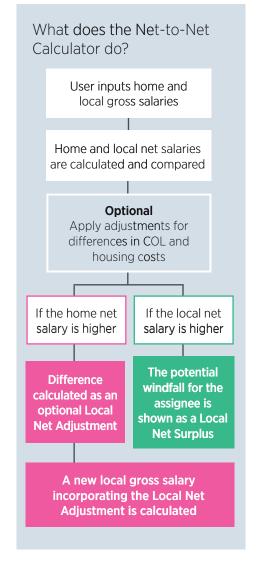
How the Net-to-Net Calculator works

Developed in response to client requests, ECA's Net-to-Net Calculator is an easy-to-use tool that automates the processes that many companies would otherwise have to do manually in order to assess the suitability of a local salary. It provides the tools that GM professionals need in order to negotiate and explain a local salary offer to their employees in clear terms.

The beauty of the Net-to-Net Calculator is its simplicity. You don't have to input hundreds of numbers; only the home and local gross salaries are required. The calculator then deducts the appropriate tax to provide a comparison of net salaries.

This level of comparison may already include as much information as you need, but net-to-net means different things to different people, and a level of pragmatism in the application of a local-based approach is expected.

ECA's Net-to-Net Calculator, therefore, also gives you the option to factor cost of living and housing differentials into the



comparison. Even though a local salary is being offered, the employee is unlikely to be a national in the host location, and you may wish to take into consideration the employee's standard of living in the home country, as well as a lack of familiarity with local living costs and the housing market, when calculating a salary package.

The results of the comparison and associated factors, where selected, are presented in a comparison report, clearly showing how the two salaries measure up.

Key uses for the Net-to-Net Calculator

Demonstrating the value of a salary

When a salary offer is refused or challenged, it can be difficult for GM professionals to demonstrate the true value of the proposed

salary without providing a calculation that clearly illustrates the variables at play in a home to local salary comparison. The clear, side-by-side layout of the report produced by the Net-to-Net Calculator, with the figures presented in both currencies, makes it simple to see.

Protecting home country buying power

While the local salary offered to employees may seem perfectly acceptable since it is appropriate for peers in the host location, you may want to assess the impact that a different tax regime, lack of familiarity with the local living costs and a different housing market will have on the employee's spending power. If the net-to-net comparison shows comparable income, then the company has something to share with the employee to demonstrate that they are not worse off. If the comparison shows a reduction in the employee's spending power, the net-tonet comparison will suggest the minimum top-up the employee would need in order to offset the shortfall.

Revealing the wider picture

The Net-to-Net Calculator puts net salaries into context and provides a useful check where preconceptions may exist. For example, if the host location has a favourable tax regime, it is easy to assume that a local salary offer will be suitable – and a comparison of the home and local net salaries would confirm this. Adding a housing differential could, however, put into doubt the viability of a local salary offer if the local housing market is particularly expensive.

Testing a new policy design

Another scenario where net-to-net comparisons can prove extremely useful is when companies want to gauge the impact of changing their remuneration policy from a home-based system to a host-based system. Running net-to-net calculations will test the viability of the proposed reward approach. In the case of restructuring or significant organisational change, where a company is considering switching a group of employees to local T&Cs, the Net-to-Net Calculator can help establish if the proposed package would work.

Net-to-Net Calculator in action – a case scenario

The starting point is an employee from Antwerp, Belgium, on a home salary of EUR 60 000, whose company is sending her to Reading, UK. She is to be accompanied by her spouse and two children. The local salary on offer, based on their local salary scale at this employee's job grade, is GBP 50 000. To assess the viability of this salary offer, the company runs a net-to-net calculation.

After home and local gross salaries are inserted, these are netted down and the two resulting net salaries are compared – for this reason, the home salary values are converted from EUR to GBP. The local net salary of GBP 39 742 is higher than the home net salary of GBP 38 791. If the comparison stopped here, the calculator would display a small local net surplus of GBP 951. However, the company wishes to also take into consideration how different

living and housing costs may affect their employee in Reading. Simply by switching on the housing and cost of living (COL) differentials in a dedicated tab, this additional level of comparison is easily achievable in the Net-to-Net Calculator. The 'Net-to-Net Comparison Report' below illustrates the outputs produced by this net-to-net calculation.

In this example, we consider the housing and COL differences between Antwerp and Reading. While Reading has lower living costs, this is far outweighed by the higher housing costs, and the employee needs GBP 46 057 (home net - after differentials) to maintain their home country buying power, rather than GBP 38 791 (home net salary). In other words, expanding the comparison to include the housing and COL differentials has highlighted that simply providing the local net of GBP 39 742 may not be an appealing option for this employee, and that an adjustment may be required. The 'Required local net adjustment' of GBP 6 315 is clearly displayed, together with the 'Adjusted local net' and the corresponding 'Adjusted local gross'.

The net-to-net calculation is indicating that a local gross of GBP 64 427 would be required in order for the employee to maintain their home country buying power, rather than the originally suggested GBP 50 000.

To find out more about how ECA's Netto-Net Calculator could help your company, please visit the ECA website at www.eca-international.com.

Net-to-Net Calculator

A quick and easy way to automate feasibility checks for local salary offers, suitable for different types of international worker.

Use our calculator for:

- ✓ Permanent international transfers
- ✓ Assignees or remote workers offered a local package
- ✓ Validating local salary offers for international hires

Review side-by-side comparisons and generate clear, concise reports for your team and your employees.

Get in touch to speak about Net-to-Net calculations



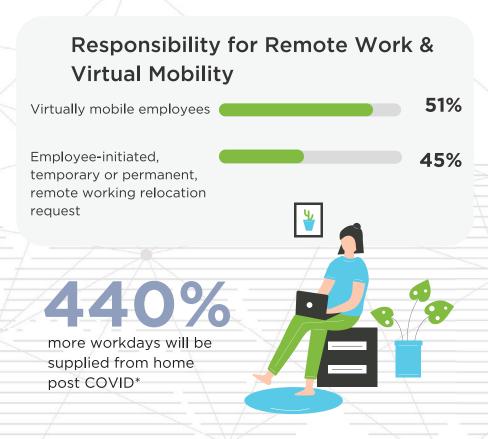
eca-international.com +44 (0)20 7351 **500**0



Leveraging Technology to Manage the New World of Work

The pandemic has supercharged the shift to flexible, hybrid remote and multi-locational working, changing the way companies think about how work will be managed in the future.

Many mobility leaders anticipate their teams will assume at least some responsibility for employee-initiated, temporary or permanent, remote working relocation requests as well as for virtually mobile employees.



Managing an increasingly mobile workforce

In the middle of one of the biggest workforce transformations, Mobility is shifting to play a strategic role in many organizations.

56%

of respondents report that mobility will be prioritized as CRITICAL in their organizations in 2021*

*For larger mobility populations, that number increases to

71%



More employee mobility brings more challenge and risk. This increases administrative burden that managing this new hybrid and remote workforce brings. These requests add complexity to human resources tasks and may have tax and risk assessment implications. Assessing and processing these new demands quickly and efficiently requires new technology and tools.

^{*}data source Nicolas Bloom, Stanford University

^{*}BGRS's 2021 Talent Mobility Trends Survey: Reinventing Mobility Beyond 2020

Changes to the business

The move to hybrid and remote working has changed working cultures and processes. Some managers will be challenged to demonstrate they are adding the same value in the new model. Automated workflows, for example, could make the in-person manager less necessary.





Leaders must learn to navigate the new terrain of remote communication or pay the price.

Communicating with people in person is quite different from communicating remotely, and often requires more care and sensitivity.

At the same time, video conferencing tools make it easy for employees to assemble virtually and take their leaders to task on working hours, conditions or management missteps.

Successful managers and leaders have to learn to communicate well virtually as well as in person, and to 'toggle' between the two.

Now is the time for people and mobility leaders to be at the forefront of enabling a more global, virtual and flexible business.

Leveraging technology will create automated, efficient processes which ensure compliance and positive employee experiences.



info@equusoft.com www.equusoft.com Equus Software is the global leader in cloud-based international relocation and mobility solutions. More than 2000 organizations around the world rely on Equus tools and technology to automate mundane, transactional work so that global mobility teams, talent management professionals and other key stakeholders can focus on adding value to the business. Founded in 1999, Equus has a proven track record for delivering cutting-edge talent mobility solutions, continuous innovation and exceptional customer service.



Recognising and solving the increased challenges in Global Mobility operations



Before the global pandemic, Global Mobility was already a complex function, with business processes taking place across multiple jurisdictions, functions, and currencies to facilitate the movement of global talent. The arrival of Covid-19 has brought additional pressures to a business operation that was already straining at the seams. Travel restrictions have displaced assignees in temporary locations, a shift in employee willingness to travel has created new assignment types, and the function itself has had to expand its role to include additional employees, such as business travellers and commuters.

To cope with these new complexities, organisations that can simplify and automate processes will be in a better position to free up time and resource to better support the assignee and the business. Not just during the current crisis but also through any future challenges the sector may face.

The importance of simplifying Global Mobility data and payments

Establishing a solid foundation for data management and payments is key to removing this complexity and process inefficiencies.

By consolidating all data into one single source of truth, it will cut back the time commitment currently invested in data collection, payment accuracy and managing compliance, creating a more holistic approach. Reworking the traditional Global Mobility operations model to create a coherent, single view will help eliminate many of the challenges, helping to reduce internal efforts, external costs and making the assignee experience frictionless.

Better together: How Global Expat Pay and Western Unions Business Solutions are working together to support Global Mobility

Global Expat Pay has developed a unique technology-enabled Global Mobility data and payment service that helps organisations seamlessly manage their Global Mobility operations. In conjunction with Western Union Business Solutions, a leading provider of cross-border business payments, the platform helps simplify Global Mobility data management and payments by consolidating data from multiple vendors and systems into one platform.

Highlights

A managed service that combines Global Mobility and data management industry expertise with leading digital technology capabilities

Integrates data from multiple vendors, systems and sources - combining into one secure platform to provide simplified reporting and digital information transfer between global and local HR, Payroll and Finance teams

Eliminate manual tasks via automation – including data provision to vendors, cross charging reports, payroll instructions and tax authorisation lists. Increasing accuracy and efficiency to free up resource for business impactful activities

Send and receive payments across 200 countries and territories in +130 currencies - with real-time exchange rate quotes and access to a secure global financial network to reduce intermediary fees

Drive strategic decision making and forecasting through one source of data and payment truth - providing accurate cost control, budget verses actual costs and actionable insight reporting

The Global Expat Pay solution

The Covid-19 pandemic has undoubtedly brought new challenges to Global Mobility. With more people to manage with the same (and sometimes less) resource, better data management and process automation will be key to eliminating the operational inefficiencies that detract from the assignee experience

and prevent Global Mobility from strategically supporting the business. Being able to get the basics right will free up time to deliver added value to both the assignee and the business.



If you need guidance on how to simplify your Global Mobility operations, or to find out how we can support your business, please get in touch. Alternatively, complete our free online self-diagnostic tool to discover the time and cost savings we can help you achieve:

globalexpatpay.com/diagnostic-tool



Global Expat Pay Mike Hibberd, CEO

T: +44 (0) 7795 450 739

E: mike@globalexpatpay.com

W: globalexpatpay.com



Western Union Business Solution Ashley Phillips, Director of Account Management, Payment Products

T: +44 (0) 7717 424 661

Ashley.Phillips@westernunion.com

W: business.westernunion.com

Magrath Sheldrick

IMMIGRATION Q&A

In Conversation with Ben Sheldrick

As Expat-Academy members meet in person for the first time in 18 months, resident immigration specialist Ben Sheldrick looks back at the challenges of the last year and considers the future of immigration policy in a changed world.

What have been the biggest challenges for corporate immigration and global mobility specialists during the extraordinary year of 2020/21?



This year has certainly been a challenge, but I think we have all come through it remarkably well. The combined forces of COVID travel restrictions and the UK's departure from the EU free movement zone have required us all to be alert, resourceful and innovative. I talk to GM professionals a lot at Expat-Academy events, and I have been extremely impressed by how positive and optimistic everyone has been, despite the external pressures.

Immigration instructions have increased significantly in the last few months, which suggests that recruitment is up and that assignments are back on track, albeit within a significantly restricted regulatory framework. We have been working very hard with our clients to navigate the many changes and hurdles that the last year has delivered.

What are the main immigration trends that are emerging from the pandemic?



One trend that has accelerated as a result of the exceptional events of 2020/21 is that of remote working. The evolution of employment policy in respect of flexible working practices has moved at pace. Some governments have been agile in response by altering domestic immigration laws to reflect these developments. Estonia was the first EU country to announce an initiative in this area called the Digital Nomad Visa. This visa allows remote workers to live and work in Estonia for up to a year. Recipients are permitted to live in the country and legally work for their employer or their own company registered abroad. Remote workers have long faced ambiguity when they travel, often crossing the line between legitimate visitor activities and acts that require work authorisation and/or a residence permit. The Estonian scheme broke the mould in terms of the traditional approach of governments to international workers, which has until now required an economic link to the host country. Eligibility requirements include the ability to work independent of location and to perform duties remotely using telecommunications technology. The applicant must have an active employment contract with a company registered outside of Estonia, conduct business through his/ her own company registered abroad, or work as a freelancer for clients mostly outside of Estonia.

UAE has recently followed with an Emirates-wide remote working programme in a bid to attract the growing pool of digital nomads. The visa is being marketed as an opportunity for remote workers to take advantage of the country's low taxes – the UAE does not impose income tax on residents. The quality of life, standard of hospitality on offer and all-year summer weather combine to make the country a desirable destination for flexible workers, particularly those without family commitments that might impede a move abroad. Other countries that are looking to innovate in response to this trend include Germany, Portugal and Mexico.

What do you see as the main horizon issues in immigration reform



I think digitisation and simplification are at the top of the list, certainly here in the UK. Our government aims to implement a system of pre-travel authorisation in the form of Electronic Travel Authorisations (ETA), similar to the US ESTA system, that will facilitate entry and enable government to monitor numbers of arrivals and departures (this has been a controversial point for many years), whilst identifying risk "upstream". The government aims to have a fully digital border within five years. Primary legislation will be required to give effect to this major change. The European Union has a similar programme for digital borders known as the European Travel and Authorisation System (ETIAS).

Digitisation means that, in the same way as countries such as the United States, Canada, Australia and New Zealand, before a person travels into the U or EU for a visit, they will need to apply for permission where aspects of any criminality must be provided through self-declaration. The aim is to give greater control of borders, improve capability to count people in and out and prevent criminals from entering.

Simplification of the process of applying for permission to enter and remain in country as a sponsored worker is also an aim of our government. This follows the generally successful rollout of the EU Settlement Scheme (EUSS). That scheme had nearly 6 million applications, despite an estimate of just over 3 million resident EU citizens in the UK at the time of the Brexit referendum.

What are you looking forward to in 2021/22?



Seeing people in real life again, maybe over a glass of wine.

A

Magrath Sheldrick LLP is a leading global immigration practice, providing UK, US and global immigration solutions to some of the world's leading businesses and private individuals.

Recognised as a top-tier law firm by the principal legal directories, the firm specialises in all aspects of global mobility and investor migration.

Write to Ben at ben.sheldrick@magrath.co.uk for further information or give him a call at 020 7317 6723.



A holistic approach to wellbeing for international assignees

In an attempt to create better, more sustainable futures for mobile workforces, forward-thinking HR professionals are now considering the expat experience from a holistic standpoint, and employee wellbeing is one of the key components of this approach.

Taking comprehensive and inclusive care of an internationally mobile workforce has become a business imperative with regard to minimizing talent risk, optimizing productivity and improving the employee experience.

Research shows that as workers we typically fall into one of four categories at any given time: the 'well', the 'at risk', the 'ill', and the 'long-term disabled'. In the expat context, employers traditionally insure the 'well' and hope for the best, are not aware of the 'at risk', and do not deploy the 'ill' or 'long-term disabled' in the first place. This approach is no longer enough when looking to ensure diverse and inclusive talent pools and support holistic wellbeing strategies for an internationally mobile workforce, and their dependent family members.

Wellbeing also means more than just physical health. Mercer identifies eight distinct wellbeing dimensions: physical, emotional, social, financial, environmental, intellectual, occupational, and spiritual. These dimensions can and will be impacted by international mobility, not only for the employee but their dependent family members as well, whether they accompany the employee on assignment or not.

What should you be doing to improve expat wellbeing?

Mercer advocates adopting a holistic wellbeing strategy which addresses physical, mental, social and financial health, and is underpinned by an organization's culture, environment and diversity, equity and inclusion. The interventions that an organization can make also exist along a spectrum: as a baseline, they should mitigate and manage risk. Next level support is designed to increase productivity, while some organizations are leading the way with global and integrated support models driven by a strong wellbeing culture at a company level.

Supporting Physical Health

The provision of medical insurance for assignees and their family is the primary intervention most organizations make when supporting physical health, but this is really a reactive measure. Pre-assignment screening of employees and their families is a key preventive strategy, often under-utilized, with great potential benefits to help manage health risks and prevent costly assignment failure. Effective preventive strategies will include providing employees with access to local health initiatives (e.g. access to a gym, or local vaccination drives), and Global Employee Assistance Programs ('EAPs') can ensure consistent and continuous provision of quality medical services, regardless of the employee's changes in location. Many insurance providers offer EAPs as a bolt on to an international medical plan.

Be sure to consider local environmental factors as well: e.g. in hardship locations, additional interventions may be required to support physical safety and wellbeing, such as air purification systems, electricity generators, security guards, drivers, or additional access to medications that are not available in the host location.

Supporting Mental Health

Mental health has had an increasing focus over the last few years and emerges as a pivotal issue post-pandemic. Ensuring the employee will have access to local or global EAP services, as well as private medical insurance, enables them to get reactive help and address crises in action. However, many interventions in the mental health area are centered on identifying and preventing issues before they occur. Full use of holiday and



leave entitlements can prevent burn out, and assignees can be encouraged to take advantage of new and emerging technologies such as mental health apps and other online tools and software. These tools help identify and prevent possible crises by flagging triggers or changes in mood that have the potential to lead to mental health ramifications. Some organizations are undertaking full mental health reviews prior to assignment and are creating comprehensive strategies to support employees and their families based on the information and insights they collect.

Supporting Social Health

The COVID-19 pandemic has led to greater acknowledgement of the impact of social health, and has driven an increase in technology to support social interaction and employee engagement for remote workers (e.g. using social apps to create a community of expatriate coworkers and quickly communicate key messages from the employer). When relocating, employees are leaving behind their established social networks, which can lead to increased feelings of solitude and loneliness that the pandemic has only exacerbated. New or unfamiliar aspects of the host country's culture can lead to further disorientation. For this reason, immersive language and cultural training initiatives continue to be key international assignment components.

As dual-career issues can frequently present a barrier to mobility, many companies are also making an additional effort to secure the right-to-work for an employee's partner. Not only does this increase the chance of an assignment being accepted, it also allows employees to bring one of their strongest support systems along with them.

Supporting Financial Health

Financial health means more than just fair and competitive compensation. Each individual has a unique personal financial situation, with different short, medium and long-term financial goals and priorities, which may be impacted by an international assignment. In addition

to the provision of traditional retirement and insured benefits (e.g. life and disability cover), organizations are now looking to do more to provide employees with access to educational resources on how to properly manage their finances holistically as is appropriate for their life stage and personal circumstances (e.g. how to manage debt, insure for risk and invest for the future).

Optimizing Your Wellbeing Action Plan

Tackling wellbeing and finding an appropriate strategy that is unique to your organization involves understanding the needs of your employees and understanding how those needs align to your organizational goals. There is no point in investing time and money into a wellbeing strategy that your people will not value. Be sure to take into account DEI factors such as modern family structures, life stages and the ethnic and cultural diversity of your internationally mobile workforce, and embrace a degree of flexibility when it comes to supporting individuals with their physical, mental, social and financial wellbeing needs and aspirations. Leverage broader global and local wellbeing initiatives for the benefit of the expatriate workforce: often there are already excellent initiatives in place which just need to be unlocked or optimized for those moving internationally, but if not, consider options for providing support via international schemes.

Finally, consider how you will monitor progress and measure success. The benefits of mitigating risk, increasing productivity, and leading the way in the delivery of an exceptional employee experience, will be worth it!

To learn more about Mercer's data, technology, consulting and benefit offerings, please visit:

mobilityexchange.mercer.com.



THE FUTURE OF GLOBAL MOBILITY MANAGING DIVERSITY AGAINST DIFFERING CROSS-BORDER STANDARDS

Diversity in business is about the positive benefits that a mixture of individuals with differing characteristics and perspectives can bring to organisations and those who work in them. Businesses are increasingly recognising the commercial and organisational benefits of diversity. This might be higher staff retention rates, better understanding of customer needs or an increased likelihood of getting fresh and innovative ideas to boost performance.

However, managing diversity for multinational companies is complex because each country has its own interpretation of how to do it. It is this disparity between countries that can be the most challenging aspect of international resourcing and managing diverse cross-border talent.

HARNESSING THE BENEFITS OF DIVERSITY

Diversity perspective suggests that differences as well as similarities across the workforce can help with achieving business goals. Each employee brings to their workplace their own world view, experiences and relationship styles, and this is amplified in the context of international working. It is the job of international managers to ensure this diversity works effectively for the organisation in terms of talent retention and productivity, as well as providing new opportunities and greater engagement of individuals.

Helping employees working internationally to understand local contexts, labour regulations for expatriates, cultural attitudes and ways of behaving, while still attempting to promote progressive practices, is an important part in developing appropriate international business strategies on diversity.

EMBRACING NEURODIVERSITY IN THE WORKPLACE

Diversity categories are varied, however, a key area that requires better understanding is that people think differently and are wired differently. Extrapolating this notion further reveals people with thought process diverging from so called 'dominant societal norms'.

The accepted jargon for this is neurodiversity. Neurodiversity is an emerging concept that acknowledges natural variations in human brain function, ways of thinking and behavioural traits. But there is not yet an accepted way of recognising the specialist strengths within a neurodiverse workforce such as the nature of specialist thinking skills compared to generalist thinking skills.

Neurodiversity might include such conditions as autism, attention deficit hyperactivity disorder, bipolar disorder, dyslexia, dyspraxia and dyscalculia. For the purposes of this article, we focus on autism, it being the most prevalent. In the UK, it is thought that one in eight people are diagnosed as being on the autism spectrum. The UK is forward-thinking in its approach to incorporating neurodiverse employees into the workplace. However, there is still much work to be done to remove the pervasive stigma attached to autism and the general lack of understanding.





MANAGING NEURODIVERSITY ACROSS BORDERS

With the increasing use of international remote working and virtual team arrangements there is an opportunity to consider greater participation and inclusion in international work.

This requires managers to focus on how to identify the roles and tasks most suited to those considered neurodiverse, how to assess their workplace needs and the value they can add to the business.

Managers also need to consider national variations disability legislation. Most countries have adopted approaches in line with the United Nations Statute on the rights of Persons with Disabilities. This recognises the need for organisations to make accommodations and adjustments to support the widest possible range of human experience. These accommodations might include:

- Work environment flexibility
- · Schedule flexibility
- · Specialist supervisor and stakeholder support
- Training
- · Workstation adjustments
- · Language, culture, and literacy coaching

There are very few existing studies evaluating the effectiveness of adjustments in the workplace, which provides a challenge. Most organisations rely on professional judgment and common sense rather than formal evidence. Some countries have a proactive approach by endorsing specific recruitment programmes within organisations. Others view it as a disability or an incurable mental impairment and offer no support with schooling or employment. Some countries have no screening procedures and therefore no official figures for comparison.

The UK Access to Work programme supports the assessment of workplace needs and is widely respected in the UK. There are few programs of this kind internationally. The same role is more typically provided informally or privately by Occupational Health, Human Resources or Employee Assistance Programs from an organisational point of view.

The internationalisation of firms and the greater mobility of labour is bringing into sharp focus the need to understand the applicability of host country labour regulations for neurodiverse expatriates. International managers seconding employees abroad or hosting assignees from another country need to know how to handle the relevant different approaches.

FORCES DRIVING GLOBAL MOBILTY STRATEGY

At the same time, there is a need for a more effective platform for regulating international employment issues – a platform that facilitates setting standards and creating alternative sustainable visions of how people should be managed. A cohesive working environment is one where everyone feels accepted regardless of where they are from.

As the world emerges from the Coronavirus pandemic, businesses are considering more agile and flexible working arrangements, including remote international working. This has increased focus on sustainability, health and wellbeing. This new sense of direction is revealing opportunities and approaches for neurodiverse employees which will allow them to participate in international projects and cross-border work more easily.



CONTACT

Steve Asher

Director of Global Mobility
sasher@mks.co.uk





New variants, new restrictions and access to vaccines - why this means ongoing disruption for mobility

Author: Raj Mann, Senior Manager

As seen with the United Kingdom (UK) and France recently, the emergence of new COVID-19 variants can result in new restrictions being enforced, even for fully vaccinated travellers. As a result, ongoing unpredictability and complexities around mobility continue to delay the gradual easing of entry/quarantine restrictions.

In addition, many countries, including those with high vaccination rollout rates, are continuing to take a cautious approach to new variants.

New variants, new restrictions

The COVID-19 pandemic has resulted in increased complexities when crossing borders; particularly between countries experiencing differing levels of infection rates, new variants of concern and slower vaccination rollouts.

Since January 2021, we have seen countries react quickly to the emergence of new variants including the Alpha (UK) variant, and more recently the Delta and Beta variants.

Given the uncertainty around how current vaccines will work against new variations of COVID-19, restrictions implemented in response to new variants often include fully vaccinated travellers. The UK government's recent announcement to carve-out a new 'amber-plus' categorisation for France in response to the Beta variant, illustrates the uncertainty and speed at which governments are approaching new restrictions in response to new variants.

Which vaccine for which borders?

Access to vaccines will impact how an individual may cross borders. Further, not all COVID-19 vaccines are recognised and approved in all countries, resulting in challenges that go beyond access.

Each country has autonomy to set their own eligibility requirements, resulting in the list of approved vaccines differing from one country to the next. For example, while tools like the European Union (EU) Digital COVID Certificate are helping to increase alignment across the EU when it comes to European Medicines Agency (EMA) approved vaccines, member states retain ultimate autonomy when choosing to approve additional non-EMA approved vaccines. As an example, Hungary and Slovakia have approved Russia's Sputnik vaccine, which is yet to be approved by the EMA.

These variances have increased challenges in mobility assignment planning and business travel, particularly for employees embarking on multiple location assignments.

Mobility policy for the uncertain assignment: Flexibility and forward planning

While vaccine requirements are not new for global travel, the challenges arising from the COVID-19 vaccine (particularly around access and approval status of type of vaccine) mean that the hurdles assignees, business travellers and global mobility professionals are facing are unique to this pandemic.

In times of disruption, flexibility and forward planning should be prioritised. While employers may have global mobility policies in place for remote working and stranded individuals, the focus should also now include discussions on vaccines.

Key questions for global mobility professionals include:

- How do you plan for your globally mobile workforce receiving the 'right' type of vaccine for their next global assignment?
- How do you plan for multiple-location assignments, where differing vaccine requirements exist in each location?
- What if an assignee (or their accompanying dependants) cannot access a vaccine or chooses not to take one?
- Will assignment costs (including the associated quarantine costs, if any) cover the individuals who choose to travel to their base country to receive a vaccine, even if they may be able to access the vaccine on assignment?

The global workforce and the fight for skilled talent

COVID-19 has called into focus the balance of protecting the local labour workforce and immigration policy, given rising unemployment rates caused by the pandemic.

Many countries, including Australia and the UK, are already publishing updated priority job and shortage occupation lists, given identified skills gaps created by the pandemic. Other countries, particularly those where the economy is tourism-sector dependent, are placing greater focus on ensuring the local labour workforce are prioritised for re-employment through more stringent labour market testing and quota systems.

What this ongoing shift in immigration policy means for companies with a global workforce is that employee profile data will be critical to ensure the best talent is available in the right place, at the right time. Locating existing talent within the global workforce in order to fill critical roles, in locations with increasing protectionism will increase agility and cost effectiveness across mobility programmes.

Given the current situation, the COVID-19 pandemic will likely remain a disrupter for global mobility for the foreseeable future. Immigration policy will not just become increasingly complicated, but vulnerable to ongoing change at very short notice.

Further discussion



Raj Mann Senior Manager - Global Immigration

Should you have any questions on the above or would like to discuss further, please do not hesitate to reach out to Raj Mann (<u>raj.x.mann@pwc.com</u>) or your usual PwC contact.

© 2021 PricewaterhouseCoopers LLP. PricewaterhouseCoopers LLP is a limited liability partnership registered in England under registered number OC303525, with its registered address at 1 Embankment Place, London WC2N 6RH.It is authorised and regulated by the Financial Conduct Authority for designated investment business.ur legal disclaimer here



4

The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency.

Bill Gates

Technology plays a big part in every area of our lives. We generate data throughout our daily lives. Whether it be logging into our emails or tapping contactless cards, we're constantly creating new data. The same applies to Global Mobility. Moving employees across borders involves a number of touch-points with different people and technologies.

Global Mobility professionals are consistently being asked to do more with less in an increasingly complex regulatory environment, often working with historic internal systems, which results in more administrative work. Is technology the magic bullet?



Analytics

is the process of finding patterns and taking information from data.

This means that we can make more data driven decisions. Have you thought about where your organisation holds employee (and assignment) related data? How can we leverage this to make better decisions? Can we (global mobility) play a more strategic role in our organisations?



Automation

is the creation and application of technologies to deliver services with minimal human intervention. Automation is perfect for repetitive, administrative tasks. Examples of automation within global mobility include completing compliance applications such as social security applications, EU Posted Workers Directive compliance and visas.

Automation can help connect disparate systems together too, ensuring that your organisation and employees have the latest data to make decisions with. Are you currently working with multiple systems that all seem to require similar data? Could you benefit from connecting these systems together?





Artificial intelligence (AI)

is the simulation of human intelligence processes by machines, especially computer systems. Specific applications of Al include expert systems, natural language processing, speech recognition and machine vision.

Within Global Mobility, we can leverage machine learning and natural language processing to aid talent acquisition. We can ensure that you pick the most appropriate candidate from within or external to the organisation using AI, while taking into account the additional risks and challenges associated with moving individuals and families across borders.

When arguing for an investment in technology it is important to create a business case for change. Ask yourself:

- Can we quantify the total 'cost' of this investment? Including time, opportunity cost and fees.
- What is the benefit to our organisational strategy? Including inclusion and diversity, environmental impacts, financials and compliance?
- What is the benefit to our employees? Are we saving time or creating more work?
- What is the cost of doing nothing?

By answering these questions, discussions with stakeholders for budget and for transformative change is made easier.

If you are interested in having a discussion about any of the themes within this piece, please contact your PwC Global Mobility Services team or one of the following professionals:

iain.a.mccluskey@pwc.com, benjamin.oghene@pwc.com alexandra.f.hoaglin@pwc.com, kumar.arjun@pwc.com

This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PricewaterhouseCoopers LLP, its members, employees and agents do not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this publication or for any decision based on it.

© 2021 PricewaterhouseCoopers LLP. All rights reserved. 'PwC' refers to the UK member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.



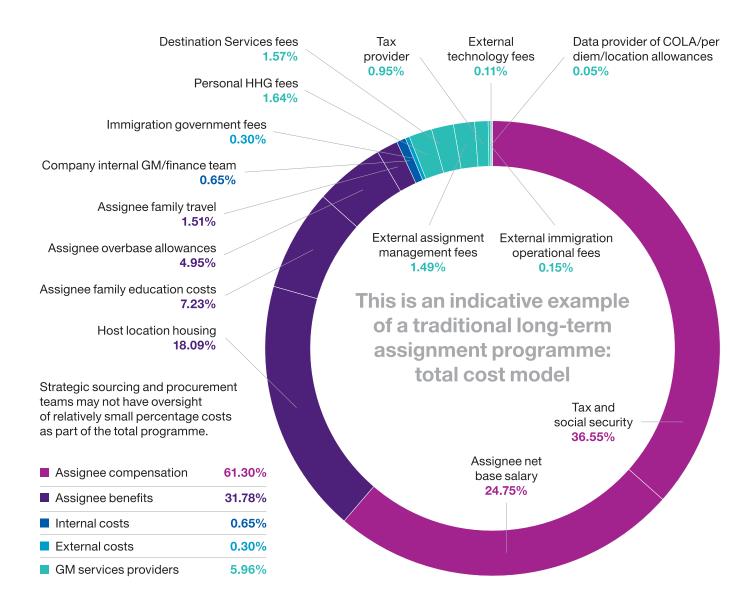
Five things to consider when optimising mobility programme costs through compensation and payroll

Total cost visibility in Global Mobility is particularly challenging. With so many elements to consider and multiple data sources to factor in, the challenge is great. But opportunities do exist to optimise costs, mainly falling into three areas.

Programme management—How organisations structure their service model combining people, process and technology to support international talent mobilisation.

Individual employee relocation and assignment costs—Business case for people investment, policy type which drives compensation, over-base allowances such as cost of living indices, assignment/relocation, and host country conditions.

Employment tax and social security planning—Effective tax and social security planning should be factored into both the policy development and ongoing operational delivery of relocation and assignment management solutions.



A part can be played through effective compensation, payroll, and expense management programmes, aligned to increase the overall visibility of assignment costs and reduce cost itself. When considering how to structure these elements for the best effect, it is worth considering these five areas to optimise the best outcomes and mitigate risks and hidden or unseen costs.



1. Trailing tax liabilities

Employers should document what tax responsibilities will exist at the end of an assignment, including in case of termination. At the end of an assignment, the post-employment obligations of both parties should also be clear.

When tax-equalisation deals are in place, there may be funds owed back to the company by the individual twelve months after termination. These are often hard to recoup because employees have moved on. Therefore, consideration should be given to how the company may recoup monies from departing employees should it wishes to do so by inserting appropriate clauses in the employment contract.

2. Data and employee perception

Employee relocation and assignment costs are the second largest area of a total assignment cost. Ensuring you have the correct data gives you the ability to set expectations for your employee and your organisation. Access to the accurate host location housing costs means budgets can be clearly established in advance and reviewed periodically.

Many organisations are shifting their language to affect perception. The shift toward terminologies such as QOLA (quality of living allowance) and entitlement, instead of using former phrases such as hardship and allowances, can positively affect assignee's perceptions and increase buy-in to policy elements. For example, the term entitlement shows that not all assignees necessarily get the same benefit, whereas allowance may suggest otherwise.

3. Equity release

When was the last time you thought about equity release and trailing tax for your current and upcoming expatriates? Are restricted stocks taxed upon vesting or grant? Are the gains from the sale of shares taxable? What exemption and legislation are permissible? Are employers required to withhold and report? Are expatriates required to report? Under many countries' rules, stocks, shares and options are perceived as principal income from employment when exercised and a tax allocation over various countries may apply. Make sure to get the right expertise to avoid equity issues and unknown costs.

4. Social security and pensions

Ensure you identify home and host location requirements for both social security and pensions. Breaks in contributions may have far-reaching implications and rules vary widely.

Clear communication of the rules, responsibilities and employment law considerations should be made clear from the start to avoid complications and additional costs later.

5. Payroll challenges

A maybe does not work in payroll, which requires binary yes and no decisions. For example, do we pay the individual this amount or are we only shadowing it? Is it subject to tax and social security withholding? Do we deliver it net or gross? Ultimately someone needs to be responsible in all of these cases.

Payrolls require detailed but straightforward policies to guide and make the process as clear as possible. Some considerations are the location of payroll, payment currency, split or shadow payroll requirements, tax withholding, reporting and remittance obligations in home and host locations. Upskilling existing payroll teams can be challenging and costly. If you are outsourcing payroll, it pays to have clear definitions and objectives.

Summary

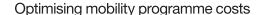
Timely advice and pre-planning can have a significant effect on assignment costs as well as total cost visibility. Consideration of some critical areas can positively impact and give tools to build a business case for improvements and adjustment.

Have you considered outsourcing your payroll and expense management to an expert provider? Benefit from visibility, control, and compliance. Having your data in one place allows for greater visibility, ease of reporting and gives you a complete overview of costs. Compliance is ensured so there are no hidden costs.

Reach out to Santa Fe Relocation if you would like to discuss the transformation of your compensation and payroll approach..

@ChrisPutt #SantaFeRelocation chris.putt@santaferelo.com







Managing International Household Goods Shipping in 2021

The right blend of teamwork, communication and innovation makes a challenging situation better.

At the beginning of 2021, the cost of international sea freight made the headlines in countless mainstream media outlets. One of the most striking examples used at the time was a comparison of a 40ft container moving from Beijing, China to Munich, Germany: In December 2019, the cost was \$1,550, but by December 2020 it had surged 577.4% to \$10,500.

Prices still remain stubbornly high. Bloomberg reported in April that high prices are now becoming embedded into contracts. Global consumer demand has been fuelling an increased need for ocean freight, resulting in a lack of capacity with only a finite number of containers in circulation. The volume of full-to-capacity ships waiting to access ports to offload their cargo causes further delays in reintroducing empty containers back into circulation.

Global mobility teams should ensure that their household goods provider and RMC are not only keeping them updated with developments in cost and transit times, but also with the implications of container grade and solutions for managing assignment start dates.

Many organisations may have not fully taken account of the implications of cost and international shipping times. Global mobility teams should ensure that their household goods provider and RMC are not only keeping them updated with developments in cost and transit times, but also with the implications of lower container grade offerings and solutions for managing assignment start dates.

A plethora of additional factors are exacerbating the complexities of surging freight rates and prolonged transit times – the most notable being the blocking of the Suez Canal by the Ever Given which had at least 369 ships queuing behind it to pass through the canal back in March.

The pandemic has created demand-led shortages in other connected areas, such as cardboard, with prices increasing as a result.

Lastly, the dual effects of Brexit and re-distribution of profitable work resulting from the pandemic have had specific impacts on the UK market. There is a much more onerous administrative burden on both the household goods provider and the assignee post-Brexit, where the shipment is travelling by road between the UK and Europe. It's far more difficult to predict when a vehicle will arrive at the assignee's residence to commence unpacking because so much of the process of getting it there is out of the control of the crews making the journey.

An additional problem afflicting the UK at present is a shortage of available hauliers. Many European national drivers have now left the UK following Brexit; some because they are unsure of their rights to work in the UK. The flow of workers entering the industry has been stymied by pandemic restrictions. The UK Road Haulage Association (RHA) stated earlier this year that typically, 40,000 candidates qualify to become HGV drivers annually, but only 15,000 were able to complete training last year, resulting in an estimated 60,000 to 90,000 HGV driver vacancies.

Naturally, there is a wider impact outside of the global mobility industry. British retailers have admitted gaps on supermarket shelves as a result of the driver shortage, and two festival staples – beer and Haribo - also raised logistical alarm bells. Whilst the German confectioner admitted in July that it was struggling to get stocks of its sweets to stores across the UK, the British Beer & Pub Association sought to quell fears that pubs might run out of beer ahead of the crucial summer sport and festival season.



Sterling Lexicon's Guidance for Global Mobility Professionals

- Talk to your RMC and/or household goods provider about costs and transit times on the traffic lanes you are most likely to move people across over the remainder of 2021
- Validate the data used in your budgeting process to ensure that it is reflective of the current environment
- Work with your RMC and/or household goods provider alongside your immigration provider to anticipate the lead times required for assignments and transfers
- Work with business managers and HRBPs to manage expectations around speed to deployment
- Work with your RMC Account Manager to explore alternative options, such as small shipment services or furniture allowances
- Work with your RMC Account Manager to ensure that you have a robust, yet flexible exception management process in place.
 Ensure that you have parameters to manage routine exceptions likely to arise from the current environment described here in an efficient and effective manner
- Work with your RMC Account Manager to look at the customer journey in the current environment and to examine how your RMC is working to enhance the customer experience

sterlinglexicon.com



We ARE better together.

We're so excited about being together in person again, we're busting out our best dance moves at the Sterling Lexicon stand. Stop by and show us yours!

The need to get the right people into the right roles at the right time hasn't changed, but precisely how organisations achieve that goal certainly has. By working together, we can solve any challenge and design solutions that deliver happy, productive employees – everywhere you do business.

Let us help you with:

- Flexible, compliant policy design and implementation
- · Immigration and visas
- Complete origin and destination services, including household goods transportation
- · Expense management / budgeting
- Repatriation or localisation support



Simon Johns
Business Development
Director
+44 7764 927449



Ruth Lyons
Business Development
Manager
+44 77693 12434





In a surprising twist, the definition of global talent mobility has widened dramatically in 18-months where many of us were stuck at home. No longer are companies dealing with a small population of jet-setting road warriors working in far-flung locales, but instead with a majority of employees who are now working remotely across the globe. The shift to remote work brought on by Covid-19 has forced companies to come face-to-face with a distributed workforce that, for many, was not a core part of their plan.

But while many of us have lamented the upheaval the pandemic has caused in our lives and our organisations, the expansion of global talent mobility on a broad scale has been quite beneficial for companies when it comes to reimagining and expanding their talent strategies. While it's certainly not been without hiccups, the findings of our recent Adapt survey¹ suggest that the evolution in the way we work now offers some significant strategic advantages.

Access diversity with fewer barriers

Just as the pandemic turned digital transformation into an urgent reality after years of open-ended planning, the shift to remote work has also made diversity plans instantly attainable. By eliminating geography from the talent equation, remote work has removed significant barriers to creating the diverse workforce culture we've all been striving for. In fact, 94% of HR professionals we surveyed said their organisations can now access a more diverse team than they could prepandemic.

This not only affords access to talent in different geographies but also in different lifestyles. For example, working parents can now lend their crucial talent and skills to groundbreaking projects and still be available for school drop-off and pick-up. Employees no longer have to sacrifice family for their career or vice versa. Companies should embrace this flexibility as it affords them access to diverse talent and skills and allows people to live the lifestyle they want, wherever they want, which widens opportunities for both employers and employees.

Provide sought-after flexibility to drive retention

As we settle into distributed work as the way of the future, talent retention will become increasingly crucial. Even before the pandemic, the so-called "compensation premium" — the amount of salary increase it takes to lure employees to another company

— had reached its lowest point in years. With people
willing to switch jobs for almost no increase in salary,
companies must focus on making employee experience
a top priority in order to retain talent.

Flexibility is key for the vast majority of employees; they believe they should be able to work wherever they want. Fortunately, 90% of HR pros agree, and the flexibility afforded over the last year has driven a big jump in employee experience ratings. Continuing to provide flexibility will be a key driver in employee experience and retention.

Meet employees' persistent desire for international experience

Despite travel hurdles, employees still have an overwhelming desire to experience new cultures as soon as it's safe and feasible. One in four employees we surveyed desire an international work experience, up significantly from just 17% last year, and nearly one-quarter of employees would like to take a long-term assignment.

This desire for international work experience can be a huge advantage, provided an employee population that is willing to work wherever the need takes them and that seeks to advance their skills and experience in the process to accrue leadership acumen. Leveraging international mobility can help to give employees the experience they want while building the leadership pipeline the organisation needs.

Some employees may be willing to be tracked for compliance

With the physical ties to an office being eliminated, employees and HR professionals largely agree that teams of the future will be agile, and co-location is unnecessary. But, this also poses a serious risk for organisations when it comes to complying with local, state and country tax, immigration and employment laws. Over the past year, 2 out of 3 employees did not report all their days working outside their home state/country to HR, while 1 in 5 reported none, despite many having knowledge of the tax implications. Even for those who know the rules, HR pros were more likely to work in a different state or country but still struggled to report their whereabouts accurately.

Clearly, companies need help and can't rely solely on employees to self-report in order to avoid tax and compliance issues. Employers have long been hesitant to track employees through their devices because of privacy concerns, but 94% of our respondents said they're OK with being tracked at the country, state and even city level. This news should give companies the confidence to consider automated mobility tracking in order to reliably and accurately report employee location to help both companies and their people reduce tax violation risk.

The definition of mobility is widening substantially. Where it used to mean traditional international assignments, now it includes all types of flexible working, even if that means working from home. Fortunately, the purpose hasn't changed: ensuring you have the right people working from the right locations to best engage your teams and deliver results, all while staying compliant. By implementing sound policy, compliance strategies and communication to offer a seamless experience to employees, companies can leverage the substantial talent and diversity benefits of global talent mobility to drive post-pandemic business growth.

Topia is the leader in Global Talent Mobility. We empower organisations to deploy, manage and engage distributed workforces anywhere in the world.

Visit Topia.com to learn more.



TRACKER SOFTWARE TECHNOLOGIES

Location Based Compliance

A new way of thinking, spanning Business Travellers and Remote Workers in the fields of Tax, Immigration, Social Security, Posted Workers, Duty of Care, COVID and beyond.

The way we travel and interact with the office has changed greatly, but so has the Authorities' mindset, now seeing these groups as key sources of revenue in a post-COVID world. With the implementation of Posted Worker legislation -US-States suing one another over commuting workers and penalties associated with remote working compliance is finding its way on to the corporate agenda. Travellers are also readily engaging with technology to keep them safe and facilitate their travel or remote working event.

By having a single platform that supports travel and remote working, compliance and duty of care, you can proactively assess the feasibility and risk of travel events with a tool that matches your corporate culture and risk appetite.

Simplify the User Experience for employees and stakeholders by integrating with your vendors and technology platforms, from HR IS and travel booking tools to Immigration and Tax providers. Explore the possibilities of 'self-service' for your organisation - call us today.



You can purchase our technology from any one of our partners:



SMARTRIP































Carl McClean +44 (0)203 514 8652 cmcclean@air-inc.com www.air-inc.com AIRINC empowers clients with the right data, cutting-edge technology, and thought-leading advice needed to effectively deploy talent worldwide. Our industry expertise, innovative solutions, and excellent service enable us to partner with clients to navigate the complexity of today's global mobility programmes. As the market continues to evolve, AIRINC offers creative ways to help clients address new talent mobility challenges, implementing resilient solutions fit for purpose. Our approach is designed with your success in mind. With an understanding of your goals and objectives, we ensure you achieve them. Headquartered in Cambridge, Massachusetts, and offices in London, Brussels, and Hong Kong, AIRINC has been collaborating with clients for over 60 years.

AlliottGlobalAlliance

Giles Brake +44 (0)7908 816492 giles@alliottglobal.com www.alliottglobal.com/global-mobility Alliott Global Alliance ('AGA') provides a one-stop-shop for global mobility solutions for corporates with employees on short-term and long-term assignments outside of their home country, including business travellers and cross-border commuters. With a local presence in 80 countries world-wide, AGA's tax and legal professionals meet the need of companies, small and large, for a collaborative professional services partner that provides a joined-up approach to tax, social security, payroll and work permit/immigration planning and compliance worldwide. Whether you are a smaller company sending your first assignee or a larger company with an established international assignment program, AGA offers you the experience to address your global mobility challenges and opportunities.



Barry Potter +44 (0)7909 632082 barry.potter@altairglobal.com www.altair.com Since 1989, Altair Global has been delivering exceptional mobility experiences to customers and clients worldwide. From 11 offices worldwide in EMEA, APAC and the Americas, we provide our clients superior, consistent mobility program management with a dedication to innovation and cost control. Supported by sophisticated, dynamic technology, our focus on experience management drives continuous improvement and innovation in our full-service global assignment and relocation services. Trust Altair to guide your mobility journey.



Andy Kelly
+44(0)7891 921634
andrew.kelly@bdo.co.uk
Karen McGrory
+44(0)7581203703
karen.mcgrory@bdo.co.uk
www.bdo.co.uk

BDO are experts in the field of expatriate taxation providing advice to established international programmes and those moving internationally for the first time as well as organisations handling virtual assignments and international remote working arrangements. With offices in over 165 countries and 90,000 staff worldwide, our global team are able to deliver assistance for all your international assignments and cross border worker arrangements. Advice is given by experienced professionals who on top of being well versed in providing technical and practical guidance to both employers and their assignees are also able to provide insight on how factors such as ESG and D&I are influencing the shape of global mobility. We have a comprehensive expatriate offering and focus on delivering our award-winning exceptional client service in all our interactions with you. As well as making use of our cutting-edge technology to enhance our service, we pride ourselves on our personal approach with our clients.





Samantha Davidson UK: +44 (0)7983 007398 USA: +1 914 328 3000 samantha.davidson@ bennettinternational.com www.bennettinternational.com Since 1991, Bennett International Education Consultancy has served thousands of families and hundreds of corporate clients from its global offices and a team of over 70 consultants based around the world. It is the recognised industry specialist in education consulting services for both private clients and corporations with relocating personnel. For Corporations, many Fortune 500 companies, Bennett provides school placement services - preschool through university - to the dependents of relocating employees, identifying the "best-fit" schools for their children anywhere in the world.

Our Education Research and Analysis team provides customised consulting on education policy design and benchmarking, tuition studies, group moves and planning, schooling landscape assessments for businesses moving to new locations, remote or difficult location education solutions, repatriation services, as well as state vs private school assessments.



Jeremy Chandar +44 (0)7764 225444 jeremyc@bournesmoves.com www.bournesrelocationsolutions.com Since 1875 Bournes Relocation Solutions has been making moving special, personal and easy.

Today's generation of Bournes brings professional expertise, innovative systems and a renowned personal touch to worldwide relocation solutions.

Whether you need to move one or many assignees in-country or across five time zones, you're safe in Bournes' hands.



Ava Norris +44 (0)7793 697 031 ava.norris@cartus.com www.cartus.com Leveraging 65 years of relocation industry expertise, Cartus provides trusted guidance to organisations of all types and sizes to optimise their mobility programmes and achieve their strategic goals. From offering in-depth policy consulting services to create best-in-class relocation programmes, to providing logistical support, intercultural/language training, or full mobility programme outsourcing including compensation administration, Cartus delivers consistently excellent service to our clients in over 185 countries worldwide; creating truly bespoke solutions to meet each organisation's unique needs. To find out how we can support you to achieve your mobility objectives, visit www.cartus.com





Richard McBride Office: +44 (0)207 118 1405 Mobile: +44 (0)7538 407932 richard.mcbride@certino.com

www.certino.com

Certino make shadow payroll simple. Our platform simplifies the tax management of globally mobile workforces through intelligent automation of shadow payroll and rebilling processes. By integrating seamlessly with your tax and mobility programme, we help you to maintain a smooth shadow payroll process, remain compliant with international employment tax laws and dramatically reduce your shadow payroll costs. Whether you're an organisation with an internationally mobile workforce looking to streamline your shadow payroll, or a service provider looking to optimise your shadow payroll offering, we've got the right solution for you.



Chris Bolton +44 (0) 7973 974 029 christopher.bolton@cigna.com Nick Slimmon +44 (0) 7531086465 nicholas.slimmon@Cigna.com www.cignaglobal.com Cigna Global Employer Health is a premier health services provider for global employers. Cigna delivers an array of global benefit solutions to meet the evolving needs of organisations with a globally positioned workforce. Dedicated to be the whole health partner of choice to the people we serve throughout their lives, we provide easy, affordable access to quality healthcare. We're focused on addressing health concerns, improving resilience, reducing stress levels and emotional health issues of our customers.

We are committed to creating better futures for our customers and clients and to help them achieve or maintain their physical, mental, financial or social health goals.



Ema Boccagni +44 (0)20 7351 5000 emanuela.boccagni@eca-international.com www.eca-international.com ECA International is the market-leading provider of knowledge, information and technology that enables businesses to manage their international mobility programmes.

Partnering with thousands of clients globally, we provide a fully-integrated suite of quality data, specialist software, consultancy and training. Our unparalleled insights guide clients as they mobilise their most valuable resource: people.

We make the complex world of international mobility simple, providing clients with the expertise and support they need to make the right decisions - every time.





Wesley Moria +44 (0) 7929 874012 wesley.moria@edyngroup.com www.findingedyn.com Since 1997, edyn have provided business travel accommodation for businesses of all sizes, catering for single and multi-location programmes, building an extensive portfolio of serviced apartments and aparthotels across our four consumer brands and global Partner Network of over 80,000 apartments in 265 locations. Our best-in-class corporate accommodation solution is based on a hybrid model, enabling us to offer a combination of our owned and managed inventory apartments alongside a selected and vetted Partner Network, providing our clients with a truly global solution. edyn's brands appeal to free-thinking urbanites. Rooted in the local neighbourhood and offering vibrant experiences and connections which enliven the soul.



Tim Wells +44 (0)7946 536 230 tim.wells@equusoft.com www.equusoft.com Founded in 1999, Equus Software is the market leader in cloud-based relocation and mobility solutions. More than 2000 organisations around the world use Equus solutions to automate mundane, transactional work so that global mobility teams, talent management professionals, and other key stakeholders can focus on adding value to the business. Equus has a proven track record for delivering cost-effective global mobility solutions, continuous innovation and exceptional customer service.



Andy Beaver +44 (0)20 8878 7980 andy@4cr.co.uk www.4cornersrelocation.com With the UK open to talent from all 4 Corners of the world, 4 Corners Relocation was founded in 1998 as a Destination Service Provider on the principle of helping assignees and their families overcome the stress of moving and settling into a new life in the UK. The company is set up and run by Karin and Andy Beaver, who have grown 4C steadily over time to become one of the UK's premier destination services experts, successfully providing destination service to businesses of all shapes and sizes and from all industry sectors.



Andy Elson +44 (0)7767 243 217 +44 (0)20 3780 4536 andy.elson@gersonrelocation.com www.gersonrelocation.com Gerson Relocation provides international moving and relocation services, designed to provide an exceptional relocation experience with support to ensure your relocating employees are effective in their roles. All services are managed and delivered by highly trained and experienced moving and relocation experts, who are proactive and responsive. Our service is underpinned by FAIM, ISO certified processes and supportive technology. The result is that we can manage your relocation programme, minimise service issues, manage costs and provide you with complete control of your mobile population.





Mike Hibberd +44 (0)7795 450739 mike@globalexpatpay.com www.globalexpatpay.com By applying smart technologies, mobility data management expertise and a leading global foreign exchange payment solution, Global Expat Pay offer an innovative, cost effective and unique technology-led managed service that:

- Simplifies and centralises the collection, management and distribution of data and payments.
- Automates key operational process such as payroll, finance, and compensation collection.
- Eliminates duplication of effort and reduce external vendor spend.
- Disperse payments across 200 countries and territories in 130 currencies
- Digitises global mobility for all sizes of mobility programmes.
- Generates actionable insights and industry-leading reporting



Tom Crosby +44 (0) 7557 658 246 tom@gtglobaltracker.com www.gtglobaltracker.com

As businesses reframe their future in today's evolving landscape, critical data and intelligence is essential to prioritising the safety and compliance of all employees. Tracker Software offers a suite of solutions to safeguard the return to business travel, as well as implement a remote working strategy for your company. The Pre-Trip Assessment tool supports compliant and safe travel decision-making prior to a trip being taken and is a key step in helping organisations to move away from the reactive tracking of mobile employees. For some organisations, post-trip compliance administration is a better cultural fit and is an alternative model in the tool. Assessments include tax, immigration, social security, payroll, Posted Worker, PE alerts and more. Remote Worker request features will allow employers to offer all talent a fair and equal chance to 'Work From Anywhere' in a safe and compliant fashion, while adhering to the Remote Working policy. Remote Worker features also include locators, personal health and safety captures such as health questionnaires and day tracking to ensure employees don't outstay their welcome, or exceed allowances. Contact us today for a discussion as to how we can help you navigate complex compliance environments in a post-COVID world.



Lucy Foster + 44 (0)7766812478 Ifoster@impactgrouphr.com www.impactgrouphr.com IMPACT Group is a global leader in talent mobility and career transitions, offering Relocation, Outplacement and Leadership Development coaching. We specialise in talent solutions that enhance agility and increase productivity during times of business transformation and transition. Our Relocation Assistance Services provide tailored, targeted and holistic support for your employees, their spouses/partners and families. Delivering services in 77 countries and 22 languages, our experienced global team of 200+ coaches empower your talent, and their accompanying household, even in the most remote locations. With greater stability, clarity, and confidence your people will gain the power to move your business forward — today and every day. Because successful business moves depend on successful people moves.



Magrath Sheldrick

Ben Sheldrick +44 (0)20 7317 6723 ben.sheldrick@magrath.co.uk www.magrath.co.uk Magrath Sheldrick LLP has been one of the UK's pre-eminent specialist immigration and employment practices for over 30 years. Personal relationships, expert skills and a very commercial approach to business distinguish this highly regarded independent law firm as a legal brand of choice for business immigration services.

Clients include major investment banks and global corporates across a range of sectors including financial services, healthcare, entertainment, IT and construction, as well as a range of family offices, industry executives and wealthy individuals. The firm has dedicated practice groups specialising in UK Immigration, US Immigration and Global Immigration. They also have a global network of offices and co-counsel.



Kate Fitzpatrick +44 (0)77 890 300 12 kate.fitzpatrick@mercer.com www.mobilityexchange.mercer.com Twitter @Mercer. Mercer believes in building brighter futures by redefining the world of work, reshaping retirement and investment outcomes, and unlocking real health and well-being. For more than 70 years, we've turned our insights into actions, enabling people worldwide to live, work, and retire well. In particular, Mercer's Global Mobility services empower organisations to achieve their business goals through effective mobilisation of their talent. Our deep mobility expertise, combined with that of our broader reward, talent management, benefit and retirement practices, gives us a unique perspective on the context in which mobility programmes are evolving.



Steve Asher +44 (0)20 7025 1644 sasher@mks.co.uk www.mooreks.co.uk Moore Kingston Smith is a dynamic, leading UK firm of accountants and business advisers. With over 60 partners and more than 500 staff based in and around London, they are a leading member of the Moore Global Network. An international family made up of over 30,000 people across more than 100 countries.

Moore Kingston Smith's global mobility experts conduct extensive country profiling, drawing out the fundamentals, dynamics and subtle nuances of relevant country's society and culture. They can work with you to design a comprehensive strategy for managing your global teams and planning intra-company cross-border coordination and communications.





Laura Mayo +44 (0)20 3903 5989 hello@mygmpd.com www.mygmpd.com MyGMPD is a first-of-its-kind continuous professional development programme created for those responsible for managing a global workforce. The programme leads to accreditation and provides a new global benchmark for the Global Mobility profession. The MyGMPD Learning Hub gives access to a range of flexible learning options, much of which can be accessed remotely, so the programme is ideal for professionals operating worldwide. Points are earned from learning content and activities provided by Subject Matter Experts and include webinars, reading material and access to a range of international events. These are designed to build specialist skills and knowledge and enable professionals across the globe to achieve high standards and enhance their careers.



Nancy Guidera +44 (0)207544 6827 nguidera@netexpat.com www.netexpat.com NetExpat is a global leading provider in assessment, training and coaching for mobile employees and their relocating partners. We provide Partner Assistance, Intercultural Training and Coaching to 400+ corporate clients in over 80 countries where we have a local presence.

For more information, please contact us at info@netexpat.com or visit our website at www.netexpat.com



Paul Bennett +44 (0)7801 566259 paul.bennett@perchpeek.com www.perchpeek.com Perchpeek is a first-of-its-kind digital relocation service that makes relocations affordable, easier and more accessible to all national and multinational firms. Highly commended at the 2021 Think Global People Relocate Awards and shortlisted at FEM Americas, PerchPeek works alongside companies and RMCs to improve their employee experience.

Perchpeek combines our highly intuitive tech platform with our network of relocation experts in 47 countries to fully manage the Destination Services journey in one app. The combination of human expertise, content and tech means that employees can drive their own relocation whilst getting all the expert support associated with traditional DSPs.





lain McCluskey +44 (0)7725 707187 iain.a.mccluskey@pwc.com

Sharan Kundi +44 (0)7801 337664 sharan.kundi@pwc.com

www.pwc.co.uk

PwC has the largest network of GM professionals, providing access to 8,600 specialists across over 150 territories, globally.

The world of work has changed. The impact of the pandemic has undeniably sped up many changes, presenting new organisational challenges, including how companies manage their employees' globally mobile employees in this new world. PwC's GM practice is responding to changes by helping clients adapt policies and processes with a vision for the future aligned to meet today and tomorrow's complex GM requirements. PwC services a range of issues - global mobility policies; benchmarking, operating processes; mobility managed services, tax compliance and social security planning; implementation of technology solutions; expat payroll; employment law and immigration.

As well as the global reach and the breadth of GM services, PwC also delivers a tailored, personal experience - providing clients' big company reach with a small company feel.



Chris Putt +44 (0) 20 8961 4141 chris.putt@SantaFeRelo.com www.santaferelo.com Santa Fe Relocation is a Global Mobility company specialising in managing and delivering high-quality relocation services worldwide. Our services and solutions span the entire relocation journey, from moving, immigration, destination services, compensation and expense management, through to full assignment management solutions. Our services are delivered to a consistently high standard globally and managed through our own operations in selected countries and global network of approved partners. We enable people to work, live and thrive in new places around the world.



Graeme Ferguson +44 (0) 7584 350 958 graemeferguson@silverdoorapartments.com www.silverdoorapartments.com SilverDoor Apartments is the world's leading corporate accommodation agent and the largest booker of serviced apartments globally. With over 20 years' experience providing a premium booking service to corporate clients, RMCs and TMCs across the globe, we are the world's largest booker of serviced apartments, with best practice and duty of care at the forefront of our approach towards supplying serviced accommodation. Strategically placed worldwide offices and expert staff provide a seamless booking experience, personalised support, and second to none customer service, 24 hours a day.





Simon Johns +44 (0)7764 927449 simon.johns@sterlinglexicon.com www.sterlinglexicon.com Sterling Lexicon sets the global standard in mobility solutions. From domestic relocations to managing overseas assignees, we deliver innovative, end-to-end solutions tailored to your culture. Our wide breadth of services and caring approach means your employees get a personalised experience while you meet your management and operational goals. Whether you're relocating one or 1,000 employees, leave it to us to do what we do best—deliver happy, productive people around the world. That's Mobility Optimised.



Steve Black +44 (0)203 808 6358 steve.black@topia.com www.topia.com Topia is the leader in Global Talent Mobility. We empower companies to deploy, manage and engage employees anywhere in the world.

The Topia platform enables organisations to deliver mobility as part of a broader talent strategy encompassing all types of employee movement – remote and distributed workforces, business travel, and more traditional relocations and assignments. This drives enhanced employee experiences and competitive advantage by ensuring the right people are in the right place at the right time, while staying compliant no matter where they are.

The Topia platform automates the entire global talent mobility process, including scenario-based planning, expat payroll, tax and immigration compliance, reporting and more.

Business Solutions

Gary Kniveton +44 (0) 7850 062788 gary.kniveton@WesternUnion.com www.westernunion.com For companies looking to expand across the globe, Western Union Business Solutions assists you with the solutions you need to access over 130 currencies, spanning 200 countries and territories across the world. Our extensive global network, combined with our knowledge of local markets can help you to manage international payments to help simplify employee relocation. For more information go to www. business.western-union.com/en-gb/global-payment-solutions/global-mobility

MyGMPD

The Powerhouse of Global Mobility Knowledge



MyGMPD is an exciting, first-of-its kind professional development programme and sister company to Expat Academy. It is designed to help Global Mobility professionals continuously improve their technical skills and specialist knowledge and leads to accreditation and recognition as a leading GM professional.

Why MyGMPD?

- Tailored individual support via a Learning Coach.
- Leads to accreditation and eligibility to use the post-nominals "GMPD".
- Flexible learning options you decide what, when and how to study.
- Virtual training materials including webinars, articles and thought leadership technical content.
- Relevant, diverse and current material provided by Subject Matter Experts.
- Topical learning groups.
- Access to the GMPD Learning Hub to log learning and earn GMPD points.
- Helps build professional skills and confidence to facilitate career progression.

"As someone who has worked in the Global Mobility field for nearly 20 years, it has been refreshing to have access to a programme where I can continue to enhance and improve my understanding of the most up-to-date technical issues and legislative updates. MyGMPD is my go to place for learning and development."

Kate Low, GKN Aerospace

"I thoroughly enjoyed completing the GMPD programme. The collection of global mobility learning materials is second to none, and it is great having access to all this in one place. I appreciated the mix of content across a broad range of global mobility topics, and from a diverse range of sources including materials from GMPD's own experts as well as other external thought leadership. You can choose what areas to focus on depending on your learning needs and there is something for everyone."

Fiona Dolan, Computershare

Who is it for?

Global Mobility professionals at all levels and points in their careers, from new starters requiring essential knowledge to senior leaders responsible for presenting strategies to the business.

Global Mobility professionals operating in work environments worldwide, with the majority of learning options accessible and achievable remotely.

Companies and Global Mobility Leaders seeking structured training for new or reorganised teams, a platform to support company learning objectives, a means of building credibility with stakeholders, a motivational tool or a vehicle for sharing knowledge together.

How to Register?

Individual GMPD membership is £475+VAT per annum for Expat Academy members and £950+VAT for non-members.

lf you are interested in learning more please contact: Laura Mayo E: hello@mygmpd.com T: +44(0)20 3903 5989

