

White Paper

Sustainable Development Goals for DSP's

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In collaboration with the Coalition for Greener Mobility



SCOPE OF DOCUMENT

The objective of this document is to give DSPs worldwide a framework around which they can develop sustainability policies that suit their business. There are certain aspects of sustainability that will be common to all businesses and in addressing that commonality I will be using the now standard terms of Environmental, Social and Governance (ESG). ESG essentially reflects how businesses like yours, are measuring and reporting on the commitments they are making in these three main areas, to all stakeholders including clients, assignees/customers, suppliers, communities and more. In the evolving global business landscape, ESG has become more than just a measure; it's now a benchmark for responsible and forward-thinking business practices and an indicator of a desire to develop an organisational purpose beyond profit which is now essential for business sustainability as well as sustainable social and environmental practices.

In the process of creating this framework, it became apparent that the components of ESG should be addressed in reverse order and therefore we will start with Governance, then look at the Social and finally the Environmental aspects. The application of good governance will create a business framework that will support environmental and social policies.

This document has been prepared following several online consultations and meetings with EuRA Members across the world.

INTRODUCTION

Sustainability is nothing new. Most businesses will have addressed many of the topics covered in this document and so there is little likelihood of radically disrupting your business practices. It is just a matter of organising various practices and policies to create a demonstrable process. One of the first 'rules' of ESG and of any audit/external review is to be able to

demonstrate formal documentation of your good business practices.

No DSP's operations will be identical because of geography, culture, the immediate needs of the business or indeed their individual market environment. Many of the topics relating to

governance will

have been a part of any business from its inception and the issues relating to social responsibility and even environmental actions may already be part of what you do. The online consultations provided examples of a wide range of business practices already adopted by EuRA members.

Benchmarking and peer comparison are a fast way forward to review your own practices and stages on the journey compared to other DSPs. Comparing one's ESG performance against industry peers provides insights and can be a driving factor for excellence. Knowing where your business stands in relation to other DSPs, all committed to taking action and making progress, can offer direction and motivation.

Stakeholder Engagement is key. Engaging with your various stakeholders, including employees, clients, customers, partners, investors and community groups offers valuable insights. Their feedback and perspective can shape and refine the ESG policies, ensuring a comprehensive and inclusive approach.

Part of the reason for creating this document is to enable DSP's to be transparent with their clients (whether they be corporates or RMCs) so that those stakeholders have a consistent look at best ESG practice across their destination services supply chain. It might also encourage clients, as stakeholders in



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successful sustainability, to be more explicit and transparent with DSPs in sharing expectations, and also to create a shared road map of progress and measurement. Currently, DSPs do not have a standard set of expectations from their 'upstream' stakeholders (corporates and RMCs) and this results in inconsistent and inefficient actions taken by all parties, rather than communicating and documenting according to some agreed core requirements.

It's crucial to understand that while adhering to global ESG standards is vital, respecting and understanding local cultural, environmental, and social nuances when implementing practices offers an added layer of depth and respect to the ESG initiative.

If you are looking to being certified via an industry association, ISO or EcoVadis type process, you need to be aware of the goals or principles behind these auditing bodies to ensure that you do not invest time in going in the wrong direction. These agencies are primarily documentation and compliance oriented and not specifically experts in creating action plans for social and environmental programs. As an industry body, we recommend the [Coalition for Greener Mobility](#) help advise all suppliers (in DS and other workstreams) and clients as to the value of outside certification, which may not always be within the financial reach of small businesses. Well documented processes,



regardless of external validation, may be a more reasonable expectation.

Remembering that being sustainable is not just a box ticking exercise can also be helpful. It is not an end in itself. And in many ways, it is an ongoing journey, rather than a fixed goal. Different DSPs can be at different points on that journey – from the

simple to the more sophisticated, as indeed can clients be (both corporate and RMCs).

What's important, for DSP and for our stakeholders, is to be able to demonstrate progress against how you are measuring and reporting on the commitments you are making in those three main areas (ESG) and to agree that progress overall, versus achievement of any one metric, is the essential proof point for compliance and buy-in to ESG principles.

Accordingly, DSPs should not feel they must immediately address all areas covering ESG but rather to begin with the basics of ESG to lay the foundation for long-term ESG success. For example, which ESG issues are relevant to the organisation, which KPIs should be measured, how will you report on ESG matters, to whom etc.

Ensure that the business makes everything visible in terms of sustainability, from the achievements to the future goals and planned actions.

I. GOVERNANCE

In looking at how Governance works within the ESG structure, there are two areas to examine:

A - General Business Operations

B - Service Delivery Operations

Each of these can be broken down into a number of headings.

A - General business operations

How you operate your business. There are in practice many aspects to this, but in this 'core principles' summary, we will look at the following headings;

1. *Ownership/Leadership Transparency*
2. *Stakeholder Engagement*
3. *Compliance*
4. *Ethical Conduct*
5. *Risk Management*
6. *Supplier Relationships*

7. *Training, Engagement and Retention*
8. *Documentation*
9. *ESG Advocacy and Ownership*
10. *Employee Engagement*
11. *Inclusions and Diversity*

1 - Ownership/Leadership Transparency

Whether you are a sole trader (with employees or working with/through suppliers), a partnership or organized as a company, a document detailing the leadership and structure of the business will clarify how you operate. Whatever your structure, create a

document that sets out who is responsible for what at the leadership level and the composition of the Board (if applicable) and accountability to stakeholders. Document how you share information internally (to employees) and externally (to other stakeholders) on the composition of

governance bodies, decision making procedures, financial information etc. (Note the requirements vary for publicly and privately held businesses).

2 - Stakeholder Engagement

Promote clear communication regarding our core priorities and strategic plans with all stakeholders. Foster an environment where diverse perspectives can contribute through feedback. Utilize a structured tool called a "materiality matrix" to collaboratively determine and prioritize crucial focus areas. This framework aids us in addressing and enhancing key aspects of our operations collectively.

3 - Compliance

GDPR, Anti-money laundering and Anti-bribery policies and practices for the business; also, often, disaster recovery and business continuity. Note these processes do not all have to be complex. Start with core business practices and build as your business needs expand.

4 - Ethical Conduct

Setting out a code of conduct for the business, encompassing employees, direct service partners, and suppliers/vendors, which promotes transparency, covers whether or not commissions are acceptable and if they are that all those affected are aware of how this works, conflicts of interest and anti-competitiveness.

Establish guidelines for identifying, disclosing, and managing any potential conflicts of interest.

- Create a comprehensive code of ethics that outlines the company's commitment to ethical behaviour, fair competition, and responsible business conduct.
- Demonstrate how this information is communicated (webinars, training, etc.) and how you confirm that relevant stakeholders have seen the content. In this area, tracking of stakeholder engagement (i.e. employees and supplier-partners) is especially important.
- Whistleblower Protection - Implement a policy to protect employees who report unethical behaviour, ensuring their anonymity and safeguarding them against retaliation.

5 - Risk Management

Ensuring that the business and all suppliers are adequately insured against perceived threats without expecting DSPs or suppliers over insure themselves. Document a process for how the business reviews its risks and prioritizes its actions in response to them. Again, not every action can be addressed at

once, but having a proven process for taking actions overall is a key measure of good governance.

The following areas should be considered:

- Security Measures: Implement security measures to protect both staff members and clients/assignees during the service delivery process. This could involve assessing potential security risks in different locations and



implementing and communicating appropriate safety measures.

- **Data Security Risks:** Address potential risks related to the security of client/customer data, both during transit and storage, and outline measures to prevent data breaches or cyberattacks. Ensure your extended network (e.g., local consultants/partners) are FULLY COMPLIANT with your internal measures. NOTE: This is an area where the cost of compliance can be a factor, but the risk of non-compliance and penalties is high, so we urge all DSPs to take necessary steps for full data security compliance.

- **Emergency Response Plan:** Develop a comprehensive emergency response plan that outlines procedures to follow in case of accidents, natural disasters, medical emergencies, or other unforeseen events as related to your internal operations and client scope of work/service delivery.



- **Regulatory Compliance:** Stay updated with relevant regulations and compliance requirements in different regions to avoid legal and regulatory risks.

- **Supplier Risk Assessment:** Assess the risks associated with suppliers and partners, including their financial stability and potential impact on your operations in case of their failure.

- **Supply Chain Disruption:** Identify potential risks that could disrupt your supply chain and have contingency plans in place to mitigate such disruptions.

- **Crisis Communication Plan:** Develop a communication plan to effectively manage crises and communicate with clients, employees, and stakeholders in case of emergencies.

- **Documentation and Records:** Maintain thorough documentation of risk assessments, emergency plans, and safety procedures to ensure accountability and facilitate continuous improvement.

- **Cultural Sensitivity:** Consider cultural factors and potential risks related to cultural differences in various regions where relocations are conducted.

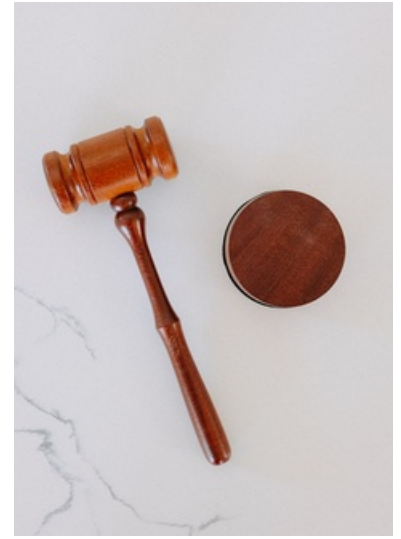
- **Insurance Coverage Review:** Regularly review insurance coverage to ensure that it adequately

addresses potential risks associated with relocation services and business operations.

- **Legal Liabilities:** Assess potential legal liabilities that could arise from relocation activities and ensure that contracts and agreements address these concerns.

- **Quality Control:** Implement quality control measures to ensure that services meet established standards and mitigate risks associated with service deficiencies.

- **Technology Risks:** Evaluate and address risks related to the use of technology, including data breaches, system failures, and cyber threats.



- **Compliance Audits:** Conduct regular audits to ensure compliance with risk management policies and procedures.

6 - Responsible Sourcing and Support of Supplier Relationships

Treat your suppliers and partners with respect, comply with payment deadlines, make the interactions more fluid and secure with the aim of a balanced collaboration and a win-win purchasing act.

- Selecting suppliers / partners / consultants who are in line with your own sustainability goals.

- o Ethical sourcing and transparency with commissions.

- o Code of Conduct.

- Provide access to and capability for monitoring of company Code of Conduct requirements.

- Ensure all supplier engagements comply with local regulations for contract work.

- Ensure that they are clear about your expectations and ask them to confirm whether or not what is requested is possible or if not how to alter the requirements to ensure an agreeable outcome.

- Engage them in compliance and progress across ESG goals (e.g., supporting assignee questions and concerns about inclusion; providing

guidelines on sustainable local practices; monitoring their own carbon footprint and best ways to minimize, etc.).

- Conduct ongoing monitoring of providers.

7 - Training, Engagement and Retention

Ensure that what is requested is reasonable by communicating up and down the line. If possible, integrate sustainability criteria and implement support, training, and incitement for suppliers to improve their practices on that matter.

8 - Documentation

Ensure that all company information, including all Governance documentation, is fully documented, and stored securely.

9 - ESG/Sustainability Advocacy and Ownership

It is not essential to have a dedicated role, but helpful in documentation to identify who within your business is primarily responsible for monitoring governance and assuring compliance and awareness in the organization.

10 - Employee engagement and contribution to the sustainability strategy

Raise awareness and train employees on sustainability issues and on the company's sustainability strategy and policies, to integrate sustainability into the daily activities of all functions and increase employee engagement.

11 - Inclusion and diversity

Actively ensure that diversity and inclusion are considered at the workplace and demonstrate zero tolerance for all forms of discrimination (implementing adequate HR processes and practices, raising awareness among employees, etc.).

B - Service Delivery Operations

Distinct from your core organizational/operational framework, it's essential to also document your core service delivery practices. This is both good governance and a springboard to identifying areas for specific environmental and social responsibility action.

As above, there are many areas to cover, and some will be the same as those for the business itself. This is a partial 'get started' list and we strongly encourage peer discussion to review core best practices while of course protecting each organization's proprietary processes and content.

Pace Yourself!

Setting goals, monitoring, and communicating:

- For some small businesses it may be difficult to address all the issues that are documented in good governance at once. The workgroup (who worked on this project)

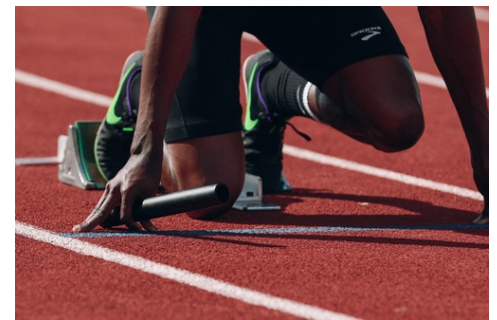
recommends that DSPs create their core governance documentation as quickly as possible, as it is often a client contract/

compliance requirement regardless of ESG actions. However, your governance plan can and should be a continuous improvement exercise, that can and should be shared with stakeholders as good operational control in your business.

- For key activities and to keep governance manageable, it may be sensible to work on an action plan and identify a number of issues (maybe 2 or 3) that you can focus on in a given year, with dedicated budgets and resources (financial, human etc.). Once these have been well established the business can monitor progress year after year with relevant KPIs and keep, revise, or change the goals and actions as the company progresses along its ESG journey. Decide how you will report ESG as an organisation and how you will be communicating progress to key stakeholders, internally and externally.

Meet client expectations and ensure their satisfaction

- Businesses will need to put Key Performance Indicators (KPIs) in place to monitor the service delivery and quality.
- Create core process documentation. Regardless of ESG requirements, most clients require some documentation of workflows for



service delivery and escalation management. Having these documents created will help in a 'roll up' report on the overall governance practices of the business.

Risk Management

- Ensuring that all vehicles used in service delivery are properly maintained and insured, that child seats are available when necessary.
- If using public transport, ensure that the proposed suppliers of these services meet all safety requirements.
- Businesses may wish to develop a control (a matrix for example, which can be reviewed periodically) to identify and assess risks to their organization, its operations and its workforce in the delivery of services.

Transportation & environmental impacts

- Transportation Options - What kind of vehicle is being used. In rural areas cars may be the only option, whereas in cities public transport may be an alternative. The bonus in the case of the latter is that the assignee soon understands how local



transportation systems work and may be encouraged to adopt this alternative as opposed to their own private transport. Also helps in expanding the homefinding range if assignees are willing to consider commute options. Noted that in

some locations, public transport may be inappropriate/inadequate. As local experts, we should make informed recommendations.

- Availability and Affordability - Transportation may be affected by geographic location. In Western societies, the use of hybrid and electric vehicles may be becoming more commonplace but in Africa, Asia, South America or more rural/remote areas this may be more difficult as an option in transportation for service delivery. In general, the goal is to use the vehicles which the lowest possible carbon emissions.

II. SOCIAL SUSTAINABILITY

Many of the issues relating to social responsibility have already been covered in the Governance section above, however the following should be considered for both documentation and daily practice.

Responsible and Ethical Financial Management

For employees and suppliers this documentation would include equal pay policies and practices and ensuring all parties are paid on time and per agreed terms. It should also include an allocation within the budget for staff training and a commitment to allocate a small % of turnover (revenue) toward achieving your ESG goals and targets (which will include, but not be limited to, a net zero carbon footprint).

Treatment of Employees

(Note these policies outline responsible requirements, and may also document several of your organisation's key social commitments)

- Financial compensation – ensure fair, equitable and competitive compensation, taking into consideration whether employees work from home, which may reduce commuting time but increase their home energy/personal office operation costs.
- Health and safety at work - Ensuring that the work environment whether at home or in the office meets health and safety standards.
- Skills development and career management - Providing suitable training to ensure that they are familiar with all areas relating to business operation and the delivery of the services offered and help them to grow within the business. Provide support for individual career management and skills upgrading.
- Employee health and well-being – ensuring well-being at work, for example through peer groups and regular one-to-one meetings to discuss the employees' satisfaction, performance, and role within the organisation. This topic may also include healthcare coverage and other employee benefits.
 - o Work Life Balance
 - o Stress Reduction
 - o Vacation
 - o Patterns of working – busy vs quiet time

- Positive Company Culture: e.g., positive management practices (training the managers of the business on this topic may be relevant), a culture of systematic and constructive feedback, etc.

- Diversity & Equity
 - o Advocacy/Positive Action
 - o Recruitment
 - o Communication and Inclusion Programs
 - o Equal Pay
- Training & Development
 - o Personal
 - o Professional
 - o Mentorship programmes
 - o Global Mobility Employee Programmes. These may include certifications offer by CERC, EuRA, WERC or other independent certification bodies.

Customer Engagement

- Education – raising awareness of sustainability issues relating to each DSP’s particular location and on how employers can support their assignees moving to that location.
- Influence our clients to reduce their own CO2 emissions and ways to offset via their mobility policies, practices, priorities, and enforcement.

Community Engagement

- Company sponsorships and contributions
- Employee led activities
- Engage with the community on local issues.
- Benefits employees as well as the community.
- Charitable Work / Foundations
- Emergency Response Providers
- Youth Intern Programmes / Apprenticeships.
- Promote the local culture(s), heritage, cities etc.

III. ENVIRONMENT

In this section we introduce how environmental actions and plans can be built on the foundation of a strong governance/core business practices framework. We have divided the suggestions/recommendations into two sections, what can be done in the office and what can be done in service delivery.

As always, this is a build and a journey; not an expectation that all things can be done and

measured at once. However, all DSP’s are strongly encouraged to document a road map, as proof of commitment to environmental sustainability is rapidly becoming a standard industry expectation and threshold requirement for inclusion in client contracts.

Office

This list is not exhaustive and some of the items listed may be unfamiliar or not applicable to your office/local culture, but remember this document is intended for DSPs in all parts of the world.

- Educate your employees on how they can contribute to reduce the environmental footprint at the office and in their work-from-home locations.
- Review your recycling programme and raise awareness among employees.
- Review office furniture (second hand and remodeling or mending).
- Reduce the use of paper, especially for documents that will not be reused several times or



don’t need to be stored for a long time (e.g. review how many printers are in your office and reduce them each year if possible; set your default settings on black and white and double-sided printing ; use ink-efficient fonts etc.).

- Solar power if this an option.
- Wind power, it may be possible to buy energy from companies that offer wind power exclusively.
- Water recovery and reuse (in dryer parts of the world).
- Light bulbs, try to use the most efficient one.
- Water and other utility usage the office Your landlord can advise on using the most efficient services.

Service Delivery

As relocation professionals, we hold a decisive influence on the assignee and must use our leverage effect. In all regions of the world, each Destination Service Provider (DSP) is the local expert. We are going to need to review options for each of the possible categories – in some situations these ideas will be viable and in other situations, they may not be. This is a growing list, and each DSP's contributions would be helpful to continue to refine these ideas to drive forward the environmental goals to the forefront of our businesses. With our leverage, we can make a substantial impact.

- Educate your stakeholders (consultants, suppliers and other supply chain players, partners, clients, employees etc.) on environmental issues and on how they can contribute to reduce the environmental footprint of the service provided.
- Ensure that stakeholders- especially customers/assignees and clients/RMCs - know what is and what is not possible in your area and the investment required for compliance – so that thoughtful decisions can be made
 - o Educate Consultants – ensure they are aware of local environmental initiatives and have green tips to share with assignees.
 - o Educate your assignees on the environment and how they can contribute positively during their assignment in your country/city.
 - o Educate landlords on how to make their properties greener.
- Transportation – (where appropriate in a local context, being aware that not everyone can use or has access to public transport and/or electric vehicles)
 - o Walk or ride a bike.
 - o Use public transport.
 - o Use green transport – electric cars/bikes.
 - o Use car sharing facilities.



- o Consider weekend service delivery if traffic is easier and the option is convenient for the customer.
- Be proactive on sending digital information about the new location and housing in advance and encourage the customer/assignee to think about what they need, where they will be living, what they want and more importantly what they don't like. This will help to reduce the number of look-see trips and on the ground visits and reduce the carbon footprint.
- Try to deliver services virtually/digitally where viable when the assignees have not yet arrived at the new destination (virtual tours, virtual check ins and check outs). In some cases, this may be the full extent of the service but in others it will result in reducing the number of visits prior to the commencement of the assignment and in all instances can make the most efficient and carbon-efficient use of the on-the-ground time.
- In general, seek efficiencies in delivery to ensure time and money are saved for your business and your customer.
- Assignee information:
 - o Provide assignee with details of the area to which they are moving and explain the public transport available or details of how they can walk to the office!
 - o If a car is needed while on the assignment, suggest the assignee consider second hand vehicles or electric or updated diesel (this will depend on your location).
 - o Provide details of green energy providers, the most eco-friendly appliances (these can be more expensive, but the cost could be shared with landlord) and left in the property allowing assignee to leave the property in a more sustainable way than they found it.
 - o Explain ways to offset carbon in the destination location.
 - o Look at creating a sustainability toolbox for your assignees, which might include details of offset projects and how recycling etc. works in your location.

- Consider scoring properties in terms of greener solutions, if that is feasible in your location. This should take into consideration solar and wind power availability, water recovery, the use of grey water (for the garden or lavatories), the quality of isolation and energy performance, the availability of public transport, car sharing schemes, the distance from shopping facilities, entertainment opportunities and in cities with high-rise accommodation local parks etc. It can also take into consideration whether a property is furnished or unfurnished.)

- Temporary accommodation – look at those with good greener sustainability credentials.
- Look at long-term furnished rentals rather than moving all personal effects across the world (if client/employer policy is supportive).
- On departure encourage assignee to recycle unwanted furniture etc. by donating it to charities or to recycling programs.
- Do not discount repatriating household goods to the home country, this can be greener than recycling or dumping depending on location. Ensure your destination does not become a dumping ground of items that cannot be recycled.
- After the service is delivered, carry out an internal survey to review the sustainable solutions used during the experience – gather feedback and analyse measure results to drive next steps.

Conclusion

This document is not exhaustive but is comprehensive. Not every suggestion is applicable to every business and some of the information is repetitive, by intent, to show how Governance, Social, and Environment actions are interrelated, and how a well-designed ESG program reflects a sustainable and responsible business overall. We welcome comments and will make this a living document, to be further edited and expanded with our DSP Members' feedback.

Note: most DSPs will have some or all the information and documentation they require and for those who are EGQS Certified, many of these recommendations are part of the EGQS framework. The same can be said for other certification programmes. Please consult with EuRA for more details on the Global Certification program (EGQS) for DSPs.



Embrace the value of forming collaborative partnerships that transcend boundaries, amplifying the impact of sustainable efforts. Encourage your employees to become active champions of ESG initiatives, fostering a culture of positive change from within. Bear in mind that a well-structured ESG program not only guides the journey towards sustainable practices but also nurtures the growth of a flexible and resilient business approach. Finally, don't try and do everything at once – take small steps, have a plan, and document your progress and results.

Thanks to the 30+ EuRA Members listed on the acknowledgement page who took part in the online consultation process and their expertise which makes up this report



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