

Balancing and Progressing Talent Mobility

> 2017 EMEA Talent Mobility Policy
& Strategy Summit Report

> The Best Ideas Come from Industry Insiders

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The 2017 EMEA Talent Management Policy & Strategy Summit was hosted by the global thought leadership entity—insideMOBILITYSM and sponsored by Fragomen Global LLP, Mazars LLP and Graebel. After evening networking on the Amsterdam canals, Mobility Industry Insiders spent a full day discussing critical issues in global Mobility programme management and service delivery. This report shares the top discoveries of the event.

2017 EMEA Summit Attendee Profile – 30 Mobility Professionals Participated

24
Companies

12
Industry
Sectors

91K
Average Number
of Employees

€19B
Average
Revenue

Thank you to the six Industry Insiders who facilitated the programme:

Jo Antoons,
Partner, Fragomen
Global LLP

Mark Derksen,
Head of International
Mobility, Arup

Benedicte Lanoizelee,
Global HR Director,
Can Pack

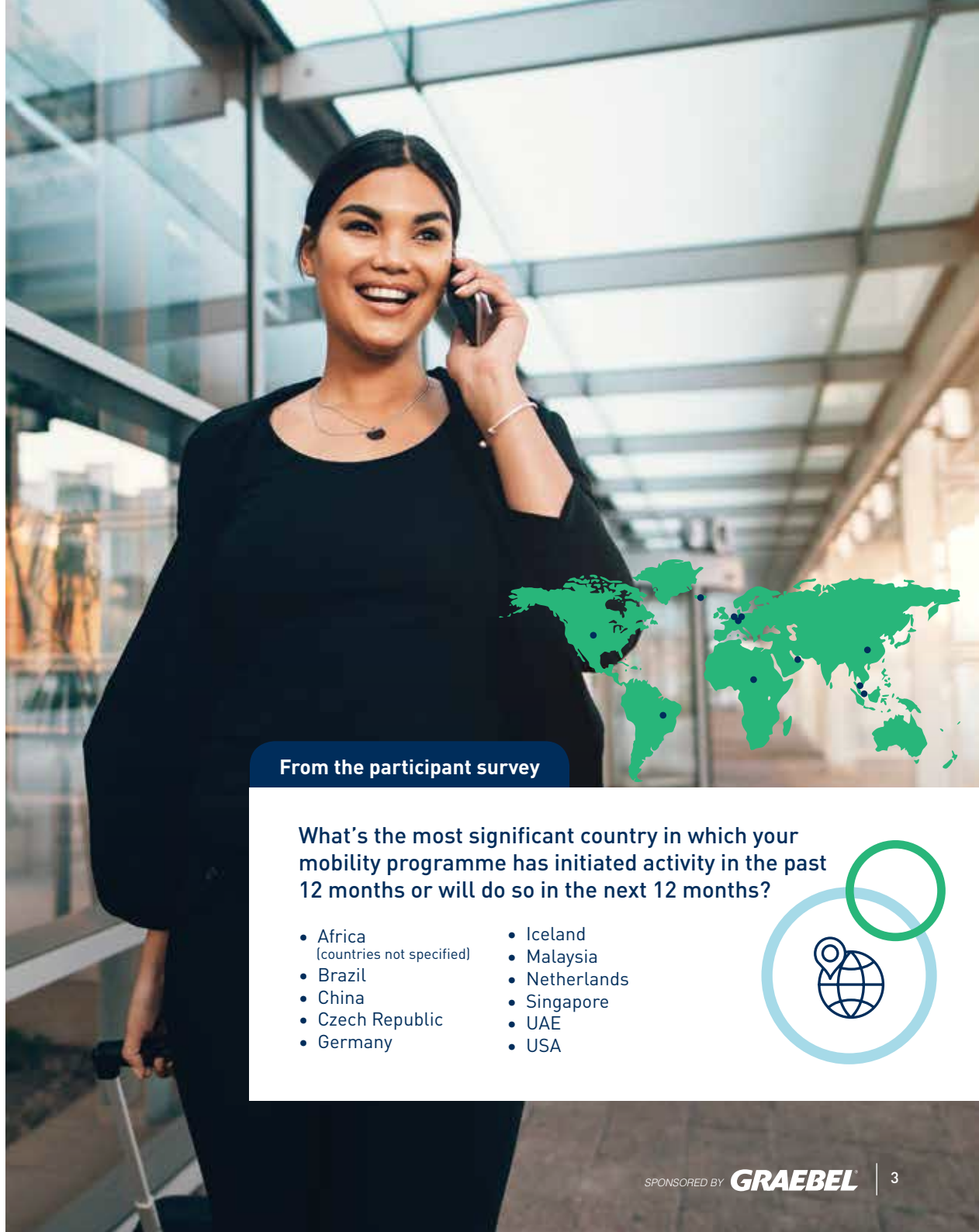
Sigrid Nauwelaerts,
Reginal Director, Talent
Mobility – EMEA,
Johnson & Johnson

Tim O'Shea,
Vice President, Worldwide
Consulting Services,
Graebel

Alexander Rasink,
Tax Partner Global
Mobility Services,
Mazars LLP

> Key Takeaways

- ① Every organisation must find its own optimal balance between providing Mobility services in house and through outsource partners. In all cases, be sure to maintain sufficient personal connection with mobile employees.
- ② Be strategic in how you collect transferee and assignee feedback. If you use focus groups, be sure to have good facilitation. Engage in polling to collect objective data that allow for measuring and tracking.
- ③ Brexit is an opportunity for Mobility to build greater visibility in the organisation. Even though the political situation is still fluid, take a proactive role in data collection and information dissemination.
- ④ Cross-border transfers are proving to be as cost-efficient as anticipated. However, employees often don't anticipate the life-changing implications of this arrangement.



From the participant survey

What's the most significant country in which your mobility programme has initiated activity in the past 12 months or will do so in the next 12 months?

- Africa (countries not specified)
- Brazil
- China
- Czech Republic
- Germany
- Iceland
- Malaysia
- Netherlands
- Singapore
- UAE
- USA



From the participant survey

What are the top challenges your Mobility programme faces in the next 12-24 months?

20%
Greater
integration
with Talent
Management
programme
and processes

18%
Operational
efficiencies

16%
Transferee/
Assignee
experience and
satisfaction

16%
Cost
reductions

14%
Policy
enhancements

5%
Rapid
programme
growth

5%
RFP process
and decision

5%
Enhancing
programme's
internal brand

2%
Reduction in
programme
scope





> Observations and Best Practices Shared by Industry Insiders



Balancing Two Priorities: Internal Integration and Transferee Service Delivery

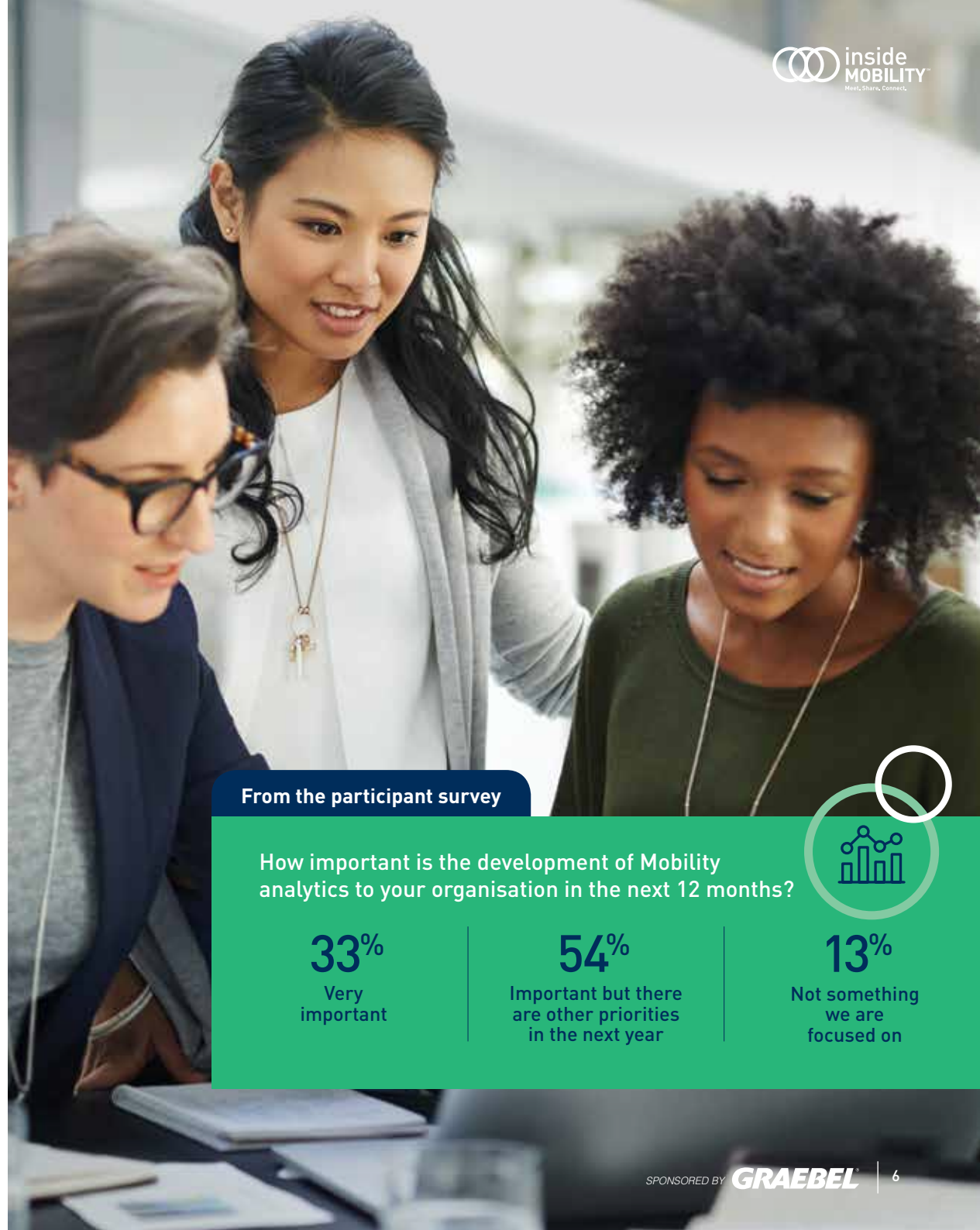
Mobility departments must simultaneously focus on business units within the organisation and the transferees themselves. At times, it's a balancing act when the needs of the two do not completely converge. But the Mobility team can map a path forward through continual dialogue with and feedback from both of these customer groups. To do this, data collection and analytics are critical. But several participants described a challenge in that regard.

Data analytics challenges

- Often the data analytics function is housed in Finance or HR, not in Mobility/Rewards
- If it's housed in Finance, there's the risk that it will primarily be used in conjunction with cost control efforts
- The solution? Regardless of where the function resides, attempt to control at least a part of the process to accomplish what you need to do.

Insights related to serving the customers

- Transferees profess to want a self-service approach, but in fact they *do* want service and services from Mobility
- Ultimately, organisational objectives must take precedence, so the Mobility programme needs to show measurable connections to those objectives



From the participant survey

How important is the development of Mobility analytics to your organisation in the next 12 months?



33%
Very
important

54%
Important but there
are other priorities
in the next year

13%
Not something
we are
focused on

Creating corporate visibility and cross-functional integration

Participants suggested some best practices for enhancing the role and impact of Mobility throughout their organisations, such as:

- Educate through town halls and targeted, proactive sessions
- Provide information (e.g., brief videos) on topics like cost estimation
- Immigration is a hot-button issue so use this topic to get in the door
- Ask for business unit feedback on Mobility activity
- Leverage data to formulate specific policy proposals

For additional insight into how to transform your programme into a key differentiator for your company, download [The Definitive Guide to Strategic Mobility eBook](#).



Seeking transferee and assignee feedback

- Focus groups can run the risk of triggering warrantless group negativity. Without good facilitation, one mention of a grievance can lead to a “me-too”-oriented complaint session.
- Polls can consume too many of Mobility’s limited resources that are best used to “get people from A to B”

Best practice suggestions:

- Focus on objective (rather than open-ended) poll questions to allow for tracking and measurement. Explore the subjective matters more informally.
- Take survey responsibilities back from individual service providers. A broader, consistent approach enables comparisons and prioritisation.
- Don’t assume you know who all the internal stakeholders are. Brainstorm with your team to make sure you’ve covered every area.

Impromptu poll

Q: How well do you obtain customer feedback?

A: Roughly 15% collect customer feedback regularly.



From the participant survey

What’s the most expensive exception your programme has ever granted?



9%
Up to
€5,000

18%
€5,001 –
€10,000

27%
€10,001 –
€50,000

18%
€50,001 –
€100,000

27%
Over
€100,000

Mobility Sourcing Options: When to Let Go... and When Not To

Several participants shared how they balance outsourced and in-house Mobility service delivery.

- We've recently transformed to an in-house approach—we have global and regional service centres and a Mobility Centres of Excellence with a 20-person team that grew by five people in the last three years. We only outsource direct services.
- We needed better supplier service, but we didn't change vendors. We decided to educate our suppliers about our needs and culture. Now we're positioned as a team, including our partners.
- We're a fast-growing, privately-held company with a presence in 16 countries and are struggling to decide what to keep in house and what to outsource. It's currently all in house, but we recognise the need to outsource certain elements in order to:
 - Improve services to employees
 - Comply with local regulations
 - Manage the growth in the mobile population
 - Eliminate risks for the business

Best practice suggestions:

- Outsource the functions related to specialised knowledge
- Have someone else take ownership for the operational elements so you can focus on talent resources
- At the beginning of a project or a push into a new area, transferees are more comfortable dealing with in-house contacts

Impromptu poll

Q: What are the key services that are most critical regarding outsourcing?

A: Immigration and tax were selected by a wide margin.



From the participant survey

How well does your programme calculate ROI for moves and share the data with key stakeholders?

0%

We're advanced – we provide ROI metrics regularly

33%

We think ROI is like the Loch Ness Monster... everyone's heard of it but no one's really seen it!

66%

We're thinking about it but have no formal process to calculate ROI



Brexit: A View from the Continent

Brexit situation

- Article 50 was triggered in late March so the UK is now out of the EU decision making process
- The Brexit negotiation period has begun

Tax and immigration implications

- Ultimately, there still might be a single market approach to regulations. If this is the case, it's probable that not much will change.
- Reciprocity between nations seems to be the goal, but achieving it is a matter of political will

Proactive next steps

In spite of the ifs and what ifs, participants agreed that current steps for HR and Mobility should include providing insights into implications for your organisation and:

- Engage in internal fact finding and data collection—e.g., immigration, social security and taxes
- Identify scenarios now and look at contingencies at a high level
- Demonstrate awareness, proactivity and empathy

▶ This discussion is similar to what Industry Insiders said at the insideMOBILITY session in London in May. Read the blog: [Brexit – Best Pre-Compliance Practices Related to Talent Mobility Programmes](#)

From the participant survey

How confident are you that your international business travellers are in compliance with tax and immigration rules of the countries they're visiting?

20%
Very
confident

20%
Somewhat
confident

27%
Unsure

33%
Not
confident



Cross-Border Transfers: When is Permanent not Permanent?

Long-term assignments are not going away, including:

- Local international hires
- Extended business travel
- Rotation programmes (targeted to junior level execs)

From the participant survey

How well does your programme calculate Return on Investment (ROI) for moves and share the data with key stakeholders?



13%
International
assignments

40%
International
permanent
relocations

33%
Short-terms
assignment

7%
Extended
business

7%
Commuters

Impromptu poll

Organisations are shifting to cross-border transfers. Why?



Q: What's driving the growth in cross-border transfers?

A: "Operational cost savings" was the top reason. No one identified "employee preference" as a driver.

Q: Does your company consider cross-border transfers permanent or open-ended?

A: "Permanent" prevailed by a narrow margin.

Q: Has implementing a cross-border transfer policy helped achieve your organisational goals?

A: Participants answered "Yes" by a significant margin.

Q: If your Mobility resources were extremely limited, where would you focus them? After discussion, these four ranked the highest:

- A:**
1. Exception management
 2. Immigration compliance
 3. Assignee risk assessments
 4. Safety of assignees



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Remaining 2017 insideMOBILITY Policy & Strategy Summit – 22nd September: **Singapore** (APAC Workforce Mobility Strategy Summit)