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A New Lens

A Q&A with Worldwide ERC®
2022 Chair Tyler Reynolds

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A New Lens

BY ERIC JOHNSON

In this exclusive conversation with *Mobility*, 2022 Worldwide ERC® Chair Tyler Reynolds shares his goals for the coming year—and why he continues to be optimistic for mobility’s future.

ISSUE 1 2022

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More Relevant Than Ever

BY M. DIANE McCORMICK

With the rise in remote work, global mobility can leverage benchmarking to craft policy that protects companies while also meeting the growing expectations of the global talent pool.



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One Move, Two People

BY PAUL VANDERBROECK AND JANNIE AASTED SKOV-HANSEN

For dual-career couples, successful expatriation relies on three musts: a shared vision, mutual career development, and a secure space for key discussions.

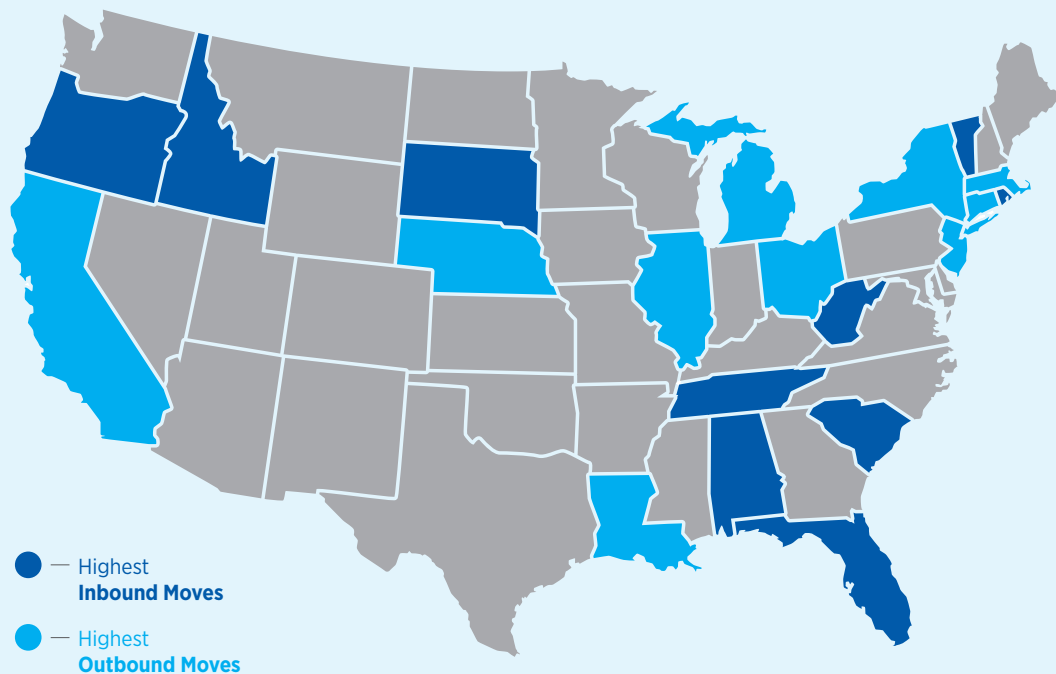


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Resilience: The Art of Recovering From Setbacks

BY SUSAN R. GINSBERG AND DAVID WELCH

Over the past two years, mobility professionals have fully embraced the practice of resiliency—and given it new meaning.



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Check out the full study on our website at **[UnitedVanLines.com](https://www.unitedvanlines.com)**.





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About Worldwide ERC®

Worldwide ERC® is the workforce mobility association for professionals who oversee, manage, or support U.S. domestic and international employee transfers. The organization was founded in 1964 to help members overcome the challenges of workforce mobility.

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EVENTS Calendar

March 2022 | 2022 Bamm Annual Mobility Conference

17 MARCH

Burlingame, California

mybamm.org/event-4589840

April 2022 | Tennessee Relocation Council Spring In-Person Meeting

6 APRIL

Nashville, Tennessee

tennesseerelocationcouncil.org/event-4530501

2022 Midwest Relocation Conference

7-8 APRIL

Milwaukee, Wisconsin

midwestrelocation.org

NTRP Happy Hour & Speaker Dinner and Lunch & Scholarships

13-14 APRIL

northtexasrelocationprofessionals.org

Rocky Mountain Relocation Council Spring Conference

21 APRIL

rmmrconline.org

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How Adaptable Are You?

As we look at the year ahead, many forces are continuing to rapidly reshape the practice of mobility.

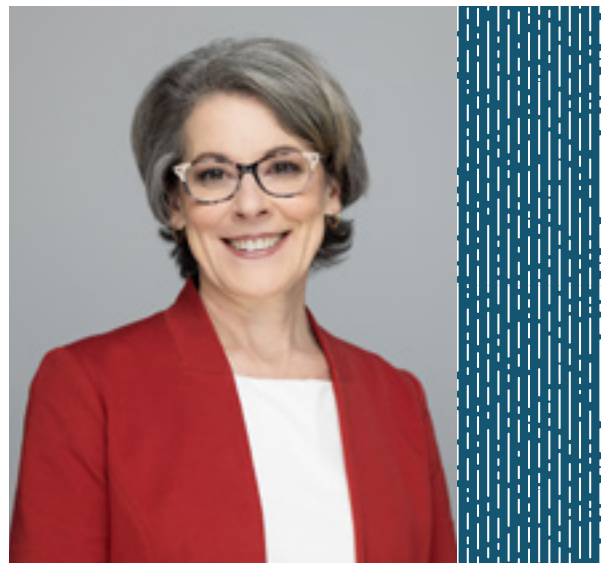
How can we be more sustainable and preserve our precious natural resources while still ensuring smooth and successful moves? What pressure does the ongoing story of COVID-19 and its variants place on the supply chain? With remote work now the norm, what policies are needed to entice and support relocating employees? Finally, what changes must happen to our decades-old employment laws and regulations to accommodate the way we live and work today?

Our *Public Policy* column in this issue reviews both challenges and opportunities in the new year. Seizing the opportunity to adjust to new realities will be key to accelerating economic recovery. Ultimately, though, that adjustment comes down to adaptability and resiliency.

The practice of adaptability and resiliency is familiar to any mobility professional who has had to handle sticky immigration issues, household goods in limbo, or pets shuttled through multiple airports. We're applying that practice, too, to the pages of this magazine; *Mobility* has moved to a quarterly print publication this year as part of our push to be more sustainable and to increase the tempo of our digital outreach, including a new weekly online newsletter.

For corporates, adaptability and resiliency must also apply to employee experience, since employees increasingly want better work-life balance and more remote work opportunities. The phenomenon of dual-career couples, which we explore in depth on page 40, also underscores why companies should consider international moves from the viewpoint of the couples and families going abroad. "What we recommend," say Paul Vanderbroeck and Jannie Aasted Skov-Hansen, "is that employers empower ICCs by handing them the tools and the space to reflect and develop their own solution rather than forcing them into an expatriate policy framework that does not quite fit them."

All of this speaks to the life cycle of relocation, which many of us in mobility are looking to begin earlier and continue further into an employee's career, ensuring both career advancement for the employee and knowledge retention within the company.



It doesn't always happen this way, as we know. But Worldwide ERC® is helping all of us get there. As our new chair, Tyler Reynolds, discusses on page 26, advancements including our data standardization and privacy protection efforts are guiding the focus on employee experience, with game-changing results.

The power of one has never been more needed than now—one industry, working to face these challenges together. We are where work is going—and together, we'll find the right solutions.

Lynn Shotwell, GMS

President & CEO
Worldwide ERC®



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VP, Client Services

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Key components of professionalism and skill. Choosing partners who are secure financially, experienced, and able to provide to your employee's needs, gives you the ability to grow your business strategy effectively and efficiently. Our expertise in the global mobility industry, allows your potential to grow.

Why Your Company Needs a Formal Immigration Policy

BY HELENE DANG | PARTNER | FOSTER LLP

It's typically challenging for organizations to navigate U.S. immigration laws for prospective hires and existing employees. Complicating matters more? Some organizations don't have a formal, written immigration policy that clarifies the many nuances involved in hiring foreign national employees in the U.S. and from overseas.

Without concrete documentation of those nuances, it can be easy for internal inconsistencies and noncompliance to surface. However, by creating a formal immigration policy for your organization—or, if you already have one, by refining it—you can minimize those risks.

2 KEY BENEFITS

First, a formal immigration policy helps your organization comply with immigration laws. You'll limit your liability if you hire foreign national employees and will also be more attuned to ensuring that your existing foreign national employees are always in good legal standing.

For instance, immigration laws have certain anti-discriminatory provisions for protected classes during the pre-hire interview process. With a formal document, everyone involved with hiring at your organization can quickly see who those protected classes are.

Additionally, a formal immigration policy helps your team make more consistent hiring and visa sponsorship decisions.

Let's say some departments at your organization are willing to hire international students who graduated from U.S. universities—and take on the associated costs of those visa sponsorships long-term.

Other departments may not want those incurring costs. A formal policy will spell out in what instances an organization would sponsor different types of visas. So, everyone is on the same page.

BASIC BUILDING BLOCKS

My first recommendation is to see if your company already has an internal immigration policy. If you can't find a documented policy, you can ask the human resources team, hiring managers, and the legal team if there are standard practices they just haven't written down in a formal document.

Then, it's time to review and see whether the provisions still reflect your organization's needs, including budgeting considerations. I urge you to consult with an immigration attorney as soon as possible during this stage. The earlier you can do this the better, as it will save you time and help ensure that you're not running afoul of immigration laws.

Working alongside an immigration attorney, you might determine, for instance, that the cost of a particular type of visa sponsorship is too high for your organization, and it's best to press "pause."

REGULAR REVIEW IS KEY

After you've consulted with an immigration attorney and created a formal internal document that outlines your immigration policy, revisit that document annually or biannually. That way, you can make sure that your organization's policy complies with whatever the immigration laws are in the future and that it still reflects your organization's needs. *M*

Disclaimer: This article is not legal advice. You should always consult with an immigration attorney to build and refine your organization's immigration policy.

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OWL Technology Ready for Globally Sourcing Temporary Housing



OWL has expanded its sourcing and procurement marketplace for temporary housing worldwide.

OWL's collaborative marketplace (owlmarketplace.com) is now available for relocation management companies, suppliers, and serviced apartment companies in Europe, the Middle East, and Africa (EMEA), Asia-Pacific countries (APAC), Latin America, Canada, and the U.S., with new locations added daily.

According to a release, OWL's new features make it easy for international suppliers to communicate between foreign markets by including details that adapt to each city or country.

Initially, OWL provided its sourcing and procurement marketplace for the 50 U.S. states and nine of the Canadian provinces. However, continued demand for the breakthrough automated technology in the industry—with more than 14,000 requests sourced in just over a year—drove the OWL executive team to take on the challenge

of providing global coverage for RMCs, suppliers, and serviced apartment providers.

“We are extremely happy to announce the expansion of our OWL technology for the temporary housing industry worldwide,” says Alex Shahabe, president of OWL. “It offers direct, quick, and effortless connections to hundreds of suppliers around the world. Based on our current clients’ experiences and the requirements of the international market, we worked very hard to adapt each detail for the global version of our technology. As a result, we are certain it will increase OWL members’ profitability and contribute even more to their growth and success.”

OWL members now benefit from the marketplace’s current connection features and a unique global user dashboard based on the web browser’s location. In addition, OWL customizes each user’s experience to the specified date format, time zone, miles or kilometers, and currency of the location.



According to AFAR, a travel media brand, companies are offering employees more opportunities to work remotely, largely due to the ripple effects of the pandemic. As a result, countries around the world are seeing an increase in digital nomads.

“OWL continues to be one of the mobility industry’s thought leaders, providing innovative technology that responds to the mobility market’s changing needs,” says Kim Krollman, executive vice president, strategic solutions, at OWL.

MSS INC. RECEIVES PLATINUM AWARD AT CARTUS 2021 GLOBAL NETWORK CONFERENCE



MSS Inc. was honored for its outstanding performance at Cartus Corporation’s 2021 Global Network Conference, held virtually late last year.

The Cartus Global Network is Cartus’ worldwide service provider network. Each year, Cartus recognizes companies and individuals in the network who have provided extraordinary service to customers and clients worldwide. The theme of last year’s conference was “Shaping the Future Together.”

MSS Inc. was named winner of the Global Network Commitment to Excellence Platinum Award for its exceptional service results, the highest-level award a supplier can achieve through service performance. This award recognizes a supplier’s measurable commitment to excellence and is presented to Global Network service providers who have distinguished themselves by achieving critical performance metrics.

“Our network demonstrates professionalism, work ethic, partnership, and commitment to excellence, and we are proud to have such a strong team of providers who recognize how

critical each relocation is to an employee’s life and career, as well as to the client’s overall business objectives,” says Eric Barnes, CFO and senior vice president of supply chain management. “When serving our Cartus clients and customers, MSS Inc. demonstrates the highest caliber of excellence every day. Congratulations on a very well-deserved win.”

“The seemingly endless supply of challenges our industry has had to face since early 2020 has put a lot of things in perspective,” says Tim Hughes Jr., vice president of strategy and marketing at MSS. “We’ve never been prouder to be a part of Cartus’ Global Network and to be recognized for our performance within it. Our team and suppliers continually strive to deliver best-in-class service, enabled and enhanced by innovation. We’d also like to thank our move partners for working together with us to meet Cartus’ rigorous criteria and performance standards, all in service of our shared customers.”

ALTAIR GLOBAL ANNOUNCES 2021 SUPPLIER PARTNERSHIP AWARD WINNERS



In Chicago, during Worldwide ERC’s Global Workforce Symposium, Altair Global hosted its fifth annual invitation-only awards ceremony. Designed to showcase Altair’s supplier partners’ exceptional performance and dedication to both the supplier-partner experience and the customer experience, the 2021 Supplier Partnership Awards represented a variety of categories to honor 12 partnerships with Altair, as well as Move For Hunger’s award for one supplier going above and beyond in food collection and donations.

Qualification criteria for the Supplier Partnership Awards include maintaining good standing with Altair (i.e., service delivery performance and compliance to contractual and financial commitments), receiving 25 or more

Altair service orders within the award period, and realizing favorable employee satisfaction scores during the award period. Suppliers are eligible for four main categories—All-Star Awards, Super Star Awards, the A Star Is Born Award, and the Written in the Stars Award—with subcategories in the All-Star and Super Star categories.

The All-Star Awards acknowledge exceptional supplier partners in their various fields of expertise. Winners are selected based on specific performance criteria, as well as nominations submitted by Altair Global's consultants and associates. The 2021 winners include:

- All-Star Award, Move Management Services – U.S. Domestic: New World Van Lines
- All-Star Award, Move Management Services – International: Elite Moving Systems
- All-Star Award, Logistics Support Services: ReloTrans LP
- All-Star Award, Corporate Housing Services: Murphy's Corporate Housing Associates
- All-Star Award, Destination Services: IOR Global Services
- All-Star Award, Global Mobility Support Services: IMPACT Group
- All-Star Award, Real Estate Broker Services: Baird & Warner
- All-Star Award, Real Estate & Rental Support Services: CORT Business Services Corporation

The Super Star Awards specifically recognize three suppliers for exceptional achievements in the areas of environmental consciousness, for multiple initiatives displaying significant results and environmental outcomes; humanitarian commitment, for significant impact in a humanitarian cause with conviction and commitment; and product or service innovation, for introducing a technology solution that positively influenced the mobility industry. The 2021 winners are:

- Super Star Award, Environmental Consciousness: ExpatRide International Inc.
- Super Star Award, Humanitarian Commitment: John L. Scott Real Estate

- Super Star Award, Innovation: CWS Corporate Housing

The Written in the Stars Award honors a long-standing relationship. Alexander's Mobility Services was selected for its dedication to a 19-year partnership focused on the Altair customer experience and built on high-quality moving services with a solution-focused approach.

Lastly, the Move For Hunger Supplier of the Year Award is presented to the company that incorporated Move For Hunger as part of its daily culture. Ward North American earned the Move For Hunger Award for its efforts in collecting and delivering food to fight hunger and food waste. According to a release, its team has embraced the program and continually shown a commitment to feeding the communities they serve.

"We are proud of and thankful for the relationships and successful partnerships we have built with our supplier partners," says Jim Edwards, senior vice president of global supplier partnerships at Altair. "By connecting with these prestigious and highly regarded companies, we continue to be able to work together to provide the best experiences for our clients and customers."

Further details are available at altairglobal.com/supplier-partner-awards.

REVE INNOVATION LAB MAKES MAJOR INVESTMENT IN CODED INC.

REVE, the innovation lab of international serviced accommodation provider Synergy Global Housing, has made a major investment in corporate housing technology firm Coded Inc., makers of custom technology solutions for global serviced accommodation, corporate housing, and service apartment agents and operators.

"After an exhaustive review process, we determined Coded and its proprietary software platform CodeOne offer the most robust and flexible technology solutions available in the marketplace and are best positioned to power the global serviced accommodations industry forward," says Jon Wohlfert, Synergy partner and REVE managing director.



CodeOne is a cloud-based, proprietary all-in-one software platform designed exclusively for the serviced accommodations industry, featuring:

- Client relationship management (CRM) and communication
- Property and booking management
- Price quoting
- Accounting system integration
- Data reporting
- Document, file, and task management
- User security

“I couldn’t be happier to partner with Synergy and Jon to bring our universal technology solutions to the masses and to better our industry,” says Coded founder and CEO Eduardo “Ed” Herrera. “CodeOne is an all-in-one open platform that provides agents and operators with a base-layer set of tools, secure access, and endless API integration flexibility to ensure their brand and product identities remain intact.”

CodeOne aims to use technology to level the playing field among large and small service accommodation providers by delivering greater access, transparency, and more options to fulfill booking requests, whether for managed inventory or supplier-provided properties. CodeOne member organizations will receive guaranteed access to a connected database of live apartment inventory to better serve their clients’ housing needs in real time.

“Through extensive client interviews and research, we discovered our clients’ most significant pain point to be the time spent booking serviced accommodations,” says Synergy co-founder Jack Jensky. “CodeOne makes it possible for each member company to select and connect their owned, managed, or supplier-partner inventory and streamline the booking and billing experience—drastically expediting the process clients and guests spend researching and reserving apartments.”

REVE’s investment in Coded comes amid a tumultuous period for the serviced accommodation industry. The COVID-19 pandemic forced

many serviced accommodation providers to trim operations, reduce operating expenses, minimize lease exposure, and postpone capital investments such as technology. As the industry returns to pre-pandemic levels, serviced accommodation providers are seeking new ways to improve their bottom line. CodeOne has an affordable licensing model offering member organizations the benefits of an enterprise system with minimal upfront investment.

“One of our main goals with REVE is to champion industry evolution,” says Wohlfert. “The CodeOne open ecosystem enables member companies to immediately upgrade their technology stack and gain greater access to other CodeOne member companies, ultimately streamlining the booking and billing transactions process to better serve their clients.”

CodeOne member companies will have a seamless, intuitive technology to build a unique, branded product and service set. Developed to the latest data privacy, infrastructure, and security requirements, CodeOne will enable member companies to compete for larger multinational clients that have rigorous technical requirements. The current CodeOne product road map includes the following enhancements:

- Revenue management
- Channel management
- Client portals
- In-apartment technology

“We believe the technology that Ed [Herrera] and his team at Coded developed through CodeOne will serve as a foundational platform to connect the serviced accommodation industry in a manner similar to the way the GDS [global distribution systems] changed air travel in the 1960s,” says Synergy co-founder Henry Luebbert. “It’s an exciting time for this space, and we look forward to collaborating with industry partners to create an open ecosystem of fully vetted serviced accommodations.”

Further details are available at codeoneportal.com and synergyhousing.com/reve. *m*

Executive Spotlight



Jimmy Murray



Michael Hughes



Beth Loughery

MURRAY PROMOTED TO EVP AND CFO

At Hilldrup, Jimmy Murray has been promoted to executive vice president and chief financial officer. An industry veteran, Murray has served in multiple leadership roles during his career with Hilldrup, including vice president and general manager of Hilldrup's Orlando operations before being promoted to senior vice president of global sales and branch operations. Most recently, Murray served as executive vice president, finance and business operations.

In his expanded role as CFO, Murray will continue to manage all of Hilldrup's accounting and finance departments as well as financial decisions for the company. In addition to his experience and leadership managing Hilldrup's workplace solutions division, Murray will also continue to oversee the leadership and direction of Hilldrup's branch network.

"I am proud to name Jimmy Murray as Hilldrup's chief financial officer," says Charles W. McDaniel, president and CEO, Hilldrup. "Over the years, his effective leadership has been built on his financial acumen, strategic sensibilities, and sound fiscal judgment, all of which have helped Hilldrup maintain a strong financial posture, positioning us for continued growth and maximizing our profitability. We look forward to working with him in the years ahead, confident in his ability to maintain our momentum and reach ever greater successes."

HUGHES ELECTED TO FIDI 39 CLUB BOARD

Michael Hughes, vice president of global business development at Arpin International Group, has been elected to the FIDI 39 Club Board.

The FIDI 39 Club is a network for young professionals in the moving and relocation industry, with more than 100 active members hailing from countries throughout the world. The FIDI 39 Club Board members

represent the young generation of FIDI and set the club's strategic direction.

"We are thrilled to welcome Michael to the FIDI 39 Club Board," says Jessica Deutschmann, board president. "The young professionals we partner with through the FIDI 39 Club are poised to become tomorrow's successful and innovative leaders. Michael is a highly respected professional, and we are excited to have him work with our members to proactively address the myriad of complex issues affecting the international removals and relocation industry in innovative, collaborative, and socially responsible ways."

Hughes joined Arpin International Group in 2017 as general manager of its office in Shanghai and has been promoted throughout his tenure with the company to his current position of vice president, global business development. In his current role, Hughes is responsible for contributing to the revenue growth of the company, overseeing the global sales team and client relations, and continuing to ensure that Arpin's international clientele experience the highest level of service quality.

"Michael has a huge heart for helping our industry and others," says Peter Arpin, president of Arpin International Group. "He will be a tremendous asset to FIDI and to those members they serve."

LOUGHERY JOINS CORCORAN HM PROPERTIES

Corcoran HM Properties has welcomed Beth Loughery, CRP, SGMS, as its director of relocation and corporate services. Loughery is responsible for managing all incoming and outgoing referrals as well as agent relocation training. Corcoran HM Properties has three offices in the Charlotte, North Carolina, region but will be expanding its reach throughout the Carolinas.

For more than 30 years, Loughery's work in the relocation and residential real estate industry has spanned the world. She

began as a broker-Realtor in Virginia and transitioned into corporate relocation as a relocation consultant for a national firm.

After spending her first decade in real estate working in Virginia, Maryland, and the Washington, D.C., area, Loughery moved to Charlotte in 1998 and spent 15 years with FUNB/Wachovia/Wells Fargo as a relocation consultant and manager. She moved back to Northern Virginia to work for DXC Technology as the global relocation manager for seven years before heading to Charlotte to join Corcoran HM Properties.

“Beth truly enjoys helping clients to ensure a smooth moving transition so they can be

successful in their new city or country. She has a tremendous knowledge of the relocation industry and has a large network of contacts throughout the world. She is customer-centric, compassionate, big-picture-oriented, and able to think outside of the box to come up with the best solutions for each client,” says Valerie Mitchener, owner of Corcoran HM Properties.

“I’m very happy to be back in Charlotte with a wonderful organization that truly focuses on the needs of our clients,” says Loughery. “Corcoran HM Properties has placed a special emphasis on continuing to expand in the relocation industry, and I look forward to helping build upon a rich and dynamic reputation.” *M*



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Succession and Young Talent

Experts are calling it “risk management for talent.” Succession planning has become a key function in today’s uncertain world to retain and grow talented employees. So we asked: **As a young professional, can you suggest practical succession-planning strategies—anything from systems and other uses of technologies to plans and processes—that would resonate with young talent?**



I may be biased, but I think young professionals today have a lot going for them—we have been raised in a digital era, right? And we are vocal about causes that we care about (like diversity and sustainability) and

seek employers who value us. We are not a number on a roster.

Understanding these qualities and how they can best be harnessed for a company’s future should be part of any succession-planning strategy.

My own employer, Reside, has encouraged me to get involved in professional development outside of the company, and I’ve also joined our DEI groups to help drive diversity within the company.

Knowledge is also key to succession planning. Being open-minded and creative about what is possible can help managers empower young team members. Some suggestions are: asking senior employees to offer their time through shadowing, bringing in external experts for training—we’ve recently had an outside sales coach come in to help our team—and

encouraging young professionals to get involved in other initiatives like industry bodies, conferences, or social media channel management.

ALVARO GARCIA

Sales Development Representative

Reside

Woodinville, Washington



To get it right with the younger workforce, succession planning needs to be adapted in order to meet the needs of employees who are starting out in entry-level positions.

Younger professionals need to feel that they

have purpose. This means companies must ensure that they are offering a career map for employees that not only makes a financial impact but also allows employees the opportunity to make positive changes for causes that they are passionate about.

Proper training and new learning opportunities are crucial to making sure that succession planning is taking place from the very beginning of



their careers. This is where mentorship comes in. Having a strong mentorship program will not only help prepare the younger workforce for leadership positions, but it will also retain top talent.

Lastly, flexibility is key. The pandemic has had a major impact on workplace flexibility. With a large portion of the workforce working remotely either full time or with a hybrid model, companies need to continue to help their employees balance both their personal and professional lives. Employers need to look at their objectives and focus more on results as opposed to the actual, specific hours that their employees are required to work. The five-day work week in the office with 9-to-5 hours is no longer the norm.

DANNY HERSKOWITZ

*Director of Talent
GLOMO
Fair Lawn, New Jersey*



Leaders should start with one-on-one discussions to identify those team members who are interested in being a part of the next generation of leaders. From there, I personally prefer direct communication and

timelines on areas of opportunity that may strengthen my ability for growth.

Our company leaders do a great job of delegating to hand-raisers, giving us a “seat at the table” on special projects or initiatives. This not only empowers us to learn more about internal processes and be involved in decision-making, but also enables us to meet numerous colleagues and leaders throughout the entire company. A couple of additional great tools would be to create online learning platforms and subsidize continuing education to support leadership development, something I took advantage of recently.

Lastly, I believe the simplest and most cost-effective tool is recognizing talent for their hard work and contributions. With this pandemic, 80% of workers feel burned out. Taking time to simply

recognize them could assist with retention and further development. Succession planning does not have to be hard, but it should be top of mind.

ANTHONY HUGHES, CRP

*Account Manager
Rocket Mortgage
Detroit*



The “Great Resignation” has proven that employers not only have to be competitive to attract the current candidate pool, but they also need a plan to retain top talent. Turnover is costly and can have

devastating effects on teams. Young professionals want to know not only that their organization has a career path for them as individuals, but also that the company’s vision and values align with their own.

Technology is a key aspect that engages emerging leaders. And the organizational response on topics like corporate social responsibility and current events has played an equally important role in the talent retention process. Companies need to continue their evolution and keep employee engagement a top priority to be an employer of choice.

Companies should ask themselves: What are you offering your teams? What sets you apart? What are your organizational values, and how do you support work-life balance for your team?

Lastly, as many professionals began working from home during the pandemic, work and life became intertwined. Companies that offer flexible hybrid schedules or perks that promote work-life balance have improved employee engagement. These actions can help demonstrate strong leadership and foster employee engagement and retention. *m*

TIMOTHY NOWAK, CRP, GMS-T

*Coldwell Banker
Leads Director
Arizona, Colorado, and Utah*

Collective Wisdom

To help keep you in the know on many of the topics or questions that are top of mind for Worldwide ERC® members, here are some of the things currently being discussed in their community groups at worldwideerc.org/community and on LinkedIn.

School Transportation Costs in Kuwait

My company stopped paying for school transportation costs to and from school in Kuwait a number of years ago (before my time).

Recently, one of the expats made me aware that it is now very difficult for spouses to obtain a driving license in Kuwait. Having checked, apparently spouses are required to meet a number of criteria—including having a bachelor's degree!—to be eligible to apply for a driving license, and even then very few are issued. This has been the case for about two years. This was news to me. Wondering if anyone else had heard this? Does your company provide school transportation in Kuwait? After speaking to our RMC, there is no consistency—some companies have now reinstated paying for school transportation costs, while for others, the employee meets the costs if they choose not to transport the child themselves. We want to be fair and equitable.

Expats' Emergency Travel

Looking for benchmarking on company policies with regard to expats' emergency travel. Do you reimburse expats who travel to home countries due to parents' illness or death? Do you reimburse for the flights of the expat dependents?

Any info that can be shared would be highly appreciated.

Temporary Living Contribution

We currently have a “no one lives for free” philosophy when it comes to temporary living. If an employee is no longer paying for housing at origin, then they have an employee contribution toward their temp living at destination. This is an extremely manual and complex aspect of our program to administer. I have been told by our RMC that we are the only company they have that has this requirement of employees. I'm wondering if anyone else requires employees to contribute to their temp living expenses if they are no longer responsible for housing at origin. I'd love to get rid of this aspect of our program but really need some data to support that we are the only ones doing it.

Travel and Mileage

Are any companies out there paying travel allowances or reimbursement to remote workers to travel to the home office periodically? If so, how many miles does the employee have to live from the office to qualify for the travel allowance? Also, I am curious if companies still state

and use the IRS mileage test in relocation policies for the sake of a general guideline around qualifying relocation benefits. Although this criterion is no longer in effect for relocation tax deduction purposes, I'm wondering if companies' relocation policies still state this criterion as a threshold for relocation benefits?

Remote Work Policy

Does anyone have an international remote work policy their company is using—specifically for individuals who are requesting to work outside of the country they are being paid in for personal reasons? We have seen a large influx of individuals looking to combine vacation and remote work in alternate locations and are looking for some policy guidance on how to manage.

Employee-Driven International Moves

We are building a proposal on how to support self-initiated (employee-driven) international moves. If you have established a framework and/or are in the process of setting one up, I would love to hear from you on what relocation benefits you are providing, who owns the process, what systems/tools you are using, etc. *M*

Read the answers, add your own comments to these questions, or post a new one of your own in Worldwide ERC®'s Community Forums; members can log in at worldwideerc.org/community. Or join the conversation in Worldwide ERC®'s LinkedIn groups focusing on U.S. domestic relocations, global workforce mobility, or Young Professionals.





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¹2021 Nationwide Relocating Employee Survey conducted by Trippel Survey & Research, LLC®. All home lending products are subject to credit and property approval. Rates, program terms and conditions are subject to change without notice. Not all products are available in all states or for all amounts. Other restrictions and limitations apply. Home lending products offered by JPMorgan Chase Bank, N.A. ©2022 JPMorgan Chase & Co. BC1121-308250 0422

Evolving Challenges, Emerging Opportunities

BY TRISTAN NORTH

The new year began with renewed uncertainty propelled by coronavirus variants and a volatile political landscape. While the mobility industry looks for clarity in several key areas, Worldwide ERC® continues to advocate for immigration reform and sees opportunity in the post-COVID world.

PRIORITIZING UNIFORMITY IN DATA PRIVACY LAWS AND MAKING MOVING EASIER

While 23 U.S. states introduced data privacy legislation last year, only two states—Virginia and Colorado—succeeded in signing them into law. Among the remaining states, little agreement exists regarding the definitions of key terms or the provisions that should be included, leaving no clear path forward. The ongoing lack of federal legislation ensures that this complicated patchwork of consumer privacy laws will continue to expand, forcing corporations to either develop policies and positions broad enough to cover all the laws or create individual approaches for each jurisdiction. Worldwide ERC® remains committed to uniformity in these laws.

Though the Securing and Enabling Commerce Using Remote and Electronic (SECURE) Notarization Act—which was included in the National Defense Authorization Act that passed the U.S. House of Representatives in November—failed to make it into the agreement passed by the Senate in December, Worldwide ERC® continues to work with fellow members of the SECURE Act Coalition to move the legislation toward passage this year. The use of remote online notarization would substantially ease the process of buying and selling a house, particularly for those in the military.

Additionally, Worldwide ERC® has engaged with the American Trucking Association and

the International Association of Movers to form a coalition advocating for the reinstatement of the moving tax expense deduction and exclusion, which Congress eliminated until 2025.

ADJUSTING TO NEW REALITIES AND ACCELERATING ECONOMIC RECOVERY

The continuation of the pandemic combined with the added uncertainty created by the introduction of additional variants has placed further burdens on the already challenging issue of international travel. Most countries favor keeping borders open, with recalibrated policies allowing for tougher entry restrictions.

On 8 November 2021, the U.S. opened to fully vaccinated international travel with proof of a negative COVID-19 test within three days of departing for the U.S. On 6 December 2021, the U.S. introduced stricter testing requirements for travelers entering the country, requiring proof of a negative COVID-19 test one day prior to a flight for all travelers, regardless of their vaccine status.

The shift is seen as an appropriately cautious move toward open travel and an important adjustment to the evolution of the pandemic, which has outlasted the short-term lockdown policies initially implemented.

REMOTE WORK, VOLUNTARY RELOCATION, AND DIGITAL NOMADS

Worldwide ERC® will continue to support the safe and sensible return to travel that is so important for our global mobility partners and the businesses and employees they support. The ways in which that support is needed continue to change, however. As the COVID-19 pandemic lingers, it remains a transformative influence on the mobility landscape, affecting corporate decisions as well as employee expectations,

particularly around the idea of remote work. As a result, the global mobility space is expanding to be inclusive of remote work.

While the mobility industry has evolved largely within a framework of job-focused relocations, the COVID-19 pandemic and its early work-from-home mandates have ushered in an era of voluntary relocation. And a 20-year high in job vacancies has created an aggressive war for talent that has empowered employees and given them a stronger bargaining position when it comes to benefits. Long-term flexible work policies that allow for remote work have become a major benefit that workers are holding out for.

This isn't happening in a vacuum. Some countries are actively recruiting these digital nomads by providing persuasive financial incentives to make these relocations even more attractive. Greece, for example, is willing to grant an income tax exemption of 50% to those foreign workers agreeing to live there for a minimum of two years. As other countries craft policies to take similar advantage of what these employees have to offer—money to spend from jobs that aren't taking away from the host nation's workforce—options will likely continue to factor into the planning of other workers.

As employers adjust to these new demands, the mobility industry needs to be alert for opportunities to adjust along with them, because these workplace realities show little sign of going away anytime soon.

IMMIGRATION REFORM

The ongoing travel disruptions have also underscored the need for comprehensive immigration reform. Pandemic-related processing backlogs combined with executive orders by the Trump administration curtailing legal immigration have resulted in an estimated shortfall of 700,000 temporary visa holders and permanent immigration workers in the U.S.

While recent investments in technology by U.S. Immigration and Customs Enforcement

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As employers adjust to these new demands, the mobility industry needs to be alert for opportunities to adjust along with them.

have produced significant cost savings and allowed the department to exceed goals for processing times, the impact of the processing slowdowns can be seen clearly in the technology sector where, despite record high job openings, the number of applications for H-1B visas for engineering and mathematics jobs dropped 12.6% in the fiscal year ending in September 2021, compared to 2020, and 19% from 2019.

Though the Biden administration's easing of those Trump-era legal immigration restrictions was a positive move toward addressing worker shortages in these specialty fields, the State Department reported in September that the backlog stretched to nearly half a million people.

In late December, amid an abrupt surge in the omicron variant, the U.S. State Department authorized consular officers to waive in-person interviews for certain nonimmigrant visas, including H-1Bs. The authorization extends through 2022 and is directly aimed at facilitating nonimmigrant travel and reducing visa wait times. It represents a significant commitment toward adapting to the unpredictability of the current travel climate, and Worldwide ERC® will continue to support this important segment of international travel by advocating for policies that increase efficiency and eliminate dysfunction. *m*

Tristan North is government affairs adviser for Worldwide ERC®. He can be reached at +1 703 842 3400.

The Numbers

Worldwide ERC®'s Sustainability Survey

Against a background of global limited resources, sustainability is clearly a major issue for organizations today. To understand how multinational firms are navigating sustainability policies and practices, Worldwide ERC® Research conducted a survey on what organizations are doing, what they are planning to do, and how they plan to achieve their sustainability goals. *The Road to Sustainability: What Companies Are Doing and Why* reached out to nearly 900 senior human resources leaders, representing a wide variety of industries, world regions, and company sizes.

90.5%

Nearly all participants already possess a sustainability strategy approved by top leadership, and 88.9% say they have sufficient resources and funding to support organizational efforts.

WHICH TACTICS OR AREAS IS YOUR DEPARTMENT CONSIDERING TO PROMOTE MORE SUSTAINABILITY POLICIES AND PRACTICES? CHOOSE ALL THAT APPLY.

Digitizing business processes	55.99%
Supporting employee activism related to sustainability	55.64%
Encouraging or requiring suppliers and business partners to meet specific sustainability criteria	55.53%
Promoting remote work and telecommuting	54.62%
Adopting public policy positions that promote sustainability and actions to address environmental degradation	52.79%
Educating senior management and the board on climate issues	44.81%
Reducing internal travel (internal business meetings related to operations, training, strategy, etc.)	40.71%
Reducing business travel (client and sales meetings)	39.22%
Tying senior leaders' compensation to sustainability goals	39.00%
Reducing or consolidating office space	38.08%
Addressing company car policies	37.74%
Reducing employee relocation (relocating existing employees to new locations/offices or hiring and relocating new employees)	36.37%



69.6%

Of those who did not currently have a sustainability strategy in place, two-thirds are working on the concept—with only 8.7% not sure of the company’s plans.

MOST COMMON TACTIC TO PROMOTE SUSTAINABILITY BY COMPANY SIZE (NUMBER OF EMPLOYEES)

Overall	Digitizing business processes	56%
501–1,000	Promoting remote work and telecommuting	53.5%
1,001–5,000	Digitizing business processes	59%
5,001–10,000	Supporting employee activism related to sustainability	62%
10,001–50,000	Digitizing business processes	62%
50,001+	Adopting public policy positions that promote sustainability and actions to address environmental degradation	61%

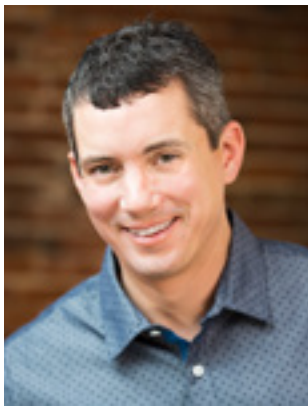
HOW IMPORTANT IS SUSTAINABILITY RELATIVE TO OTHER HUMAN RESOURCES PRIORITIES?

	OVERALL	NORTH AMERICA	SOUTH AMERICA	EUROPE	ASIA PACIFIC
Important	53.9%	53.0%	53.4%	53.6%	58.8%
Indifferent	35.5%	35.9%	35.8%	35.5%	33.3%
Not important	10.6%	11.1%	10.9%	10.8%	7.9%



*A
New
Lens*

A Q&A with Worldwide ERC[®] 2022 Chair Tyler Reynolds



As president of Equus Software, Tyler Reynolds, GMS, steps into the role of 2022 chair of Worldwide ERC[®] with an eye toward leveraging his personal expatriate experience, his business development acumen, and his deep knowledge of technology. In this exclusive conversation with *Mobility*, Reynolds shares his goals for the coming year—and why he continues to be optimistic for mobility’s future.

Mobility: Tyler, congratulations to you on your new role as board chair, and thank you for sitting down with us. Can you start by sharing what led to your career in mobility, and what’s kept you in the field?

Tyler Reynolds: My wife and I wanted to move to Colorado, and I wanted to be a software developer. That’s what led me to Equus—so it had nothing to do with global mobility. I didn’t even know what that was. But I knew that I met great people at Equus when they interviewed me, and it felt like a great fit. What’s kept me in the field is the fantastic company I work for and the amazing people I work with in the industry. It’s something new every day, and it’s just been an amazing time—20 years at Equus, and therefore in global mobility.

Mobility: What has been your role at Equus, and can you share some of the initiatives you’re most proud of?

TR: I started as a software developer and then moved through all the different roles in the company. Today, I’m group president. We have four Equus companies, and I’m either the president or on the board of directors for those other companies.

But maybe the most interesting thing, or the initiative I’m most proud of, is expanding Equus globally. It wasn’t global the first time we opened another office, but I walked into [co-founder and CEO] Mark Thomas’ office and said, “Mark, we need to open an office in London.” And without any hesitation whatsoever—like it was just sitting on the end of his tongue—he said, “Great, when are you going?” Eight weeks later, my wife and my kids and I were

in London starting Equus there, which was just a fantastic experience for my family.

Mobility: That does sound incredible. Can you talk more about the value of that personal mobility experience?

TR: From a career perspective, it really opened my eyes to everything that mobility is. It helped me understand the impact on the company and on the family, which is something I probably wouldn't have appreciated before. And seeing people moving from Paris to London or London to Germany or London to Singapore instead of maybe the U.S.-centric view that I had had before was just an amazing, eye-opening event. I was in London for eight months, then I was home for about a year, then back for eight months again. And I was back and forth a lot over the course of the next five or six years.

From a family perspective, the uprooting was an interesting thing. It was always an adventure for us, and we had an absolutely great time, but it gave me an idea of what it must feel like to go somewhere that's not London, somewhere that can be a little more difficult, where they're not speaking the same language or it's harder for you and your family to adjust. My two eight-month experiences are nothing like the expat experiences that go on for five or eight years, so just appreciating what it must feel like to really move abroad for that much time is definitely a valuable perspective.

Mobility: How did you first become involved with Worldwide ERC®?

TR: As a software developer, I was less tied to the everyday part of the business when I started, but I would hear everyone talk about Worldwide ERC® as the place to go, the place to be. And so, when I switched out of my product development role and came over to the business side, one of the very first things I did was go get my Global Mobility Specialist (GMS)® certification. Even though I'd been in the global mobility industry technically

for five or six years at that point, it was still a great value for me, the individual. I learned some new things about the industry that I didn't really understand before, and that connected some additional dots for me.

From Equus' perspective, we've been attending, presenting, and involved with Worldwide ERC® since 2009. Many of our employees are members, and some have GMS® certifications as well as Certified Relocation Professional (CRP)® designations.

Mobility: After being a part of Worldwide ERC® for 10-plus years, what led you to the role of board chair?

TR: This caught me by surprise. But when I saw the posting of what they were looking for, and they said they were looking for somebody with a technology background, I thought, "Hey—I can go help. There's a way I can go and make a difference and help Worldwide ERC® move forward and change and grow." So it was really that posting and that definition of what the organization was looking for that made me respond.

Mobility: As chair, what do you most want to accomplish this year?

TR: The organization wanted a technology expert on the board, and certainly I want to do everything I can to help from that perspective, but seeing Worldwide ERC® grow outside of the U.S. is definitely a focus of mine. We've purposely brought a more non-U.S. focus to our board this year. We did that with the intent of bringing Worldwide ERC® more into Europe again and more into Asia again. So, I'm excited to do that.

Also, we have an under-40 group in the U.S.—I've met with some of those amazing individuals—and I think it's a fantastic idea and something we could easily do in Europe as well. I would love to make that happen.

Mobility: Having built your career on technology, can you talk about how you have seen the role of technology change over the years, as well

as any specific aspects of technology you helped to advance?

TR: I think technology now applies to all the different compliance and visibility and automation needs that our industry has, and our industry changes all the time. Whether that's immigration or remote working or something newer like posted worker regulations in Europe, there are all sorts of new compliance reasons for us to evaluate data and automate processes and make sure information is visible.

I think it has always come back to those three things: visibility, compliance, and automation or efficiency. It's just a different lens, a different thing we're trying to solve every time with those three tools.

In terms of any specific aspects, the automation of workflow was a big thing for me, but probably the biggest thing was that I got to work with a couple of consultants we hired from a compensation and payroll perspective. Global compensation and payroll was a big part of our technology and a big need for the industry in the early 2000s, and it remains so today. And so, that compensation and payroll knowledge and the workflow knowledge that I got interested in at Equus early on really helped my advancement in the company, because I got to go learn what real companies needed. I got to talk to real people and learn about all the intricacies of those things, which helped, obviously, our software platform, but it helped hundreds of companies and thousands of employees over time, which has been great fun, really.

Mobility: We've seen more digital disruption over the past two years than perhaps in our lifetime. How do you see technological advancements continuing to change the future of mobility?

TR: I think, for a long time, technology has focused on the corporation and the business process, but I think that more and more the focus will be on the individual experience as well as having one solution for more things.

Talking about the employee experience is not a new thing, but the employee experience in global mobility has always been complicated because you need nine providers or nine services in order to make a move. And so, traditionally that means that

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I think more and more the focus will be on the individual experience as well as having one solution for more things.

if I'm in the system, there are nine technology systems with my information, and I may have to go to all nine of them to get the information I need. I really shouldn't have to enter information nine times—it should just be once, whether that's with the tax provider or with my integration provider or it's in my company's mobility technology or workforce management technology. I really should just have to enter information once and be able to see everything that I need in one place.

We're certainly moving toward that, which makes you more efficient, which provides better visibility. And having APIs (application programming interfaces) makes having one solution more possible. That becomes even more interesting because the *globe* of global mobility has to work together, because now you have nine providers or nine systems that have to figure out how to talk to one another for the betterment of the individual. That's a different focus. So the fun thing about that is getting to work with all these companies to try to find the right answer instead of everybody working in their own silos.

Mobility: Worldwide ERC® has taken a lead in helping to standardize data to help make the mobility process more efficient and, at times, less frustrating. Can you talk about our work in this arena and where we are?

TR: There are several initiatives seeking to standardize the collection and transmission of



Along with data privacy and protection, sustainability and diversity are other areas we'll be focusing on this year.

information related to relocating an employee and their family. This includes how HR records are maintained within a company, the transmission of immigration and customs data to governments, the sharing of details related to housing and shipments of household goods as well as others.

One example of standardization impacting a narrow but critically important part of the relocation process is the Broker's Market Analysis (BMA). Worldwide ERC® has updated this form to reflect changes in the housing market. We are also involved in deliberations in other areas. Overall, this is an area that will take time to develop, but serious work has begun.

Mobility: There's also a greater focus on data privacy and protection. How is Worldwide ERC® advocating for key protections here that are not burdensome to the industry?

TR: Worldwide ERC® policy forums have been addressing these issues for several years. We are actively monitoring legal and regulatory changes that impact our members and their assignees. For example, we've advocated in support of federal legislation to protect the personally identifiable information of assignees. This is clearly one of the areas where we, as an industry, are stronger if we work together.

Which brings us to the power of one. This year, we're continuing to talk about the power of one: What does the power of one mean to each of us individually and together as a profession? What does it mean to the future of mobility for us to be able to leverage our collective voices and experiences? And, in the future, how will these decisions to work together as one result in game-changing results for mobility?

These are the kinds of questions we are asking, and there are many opportunities for Worldwide ERC® to bring the industry together to find solutions to today's challenges. Along with data privacy and protection, sustainability and diversity are other areas we'll be focusing on this year.

Mobility: As the COVID-19 pandemic continues, how would you describe its ongoing impact in the mobility space?

TR: The longer we have been out of the office, the clearer it has become that there is a need for people to be together to accomplish certain types of work. But certainly everything will be questioned more than in the past, particularly as supply chain challenges continue to drive up costs. Companies will be more strategic about the reasons and goals for relocation. They will need to consider whether remote or hybrid models could accomplish the same goals and at what cost. And these analyses will be supported by data. Assignees will look more closely at the costs and benefits to their careers and families. They will expect more personalized support from their companies and service providers. And governments will leverage technology to more closely monitor who is entering their jurisdictions, whether that is local or international.

Mobility: What makes you optimistic about the future of mobility?

TR: The competition for talent continues to be fierce, particularly given the impact the COVID-19 pandemic has had on the workforce. This is especially true in industries that require hands-on work. Mobility will benefit from that. *M*

2021 Worldwide ERC® Board of Directors

EXECUTIVE COMMITTEE



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TYLER REYNOLDS, GMS
Equus Software
Denver, Colorado, USA

After stints in banking and finance early in his career, Tyler Reynolds switched his focus to software and found Equus. He has been successful in many roles at the company, including software developer, project manager, business analyst, account executive, vice president of operations, and chief sales officer. As Equus' president, he is responsible for establishing revenue targets, and developing and managing strategic sales plans to meet those goals.



CHAIR-ELECT
ANUPAM SINGHAL
Topia Inc.
Southlake, Texas, USA

Anupam Singhal is the senior vice president of partnerships, responsible for Topia's key strategic relationships across its go-to-market and technology ecosystem. Singhal joined Topia upon its acquisition of Monaeo, an industry-leading, cloud-based distributed workforce compliance management tech company that he co-founded and led for several years.



VICE CHAIR - FINANCE
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NEI Global Relocation
Omaha, Nebraska, USA

Michelle Moore is responsible for overseeing the delivery of international services at NEI Global Relocation, including its regional offices in Switzerland and Singapore. She also serves as NEI's principal financial adviser, overseeing financial risks, planning, and reporting to the executive management committee.



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Georgia, USA

Kathy Connelly has been in the real estate industry for more than 35 years and with her current company for nearly 28 years, where she serves as a member of the company's executive leadership team, overseeing corporate operations including agent licensure, legal compliance, relocation, property management, new business development, client relations, international destination services, e-business, and business partner relations such as home warranty and insurance.



PRESIDENT AND CHIEF EXECUTIVE OFFICER
LYNN SHOTWELL, GMS
Worldwide ERC®
Arlington, Virginia, USA

Lynn Shotwell is president and CEO of Worldwide ERC®. For more than two decades, Shotwell has helped top organizations create global workforces by developing education and networking programs for HR, immigration, and mobility professionals, as well as advancing public policy by building coalitions with key stakeholders in the U.S. and abroad.

BOARD MEMBERS



HORST A. GALLO
Orion Innovation
Edison, New Jersey, USA

Horst Gallo is Orion Innovation's chief people officer, responsible for all aspects of Orion's people strategy and operations, ensuring cultural and skill alignment across the company's growing global footprint.



BINWA SETHI
Korn Ferry
New York City Area, USA

Binwa Sethi has navigated a diverse global career in talent management, leadership development, and executive coaching. As part of her role at Korn Ferry, Sethi coaches, consults, and facilitates in the areas of leadership development and DE&I.



SIMON MASON
Writer Relocations
Dubai, United Arab Emirates

Simon Mason is the chief operating officer and chief revenue officer, leading more than 500 employees as the highest-ranking executive at Writer Relocations. Prior to joining Writer, he was a senior vice president for a large relocation management company and the chairman of his family business.



MARK J. BURCHELL, SGMS
Sterling Lexicon
Jacksonville, Florida, USA

With more than three decades in the global relocation industry, Mark Burchell leads strategic growth both nationally and internationally for Sterling Lexicon, a business unit of the Jacksonville, Florida-based Suddath Companies. As chief commercial officer, Mark oversees Sterling Lexicon's global growth strategies and plans.



ASHLI ALDRICH
Netflix
Los Gatos, California, USA

As global immigration manager at Netflix, Ashli Aldrich specializes in people-centered program design with a focus on scalable, operational effectiveness paired with strategic partnerships.



ELUNED WALLACE
The Walt Disney Company
London, England, U.K.

Eluned Wallace's 25-year career in mobility spans a range of industries including technology, professional services, oil and gas, and now entertainment, where she serves as senior manager, global mobility, EMEA, at The Walt Disney Company.



BENNY TAN
Altair Global, APAC
Singapore

As senior vice president, APAC, Benny Tan is responsible for leveraging Altair's capabilities as they relate to global product development, business-to-business solutions, policy consulting, and benchmarking. He has been in the relocation industry since 2007.

EX-OFFICIO MEMBERS



IMMEDIATE PAST CHAIR,
WORLDWIDE ERC®
ANDREW WALKER, GMS-T
Ernst & Young LLP
New York, New York, USA

Andrew Walker is the global mobility leader for EY's internal mobility and total reward program, supporting 300,000 staff members globally. He has worked in the mobility field for more than 25 years and previously led the mobility function at WorleyParsons and Thomson Reuters, while also working in other mobility roles at Principal and Goldman Sachs.



CHAIRMAN, FOUNDATION
FOR WORKFORCE MOBILITY
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Alexander's Mobility
Services
Greater Minneapolis-
St. Paul Area, Minnesota, USA

Zeke Oaks is a vice president for Alexander's Mobility Services, a leading agent of Atlas Van Lines. His 2½ decades in the industry include time spent in quality and operations as well as sales. He has been a speaker at both corporate and industry events and has led training programs for service delivery team members.





MORE RELEVANT THAN EVER

With the rise in remote work, global mobility can leverage benchmarking to craft policy that protects companies while also meeting the growing expectations of the global talent pool

BY M. DIANE McCORMICK

Before 2020, flexibility, customization of benefits, and tailoring of global mobility polices and packages were already well underway. Some companies report having on average 10 different policies pertaining to global mobility, and at least one company reports having 30 different mobility policy variations, according to Worldwide ERC®'s *Workforce Mobility Benchmarking Survey*.

Then came the COVID-19 pandemic, which is still impacting our daily lives. The intense force of this workplace tsunami turned the traditional way we work upside down. Those dominant waves of change that caused employees to scatter into remote work settings continue to be felt today as the workplace evolves. Global mobility professionals surfaced as sources of expertise for organizations that were suddenly confronted with questions of taxation, immigration and visas, and permanent establishment.

Over the last 18 months, mobility professionals have been grappling with remote work and quickly developing new policies for

this specific new way of working, necessitated largely by the pandemic. However, remote work and its respective—and evolving—policies are more than likely here to stay.

Because global mobility teams have the knowledge and expertise around cross-border moves and domestic interstate moves, they have assisted greatly in developing and adopting broader remote work policies for their organizations, bringing a new level of respect and appreciation for the expertise contained within their internal mobility teams.

“If there was ever a time that global mobility can align with a company’s talent strategy and have that seat at the table to demonstrate how global mobility can contribute to a company’s talent attraction, development, and retention efforts, now is the time,” says Jim Carroll, senior manager, global mobility, WestRock.

What remains to be seen is how and to what extent global mobility leaders will take advantage of this opportunity to use their positions to create innovative policies and influence the future of how work is done and where. Particularly in this climate, benchmarking plays a key role in equipping global mobility professionals to track industry norms and meet the expectations of a global talent pool now accustomed to flexibility in the workplace and their lives.

The Necessity of Remote Work Policy

Pre-pandemic, most companies most likely dealt with remote or hybrid work on an ad hoc basis, says Carroll. The small percentage of employees who requested arrangements likely structured them through their managers and HR.

When the small percentage suddenly ballooned into the vast majority, the need to position remote work within a policy structure emerged.

“If you’re in a global mobility role, whether on the corporate or service side, and you’re not thinking about how the current environment is going to force you to change how you do things and what policies you have in place or need to have in place, then you didn’t get on the train when it stopped at

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Before delving into such policymaking questions, Carroll advises that companies avoid assumptions about remote work among their employees and, instead, conduct baseline assessments to determine its full, and accurate, extent.

the station,” Carroll says. “It really is an incredibly weird and interesting time.”

Now that the pandemic has introduced workers worldwide to the advantages of remote work, they expect to be offered jobs that can be performed from home, from anywhere, or in hybrid arrangements. They also expect a seamless experience. According to the *Nintex Workplace 2021 Study*:

- 70% of workers say working remotely is going better and more productively than they expected.
- 51% say the permanent ability to work remotely would improve their work lives.
- The top five things workers say they need for more productivity are a more flexible work schedule, better home office equipment, software to more easily automate work, working fewer hours a week, and a four-day work week.
- A majority of Gen X, millennial, and Gen Z employees believe that allowances for faster Wi-Fi and home office equipment would improve their work lives.

These expectations can clash with employer perspectives. As seen in ServiceNow's global *Work Survey* on the path beyond COVID-19, about half of employees say they'll leave their jobs if flexible hours and guaranteed remote work aren't provided, but 93% of executives—and 83% of employees—worry about the impact of remote work on the business.

Tough Questions

Amid skyrocketing numbers of employees working remotely and an increase in technologies available to enable basic functions and work across domestic and international boundaries, employers turned to their global mobility functions to help guide the way.

“Given our areas of expertise, we're well-positioned to provide guidance and resources to help our companies make decisions about the extent to which they're going to allow remote work and what the implications are,” Carroll says.

Now, businesses are faced with the intertwined questions of policies and processes meant to minimize exposure to compliance and permanent establishment risks. Global mobility has long been accustomed to carefully monitoring its assignees, says Worldwide ERC® Corporate Relationship Liaison Tracy J. Toth, CRP, GMS. However, extended business travelers and employees who checked email while on vacation received much less scrutiny. Now that COVID and remote work launched huge segments of the workforce into compliance risks, organizations can no longer turn a blind eye.

Those challenges are among the findings from a recent benchmarking session on remote work at the 2021 Global Workforce Symposium, which Toth helped facilitate and which included representatives from 67 companies. “In this perfect storm, companies need global mobility professionals at the table because they know the risks, pitfalls, and solutions,” Toth said. “This has truly elevated awareness around the depth of knowledge global mobility leaders have and the value they provide to their organizations.”

Many of the other remaining questions swirling around remote work fall into the sphere of global mobility. Who should monitor the activities and movement of remote workers and extended business travelers? What is the value of in-person interactions, and what is lost if remote work becomes a norm across international boundaries? Can virtual leaders implement strategies to correct or change a market being targeted for its strategic value?

Before delving into such policymaking questions, Carroll advises that companies avoid assumptions about remote work among their employees and, instead, conduct baseline assessments to determine its full, and accurate, extent. “First, you have to figure out what's going on in your own company to determine what you need to do,” he says.

While global mobility teams explore the early stages of writing or revising their remote work policies, they may be exploring duty of care, family support, visa and immigration, and other issues. New questions about compensation are a hot topic among global mobility and HR professionals accustomed to establishing geographic cost-of-living adjustments; one new perspective, for example, argues for determining compensation purely on the basis of talent and contributions to the organization, regardless of physical job location.

These issues and more are being discussed in Worldwide ERC®'s Corporate Benchmarking Forum and will continue to be discussed at GWS 2022 in Las Vegas in October.

Benchmarking Against Industry Norms

In a rocky atmosphere for writing policies from scratch, benchmarking offers a smoother route to developing policies that are flexible enough to meet company needs but align with recognized standards. As PwC notes, benchmarking against industry norms is a key factor in establishing employer-employee win-wins in remote work policies.

Carroll cites the need for information and connecting with colleagues to benchmark while



navigating “a work revolution the likes of which we’ve never seen before.”

“Part of that revolution is looking at what other companies are doing and understanding that they’re grappling with many of the same problems,” he says. “Maybe there are companies, either because of the nature of their business or how they structure work, that are farther along on the evolutionary scale than you are.”

And while companies benefit from reading benchmark survey documents, they also gain “immeasurable” value from contributing to the data through talking to others, says Carroll.

“Like any benchmarking, the more responses you get, the more material and significant the results will be, and that’s what we all need right now,” he says. “Benchmarking is a really important component of trying to get our arms around and understanding what we’re doing as mobility professionals. That will make this amorphous blob more concrete and will then help us determine what we as companies need to do from a policy and procedure perspective.”

Seizing Opportunities in Talent

For 10 years, employers have wrestled with the question of attracting and managing new talent amid the surge in baby boomer retirements. In the pandemic, that trend contributed to what is now known as the Great Resignation. In this atmosphere, the longstanding discussion over winning the global talent war becomes more urgent, and it circles back to remote work policies.

Worldwide, top talent has the upper hand in choosing employers, and global mobility professionals are considering their own influence to create or modify policies to meet candidates’

Share Your Remote Work Approaches

To participate in the Worldwide ERC® Corporate Benchmarking Forum to discuss approaches to remote work polices or to make plans to attend the Corporate Benchmarking Session at the Global Workforce Symposium in Las Vegas, 22 to 28 October, contact Tracy Toth at ttoth@worldwideerc.org.

To request to be notified when GWS registration opens, visit worldwideerc.org/registration-for-gws-2022-las-vegas.

new expectations. Within a company’s strategic talent attraction and retention equation, global mobility must now consider how to deal with candidates who, in the past, would have had to relocate but might now prefer to work remotely or in hybrid arrangements.

It’s all part of a job market in which employees are in the driver’s seat, and global mobility professionals can make significant contributions to remote work policies by enhancing their traditional expertise with benchmarking data.

“People are out there shopping for who’s got the best deal and the best [working] environment,” says Carroll. “Who’s got the best remote work arrangements? Who’s got the best global mobility policies that support the mobility of employees? These things are more relevant [now] than they ever have been.” *M*

M. Diane McCormick is a freelance writer in Harrisburg, Pennsylvania, and a frequent contributor to *Mobility*.

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One Move, TWO PEOPLE

For dual-career couples, successful expatriation relies on three musts: a shared vision, mutual career development, and a secure space for key discussions

BY PAUL VANDERBROECK AND JANNIE AASTED SKOV-HANSEN

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hat if you want to hire a talented individual from abroad, and it turns out that this individual has a career partner? Or if you're going to develop a staff member's career through an international assignment, yet the staff member happens to be part of a dual-career couple?

Moving staff with families to another country is challenging enough. Add two careers to that, and mobility becomes even more complex. It's a tall order for employers to bring together to attract and retain talent in this situation. Fortunately, there is a win-win solution: offering support for the successful careers—not just jobs—of couples who move together.

International career couples (ICCs) are a growing phenomenon thanks to three mutually reinforcing trends: international careers, dual careers, and women's careers. Globalization and accompanying initiatives such as international student exchange allow people to move more easily across borders. Organization-sponsored expatriates are still predominantly male, yet due to the rise in dual careers in the developed world, fewer men have a female partner willing to put a career on hold to follow her husband. At the same time, the number of female expatriates is taking off due to women's career development, and women leaders more often than men are in a dual-career relationship. Hence, more women moving abroad means more dual-career couples moving abroad.

A Critical Window

It can be easier for a partner to find a job in some locations because of the local labor market or greater facility of obtaining a work permit. So, finding formal employment before relocating to a new location may not be necessary.

However, many couples fail to combine family life, two careers, and international mobility. They then tend to compromise one partner's career to save the relationship or sacrifice global mobility to save the career. Our research shows that the first five years of the partnership are the critical window for establishing a foundation for successful outcomes on this issue.

A dual-career couple is often misperceived as two formally employed partners. However, the long-term career success of the accompanying partner does not always depend on formal employment. While that may be the case during most of a couple's lifetime, there are also periods during which one partner develops their career through another means, including self-employment.

This is fine, as long as it fits the long-term plan. A shared vision is one of the critical success factors for ICCs. That vision articulates long-term career and mobility goals and the fulfillment of a life purpose, which may combine career and familial aims. This orientation toward what matters allows the

ICC to make significant, future-oriented decisions with a strategic focus, rather than merely drawing from past experiences and responding to short-term demands.

Self-employment in the new location is only one of the possible solutions to the international mobility of dual-career couples. Because couples often lack a vision and employers tend to think in terms of jobs instead of careers, there is often a fixation on getting the partner a job to make the couple mobile. ICCs become more mobile if the two partners determine their career goals as conjoined entities rather than as separate individuals.

That was the case for Silje and Tim, a Scandinavian couple who have been together for almost 20 years and have two children. Silje and Tim hadn't thought of an international move until Silje's employer, a food science company, came up with an opportunity in Asia. Silje was offered the job of regional HR director based in Singapore. This is the case of a classic expatriate couple, meaning that one of the two is moved abroad by their employer.

As a couple, Silje and Tim's guiding principle of "all for one and one for all" meant that important decisions are always family decisions. Staying flexible by not being chained to a financial commitment or an employer is fundamental. After seeing that moving to Asia would fit this overarching purpose, they said yes to the offer.

It was an important and therefore not easy decision, says Silje: "When the opportunity to move to Singapore came up, we talked. We came quickly to a positive decision. Yet I was conscious of the need for Tim to have a job. I felt the pressure of responsibility for Tim and the realization that I would have to spend a lot of time away in the new job."

After moving to Singapore, Tim continued his career, landing a role as a business process manager in the oil and gas industry.

Several factors contributed to the successful move of this dual-career couple. First, Silje and Tim develop not only their individual careers but also their partner's. With complementary skills, they help each other with the challenges they face



at work on an ongoing basis. Silje, for example, relies on Tim's capabilities to prepare important presentations. On other occasions, Silje has been using her HR coaching skills to help Tim through difficult periods at work.

Second, they are clear about who they are. Even before moving, Silje and Tim consciously constructed an identity as a dual-career couple. They are committed to their strong desire to stay financially independent from an employer—or, say, a house—in a specific location. Then, they continue to build their identity in the new location. Singapore has many expatriates, 90% of whom are men. Silje and Tim purposely present themselves as a career couple in social settings. It's equally important for them to be transparent that Silje is the expat and Tim the locally employed spouse.

Third, the couple creates what we call secure spaces: moments or places where the couple intentionally exchanges reflections and discusses important matters: "We do talk a lot," says Silje. "We are in constant conversation, often while taking a walk in the evening or when we can share a ride on the train to work. We tend to

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Many couples fail to combine family life, two careers, and international mobility. They then tend to compromise the career of one partner to save the relationship or sacrifice international mobility to save the career.”

find small moments, small pockets—and integrate those into the day.”

Not all employers get as lucky as Silje's company. Her employer happened to pick a person who had already done the essential groundwork in her role as part of a couple—well before the topic of expatriation was raised. Items that often take up many resources in international mobility, such as schooling, housing, and social life, were not priority items



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Because couples often lack a vision and because employers tend to mistake a job for a career, there is often a fixation on getting the traveling partner a job in order to make the couple mobile. ... ICCs become more mobile if the two partners determine their career goals as a single entity rather than as separate individuals.

for Silje and Tim. They knew that they would be able to sort those out, as they already had for years in their home country. Instead, their discussion was about advancing their vision as a dual-career couple and maintaining their core values.

Then there are Kashaf and Zaron, who have been together for about 12 years. They come from South Asia, have two children, and currently live in Central Asia. Their family has been expatriated once before, to Africa, through Zaron's employer. Zaron works as a finance director for an NGO in education, and Kashaf has a job as an HR consultant for two NGOs.

When Zaron's employer offered him a position in Africa, the couple already had a clear vision—for their children to have a good life and not have to care financially for their aging parents. Once expatriated, Zaron and Kashaf discovered that an international career was the best way to achieve their shared vision.

“Our vision has been to move—to work toward a good retirement, which means not having to rely on our children. We've made investments, buying land in our home country to make that happen,” said the couple. “We want our children to have a good life. We started with little means. We had to

borrow money for our marriage. At the same time, we want to have two careers.”

Now, expatriated for a second time, the couple has adapted their vision to include allowing their children to benefit from an international education.

Apart from a shared vision, other factors contributed to the successful international moves of this dual-career couple. Kashaf and Zaron also benefit from a secure space: They plan a lot. They did much research before moving to their current

country so they could settle down quickly and easily. They have these important discussions while enjoying a cup of chai together at night when the kids are sleeping.

Finally, they are clear about who they are. On the one hand, they have found an external anchor in Zaroon's employer. They have been expatriated twice by this NGO, and they intend to continue in this way for the foreseeable future. Internally, they are anchored to their community of faith, in which they are active members. Thus, as a couple, they have constructed an identity that transcends borders.

There is no denying that the decision to move to a different country is a difficult one, notably for a dual-career couple. As Kashaf and Zaroon put it, "Before moving to Central Asia, we researched the place, browsed the internet, and set up appointments before we arrived. We were uncomfortable going where there was no place of worship or community center for our community of faith. So, at first, we refused. Then we developed scenarios of what it could be like. After one year, we said yes. Now we're happy to be here."

Not all employers are as patient as Zaroon's NGO. His employer waited till all the ducks were in a row before moving this precious talent to the right place. Kashaf and Zaroon, like Silje and Tim, needed time to do the groundwork, based on the experience in their first expatriation. Their decision was based on how this shared experience would contribute to their vision as an ICC and how to remain true to their core values.

Final Thoughts

We purposefully researched a variety of dual-career couples: younger and older, married and unmarried, with and without children, same and different sex. Some of these ICCs may find themselves disadvantaged in comparison to other couples when it comes to mobility (e.g., dangerous locations for families or difficulties in obtaining a resident permit in certain locations for same-sex or unmarried couples). However, such contextual factors do not fundamentally disadvantage these

couples when it comes to combining two careers and international mobility.

We recommend that employers empower ICCs by handing them the tools and the space to reflect and develop their solutions rather than forcing them into an expatriate policy framework that does not quite fit them. It was of fundamental importance that Zaroon's NGO gave the couple the space to plan and reflect until the circumstances were right for their next expatriation. Kashaf and Zaroon and Silje and Tim have learned that working as a team is fundamental for long-term success. Likewise, other ICCs will benefit from a joint vision, mutual career development, and a secure space their employers help create. *m*

HERE WE ARE: *The International Career Couple Handbook*, written by the authors of this article, features the success stories of other dual-career couples and offers practical tools to guide internationally mobile talent based on in-depth research and substantial HR experience. Applying organizational methods, such as strategic planning, and facilitating meaningful conversations are some ways for ICCs to succeed and for organizations to retain them.

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Resilience

The Art of Recovering From Setbacks

Over the past two years, mobility professionals have fully embraced the practice of resiliency—and given it new meaning

**BY SUSAN R. GINSBERG
AND DAVID WELCH**

“If you can’t fly then run, if you can’t run then walk, if you can’t walk then crawl, but whatever you do, you have to keep moving forward.”

—Martin Luther King Jr.

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his season marks two years that we have struggled with the impact of the COVID-19 pandemic. We have faced professional challenges that threatened our organizations and

raised doubts about the future of our profession. We have grappled with personal challenges, grieved for those lost and those still recovering, and endured one setback after another that tested our resolve.

But we are still here. We are showing up every day, even if showing up may look different than it used to. The concept of global talent mobility has outlasted its doubters, as organizations around the world have made clear that people must cross borders to meet today’s challenges. And businesses across this industry have adapted, repositioned, or reinvented themselves to remain vital in this work.

This is a story of resilience.

Similar Stories

“One of the required skills of a successful mobility professional is to be resilient,” says Tanya Mariottini, GMS-T, director, global mobility, at Twilio. “Even before the pandemic, our function has been managing challenges and high-stress situations, as there is not a standard process for moving people, although we might tell ourselves otherwise. A successful relocation requires relying on the strength of and collaboration with our supplier partners and internal stakeholders. We are all unique individuals with differing needs, moving to and from a variety of locations, resulting in varying levels of assistance.”

The stories are routinely traded at Worldwide ERC® events—a shared ritual that celebrates obstacles we have overcome. It could be a natural disaster such as the Christmas 2006 tsunami in Southeast Asia, an earthquake in Tokyo, or a hurricane in the Atlantic. It could be political unrest, a terrorist act in a major city or a small village. Then there are endless variations of everyday heroism—from securing a work visa for a business-critical person who was initially denied their request to enter a foreign jurisdiction to getting the family cat through government processes that can be Byzantine and mercurial by turns.

In 2017, when Hurricane Maria made a direct hit on Puerto Rico, Becky Woods, senior director, global mobility, at ADP, describes how her global mobility team was asked to support evacuating employees and their families by finding temporary housing for them in other locations. They already had a strong corporate housing network where their offices were, but that wasn’t necessarily where their employees needed to go. So, they had to get creative with alternate solutions. The team quickly pivoted to source providers in these new locations, where demand was already high and available units were already filling up quickly, but in the end, they were able to find the requested accommodations. “Our ability to successfully manage through this crisis built the team’s confidence that we would be successful in managing anything that came our way in the future,” says Woods.

Crisis on a Global Scale

Still, “there are strategic moments in an organization’s journey that have a disproportionate impact on outcomes. Getting them right creates a multiplier effect on other activities,” says David Lancefield, a strategist and coach who has advised more than 35 CEOs and led 15 digital transformations. For mobility professionals whose business model is based on cross-border travel, COVID-19 was that moment. Their stories will be told not just at annual industry gatherings but at retirement parties where careers are celebrated.

When their traditional service model came to a halt in early 2020, All Japan Relocation had to adapt their business model to survive. According to Emiko Shimabukuro, CEO at All Japan Relocation (West), the company’s five new service offerings acknowledged the loss of their traditional business and simultaneously recognized that the pandemic created new market demand for their core competency:

1. Home delivery of food, toiletries, amenities, and supplies for transferees in quarantine.
2. Arranging for private transportation, such as private taxis, due to government restrictions on recent travelers using public transportation from the airports.
3. Arranging for COVID testing and obtaining test certificates when language barriers prevented travelers from accessing local health care providers.
4. Creating a new inspection service for houses and apartments of clients not allowed to return from being overseas. The new service included opening windows to reduce moisture, removing perishable foods, watering and maintaining houseplants, and inspecting for damages after typhoons.
5. Providing online tours of housing options for new relocations using FaceTime, Viber, VR, video, and other technologies.

While some corporate clients were slowing down or halting their mobility assignments during the pandemic, other corporate assignments were business-essential, which required key employees

to be more mobile. Rob McFarland, chief commercial officer at K2 Corporate Mobility, says K2 employees quickly mapped out which specific relocation services could safely continue, such as packing of household goods, and created new services to provide remote support within the parameters of local COVID protocols. In working with K2's supply chain, they implemented safe practices for both the relocating families and the on-site moving crews. In one instance, that meant delaying packing two weeks after a member of a relocating family had recently traveled on a business trip and then limiting the total number of people inside the home while the packing crews were there.

It was also important to keep the whole supply chain moving during this initial phase of the pandemic. A number of K2's clients offered expedited payment terms for invoices, which allowed K2 in turn to pay their suppliers down the line more quickly to keep these ancillary providers in business as well.

Acts of adaptability and agility were common by mid-2020. In another example, one of Twilio's U.S. employees is a software engineer living in San Francisco. Just before the pandemic lockdown, he visited his extended family in China and was not allowed to return to the U.S. due to his immigration status. The company does not have a legal entity in China and therefore was unable to employ him locally and allow him to work from China. Twilio's Mariottini says the global mobility team worked with leadership, HR business partners in multiple locations, and Twilio's immigration provider to identify an alternate location where he could work as a Chinese citizen. Together, they determined that he could perform his role from Ireland, where he was then transferred as a local hire pending his ability to return to the U.S.

Throughout the employee's 18 months in Ireland and eventual return to the U.S., he was supported with full relocation benefits and tax and immigration support. Then, in order to return home, he needed a consulate appointment to obtain a new visa stamp for entry, but his appointments at the U.S. consulate were canceled

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Even before the pandemic, our function has been managing challenges and high-stress situations, as there is not a standard process for moving people.”

—TANYA MARIOTTINI, TWILIO

more than a dozen times due to staffing shortages, backlogs, and consulate closures. Again, the software engineer remained optimistic and patient while global mobility considered third-country visa stamping options. Finally, he received his visa stamp in October and returned to the U.S. in early November 2021. He told Mariottini that he was in tears, knowing that he would finally be returning home after being displaced for close to two years.

Twilio's chief people officer recognized the global mobility team at an all-hands meeting for their resourcefulness and solutions-driven support of their displaced employee, and everyone celebrated his safe return. “This is the kind of high-touch support we are trusted to provide to all of our assignees,” says Mariottini. “In this case, here was an employee who [truly] needed us.”

Read more about Creating Solutions on worldwideerc.org.

Creating New Value

According to the American Psychological Association, “While certain factors might make some individuals more resilient than others,

Six Keys to Resilience

From everyone who contributed to this article—and the larger white paper it is based on—here are six key points on how to build resilience into your company culture:

1. Be a flexible thinker. Recognize your own challenges, weaknesses, and strengths, and adapt accordingly. Take strategic risks, and learn from them.
2. Invest in your learning, and provide resources for others to learn. Foster an innovative culture of learning.
3. Develop technology and digital transformation.
4. Take care of your mental, emotional, and physical well-being, and encourage this in others.
5. Master the art of listening. This requires skill, discipline, and empathy. Listen to your customers, employees, and each other.
6. Build an inclusive community, and establish trusted partnerships with other stakeholders to drive outcomes.

resilience isn't necessarily a personality trait that only some people possess. On the contrary, resilience involves behaviors, thoughts, and actions that anyone can learn and develop ... [and that] can empower you to withstand and learn from difficult and traumatic experiences."

With physical offices closed and staff in virtual shutdown in 2020, resilience meant creating new value by finding new efficiencies. For many, that meant implementing automation as quickly and broadly as possible.

Roman Zelichenko, J.D., co-founder of immigration tech startup LaborLess and founder of marketing agency GMI Rocket, is enthusiastic when the conversation turns to the idea of automating and digitizing tasks. "The adoption of technology has accelerated in the past 18 months," he says. "Manual tasks that used to be done in person at the office suddenly became impossible to complete, forcing both individual contributors and companies to rethink their

processes, adopt new tools, and learn to survive—and in some cases thrive—in a remote, tech-forward world."

Zelichenko points to the increased use of technology tools he personally uses to stay organized and work smarter, such as apps to automatically schedule meetings, record and transcribe those meetings, and centrally manage his team's tasks and projects. He notes that while many of these tools were already available for a number of years, they didn't become as widely used until the pandemic.

Meanwhile, NYC Navigator, a destination services and settling-in provider, stuck to its guiding principles to maintain close contact with its transferees, past and present. They did this through technology, launching biweekly virtual events and e-newsletters. Transferees were anxious, confused, and eager for human contact and information, says Brenda Levis, CRP, president, NYC Navigator. "We enjoyed reconnecting with transferees from as long as 14 years ago who joined our events, in search of familiarity, security, and comfort," she says. "We had the pleasure of stepping in as extended family for two first-time expectant mothers, unable to return home, unable to receive visits from their families during lockdown."

The team had great fun organizing and hosting a "virtual baby shower" for the expectant mothers. Guests included new friends introduced through their exclusive Compass Club events and family and friends from their home countries who joined via Zoom and FaceTime.

Prior to the baby shower, decorations were shipped to the celebrants' homes to prepare for the parties, create a festive background, and build anticipation and excitement. A typical American baby gift registry provided an opportunity for guests to send the moms-to-be gifts that were opened at the shower. Games were organized, such as "Guess Whose Baby Photo." For both women, far from home and family support, this was the only baby shower they would get, so it meant a lot. Levis says, "It was a memorable occasion for the families and also for our expat community to experience this American tradition and celebratory event."

Designing Cultures to Harness Resilience

The “Stockdale Paradox” explains crisis leadership when there is no “normal” to revert to. It means having unwavering faith and belief in the will to prevail in the end. The concept originates from Adm. James Stockdale, a prisoner of war in Vietnam for 7½ years. During an interview about his survival, Stockdale responded, “I never lost faith in the end of the story. I never doubted not only that I would get out, but also that I would prevail in the end and turn the experience into the defining event of my life, which, in retrospect, I would not trade.”

IKAN Relocations, a destination services firm based in India, achieved its business continuity objective by drilling the Stockdale Paradox down the line. According to Rohit Kumar, joint managing director, their key to survival rested in recognizing the scale and reality of the challenge, while believing it was possible to overcome it, prompting growth, agility, patience, and the acceptance of disruption-driven innovation and creation of a humble and inclusive leadership.

As with many other companies, IKAN also realized that leaning into professional development is an effective means to retain and enrich a company’s workforce in the war for talent. As businesses reevaluate and, in many instances, redefine their company culture and values, investing in mentorship and reverse mentorship programs and learning courses will strengthen leaders and engage employees. In doing so, capability and skill-building will become more purposeful.

IKAN made bold decisions toward strengthening its resilience and raised employee engagement and morale despite significant hurdles. From their perspective, layoffs or redundancies were not an option, despite a 70% reduction in revenue. The company reallocated its resources toward employee retention, training, and development; imbued a culture of collaboration; created new performance metrics; and worked toward digital transformation. Their employees were also encouraged to enhance their skills through the e-learning courses offered by the European



Technology allowed NYC Navigator to support the emotional well-being of transferees and help further build community by hosting a virtual baby shower.

Relocation Association. Today, IKAN has more than 30 e-learning “graduates,” the largest number globally among all destination service providers that have engaged in these e-courses.

Read more about IKAN Resilience on worldwideerc.org.

Business leaders and employees also learned they are more resilient than conventional wisdom would suggest. Rob McFarland from K2 Corporate Mobility shares how his company had to quickly provide innovative and remote training for a critical implementation. “In early 2020, K2 had just secured a large client and was planning a multicountry in-person implementation schedule over several months,” he says. “All of this changed in March 2020 with the global lockdown. The client still needed to initiate global moves based on critical business needs. The implementation had to go through. Almost overnight, the K2 staff transformed the implementation and training schedule to be delivered remotely to each location using video chat and engaging training methods.”

Oded Carmi, president of DN Van Lines, an International Association of Movers member that serves the New England region, says, “I always considered our customers as our most important asset until I witnessed how our team rose to these unprecedented, multiple challenges. They could have easily given up, but instead, they not only rose to meet the challenges but redefined the term ‘essential worker’ in my mind.”

DN Van Lines operations crews battered throughout the weeks of long, hard hours amid the most challenging operational environment Carmi has seen in more than 20 years in the business, without losing their empathy for the customers and their hardships. “Their patience was an inspiration to me, and eventually, it was what kept us all going,” he says. “I have never been prouder of our people.”

Survey responses from IAM member companies resoundingly confirm a newfound appreciation and respect for the underappreciated staff who worked tirelessly against significant odds to serve their customers. “It’s not just the operational crews,” says IAM President Chuck White. “By now, consumers

are all too aware of supply chain disruptions that mean delays and lack of certainty on shipping information, affecting delivery of everything from toys to appliances and other goods. But when it is your own household goods and personal effects, and your children are sleeping on air mattresses, patience can and does understandably wear thin.”

Adaptation and New Beginnings

“I would not wish this particular pandemic cloud on anyone,” says Ray daSilva, president of Mobility Exchange. “But as it passes over us, it is leaving behind numerous silver linings in its wake. It has accelerated positive changes that the mobility services industry would otherwise still be struggling to adapt to. Nothing unites like facing a common enemy, and I have been heartened to see the global mobility services industry and its customers come together in understanding and empathy in ways that are truly rare and wonderful. We are in this together, and we will get through this better together. It’s a precious lesson that I hope will remain with us long after this cloud has lifted.”

As this new year has begun, we cannot help but reflect on the immense disruption HR, mobility professionals, and our clients have faced worldwide these past two years. We have greater appreciation not only for the essential workers who have taken care of our communities but also those in the mobility sector. For all the justifiable doubts the business world had about global mobility at the start of the pandemic, these workers, entrepreneurs, and business leaders throughout the organizational hierarchies had the answers and led the way.

It is in our DNA to adapt and transform in challenging times. The key qualities that have sustained our industry through multiple crises are leadership, communication, collaboration, strategic decision-making, and problem-solving. To embrace a future-forward mindset, it is imperative to hone these human-centered skills to navigate future challenges. *M*

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Naples, FL



Honolulu, HI



From Coast to Coast

In this special section, the Relocation Directors Council (RDC) reviews the trends to watch, along with housing activity on the East and West coasts

BY TESS CHANEY, CRP, GMS, RELOCATION DIRECTOR,
MARTHA TURNER SOTHEBY'S INTERNATIONAL REALTY



Since the start of the COVID-19 pandemic, a noticeable shift has occurred in U.S. homebuyers' must-have lists: more green space, home offices, and new lifestyle opportunities. With more workers having a remote or hybrid schedule, secondary markets offering such luxury items resulted in vacation-style markets growing into primary markets long-term.

Meanwhile, the pandemic has sent housing prices soaring in major economies around the world. In fact, vacation-home sales were up 57.2% year over year for January–April 2021, compared with the 20% year-over-year change in total existing-home sales, according to data from the National Association of REALTORS®.

TRENDS TO WATCH

In 2022, more buyers are expected to head to the exurbs. Employees are willing to have a longer commute if they have a more flexible in-office work schedule. This is resulting in homebuyers pushing out farther and wider into once-rural exurbs.

Convenience to family and friends is the second-most important factor for influencing neighborhood choice, after quality of the neighborhood and surpassing convenience to jobs and affordability, which were more important last year, according to NAR.

A larger question is whether supply can catch up with all the recent demand. Pandemic-induced supply-chain issues have dominated headlines for much of 2021 and are poised to continue. While these issues affect every corner of the economy, the housing market has felt a particularly dramatic impact, with delivery schedules being delayed and prices of material goods rising.

The expansive growth in the market during the COVID-19 pandemic is expected to continue, although possibly at a slower pace, due to interest rate and inflation concerns. The U.S. Federal Reserve announced recently that three interest-rate hikes could be ahead in 2022, and the Mortgage Bankers Association has predicted the 30-year fixed rate could rise to 4% by the end of 2022.

“

All-cash purchases have risen and currently make up 33% of the market. This is a unique trend.

In the meantime, the 4.7 million millennials remain the largest group of homebuyers. NAR forecasts 5.9 million homes to be sold this year, which is still a 10% increase compared to 2019.

NAR also reports that all-cash purchases have risen and currently make up 33% of the market. This is a unique trend, especially since the market has experienced a decrease in distressed homes and investor activity. For example, Florida saw half of all home purchases paid with cash.

Economists point out many reasons for this popular trend. One is restrictive lending standards, which have caused many buyers, especially wealthy ones, to forgo a loan. Another is the aging baby-boom generation, many of whom are trading down and paying for their purchase with cash accumulated from decades of equity. Some also point to foreign buyers; home purchases by foreign buyers in the U.S. are increasing, and those buyers don't have the credit history in the U.S. to qualify for a loan.

However, housing demand is expected to remain robust this year. There will continue to be sellers staying in urban environments but looking to upgrade to larger, more luxurious spaces. Additionally, others will continue to reevaluate their lifestyles and move to small towns or suburban areas in search of more space and a reprieve from city life.



Asheville, NC

East

IN THE EAST

Areas such as Asheville in North Carolina; Naples and Sarasota on Florida's Gulf Coast; and Vero, Jupiter, Ponte Vedra, and Amelia Island on Florida's east coast experienced sales patterns consistent with secondary and resort markets across the U.S. vacation-home market.

"With the continued evolution of a remote work environment, the southern parts of the country have become a spotlight for relocation," says Alex Romeyn, CRP, director of relocation and referrals, Premier Sotheby's International Realty. "People have always cited the fact that Florida has no state income tax, lower property taxes, and lower cost of living; add in the weather, and a move into these markets is much more enticing. The belief is that this trend of relocating to our Southern states will continue, and talent access will continue to grow here."

In Florida, Californians and Midwesterners have joined the traditional buyers from the Northeast. In Ocala, which is about 65 miles (105 km) north of Orlando, the average price in August 2021 was up 46% year over year, and active inventory was down 32%, says Carrie Prieto, managing broker for four Premier Sotheby's International

Realty offices in central Florida. New construction is booming, with 7,000 permits for new construction backlogged in the Ocala Building Division.

On the west side of Orlando, "Lake County has seen tremendous growth," she says. "Average prices are up 24%, with active inventory down 34%. The Clermont area of Lake County has become very popular over the last 10 to 12 years. It was all country there previously."

HEADING WEST

Looking to the west, 2021 total Oahu, Hawaii, sales were up an impressive 37.3% from 2020. Single-family homes saw a substantial 17.9% increase, and condo sales roared back, ending the year up a whopping 53.1% compared to 2020. The median percentage of the original list price received reached 102% for single-family homes and 100% for condos, according to the Honolulu Board of REALTORS®. This means more than half of single-family home sellers received more than their original asking price, and at least half of condo sellers received their full asking price or more. The year-end median days on the market were a mere nine days for single-family homes and 12 days for condos.



Oahu, HI

West

“Oahu continues to attract affluent buyers looking to make substantial beachfront home purchases,” says Mina Angeles-Montero, CRP, director of relocation and business development, LIST Sotheby’s International Realty. “Almost all of our luxury market (\$2M+) has been purchased as second homes from buyers outside of the Hawaii market, [and] the biggest feeder is the West Coast U.S.”

However, Honolulu’s new housing construction is 5.5% below the long-term average and continues to decline from last year, according to NAR. Reduced construction will limit new supply to the market, allowing demand to catch up with inventory more quickly.

“Overall, Oahu continues to be a tough place to purchase,” says Angeles-Montero. “Low mortgage rates, another 20% year-over-year increase in median price point, and a disturbing lack of inventory have created a difficult buyer’s market. This is especially true for residents who would like to ‘step up.’ They can sell their home for a pretty nice price but have incredibly limited options in replacement properties. Many residents are looking outside of the state for affordable housing.” *M*

Stats:

Naples: The current level of construction is 45.2% above the long-term average.

Charlotte: The current level of construction is 37.8% above the long-term average.

Honolulu: The current level of construction is 5.5% below the long-term average.

Spotlight:

Croatia

BY MARYELLEN KENNEDY DUCKETT

Perched on the Balkan Peninsula just across the Adriatic Sea from Italy, Croatia is an EU country that rolls out the welcome mat for international visitors. Tourism is a key economic sector in this compact nation, roughly the size of West Virginia but home to 4 million people. So, when the pandemic kept most foreign tourists at home, Croatia responded by reaching out to a new kind of traveler: on-the-go telecommuters, or digital nomads, who mix business and pleasure while seeing the world.

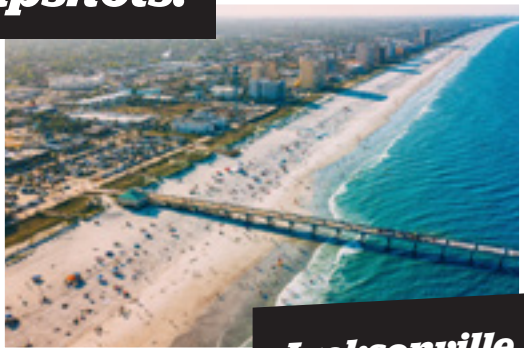
Croatia is ready-made for digital nomads, who, among other essentials, require a secure, reliable Wi-Fi connection to get their work done. Most urban centers offer high-speed internet and dedicated co-working spaces where globe-trotting nomads congregate. The country has even built a digital nomad village in Zadar.

Arguably the biggest draw for any work-from-anywhere adventurer, though, is the country's Digital Nomad Residence Permit. Introduced in January 2021, this special visa program allows telecommuters from non-EU countries to work from Croatia for up to a year without paying Croatian income tax.



Visit Worldwide ERC® online for exclusive snapshots on these two other digital-nomad-friendly cities.

Snapshots:



Jacksonville



Brisbane

Immigration and Permits

To qualify for a Digital Nomad Residence Permit, applicants need to provide documentation proving that they meet three basic requirements:

1. Work remotely for a foreign employer or their own business—which is not registered in Croatia;
2. have private travel or health insurance with coverage in Croatia; and
3. have at least US\$30,500 in total savings or monthly earnings to fund a 12-month stay.

The minimum amount of available funding required increases by 10% of the applicant's average monthly net salary for each additional person accompanying the digital nomad to Croatia. Only close family members—such as a spouse, partner, or children—of digital nomads are permitted to join them in Croatia.



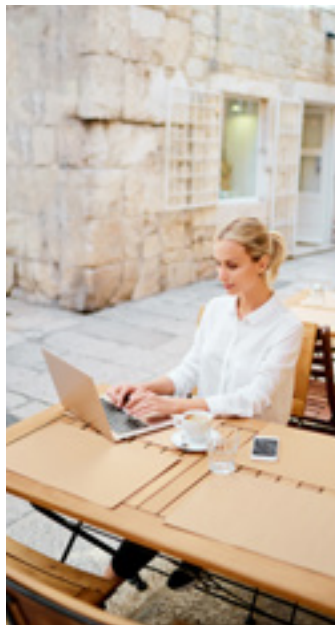
Zagreb Franjo Tuđman Airport in Velika Gorica, Croatia

Doing Business in Croatia

Since digital nomads can work *from* Croatia but not *for* a Croatian company, there isn't a pressing need to be well-versed in the country's business etiquette and practices. It's still helpful, however, to learn some basic Croatian phrases—such as *bok* (pronounced “bohk”) or “hello” and *hvala* (pronounced “hva-lah”) or “thank you”—to feel more at home in digital-nomad hotspots such as co-working spaces and cafés. Sitting for hours and drinking coffee at a café is a time-honored tradition in Croatia. So, spending at least one day a week working and enjoying the café scene is a good way to get an inside look at Croatian culture.

Of course, café Wi-Fi typically doesn't offer the bandwidth, speed, and security

needed for video calls and data downloads. Having a dedicated co-working space with reliable internet and other business-friendly services is important. Digital Nomad Valley Zadar is one such place—a 62-acre (25-hectare) beachfront community that opened in October 2021 and is designed specifically for remote workers. The first village of its kind in Croatia, “The Valley” offers housing (in campsites, mobile homes, or hotel rooms) and co-working spaces in two neighboring resorts. A monthlong stay starts at only about US\$600 and includes amenities such as Wi-Fi, access to a pebble beach, and an instant community of fellow expat digital nomads. Zadar was also voted a European Best Destination in 2016.



Living

The new digital village in Zadar is a natural landing spot for telecommuters, but it's not the only option. Split, a seaside city of 178,000 in north-west Croatia, is popular with German expats and attracts an influx of digital nomads during the busy summer tourist season. The offseason in Split is quiet and less crowded, however, so remote workers need to keep in mind that many restaurants, cafés, and attractions may be closed from September to April. Working from a four-season city, such as Dubrovnik (site of several *Game of Thrones* filming locations) or Zagreb (Croatia's capital and largest city), is a more practical choice for a 12-month stay.

Dubrovnik, dubbed the "Pearl of the Adriatic" due to its magnificent Baroque and Gothic architecture, is gaining notice for its digital-nomad best practices. Since 2020, the city and its tourist board teamed up with

Split-based Saltwater Remote Work & Lifestyle Specialists to host a digital nomad-in-residence (DN-I-R) program. The four-week program brings together 10 digital nomads from around the world. DN-I-R team members collaborate, participate in workshops, receive professional development training, and share their experiences and insights to help Dubrovnik enhance its appeal as a digital-nomad-friendly city.

Digital nomads traveling with children will appreciate the educational options in family-friendly Zagreb. The bustling capital city is home to the American International School of Zagreb, the British International School of Zagreb, and the Waldorf and Montessori schools, among others. Throughout Croatia, children of expats can also attend the closest public school and receive additional Croatian language lessons beyond what is taught in school.



Zagreb, Croatia's capital city

Unexpected Croatia

Croatia's 1,100-mile (1,770 km) Adriatic coastline is legendary for its rocky cliffs, azure waters, and medieval cities. Somewhat less known is the diversity of landscapes available offshore. The country has nearly 1,200 islands and islets, ranging from uninhabited outcroppings to trendy beach resorts. Among the more unusual islands is Pag, whose local sheep produce Paški Sir, Croatia's artisanal sheep's milk cheese. Powerful wind gusts pummel Pag's rocky eastern side, resulting in a lunarlike landscape. In recent years, this barren terrain has become a playground for mountain bikers seeking the sensation—visually, at least—of rumbling across the moon's surface.

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Advancing Transformative Solutions That Strike a Holistic Balance Between Corporate, Social, and Environmental Needs

MOVING FOR A CAUSESM

BY KAREN BANNON, DIRECTOR OF GLOBAL MARKETING AND ESG, ARPIN INTERNATIONAL GROUP & VICE PRESIDENT, ARPIN CHARITABLE FUND, INC. D/B/A ARPIN STRONG

Arpin International Group is pleased to unveil its newest charitable outreach campaign, “Moving For A CauseSM.” This latest CSR initiative is being spearheaded by the company’s non-profit arm, Arpin Strong. It aims to prove that there’s no limit to how we can collectively advance transformative solutions to the defining social and environmental issues of our time.

“To help us realize our vision of creating lasting change in the world, we’ve expanded our charitable outreach to include input from Arpin’s valued customers,” said Peter Arpin, President of Arpin International Group. “At Arpin, we believe in building meaningful and enduring relationships with our customers. The ‘Moving For A CauseSM’ campaign provides our customers with an opportunity to get involved with causes that they are passionate about.”

The program works by allowing each customer to choose between five global charities upon the completion of their move. Arpin will then donate to that charity on behalf of the customer to say, “Thank You,” for affording us the privilege of servicing their move. The charities selected for the inaugural year are: Ocean Conservancy, Global Institute For Transformation, Habitat For Humanity, Wreaths Across America, and The Trevor Project. The program is open to all Arpin’s customers irrespective of business line. We hope to donate a minimum of \$35,000.00 to the selected charities based on customer engagement.

A command of new technology and a strategy for the digital workplace are essential elements of Arpin’s CSR programs. The disruption brought

on by a once-in-a-generation pandemic presented companies with opportunities to incorporate new and better ways of doing business. Arpin’s operating philosophy which celebrates innovative thinking and an entrepreneurial spirit tasked employees to streamline and automate redundant processes so that our customer-facing personnel could spend more time engaging directly with the customer. To that end, Arpin recently rolled out its new website, arpinintl.com, which highlights the company’s “Moving For A CauseSM” campaign as well as other CSR and green initiatives. Moreover, backend features were also enhanced to create a seamless customer-centric experience that delights clients throughout their moving journey.

The Arpin family originally established its full-service moving and storage company in 1900 in the United States. Since that time, descendants of the founders, now in their fifth generation, have committed to moving the company forward in a manner that strikes a holistic balance between corporate, social, and environmental needs. Today, the company services nearly every country in the world utilizing its diverse and multi-cultural workforce and high-quality supplier partners located throughout the Americas, EMEA, and APAC regions. Arpin continues to exceed customer expectations by delivering superior service with integrity and empathy based on old-fashioned family values.



Arpin International Group, Inc.

is an industry leader in providing household goods moving and storage solutions. We specialize in global moving for corporate, private residential, government, and military customers and are a preferred supplier of relocation management companies since we are truly independent and not owned by an RMC. With offices throughout North America, Europe, Asia, and the Middle East, Arpin provides a seamless moving experience and the highest quality services to its customers worldwide.

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Arpin aims to prove that there's no limit to how we can collectively advance transformative solutions to the defining social and environmental issues of our time. Learn more about our CSR and green initiatives in this month's Advertorial.

Moving For A Cause™



Mobility Matters

Interesting, challenging, and surprising stats and finds around the globe

BY JON FERGUSON

Today, more women than ever hold leadership positions in the always challenging, ever-changing world of mobility. It's a positive move in the right direction as companies continue to make deliberate efforts to support and empower women in leadership roles.



1

1 When Worldwide ERC® launched in 1964, its membership was entirely male. In 2020, women accounted for more than half of its membership, at 64%. Today, president and CEO Lynn Shotwell leads the association, and its board of directors consists of six women and eight men. The board of trustees for its Foundation for Workforce Mobility is also made up of five women and nine men. *Source: worldwideerc.org*

2 Women are leading the way in the human resources field, as 73% of HR employees at the manager level in the U.S. are female, according to data put together by the Bureau of Labor Statistics in 2015. Amplifying women's dominance in the field is a study by CEB, a best-practices consulting firm that analyzed 382 HR executive appointments between 2011 and 2016 and discovered that 55% of those new hires were women. Similarly, Korn Ferry, an organizational consulting firm, sampled 1,000 top U.S. companies and found that 55% of the chief human resource officers were women. *Source: workforce.com*



2



3

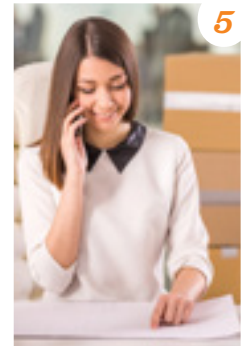
3 *HRO Today*, a magazine devoted to the human resources industry, has honored MoveCenter, a California-based relocation company, with its Baker's Dozen Customer Satisfaction Award for Excellence for seven straight years, beginning in 2015. MoveCenter, which started in 1963, touts itself as the oldest women's business enterprise in the relocation industry. *Sources: movecenter.com and hrotoday.com*

4

4 It should come as no surprise if it's a woman who helps sell your home the next time you make a move. Women represent 63% of all REALTORS®, according to a 2018 report by the National Association of REALTORS®. Women do lag behind in leadership roles, as 52% of broker-owners and 57% of selling managers are men. However, that might be changing, as a study by Coldwell Banker found that most workers in female-dominated industries say female leadership is important to them (72% of women and 58% of men). And that sentiment is especially powerful among workers ages 18 to 34, with 70% saying they value women in executive-level positions at their workplaces. *Source: rismedia.com*



4



5

5 Molly Henderson didn't know what to expect when in 2011 she co-founded *Moving CompanyReviews.com*, but she was surprised—delightfully so—when she discovered there were many woman-owned moving companies in an industry she expected to be dominated by men. She recently devoted a blog post to many of those women. One of them, Gloria Pugh of Florida-based AMWAT Moving Warehousing Storage, said, "Women make the best leaders in times of stress and moving, and business, in general, can be very stressful." Pugh was elected the first woman president of the Professional Movers Association of Florida in 2021. *Source: movingcompanyreviews.com*

Source:

movingcompanyreviews.com

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