

**Deloitte.**



Building a Global  
Mobility Programme  
A 'how to' guide

# This document includes



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- Key Market Trends



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# Introduction

## Why are we here?

In today's increasingly global world, businesses are finding that more of their employees are moving internationally than ever before. The reasons for these moves are vast and varied: from a 3 month project to learn new skills from an overseas team, to permanently relocating staff overseas to set up a new branch of their organisation.

As you might expect, any move that crosses borders will bring with it a number of complications and risks for both the employee and the employer. In our experience these issues fall into one of the following categories:

- How to **manage the risks and costs associated with employees moving internationally**
- How to **create both a positive and a reliable experience** for employees when they move

To help resolve these, and bring certainty to both the organisation and the employees affected, it is prudent to put in place a consistent approach to international moves. Our clients agree (and we have countless stories of organisations battling either complicated approval lines, inefficient processes, or unclear policies) although we often hear that they do not have time to put such an approach in place or simply do not know where to start.

## Why should I read this guide?

We have created this guide to showcase some of our methodologies and how we help organisations to tackle these challenges. Our hope is that it will inspire you and help you realise that you can create the change you may need.

## Who should read this guide?

Although primarily written for employers who are moving their people internationally for the first time or employers who currently move small numbers of individuals, this guide should be useful for all.

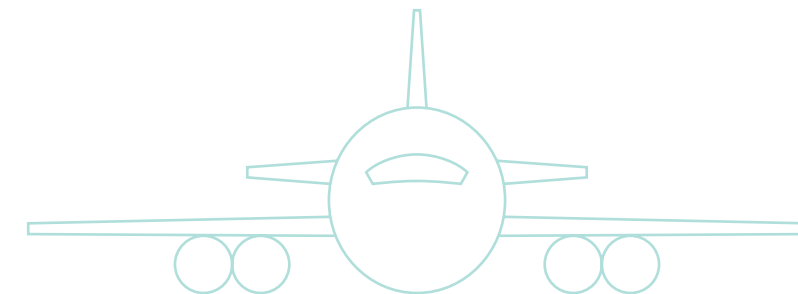
## What does it cover?

The steps laid out in this guide are focused on longer-term moves (i.e. where employees are expected to spend a continuous period of at least 3 months outside of their home country), however most of the principles outlined in this framework should also be of assistance for employers with a large amount of employees undertaking 'ad hoc' business travel.

This guide should also be useful for organisations looking to formalise how they support individuals with other cross-border work arrangements (e.g. commuters).

## What next?

We welcome you to contact any member of our Deloitte team should you wish to discuss your Global Mobility challenges with us – we love a problem and would love to help solve yours with you!



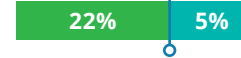
# Why Global Mobility?



## Key Market Trends

Globally mobile talent is considered a key organisation and talent driver, but there are still large gaps for improvement

do not have formal global mobility programs



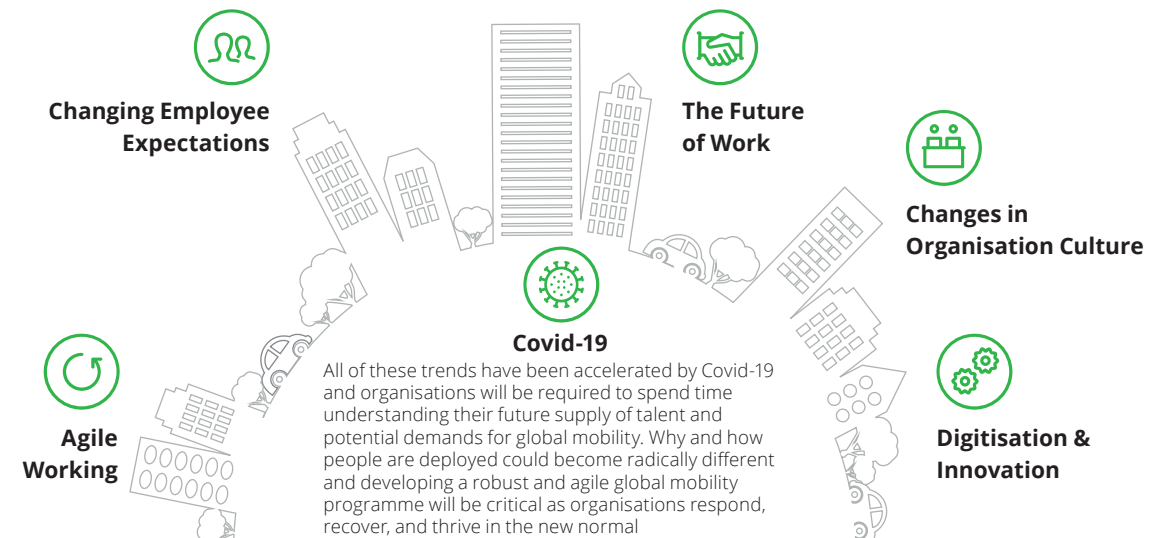
68% of organisations agree that a **mobile workforce is an enabler of business and talent strategies**

believe they are world class in global deployments



\*Based on over 8,000 participants. Respondents were able to select more than one option  
Source: 2019 Human Capital Trends Survey

These gaps are being impacted by the following trends:



# How can I create an effective Global Mobility Programme?

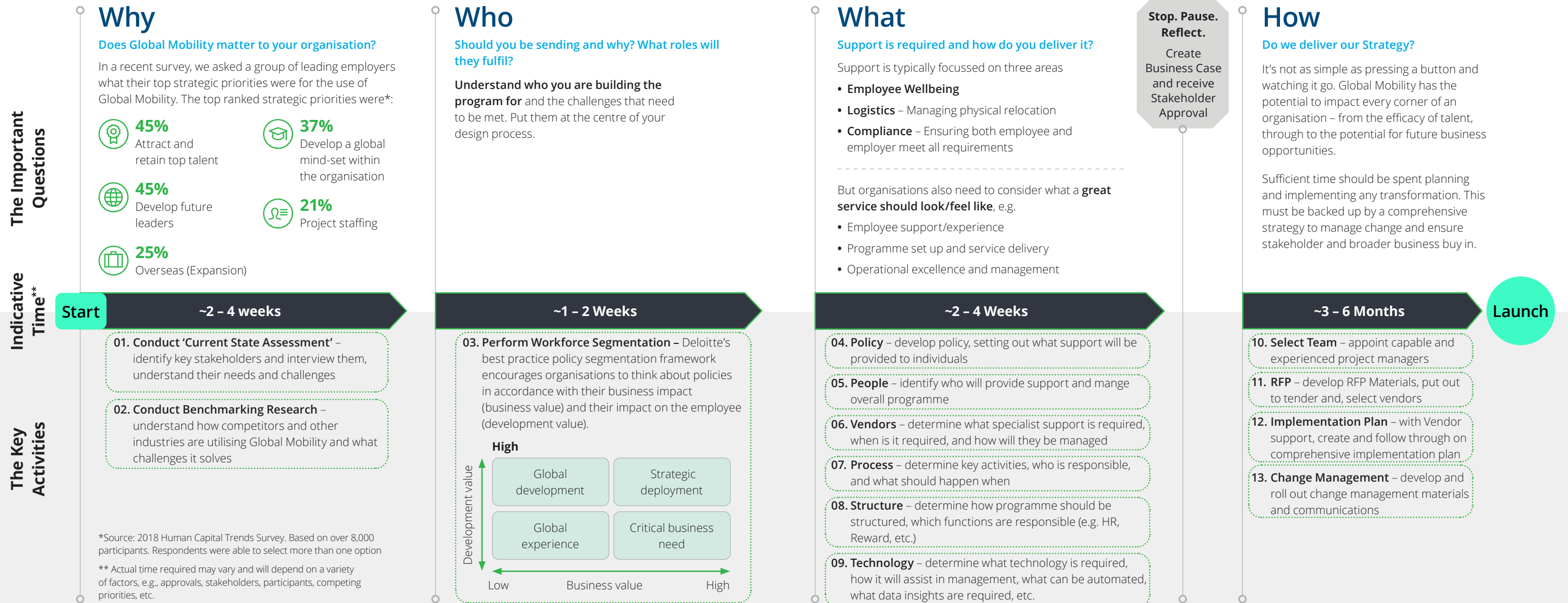


## Understanding the challenge

Creating an effective strategy is key to not only managing your globally mobile employees but also to ensure the success of these moves and of your organisation as a whole. It is a big ask and only part of the challenge is to understand the key activities that need to take place to manage a move (note we've listed out the main ones in the diagram below). **The trick**, however, is to truly **understand how Global Mobility impacts your organisation**, to reflect on **who needs support and why**, and to **create a strategy and approach that provides the right support**.



# Creating a Global Mobility Programme – A Timeline

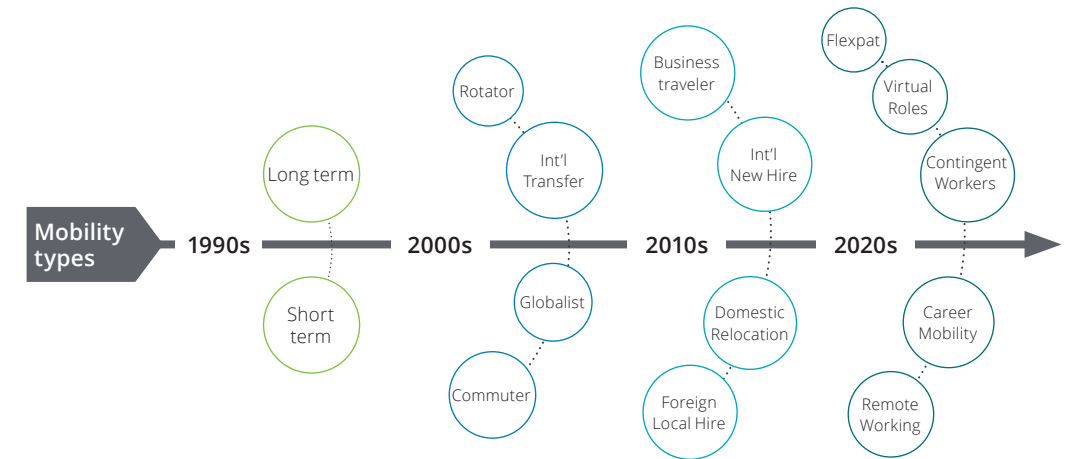


# What's the future for Global Mobility?

# The three key ways in which Global Mobility is changing

## Global Mobility is expanding

Mobility today includes a broader array of employee types and a multitude of locations, with numerous talent traffic lanes. This has driven the need for closer alignment between move types and support levels, as well as more flexible and agile service delivery models that meet the requirements of a changing, diverse population.



## Global Mobility is humanizing

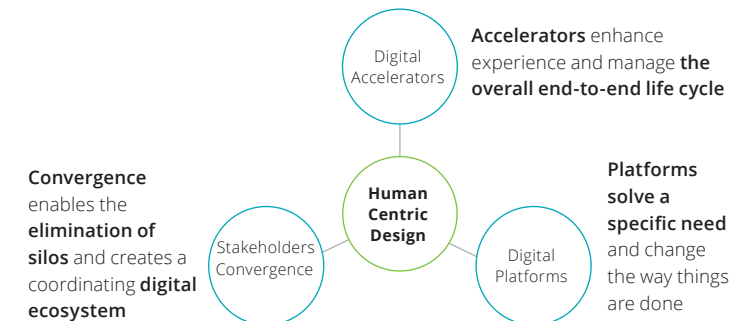
Employers are becoming more people-centric in designing and managing their mobility programs. Central to this is providing a personal experience whereby the employee feels that his/her needs are at the center of the equation, rather than a second thought to corporate policy. We believe this trend will continue to be at the forefront in 2020, and beyond..

### What does it mean to Humanize global mobility?



## Global Mobility is digitizing

True pioneers are radically transforming mobility digital architecture and related processes to maximize the value for both organizations and the individual. With employee and employer expectations changing, global mobility needs to be a consumer-grade experience that is **simple, predictive, and personal**.



How can  
Deloitte  
help?

# A snapshot of our Global Mobility services



## Fundamentals Training

A 4 hour session where we would look to cover

- “What do I need to know” when sending employees overseas?
- “What compliance considerations are there?”
- Creating consistency – “How do I develop processes and plans to help manage internationally mobile employees?”



## Global Workforce Lab

Immersive workshops that allow you to take time out of business as usual, disrupt ordinary thinking, reveal new possibilities, incite productive action, and collaborate and conclude on a path ahead. They can be focused on any aspect of Global Mobility and are an opportunity to achieve a breakthrough in any challenges you may have.



## 'Advice on Tap'

We can provide an experienced consultant to answer your ad hoc questions as and when they become an issue. They can guide you through what others have done and provide perspectives on how to tackle problems.



## Design & Implementation

Deloitte have extensive experience in designing and implementing end to end programmes for international travel. Using our market leading design led approach, we can support in all areas of support and create bespoke solutions specifically tailored to your needs and requirements.



## Tax & Social Security Compliance

As well as support in providing individual tax advice and preparation of returns, we can provide strategic support to ensure that all your tax compliance obligations are met.



## Immigration Support

We assist many multinational organisations with their immigration needs and help ensure that both the business and individual remain compliant with their immigration obligations at all times.



## Payroll & Reward Help

We can provide comprehensive reviews of existing payroll practices, and drive the automation of processes and build assurance of compliance. We can also advise on remuneration and global employment packages.



## Technology

We can advise on technological solutions to the management of international employees, helping to track their status and manage support functions (such as tax, immigration, etc.).



## On site support

We have seconded individuals to numerous organisations to help them manage international movers. This could include support with year end tax processes, short term support to help complete a specific project, or more general help in managing the day to day aspects of your international mobility.

# Case Studies

## Taking the first step in managing Mobility risks via a Deloitte facilitated Lab

### Challenges

For various historic reasons, Global Mobility was handled on an ad hoc basis with different practices and processes followed from region to region. With little to no consistency, employee experience was poor and management of both costs and business compliance was a key risk.

### Objectives:

Create a compelling plan for all business units to align to. Provide a strategy which will help the organisation manage its key risks in the short term and create the foundation for an enhanced talent agenda.

### How we helped:

Deloitte provided initial support through a one day strategy lab, where the key business risks were identified and the foundations of a business case was developed. Following this, Deloitte have continued to act as a 'sounding board' whilst the organisation continues to develop their plan (including the provision of benchmarking data and insight, technology demonstrations, etc.) and support with tax and immigration compliance.

## Aligning different global mobility programmes and policies at time of corporate restructuring

### Challenges

Two separate businesses joined together with very different approaches to Global Mobility. To help embed the merger, and to ensure the successful move of talent, a joined up vision of how Global Mobility should operate was needed.

### Objectives:

To review and analyse the current move types of both companies and advise on a simplified future policy framework.

### How we helped:

Deloitte supported with a business case report to enable the new framework to be approved, and creation of a new policy suite aligned to the needs of business that was benchmarked around 10 peer companies. This new policy suite aligned to the needs of business, with the specialised tools to assist the Mobility team with correct segmentation. The company used Deloitte communications to ensure key stakeholders understood the need for change.

## Implementing a new Global Mobility approach

### Challenges

The outdated policy suite and lack of guaranteed employment following assignment meant assignment uptake was low. A loss in stakeholder confidence was damaging the Global Mobility brand.

### Objectives:

The client wanted to implement a transparent and consistent Global Mobility approach which would encourage employees to seek out international assignments and return to their home location with new skills.

### How we helped:

Deloitte provided implementation support for the new Home based approach which had already been designed by the client.

This included facilitating a 3 day workshop to design policies, creating new intranet pages to support the Global Mobility rebrand and providing training to global teams. Deloitte also seconded a Global Workforce professional to the client to manage and support the ongoing embedment of the new approach.

# Notes



# Who to Contact

## Global Workforce Transformation

Our **Global Workforce Transformation team** partners with organisations to establish future-proof global workforce strategies, tailored to specific business and talent objectives. With over 250 professionals globally, we help our clients find better ways to move their people and support them through optimising, reshaping, and transforming both the operational and strategic aspects of their mobility programmes.

## Contacts



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