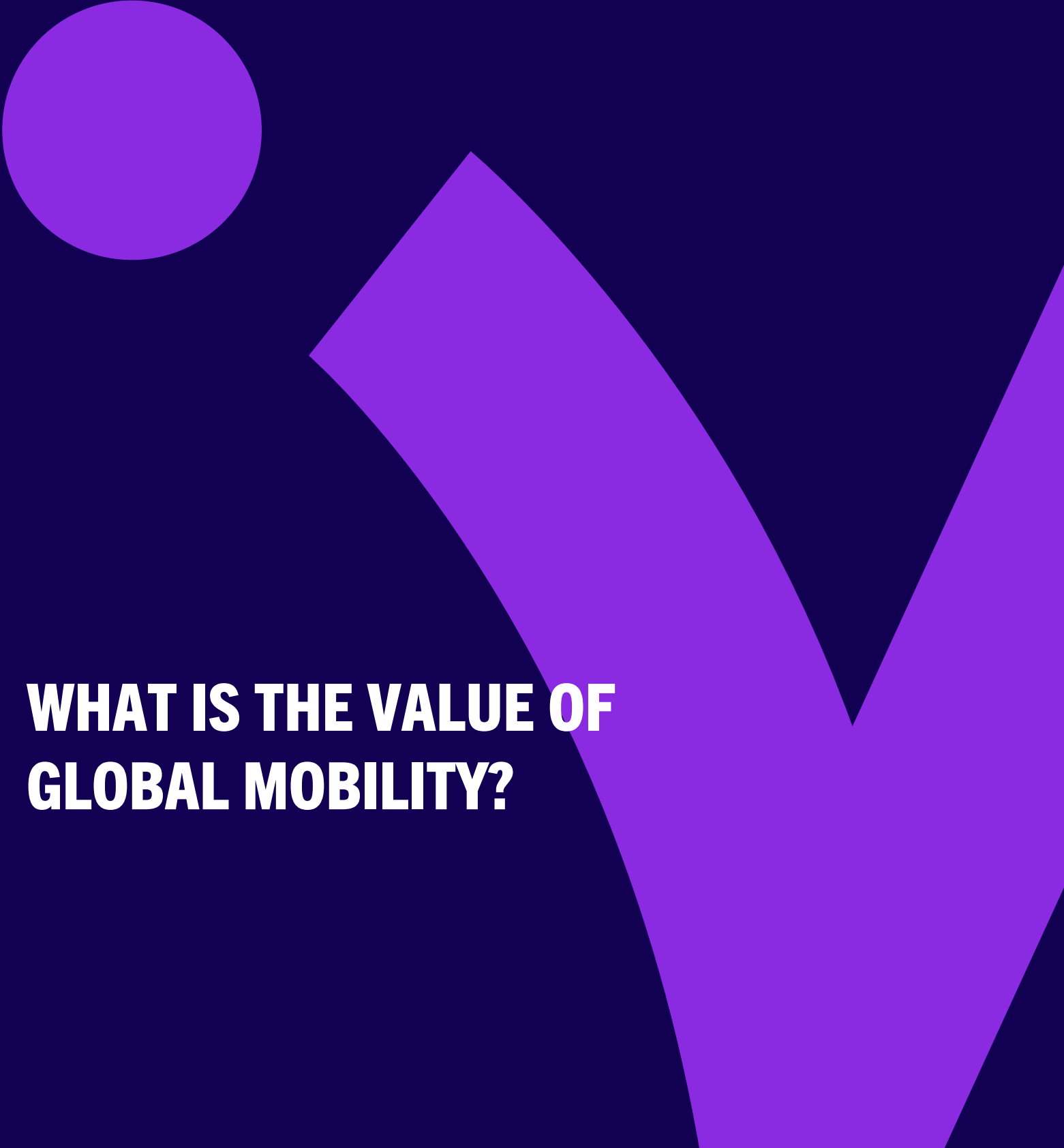




WHAT IS THE VALUE OF GLOBAL MOBILITY?

HOW DOES GLOBAL MOBILITY PROVIDE VALUE?

The role of Global Mobility has been evolving in recent years in part because of massive disruptions in the world of work such as the COVID-19 pandemic, economic and geopolitical instability, the rapid increase in hybrid and remote work models, demand for increased digitalization, and a need to be competitive in the war for talent. In addition to those recent market disruptors, organizations continue to face challenges with global expansions, increased regulations, challenging markets, and rapid changes in workforce demographics, all while balancing cost control, compliance requirements, and maintaining competitive programs for recruitment and retention. These factors have increased the complexity of Global Mobility and the need for the expertise of a Mobility team.

While tactical relocation functions remain a part of Global Mobility's remit, a more strategic role in talent development and workforce strategy has been emerging. Realizing the importance of Mobility's involvement in a company's approach to global market challenges, the changing face of the workforce, and talent management has been acknowledged industry wide.

To provide increased value to the organization, it is important to align Global Mobility's purpose with the company's talent strategies and business objectives. Mobility is charged with effectively driving company objectives at an operational level by managing the end-to-end process, as well as participating in the more strategic organizational initiatives. Developing flexibility in mobility programs, effectively managing costs, driving efficient processes, and enhancing the employee experience are important contributors to identifying and retaining key talent. Recognizing the critical importance of the repatriation phase of an assignment is also key to developing talent and reducing employee turnover.

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KEY OBJECTIVES OF GLOBAL MOBILITY

Let's take a look at six key objectives of the Global Mobility function.



Serving as a Strategic Business Partner

Global Mobility can be a key strategic partner in the planning and execution of business initiatives. Educating the organization about compliance risks, timelines, various cost implications, consistency, and maintaining a level of duty of care are some of the critical contributions of Global Mobility.



Ensuring Compliance

Compliance in Global Mobility continues to be a complicated and fluid challenge. Global Mobility plays a key role in ensuring the company's compliance from both a tax and immigration perspective, including:

- Accurate and timely tax reporting, filing, and withholding
- Making sure that appropriate immigration documentation is in place and renewed as needed



Expediting Deployment of Talent

To ensure the quick deployment of employees and support business strategies, a priority for Global Mobility is to provide a mobility program that is innovative, competitive, flexible, cost effective, and that allows the business to meet its objectives.



Supporting Evolving Duty of Care

In addition to the standard elements, such as evacuation procedures and emergency and medical leave programs, the concept of the duty of care function for Mobility has expanded post pandemic. Duty of care can include more regulated travel processes and tracking of employee locations; support on mental health and well-being of mobile employees; renewed interest in security partners; and increased flexibility of relocation timelines and particular benefits.



Optimizing the Employee Experience

While the employee experience has always been important, changing workforce demographics and changing employee requirements are pushing organizations to provide programs that are flexible and customizable to the diverse needs of their employee population.



Supporting Organizational DEIB & Sustainability Goals

Mobility has the unique potential to play an important role in supporting the organization's Diversity, Equity, Inclusion and Belonging (DEIB) initiatives by creating programs and policies that support these goals.

Mobility can support sustainability objectives by adjusting policy benefits and offering options to reduce the carbon footprint of relocation activities and enable employees' environmentally conscious preferences.

VALUE OF GLOBAL MOBILITY TO TALENT INITIATIVES

Global Mobility strategy is integrated with talent management initiatives before, during, and after the transfer or assignment. Mobility looks at the end-to-end process of supporting a transfer or assignment. Consider the example of a long-term international assignment:

Pre-Assignment

Achieving value from an international assignment starts in the planning stages. Companies have implemented more rigor around the selection process to identify candidates, validate the assignment purpose and justification, estimate the cost of assignments, identify risks and to set goals and objectives for successful assignment outcomes. For this reason, it is critical that Global Mobility is involved from the planning stage to assist with the following:

- **Developing a business case and approval process** – This process engages decision makers and other key stakeholders to understand the business need for the assignment, cost impact, compliance concerns, and potential risks.

- **Candidate selection** – Global Mobility should be actively involved in this step of the decision-making process and offer effective tools to provide analysis of candidate selection and assessment. This enables a more strategic approach to candidate selection and helps to identify the necessary competencies to effectively perform the desired role. This is a real opportunity for Mobility to integrate with the business and highlight their value in this process.
- **Setting assignment objectives and measurement** – It has become increasingly common to include assignment objectives and measurements in the assignment planning and preparation phase. Objectives and metrics set the framework for the assignment to guide all ongoing communications and to determine the success of the assignment and its contribution to the organization.

Benefit Support

Global Mobility is responsible for managing the costs and quality of service delivery of relocation services to the employee, their family, and the business. To that end, Mobility is responsible for procurement, contracting, cost leverage, and performance of a variety of suppliers. In addition, Mobility is responsible for developing programs where the benefits provided align with and support the objectives of the assignment.

Global Mobility ensures that the policy benefits provided adequately prepare the assignee and their family for the new location and support them throughout the assignment. Support provided by the company through policy is essential to assignment preparation and successful transition of the assignee and family. Providing the necessary tools for effective preparation for the transition, and ongoing assignment support reduces the challenges and mitigates the risk of failed assignments.

Repatriation Planning

Repatriation and career placement or development is consistently ranked by companies as one of the main areas where they want to improve. There is a common perception that, since the assignee is returning home, little support is needed. In reality, this step in the process is critical to retention and must be managed effectively to retain talent within the organization. Global Mobility can ensure that repatriation discussions happen early on, and that repatriation support provides a seamless and effective transition back to the home location.

Post Repatriation

It is important to know what a successful assignment looks like and to understand how the mobility function can contribute to that success. Mobility works with Talent Management to help define how Global Mobility can assist with organizational goals.

WHY INTERNATIONAL ASSIGNMENTS ARE IMPORTANT

Skills and Leadership Development

International assignments promote upskilling opportunities and succession planning and support when talent development. International assignments also expose valued employees to other cultures and ways of thinking, thereby developing a global mindset.

Skills Transfer/Fill Critical Skills Gap

International assignees may be filling a skills gap on a temporary basis, or training others to fill long-term skills gaps. These types of assignments are often critical in business expansion, the launch of a new product or service, or as a part of merger/acquisition activity.

Attract and Retain Talent

In the global war for talent, it is critical to provide employees with growth and development opportunities that will make them more likely to join and stay with the company.

PRIMARY ASSIGNMENT/MOVE TYPES AND DEFINITIONS

SHORT-TERM ASSIGNMENT

- Typically 3-12 months
- Short-term developmental or project-based assignments
- Generally are unaccompanied
- Assignees remain employees of their home location
- Home-based remuneration package
- Periodical return home, especially if unaccompanied, typically between 8-12 weeks, dependent on location and business arrangement
- Host tax compliance, if applicable
- Return home at end of assignment

LONG-TERM ASSIGNMENT

- Typically up to 1-3 years, not to exceed 5 years
- Accompanied
- Assignments typically initiated by the company
- Assignees remain employees of their home location
- Home-based remuneration package with host deliverables, i.e., housing and car
- Assignees are typically tax equalized
- Host tax compliance, if applicable
- Return home at end of assignment or continue with another assignment

PERMANENT RELOCATION

- Permanent move, either domestic (within same country) or international
- Accompanied
- Typically initiated by the company
- Employment status transfers to the new work location

Sirva Worldwide, Inc. provides HR and mobility professionals with the resources, guidance, and support they need to achieve the best possible relocation for talent, and for the companies that move them. As a leading global relocation management and moving services company, we bring together personalized program solutions, expansive global reach, innovative technology, and an unmatched supply chain to transform businesses of any size and empower talent moving to their next opportunity. From corporate relocation and household goods to home sale and commercial moving and storage, our portfolio of brands (including Sirva, Allied, northAmerican, Global Van Lines, Alliance, Sirva Mortgage and SMARTBOX) provide everything needed to move talent and deliver experience.
