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- News from the Industry
- New EuRA Website
- Board Update
- Free to Access MIM



**UNFAIR  
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What's what?  
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Contributions on all aspects of mobility are welcomed for publication in the EuRApean. If you are a member of EuRA and would like to contribute news about your company please get in touch. Please contact Dominic Tidey, Editor [dominic@eurarelocation.com](mailto:dominic@eurarelocation.com) or Maria Manly, Deputy Editor [maria@eurarelocation.com](mailto:maria@eurarelocation.com)

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EuRA



I've been lucky to have just completed a long tour of North America to attend four industry conferences. From CERC Calgary, to WERC Chicago via the Relocation Directors Council event also in the Windy City to the IAM

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55th Annual Conference in Long Beach, Tad and I were welcomed by industry colleagues old and new. The message I was getting across the continent was a combination of optimism at the growth in volume of relocations coupled with concern at the increasing costs of compliance linked to uncertainty around the impact of new tech, specifically AI and driverless vehicles. One thing is certain, we are living in a time of uncertainty and here at EuRA we are putting resources where we feel we can help the most, to reduce that fear of the new unknowns. We can't do much about AI or driverless trucks, but we can help to mitigate the impact of the GDPR next May. If you haven't yet started to equip yourself against this new

## Save the Dates

### EuRA DUBAI 2017

22 - 24 November, Jumeirah Creekside Hotel Bookings Online Now

### EuRA DUBROVNIK 2018

24 - 27 April, Dubrovnik Sun Gardens Room Bookings Online Conference Bookings Now Open



and dramatic change to the way we store and handle personal data, rest assured we have our best minds working on it. Martina Scharwey, EuRA's Strategic Consultant for Quality and Gordon Kerr our Strategic Consultant for Legal are working on guidance documentation and training programmes that will launch early in the new year. Our EGQS Quality Standard has been updated to guide certified members on the requirements of the GDPR and will be available from January 1st for all new and re-certifying members, so don't panic! Remember, the only thing to fear is fear itself.

**Dominic Tidey**  
Editor

# CEO Special Report

## Tad Zurlinden

Another milestone! EuRA's new management system and website represent a big step forward and a significant investment in resources. I have to thank our new partners, OpenUp Media B.V. for the great job they have done integrating our systems and helping us to become future prof as we consider new reporting and training mechanisms for EuRA.

However with every new relationship comes the ending of an older, trusted one. We have worked with Designtec and Neil Burr for nearly 15 years and during that time, his team have kept us at the forefront of functionality and choosing to leave was not a decision taken lightly. But as we move forward with new projects such as our Indemnity insurance and RMC DSP Forum, we see the need to have a more robust reporting and sharing mechanism that will expand to fit members needs over the coming year.

We are all living in the shadow of recent cyber events and part of the new investment in our systems is to ensure that we are 100% compliant with new data regulations and potential hacking threats. As I'm sure you all know, the risks are great and the costs are high but our continuous investment in data security is unavoidable as an organisation dealing in online payments and secure data.

There is also new fun stuff in this new system. We have integrated our training systems that enable us to track an individuals progress. We have also streamlined the milestones for people undertaking the MIM certification programme and there is a full page outlining this change in the Education section of the website.

We are very much looking forward to welcoming our members across Africa and the Middle East to our Dubai Conference in November. We have a great programme lined up looking at the challenges and opportunities for business and mobility in the region and some great opportunities to network and have some fun in the desert. Our venue is the Jumeirah Creekside hotel, in the business district very near the airport and next door to The Irish Village, a great meeting place. Our final night party is limited to just 100 guests and will take place in the stunning Palace Downtown Hotel on a terrace overlooking the incredible Fountains of the Burj Khalifa. If you've been to the Bellagio brace yourself for the Dubai version.

We have just had the Board Meeting where we chose the session for the event from a shortlist of submissions made by members. Thanks to your creativity we have one of our strongest programmes ever.

Next year's hotel is a stunning resort, in our opinion one of the most beautiful venues we have ever used. There are 250+ rooms in the main hotel and another 200+ in the village Residences. Check out [The Leading Hotels of the World](#) website for full details. The Residences offer one bedroom villas sleeping up to four people and two bedrooms sleeping up to six. These offer great value for money for colleagues attending together. Also, if you want your own private meeting space, each Residence, one or two bedroom comes with a fabulous sitting dining area and kitchen. Essentially they are mega suites and located in the hotel grounds, no more than a three minute walk from the main conference area. There are other hotels nearby, but not



within walking distance, but with rates starting at €145 we have secured an amazing deal, especially for a hotel of this quality and one part of [The Leading Hotels of the World](#) group. I strongly advise early booking.

**DELEGATE NUMBERS ARE LIMITED TO 600!**

In Warsaw we had 670 delegates and in response to delegate feedback, we are limiting the event to 600 from now on. This means if you don't book early, you may not secure a place, either at the conference or in the hotel.

We have made a significant change to the booking process. From now on, delegates will not be able to add guests to their online booking. You can still bring a guest, but will need to contact the team at EuRA HQ and do this as a separate booking. The reason for this is our increasing pressure to not turn delegates away. Every year you tell us not to make the conference any bigger and we will continue to limit numbers to 600. In the past, we have had delegates book guest packages for colleagues and this takes away a place for a genuine delegate. So now, please don't hesitate to bring a guest who is not a colleague, but numbers are strictly limited and will only be allocated on a first come first served basis. I look forward to seeing you!

# Letter from the New President

## Andrew Scott - Dwellworks

As we head toward the close of 2017, I am sure we will all have varied emotions as we reflect on personal, cultural, international, and national events that have taken place, and 2018 will no doubt bring about many challenges in this respect as well. Although many say we should always look forward not backward, I prefer to follow the words of Charlotte Bronte, who wrote: "I try to avoid looking forward or backward, and try to keep looking upward." 2018 brings with it EuRA's 20<sup>th</sup> anniversary and we will be taking time in Dubrovnik to celebrate some of the many achievements and successes of the organisation and our industry over this period. When Tad opened the EuRA door for business in 1998, Amazon was only a growing online bookstore - not the virtual retail giant we see today - Google was still in its infancy, and Twitter, Facebook, Snapchat, and WhatsApp weren't even ideas, or words in

the English vocabulary. These rapid changes in technology have created new industries, businesses, and ways of communicating and, as a result, the shape and feel of our industry has also changed significantly. We must continue to evolve in a similar way, to remain competitive and relevant in our ever-changing world.

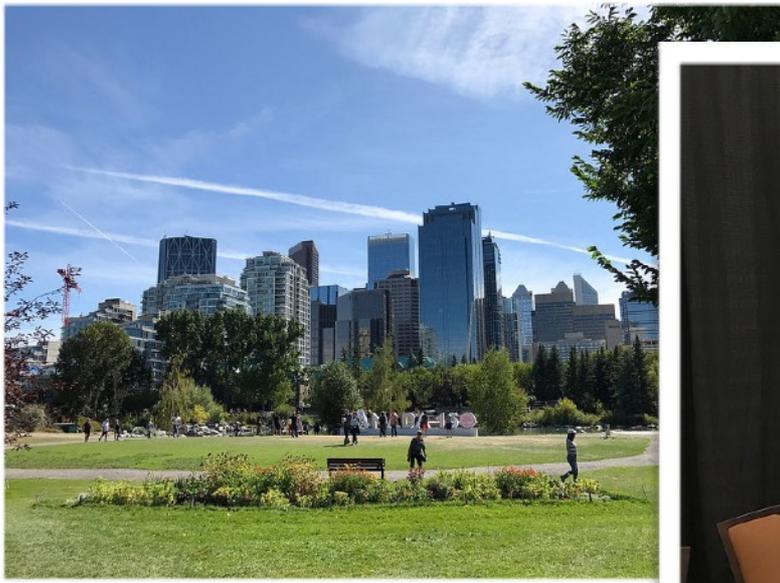
We look forward to exploring what this can mean in our industry during our Dubrovnik conference, where we have some fabulous sessions planned on future technology, keeping communication relevant, cultural challenges, and a wide range of other intriguing subjects which align with our 2018 theme of "Embracing Change, Thriving, or Surviving". Please do check out and log into the BRAND NEW website to see, in more detail, what is organised for what will be a fantastic conference in an amazing location.



We also have a few spaces left for the conference in Dubai, which offers a more intimate network and learning environment, so please do connect with the EuRA team if you require any more information on this event.

Finally, I wish you, your families, and friends a safe and profitable end to 2017, and I will keep looking "upward" in 2018 and beyond.





## EuRA @CERC\_CA2017

The Canadian Employee Relocation Council annual conference took place in Calgary in September and EuRA was delighted to once again be invited to attend. This year's theme, "The Power of Partnerships" could not have been more apposite

as EuRA and CERC continue to work together in various arenas. If you've attended the last three EuRA Conferences, you will know Steve Cryne, CERC's dynamic and inspiring President and CEO. Steve and his amazing team of staff and volunteers once

again put together an exceptional conference with enlightening and informing sessions and keynotes. The opening speaker, Nik Badminton, outlined the brave and scary new world we are about to inhabit. Nik has spent years



## Awesome in Alberta

analysing future trends and brought his focus to bear on our industry. We all know of the Disruptors of Silicone who have changed the world, but what is in store for mobility? Growth! And lots of it – following on from the Future Trends research EuRA and CERC

undertook this year, Nik also sees the need for continued corporate mobility as companies change and adapt to new compliance, tech and AI innovations. Throughout the event the sessions continued to look at where our industry is going and

the consensus is far from united! The closing keynote address by the thought provoking and hilarious Judy Urqhart had the audience laugh, cry and think. We look forward to future partnership initiatives and Montreal 2018!



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## **EuRA @WERC**

The 2017 WERC Global Workforce Symposium took place in the great city of Chicago under the theme, NOW is the Time - Dominic Tidey Reports

This is a huge event in the mobility calendar and EuRA members from across the world gathered in the high temperatures of a mid-western Indian summer for meetings, learning, networking and of course the annual EuRA Global USA Reception. Both Tad and I were invited to speak at the event – Tad on the responsibilities associations have

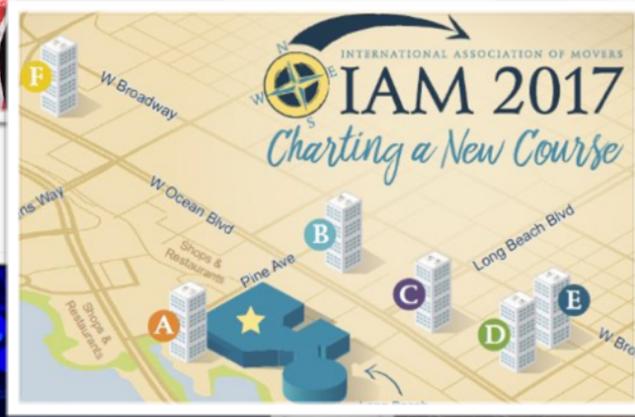
to their members in the increasingly complex world of global compliance. A panel of industry leaders included Peggy Smith WERC, Terry Head IAM and Freddy Paxton FIDI President. With the advent of the new GDPR rules, this session was as timely as it was relevant. I was invited to join a panel looking at how certification processes can assist at all levels

of quality control within the supply chain alongside Ebru Demirel FIDI VP, Mark Lozano Wells Fargo, Bill Mulholland ARC Relocation, Debra Burton Grant Thornton and moderator Morgana Somers Paxton Companies. We were able to bang the drum about the importance of the EGQS and how it's changing the landscape of mobility.



## @WorldwideERC

200 people joined us for the 13th annual EuRA Global USA Reception and it was a privilege to welcome them to this celebrated event! We had a great time and look forward to next year in Seattle!



## EuRA @IAM

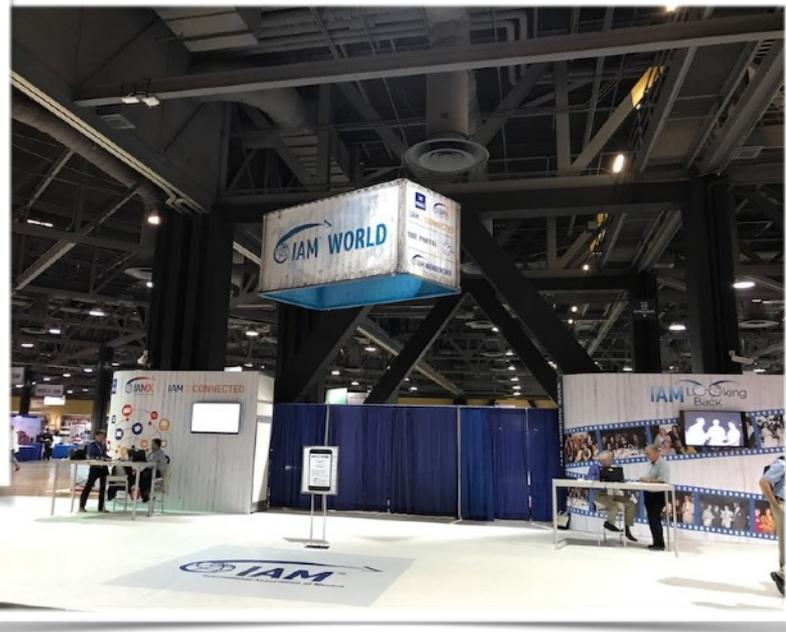
The International Association of Movers 55th Annual Conference took place in Long Beach

It is often said that EuRA is a big family and coming to the conference is like attending a big reunion. As one of the EuRA team, it certainly feels like a family but when you're throwing the reunion party, we're usually too busy worrying about everyone having a great time to really get into the reunion spirit. But at IAM's 55th Conference in Long Beach California, we got to

feel what it's like to get that family spirit.

IAM's annual event is vast, with over 2000 delegates from across the world so it's testament to the organisation, the team and the CEO Terry Head, that they are able to make this such a warm, inclusive and friendly event.

The event revolves around a huge trade show, with exhibitors from across the HHG industry and those who supply it. Alongside the three days of networking in the vast exhibition hall are plenary sessions, social and networking events and much partying. Like EuRA, people come to this event year after year and really enjoy re-establishing contact building



new relationships and forging new contacts.

A large number of EuRA Members were in attendance from the moving, DSP and RMC sectors and for those members involved in move management, this is the event to attend.

The Knowledge Lab is the place to learn and exchange with many

sessions from how to network effectively to special sessions for those involved in military and government contracts. There was also a fascinating address by the director of the Port of Long Beach, the largest in the US and its importance to the global moving industry.

IAM, like EuRA, keep the group together offering a programme

of social events from dinner and cocktails on the terrace of the theatre by the convention centre to an amazing closing dinner with world class entertainment. Past events have included shows by Cirque du Soleil, and other world class performers. For more information go to [IAMovers.org](http://IAMovers.org)

# API (Application Programming Interface) - An Interview with Jon Harman and Ronald Huiskamp



Jon Harman  
CORT  
[jon.Harman@cort.com](mailto:jon.Harman@cort.com)



Ronald Huiskamp  
RelocationOnline  
[ronald@relocationonline.com](mailto:ronald@relocationonline.com)

Following the several discussions had during our previous Conferences we talk again to Jon Harman and Ronald Huiskamp for a recap and see what impact the ongoing technology development will have on our industry

*Q - The first discussions surrounding the topic began at the conference in Porto. What made you feel this was a topic that members needed to engage with?*

Our Porto discussion was mostly about “apps” and the intersection between technology and human effort in our service delivery. As part of a group exercise we asked the members a number of questions, one of which was about having automated updates between RMC and DSP systems. This was the one item that received unanimous agreement among participants from both parties. In turn, that feedback provided the impetus for a dedicated session on this topic in Malta.

*Q – At the Malta conference, the focus shifted towards API’s and their application to the relocation supply chain. What benefits does such a development have for members?*

Fundamentally, everybody recognizes that there is little added value for partners in the supply chain to manually re-enter information in each other’s systems or reporting forms. Beyond the obvious - that automating this saves everybody time - the list of benefits is quite extensive. When data flows automatically (facilitated by API

technology), it can be shared in near real-time as processing is no longer dependent on the office hours of the various stakeholders across different



time zones. It will be more accurate too, as there will be less manual handling of the data. It also is more secure, as machine-to-machine data exchange will be fully encrypted. Further, there are opportunities for data and reporting standardization across a wide range of service partners. Lastly, it will help with compliance around complex requirements such as the pending European GDPR regulations. And that’s not getting into the opportunities for automatic tracking of SLA requirements or EuRA Quality Seal KPIs.

*Q – You have managed to engage the RMCs in the process and the*

*session in Warsaw outlined great strides forward – can you update us on the debate as it now stands?*

For this to work, all parties need to be engaged and committed. And that’s exactly what’s happening. A number of RMCs are working with their IT teams to establish their version of a supplier API. Likewise, DSPs, with either their own team or in collaboration with their technology partners, are working towards API readiness. We fully expect a few of them to be releasing their APIs later this year.

*Q – And how do you see the future and what would you like to get from the session in Dubrovnik?*

With the ongoing technology development across our industry, as well as the growing appetite from our corporate clients for more and faster data, it is inevitable that the entire relocation supply chain will need to exchange data automatically. This is not unique to our industry, so we see this happening everywhere. Soon this will mean that having an API-enabled software solution will be a requirement in the next RFP that will be sent out.

# Feature: Why not “Wow”!

## Jon Harman Global Account Manager - CORT



Someone smart (I’m not sure who) once said, “Your brand is how you make people feel.”

More and more, these days, we hear that the objective of a customer service experience should be to make our customers feel like shouting, “Wow!” I am all for first rate service, but I am a bit uncertain about the notion of turning customer service into the pursuit of an exclamation. It appears to me that the pursuit of “Wow!” might easily turn into an uphill climb toward a few, rare moments of success. How many times a day, or a week, or even a month, can we “Wow!” a customer? And if every customer experience is a “Wow!” experience, then what is “Wow!” really worth.

For our sake, and for the sake of our service teams, we need to ease back on the hype and admit that opportunities to “Wow!” a customer are few and far between. “Wow!” is a moment, but destination services is a drawn out series of customer touch points. Because our service evolves over time, and not in a single interaction (like the sale of a television or a fine dining experience) we may do well to focus on leaving our customer

smiling rather than doing cartwheels.

Customer satisfaction in destination services, like winning a football match, saving money, having a successful relationship or any other worthwhile pursuit, is a matter of dedicated attention to the little things. In the case of DS, it is those day-to-day moments of interaction, the sum of which form a lasting impression on our customers.

The routine is where customers are so often let down by service providers. A repairman shows up late. A car mechanic leaves grease on the door handle. A server delivers the wrong meal. A billing specialist neglects to return a call. In this world of service, we have the opportunity to distinguish ourselves by simply taking care of the routine.

Starting every email with a greeting, “Dear Mr. Latrelle, and always closing with a, “Please don’t hesitate to let me know if I can be of further assistance.” won’t cause a customer to spring from his desk chair and burst into song. Bringing an umbrella on a home search in anticipation of rain is not likely to elicit shouts of joy, but these small gestures collect to create the customer feeling that will define our brands.

Imagine a stay at a five star hotel in your favorite destination.

What would make the stay memorable would not be a single moment of over the top service, but the steady stream of positive interactions with service oriented staff? The front desk clerk who smiles and greets you by your last name, the immaculately cleaned room, the bedding turned back in the evening, the doorman who is right there to call you a cab, the attendant who hands you a towel as you step out of the pool, the well placed dollop of cream on your dessert. Not a single “Wow!” action on the list and yet these minor demonstrations of attentiveness and consideration add up to a brand feeling that is bound to be positive.

So rather than looking for an opportunity to “Wow!” someone, what if we take a few extra minutes to listen to our customers today? What if we proof the itinerary before sending it? What if we advise our assignee what we will be wearing for the home finding so she can easily find us in the hotel lobby? Doing the little things properly, day in and day out, is not very glamorous. It can be a bit of a grind on certain days, but that challenge is also what makes it worthwhile for those who have made the commitment to doing work well.

Getting the little things right may not get you a “Wow!” But perhaps lasting success in destination services is a bit more subtle than that.

# Legal Report

## Contract Terms

Gordon Kerr  
EuRA Strategic  
Consultant - Legal  
Services



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This is my first Report in my new capacity as EuRA's Strategic Consultant Legal Services. I am now providing legal support to EuRA and its members, including writing an online Guide to Legal Compliance. The Guide is currently under preparation and as a "taster" I am devoting this Report to one of the topics covered in the Guide: the thorny issue of "fair" contract terms.

I always welcome your feedback on legal compliance issues, including any personal experiences which you are happy to share in confidence. So please feel free to e-mail me with any comments.

**Gordon Kerr**  
**Strategic Consultant - Legal Services**  
**([gordon.kerr@morton-fraser.com](mailto:gordon.kerr@morton-fraser.com))**

### Entering Contracts with your Corporate Clients: key issues

#### Overview

On one view, contracts only matter when things go wrong: for example, when your invoice is not paid or when there is a dispute over a service "failure". But, a well-prepared contract should actually make life easier for both parties, as it will clarify upfront exactly what services will be delivered for what fees and will create a mechanism for resolving any disagreements as amicably as possible.

The most common practical problem today, particularly for DSPs, is that lengthy, highly-technical, "standard agreements" are produced by the legal departments of RMCs or corporate clients and there may be very limited opportunity to negotiate terms. Even if such an opportunity exists, it is just not commercially viable to have every draft agreement fully vetted, on your behalf, by a lawyer.

So, if you are checking over a contract without the benefit of legal

advice, what are the most important things you should be looking for?

#### Financial Clauses

These clauses will probably be your starting point when you are reviewing a new agreement and you will want to be clear about several things:-

- What are the payment terms - e.g. 30, 45 or 60 days from the client's receipt of your invoice?
- Are you entitled to interest on any late payments?
- Are you satisfied that you can comply with the details of the client's invoicing process? - e.g. a complicated process may mean payment delays which are outside your control;
- Will any third party costs require to be advanced by you and how quickly will you be reimbursed for these?
- Are you entitled to pro-rata payment for a work which is cancelled by the client prior to completion of service by you?
- Is the client entitled to refuse payment for any "late" invoices

submitted by you, e.g. more than 90 days after service delivery?

- Are there any penalty (or bonus) terms - e.g. a fee reduction (or addition) based on service quality scores? Are you comfortable that these are clear and will work fairly in practice?
- Is the client entitled to a discount based on volume of cases? If so, will the discount apply only to cases received after the agreed threshold has been reached, rather than applying to all cases?

Key Performance Indicators (KPIs), contained in an Agreement, can assist both parties to focus on the things that really matter in terms of achieving a successful business relationship. But, problems arise when the wording of KPIs becomes so detailed and complicated that they almost become meaningless. Particular care has to be taken when failure to achieve KPIs can incur financial penalties. If there is to be a link between KPIs and fees, you may want to also have the

opportunity to earn bonuses for high performance and not simply be subject to potential penalties.

Of course, it is not only the financial clauses in Relocation Service Agreements which can cause you difficulties. Below are some of the other main clauses which require particular attention:-

- Choice of law and courts  
The agreement should set out which law will apply to the contract (e.g. English, French, German etc) and which country's courts will have jurisdiction to deal with disputes. Ideally, you will want the convenience of being able to use your national law and local courts. However, an international client will generally seek to link their relocation services contracts to the country or state of their global headquarters and it can sometimes be difficult to negotiate any change to this.
- Employee background checks

It is increasingly common to find that global relocation service contracts impose obligations on "the supplier" to carry out a variety of checks on its employees and contractors. These obligations can be particularly stringent when the client is a US-headquartered corporation. But, employee background checks and drug tests, which may be commonplace in the US, can often be impossible to replicate in countries where privacy laws are stronger. In EU countries, for example, individual privacy rights are now strongly protected and you should not accept obligations in a contract which are contrary to your national privacy laws.

- Data Protection clauses  
DP clauses in contracts are getting longer and more complicated. This is because the general obligations placed upon suppliers, to handle personal data correctly, are now enhanced by very specific obligations arising, for example, from the EU General Data Protection Regulation ("GDPR"), the EU-US Privacy Shield and EU Standard Contract Clauses.

Wading through several pages of DP clauses is an unattractive prospect, but for EU-based businesses, already familiar with the high levels of data protection imposed under EU law, there should not be any real surprises contained in the contract wording. However, it always pays to read these clauses carefully, looking out for anything which you are uncomfortable with, e.g.:-

- The client may impose audit and penetration testing requirements, which may be unreasonable in terms of potential disruption and cost to your business;
- Potential penalties and indemnities for breaches of DP obligations may be unreasonable.

A client would reasonably expect you to accept the following basic obligations:-

- To use personal data of assignees only as necessary for the purposes of providing authorised services and for no other purpose;
- To maintain safeguards to protect personal data against loss, disclosure or access by third parties;
- To comply within a reasonable timeframe with any request from the client or the assignee

- for access to or deletion of their personal data;
- To retain personal data only for as long as is necessary for the provision of relocation services or as required by law;
- Except with consent of client, not to a) disclose personal data to any third party and b) transfer personal data across international boundaries;
- Upon reasonable notice, to permit auditing by client of your data processing facilities and relevant data files.

- Anti-bribery clauses  
Under the UK Bribery Act, which is the nearest thing we have to a global standard for anti-corruption law, clients may be held liable for failure to prevent bribery by their contractors. This means that relocation service agreements will usually contain very specific compliance obligations on suppliers. It is important to be aware of any penalties or indemnities which the client can impose for non-compliance. Could these be damaging to your business?
- Insurance clauses  
Relocation service contracts will normally specify the types of insurance cover which the supplier must have in place and set financial levels for each category of cover (e.g. professional indemnity cover of not less than €1 million per claim). The wording of insurance clauses can be very technical and you may wish to refer the contract wording to your insurance broker, who can confirm if you are currently compliant or whether additional cover will be required - and at what cost.

- **Penalty Clause**

These are clauses which impose a financial penalty on the supplier for a failure to comply with particular obligations under the contract. It is clearly important to be aware of any penalties contained in a contract. In many countries, a contractual penalty is unenforceable unless it represents a genuine estimate of the likely cost to the client of the breach of contract; i.e. it should not be "penal" in nature.

- **Disputes and arbitration**

A clause which sets out a simple process for parties to attempt to resolve disputes amicably can be valuable. The next step, short of court action, will often be an arbitration process. Arbitration can also be very useful, but less so (from a European perspective) if the arbitration location is stated to be the client's HQ location, e.g. in the United States.

### **Negotiating the removal of "unreasonable" contract terms**

The starting point, of course, is that you want to do business with this new client. But a contract which you believe contains unreasonable terms will require you to have a follow-up discussion with the client. You should highlight the clauses which are causing you serious concern and explain why.

It is not uncommon to find that inappropriate clauses have been copied from a previous contract in error and there should be no difficulty in having these removed or amended. On the other hand, it is clearly more challenging to negotiate contract wording which the client imposes in all their contracts as a "standard term". In

this latter situation, you may still be able to have a clause removed where it is inconsistent with your national law (e.g. an obligation to carry out certain "employee background checks").

Another approach, which may help to break a deadlock, is to accept a "side letter" from the client, confirming that a particular clause will not be enforced in practice (e.g. a client's standard clause relating to annual penetration testing of your IT systems). This can be a useful compromise in situations where the client is otherwise refusing to amend the wording of its standard clauses.

### **Conclusion**

In my experience, the best clients are those which adopt a partnership approach to their suppliers and contractors. They will not seek to impose unfair contract terms and will take the time to explain why a "standard clause" is regarded as essential and also listen to your specific concerns.

I hope that this overview can assist your future contract negotiations - and will look forward to your feedback!



*The Legal & Tax Report is produced for The EuRApean by Gordon Kerr, EuRA's Strategic Consultant Legal Services.*

*Gordon can be contacted at [gordon.kerr@morton-fraser.com](mailto:gordon.kerr@morton-fraser.com) or +44 (0) 7850 080170.*

# Training Programmes - MIM Moves Online



## Managing International Mobility Study Programme

**The MIM Training Programme is free to access for EuRA Members. Simply login to start your MIM learning.**

If you are not a member of EuRA and would like to know more about the MIM Online Training Programme, please take a look at our [Guide to Qualifying with EuRA](#).

Once you decide to start studying, please contact [Maree Ninow](#).

## MIM Fixed Syllabus

### MIC - Mobility Industry in Context

The first Open Source online module is available on our new web portal with all four available by Q2 2018

### MIM+

We will be running a full day MIM+ programme as part of our Dubai Conference, Wednesday November 22nd. This high level training day will look at the Myers Briggs Personality Type Indicator and its impact on mobility.

#### MODULE 1

##### **Mobility Industry in Context (50 credits)**

###### **Supply chains, clients and processes**

This module looks at how our industry is structured and the logistics of delivering mobility services. We look at the complex supply chains and networks that exist between corporate clients, Relocation Management Companies, Destination Service Providers and other mobility specialists. The module also examines HR policy and regional and global variations on the delivery of mobility services. This module is the perfect addition to any onboarding programmes and for anyone new to the industry.

**This module is online now.**

#### MODULE 3

##### **Managing International Assignments (50 credits)**

###### **Processes for transferee assistance**

This module looks at how international assignments are structured and their key service delivery elements. The EuRA Global Quality Seal sets out the 5 core services of relocation and this module looks at their delivery. We also look at the management of pre-assignment processes, barriers to assignments and the management of repatriation.

**This module will be online in January 2018.**

#### MODULE 2

##### **Excellence in Service Delivery (50 credits)**

###### **A new model for service excellence**

This module examines the complex psychological interactions that delivering mobility services involves. We take an in depth look at change and change management and examine how this process impacts not just the transferees, but relocation professionals as well. Anyone holding a current GMS ([www.erc.org](http://www.erc.org)) or CGMP ([www.cerc.ca](http://www.cerc.ca)) certification can take just this module and qualify for the whole MIM programme.

**This module will be online in December 2017.**

#### MODULE 4

##### **Cultural Theory & Intelligence (50 credits)**

###### **The psychological impact of relocation**

Intercultural competence is an essential skill for any relocation professional and this module examines the long established research and the new. The central pillars of intercultural theory are a great place to start your learning in this field but we take a more holistic and subjective approach, looking at an integrated, personal skills based model. The module examines the CQ (Cultural Quotient or Intelligence) philosophy and looks at how practice and learning can be highly effective ways of becoming interculturally competent.

**This module will be online in February 2018.**

# EuRA EMEA 2017 - Dubai

## Top things to do

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### The Dubai Fountain

If you've been wowed by the Fountains at the Bellagio in Las Vegas you'll know how amazing they are... the Dubai Fountain, by the same engineers and designers, takes the impact to a whole new level.

Our Celebration Night on Thursday takes place at the



Palace Downtown, on a fabulous outdoor terrace directly overlooking the Fountains.

### The Burj Khalifa

In a city packed with some of the most remarkable modern architecture in the world, the Burj Khalifa tower is the crown jewel. The tallest building on the planet, the Burj Khalifa is a masterpiece of engineering and design and the view from the top is breathtaking. Be

prepared to queue if you want to see the world "At The Top". Tickets are available online, book in advance.



### The Dubai Mall

Another superlative, the Dubai Mall is the largest shopping and entertainment destination in the world with 1200 shops and 120 restaurants. Situated in the Burj Khalifa complex, check out options,

including the ice rink, aquarium and the Emirates A380 Experience.



### The Burj Al Arab

One of the world's most iconic hotels, rooms run at upwards of €1000 a night, but for a taste of the billionaire lifestyle, glam up and go for cocktails and dinner at Gold on 27. The views are spectacular and the cocktail menu is one of the best in town. Best to book ahead.



### Dubai Creek

The Creek is the oldest part of town and the place to get a feel for how life used to be in Dubai. Take an Abra ride down the creek at night for a great view. Also check out the Gold Souk and the Spice Souk for some souvenirs at much better prices than the malls.



### Sheikh Mohammed Centre for Cultural Understanding

A must see, the Centre is a hub for understanding the culture and history of the UAE. With activities ranging from heritage tours to the very popular Cultural Meals and Creekside Tours, to really get an understanding of traditional cultural values in Dubai, this is the place.



### 4WD Desert Tours

There are many companies offering types of 4x4 tours of the desert and the concierge in the Jumeirah Creekside will be able to guide you to the experience that's best for you.

But getting out into the desert is a unique way to experience the real Dubai.



### Dolphin Bay

Dolphin Bay is part of the Atlantis Resort situated on the Palm Dubai. The complex features a huge aquarium as well as a water park and specific diving experiences. At Dolphin Bay you can learn about conservation in one of the most sophisticated dolphin habitats in the world. The Dolphin Experience offers the chance to swim with dolphins and includes same day access to the waterpark.



### Hop-On Hop-Off

One of the best ways to get oriented in a new place, the Hop-On Hop-Off bus tour of Dubai has five routes covering the whole Emirate. The historic route covers the Gold Souk and the Creek. The modern route goes to the Dubai Mall, Atlantis The Palm and the Jumeirah Mosque. The marina and Palm Crescent Routes follow the water and the Global Village route takes visitors to the Mall of the Emirates. You can pre book online.



## PROGRAMME OF EVENTS

### Wednesday 22nd November

MIM+ Training "Myers Briggs Type Inventory and its Impact on Mobility"

Gala Dinner

### Thursday 23rd November

Conference Day & Networking Lunch

Plenary Sessions:

*The State of the Art ,Africa & the Middle East*

*Compliance and the Supply Chain*

*Focus on the Middle East*

Celebration Night at The Palace Downtown overlooking the Dubai Fountain

### Friday 24th November

Open Session:

*EuRA Routes to Professional Qualifications*



# Dubrovnik 2018

## Top things to do

### Old City Walls



Dubrovnik is one of the most preserved ancient capitals in Europe with its fortified

walls dating back to the 10th century. Modified in the 13th and 14th centuries, the walls are 6 metres high and 6 thick. The total length of the circuit walk is 2k and affords fantastic views of the city and its spectacular setting on the Adriatic. Two towers, the Minceta and the Bokar and two forts, Lovrjenac and Revelin complete the historic tour of fortified Dubrovnik. Entrance to the Walls Tour is through the Pile Gate.

### The Stradun



One of the most famous streets in the Mediterranean, Dubrovnik's ancient thoroughfare The Stradun is also one of the prettiest. Lined with smart shops, cafes and restaurants, this is a

meeting place for locals and tourists alike. Visiting the Stradun can be a challenge if there are cruise ships in the harbour as the area gets very busy so check with us at the registration desk as we will have a list of the cruise ship arrival and departure times. Evenings are a great time to visit.

### The Cathedral

Assumption Cathedral dominates a beautiful square just a short walk from the Stradun and is designed in the Baroque style by Roman architect Buffalini. Home to religious artworks including Virgin of the Chair by Raphael and an important relic, a portion of the cross Jesus was crucified on, the cathedral was spared the worst of the bombing during the siege of Dubrovnik in 1995.



### Game of Thrones Tour



Like the Lannisters? Stuck on the Starks? Loricijenac Fortress is the setting for King's Landing and many other landmarks show up in the series. Go to [viator.com](http://viator.com) to book your place and walk in the footsteps of the most successful TV show of the decade.

### The Fort of St John



The boat transfer from the hotel to the city harbour will bring you in past the impressive Fort of St John. Once part of the city's fortifications, the building now houses several visitor attractions including the

Maritime Museum, featuring an excellent history of Dubrovnik's maritime importance and the Aquarium, which has a great display of local and exotic fish.

### The Rectors Palace

Now home to the Cultural Historical Museum, The Rectors Palace has survived against all odds. This beautiful Gothic building was damaged by a gunpowder explosion just after it was completed, destroyed by fire and damaged by the devastating earthquake of 1667. There are classical music performances in the lovely central courtyard and the museum houses important historical artefacts and an excellent art collection.



### Lazareti Quarantine

Asia and Europe were devastated in the middle ages by outbreaks of incurable diseases. Dubrovnik was struck by the plague in 1527 and 20,000 citizens died. In previous years quarantines had been set up to keep newcomers on off shore islands before they could be allowed to enter the



city and in 1627 the new quarantine hospital was built just outside the city walls. Today the Lazarettos serve many

purposes with art galleries, performance spaces and cafes.

### The Cable Car

The views from the top of Srd Hill reached by the Dubrovnik cable car are nothing short of astounding. On a clear day you can see for 60K and the photo opportunities of the city and Adriatic are not to be missed. Open every day from 09h to 20h.



### Lokrum Island

A 15 minute boat ride from the harbour brings you to Lokrum Island, a haven away from the busy tourist sites. Walk to the Botanical Gardens planted in the 19th century, stroll to deserted beaches and coves, sun bathe and swim in clear waters and have a beer and a snack in one of several bars.





For our 20th anniversary conference 2018 we have chosen one of Europe's leading hotels to host our very special event and we know you're going to love it. [The Dubrovnik Sun Gardens](#), a [Leading Hotels of the World](#) property, is a beautiful resort on the beach set in stunning gardens. Please note the event is strictly limited to 600 delegates so **BOOK EARLY!**



# EuRA Global Quality Seal

## 2017 Newly Certified and Re-certified Members in 2017

Congratulations to our newly certified and re-certified EuRA Global Quality Seal Members in the last 6 months

### Newly Certified

- [HTLC Network](#)
- [Gosselin Mobility](#)
- [IOS Relocations](#)
- [Relocation Africa](#)
- [TTHCurzon Relocation](#)
- [Prime Relocation LLC](#)
- [Schmid Relocation GmbH](#)

### Newly Re-Certified

- [Eurohome Relocation Services](#)
- [Robinsons Relocation](#)
- [Pathfinder Relocation Services Sdn Bhd](#)
- [Clapham GmbH Relocation Services](#)
- [Palladium Mobility Group](#)
- [Finland Relocation Services Oy](#)
- [INN - International Network of Norway](#)
- [Relocation Services Strohmayer](#)
- [Antares Relocation](#)
- [i-Mobility Relocation](#)



## Online Training

EuRA Global Quality Seal Webinar Training RECORDINGS AVAILABLE FREE TO EURA MEMBERS  
EMAIL [Maree Ninow, EGQS Administrator](mailto:Maree.Ninow@EGQS.com)

This series of three webinars are free to all EuRA members and last approximately 1.5 hours each.

We STRONGLY recommend that anyone thinking of going through the audit process undertakes training in advance, either in person, or via a webinar as the EuRA Global Quality Seal is a difficult process.

Members who have done the training in advance of the audit have found the process to be much simpler than those who did not. If you would like to view the webinar recordings, [EMAIL US](mailto:Maree.Ninow@EGQS.com).

Our speaker is Martina Scharwey, our Project Manager for the EuRA Quality Seal programme and a leading expert in the implementation of quality standards. The sessions will focus on the delivery of excellence within the relocation process and how best to prepare your processes to successfully achieve the EuRA Quality Seal.



## Quality Standard 2018 & GDPR

The annual EuRA Global Quality Seal review meeting took place in October and the major change to the 2018/2019 Quality Standard is the incorporation of the General Data Protection Regulation compliance guidelines as they apply to EuRA Members.

The 2018 Quality Standard has now been updated with in-depth descriptions of the requirements that all relocation providers will need to be compliant with so a great deal of the hard work and research has been done and will directly benefit EuRA Members qualifying under the EGQS or re-certifying.

The new Standard will be made available from January 1st and re-certifying members may choose whether to certify against the existing standard without the GDPR requirements or against the new standard which includes them.

We will be running webinars in the new year and a session at the conference for all members. We will also be setting aside one to one meetings with Martina during the Dubrovnik event so if you'd like to book a slot, email Martina at [ms@kmsconsult.de](mailto:ms@kmsconsult.de)

# The new EuRA Website!

*Our Website is now live and full of new features.*

## Main Features

- Log in as “Company Manager” if you are the main company contact or as “Individual User” if you are a team member
- Add members from your company and their profiles
- Upload articles for review and publication by EuRA
- Upload your logo to your listing
- Follow our online webinars
- Book our events at member’s rate

## Managing your profile

It's easy managing your personal profile and company listing.

You can have more than one company manager if you wish to share the management of your listing, or for example to grant rights to each individual sub-office. We will leave it up to you to decide how you want to manage access and rights within your company.

When you log in to the system you will see your personal profile which you can edit. You will also see a lighter blue box with your company name. If you are an 'Individual User' you can only view your company listing. If you are a 'Company Manager' you can edit the listing as well as add further individual users to your company.



***Please be aware: in order to book events at member rates you need to be logged in***

## Publishing Articles

The new EuRA website allows members to share their most important business insights on our home page and articles newsfeed. If you would like to publish an article with EuRA - which may then be featured on our home page as well as in our overview of articles - then there are a few sections you need to know about.

*Please note that your article will only be published following review by the EuRA team. Overtly salesy or promotional messages will not be published.*

For more info on how to manage your profile [click here](#)

For more info on how to publish articles [click here](#)

# Board Report

## Dominic Tidey

The Board of EuRA, or rather EuRA's Executive Group, which is the official title of the steering group of the association, meets three times a year and the latest meeting took place alongside the final site visit for the EuRA Conference in Dubrovnik. In order to keep costs low, we try as often as possible to combine a Board Meeting with a site visit. The agenda for this meeting began with the annual review of the EuRA global Quality Seal and our Strategic Consultant for quality, Martina Scharwey outlined the changes proposed for the 2018/2019 Standard. Each year we try to keep the Standard as relevant to the needs of members as possible so this year Martina undertook some in depth research and analysis into the General Data Protection Regulation which comes into force on May 18th next year. This is no small matter which will affect us all and at first sight looks extremely complex. There is no doubt that the impact of the GDPR on our industry is going to be profound and far reaching and will significantly increase the compliance burden on members. Our Strategic

Consultant for Legal, Gordon Kerr is working closely with Martina and the RMC's to develop a short form guidance document that we hope will be ready for publication in January. Martina has implemented all of the GDPR requirements into the Quality Standard, so certified members will have full guidance on how to build GDPR compliance into their processes. This is the most significant and wide ranging change to the EGQS in some years, but the work done by Martina and the Board removes a huge amount of the uncertainty around how this is all going to impact on relocation providers.

The next two days of meetings covered EuRA business in a range of arenas. Unlike other organisations, EuRA involves the whole Board in all decision making. We don't have committees working on different topics, the Board have total



involvement in every aspect of the association from finance, to conferences, membership issues, training and CPD initiatives, legal issues etc. Two big topics for this meeting were deciding on the final content for the Dubrovnik conference and re-examining the membership structures of EuRA. Lots of new initiatives will be coming to a conference near you soon!

One thing the Board was completely unanimous about was their enthusiasm for our Dubrovnik venues. The Sun Gardens truly is a magnificent property and they all felt it will host us brilliantly.

[For full details of the EuRA Board click here](#)



# RMC DSP Forum Report

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## Dominic Tidey

The second meeting of the EuRA RMC DSP Forum took place at the start of September. The main focus for this meeting was to review the session that took place in Warsaw and drive forward ideas for the session in Dubrovnik.

The Forum was created by the EuRA RMC Group to air any issues that are coming up in the supply chain so that changes can be effected. Over the years, those of you who work within the supply chain and have attended the sessions at the EuRA Conference will be aware that tensions can arise! Our focus now is to get representation from members and use this forum to create solutions to the issues raised. So in advance of this meeting we sent out a further survey to Warsaw session attendees asking; Please let us know what you thought of the session and what we can do to improve it for next year in Dubrovnik. Answers included:

*"I think this session is consistently one of the most honest and transparent in the industry. While there have been moments in the past of conflict, to me I am there to hear open communication. Proper expectation setting is key to our industry and this forum allows for those exchanges. I don't have any particular agenda items but appreciate the opportunity for those that do to air them publicly."*

*"I think the approach and format were fine, but we needed more detailed analysis and discussion on the*

*questions and feedback submitted before the conference. Lots of DSPs wanted to know why they were asked to complete RFPs multiple times (sometimes the same questions) and yet this is not my experience or the experience of any other RMC or DSP I spoke to. Ask DSPs what they really need to know from their RMC clients (and vice versa) then select the most interesting and relevant points - and have the right people on stage to discuss their opinions and approach. I would also plant a couple of people in the audience to ask questions at the end to encourage further discussion."*

In light of the responses, the group have structured the Dubrovnik session into two parts. Part One will take place on Wednesday and will be open only to DSP's. The purpose will be to discuss the results of a survey that will be sent to members in January and come up with the questions that will be answered by the RMC panel in the session the following day. The idea is that this closed group will be free to ask any questions they come up with. If a member doesn't want to put the question face to face, it will be put forward by Frances Edmonds who will moderate.

The group also went on to discuss the really hot topic that's about to land on all of us, the General Data Protection Regulation

that comes into full force on May 18th next year. This is going to have a significant impact on relocation and the supply chain. Being compliant is going to be absolutely key to successful partnership in all parts of the supply chain and we are working with the RMC's and our Strategic Consultants for Legal and Quality, Gordon Kerr and Martina Scharwey to publish a summary of what will need to be implemented by DSP's and RMC's to avoid falling foul of the new regulations. We will keep you posted after the next meeting in January.



### **The EuRA RMC DSP Forum:**

*Left to Right:*

*Abi Flanagan Paragon*

*Tad Zurlinden EuRA*

*Christine Martin Olympic Advisors*

*Leslie Putnam Crown*

*Guntrum Maschmeyer Dwellworks*

*Fiona Redford Cartus*

*Jacqueline Biersma Team*

*Adri Szigeti BGRS*

*Maddalena Michieli Professional Relo*

*Simon Scott Santa Fe*

*Alistair Murray RSS*

*Sylvie Schmidt ERS*

*Ase Lofgren Gunston Nordic*

Feature:

# “Getting GDPR Ready”

## By Veronique Haverhals, managing director RSH, the Netherlands

We are all aware of the new Global Data Protection Directive in the EU and the serious consequences non-compliance can have for our reputation, our customers and our industry. Especially since we have to deal with “a special category of personal data” on a day to day basis. Unfortunately diving deep into the details of the highly-convoluted text of the Regulation can leave one’s head spinning. With advice from legal advisors we have pulled out the key elements or rules that lay the groundwork for its larger principles that are relevant for our industry.

### The essence of GDPR for our industry:

- Systematically securely store sensitive data under full encryption automatically to prevent loss breach, theft and unauthorized access
- Systematically secure all methods of transfer, usage and transmission of all sensitive data
- Monitor all usage, transfer, and transmission of sensitive data
- Sensitive data must be secured across all borders
- Show explicit consent and provide for the rights of EU citizens to be forgotten or removed

Our current way of working and our IT environment, where ok until now, but the additional GDPR regulation and expected more stringent demands from our clients made us decide to look for a solution that was more fit for this purpose. In addition to the mentioned requirements, a couple of things were really important for us: ISO 27001 certification, data-

encryption, track record in data privacy of the provider, user friendliness for the assignees, ease of use for us as users and of course above all alignment with a long Dutch tradition: a good price –quality ratio! While looking for advice and tooling, there appears to be a whole industry where many parties like consultants, lawyers and IT companies provide advice, checklists and whitepapers, workshops, standard solutions and training sessions. As far as we could find out, a specific solutions for GDPR and the mobility industry did not appear to exist.

At the end, we came into contact with SecureDD, an experienced party specialized in data security and data privacy solutions, with more than 10 years of experience in the UK, the Netherlands and Germany. The company provides customized GDPR solutions for different industries applying secure transfer, storage and authentication solutions that work. Together with SecureDD, a simple solution is now developed that is ISO 27001 compliant, which can be regularly audited and can easily be linked to existing workflow management systems.

### How does it work?

The software-as-a-service solution uses the heaviest form of encryption (256-bit hardware encryption) and is ISO 27001 certified.

A digital vault or safe is created for each of the assignees. Each assignee will receive a request to securely upload the necessary confidential information for immigration or relocation via a link, after personal contact has been made. Secure



uploading is possible with pc or tablet or smartphone. The documents are automatically stored safely / encrypted in a central vault that is only accessible to a selected number of employees and, if desired, by the assignee him/herself. Each time the safe is opened and information is forwarded to a third party, this will be registered. This way of working eliminates the risk of personal information being sent via unsafe email or being processed on individual pc’s of employees. After closing the case, we have opted for longer term secure e-archiving. We as RSH pay a small annual license fee and additionally for each safe we use. The company will periodically provide us with updates.

This solution is now being developed and the first version will be implemented with RSH at the beginning of November. The major additional benefit is that we can streamline our processes and significantly reduce our risks, especially when it involves manual handling of documents. The server where our data will be stored, is currently located in the Netherlands but can be placed in any jurisdiction as desired. A simple link (API) can be made to existing workflow management applications. With this solution we aim to make a big step towards GDPR compliance, while containing related costs and maintaining our high service levels.

**For contact info please mail:**  
[veronique.haverhals@relocation-holland.nl](mailto:veronique.haverhals@relocation-holland.nl)

# Global Mobility workforce still a critical priority

## Business leaders still view an international mobile workforce as key to meeting their strategic objectives, according to new research by Santa Fe Relocation Services

This is despite mounting concerns around immigration and an increasingly uncertain geopolitical climate following changes implemented by the new US administration and the anticipated impact of Brexit.

Santa Fe's 7th annual Global Mobility Survey Report 'Embedding Business Strategy in Global Mobility', which surveyed nearly 1,000 global mobility teams and business leaders in 56 countries, found over a third (35%) of business leaders still believe empowering a globalised workforce was critical to meeting its strategic objectives – with 96% saying it is important.

As a result, international assignments (work relocation opportunities) are expected to grow significantly over the next twelve months, with graduate programmes, short-term assignments and one-way relocations all set to increase significantly. Contrary to previous years, even long-term assignments are expected to see significant growth (17%) in the year ahead, which highlights both ongoing global economic growth and the crucial role that long-term placements have in companies' talent planning.

However, businesses are facing increased challenges in sending

workers abroad due to growing complications around stringent immigration compliance and new legislation. The findings from Santa Fe reveal half of global mobility professionals cite immigration complications as the top challenge to achieving businesses' objectives over the next five years – ahead of concerns around local political



Dr Barbara Sesik, Chief People Officer for Santa Fe Relocation Services

climates (42%) and staff safety or security (37%).

The USA now tops the charts for the most challenging location to send assignees, with nearly one in ten respondents stating it is the hardest to navigate from a global mobility perspective due to tightening immigration and visa restrictions for long-term business relocations.

But despite these challenges, the USA still remains the most common destination to send assignees, with

nearly a fifth (18%) of respondents saying it was the most frequent destination for assignment opportunities - up from 16% in 2016. China was the second most popular at 11% (down from 12% in 2016), followed by the UK at 8% (up from 7% in 2016).

"Over the past year, we have witnessed exceptional levels of change and political uncertainty across the globe," said Dr Barbara Zesik, Chief People Officer for Santa Fe Relocation Services. "However, seemingly unfazed by the increasingly protectionist rhetoric, business leaders continue to recognise the importance of fostering a diverse and globally mobile workforce to support long-term business success and performance."

The report found that over half a million (500,000) employees from the companies surveyed are already internationally mobile. The research was conducted by Circle Research among 929 global mobility professionals from 56 countries, as well as 55 business leaders at organisations with a global mobility function from Australia, New Zealand, UK, Belgium, Poland, the USA and Canada.

For a full version of the report, visit: <https://www.santaferelo.com/globalmobilitysurvey/>

# CERC & EuRA Research

## The Future of Mobility Report

EuRA has collaborated with The Canadian Employee Relocation Council (CERC) to deliver a research project that will form guidance for all mobility professionals over the coming decade. Global mobility is evolving.

One of the first steps by the research team, was to identify the markers of change for our industry and four issues were highlighted:

- Globalisation
- Demographic changes
- Transfer to a knowledge based economy
- Technology and the digital age

The final report is essential reading for anyone involved in relocation.

There is no charge for a copy of the report for EuRA Members  
To access the report click [here](#) - you must be logged in as a EuRA Member to access this page  
Non EuRA Members €75 charge - please contact [maree@aura-relocation.com](mailto:maree@aura-relocation.com) for your copy



## Employee Mobility Survey

Employees in 20 Countries Assess Employee Mobility for a Total Global Perspective – May 2017

Canadian Employee Relocation Council



## Employee Mobility Survey

The 2017 Canadian Employee Relocation Council's (CERC) Global Mobility Survey marks the third edition of the ground-breaking survey first conducted in 2011.

The 2017 survey, conducted in partnership with Ipsos Global Public Affairs, reports on the attitudes of 10,091 working women and men in 20 countries towards international relocation for employment purposes. The Ipsos Global @dvisor poll was conducted between February 17th, 2017 and March 3rd, 2017.

The report provides insights based on major industry grouping, country of residence and factors that would most likely motivate or incent a global employee to accept an employer sponsored relocation for employment purposes.

Cost:

Full report EuRA Members €165

Full Report Non EuRA Members €265

Please contact [maree@aura-relocation.com](mailto:maree@aura-relocation.com) for your copy

# DUBAI BY THE NUMBERS

**13.2**

Million  
Tourists a year

Only

**110** crimes

in 2015

Dubai's artificial  
Palm Islands  
imported enough  
sand to fill **2.5**  
Empire State  
Buildings

The Burj Al Arab  
uses enough  
gold inside to  
cover **46,265**  
Mona Lisa  
paintings

Dubai's Burj Khalifa  
– rising to a height  
of **2,722** feet –  
is the world's tallest  
building

**1** new  
skyscraper built

**One** out of  
every **4** cranes  
on Earth is  
located in Dubai

Temperature  
higher than **45**  
degree Celsius  
during summer

**\$300** robots are  
replacing illegal  
child labor in camel  
racing

# News from the Industry

## Members' Focus



### CapRelo Acquires Conduent's Relocation & Assignment Services Business

CapRelo is a technology-driven company focused on delivering best-in-class relocation and assignment services on a global platform. We come to work every day to keep life in motion for our clients, employees, suppliers, and partners. When recruiting or retaining key talent, our CapConnect™ technology and Low-Stress Relocation Process® ensure that your employee mobility program runs smoothly.

To read more [click here](#)



### MEAF Relocation Consultancy

MEAF Relocation Consultancy is a Destination Service Provider of international relocation solutions, as well as Medical and HR Consultancy services. We provide comprehensive, end-to-end mobility services tailored to our clients' needs. We take pride in providing quality service with competitive prices and demonstrate all the good values towards our clients.

To read more [click here](#)



### ReloTalent: Empowering the Destination Service Provider

The landscape of global mobility is evolving, and as it does we need to ask ourselves; what are the critical challenges that our destination service providers (DSPs) are currently facing? The answers are many. Inadequate tracking and reporting; increasing compliance requirements from relocation management companies (RMCs) and human resources clients; limited access to specialist technology; and difficulties in managing relocation teams.

To read more [click here](#)

## New Members

A very warm welcome to our 16 new Members!

[Click here to view all new members](#)



# News from the Industry

## Movers & Shakers

### [Ascott](#) Notches Up Business Transformation with Acquisition of 80% Stake in [Synergy Global Housing](#) in U.S.

Second majority-stake acquisition within a month as Ascott gathers momentum to surpass global portfolio target of 80,000 units well ahead of 2020.

To read more [click here](#)

### [SITU](#) appoints Frontierpay to tackle global currency risk

XX September 2017 – Foreign exchange and international payments provider, Frontierpay, has been appointed by SITU, a global provider of serviced apartments, to assist with the company's international payments.

To read more [click here](#)

### [Lumos Education Limited](#)

When relocating staff internationally, it is often not just the assignee you are accommodating, but also their family with school-age children. The greater your understanding of the key differences between global education systems, the more successful the assignments likely to be.

For the full article [click here](#)

**Ceremony to honour Dame Margaret Anstee, and to promote the value of Global Mobility careers for girls.**

[Read the full article](#)



### **Gerson Relocation Appoint Chris Mackley As General Manager**

We are delighted to announce that Chris Mackley has been promoted to General Manager of [Gerson Relocation Ltd](#) as of Monday 2nd October 2017.

To read more [click here](#)

### **Lumos Education Drinks and Violin Recital**

Lumos Education will be hosting a drinks reception and violin recital on the evening of the 22nd November at the Grosvenor Chapel in London. There will be a silent auction, with lovely goodies from Aspinalls and Lanvin to bid for, as well as afternoon tea at Claridges and the Dorchester. For more information, please contact Johanna Mitchell: [johanna@lumoseducation.com](mailto:johanna@lumoseducation.com)

To read more [click here](#)

€98, 330.09 raised by  
EuRA to date

## Warsaw



FUNDACJA JOANNY RĄDZIWIŁŁ  
OPIEKUNICZE SKRZYDŁA

### 2017 Charity

This year we raised over €25,000 for Warsaw based Protecting Wings to help them convert part of one of their children's homes into a play area. The works in the basement has already started. A lot was already done and hopefully will be finished in October More pics coming soon!



## Malta



### 2016 Charity



Our donations of €20,000 helped to fund Inspire's Winter Programme. This programme targeted children with disability who attend mainstream schools and who follow an adapted school/class. The programme worked on the principle of cooperation between Inspire staff/volunteers and Learning Support Assistants, where together we work hand in hand in supporting children to achieve their individual goals.

This service was offered free of charge but running it cost Inspire €700 per child. Between September and May around 240 children benefitted from this programme!

## Porto



### 2015 Charity

CrescerSer

For this charity we raised €20,000! Well over our target!

The money has gone towards the purchase of a new bus for the home for teenage boys in Porto.

The children of the hospice have made this gorgeous painting for us! Thank you so much again!



### 2016 Charity

The funding received from EuRA contributed towards the implementation of the gold Model in Southern Africa. In the period December 2016 to June 2017 the gold-youth Model was implemented in 54 schools and their communities. 2,160 adolescent 'peer educators' were trained and mentored and 54 jobs were created through the gold Facilitator internship programme. Peer educators were trained in a number of topics and empowered to then share this information with their peers.

Topics covered: Being a Peer Educator, My Values, My Self Esteem & Vision, My Sexuality, Reasons, Choices and Influences, Becoming Leaders, Real Men - Real Women, HIV/AIDS & Me, Getting Peer Education out there .

To read the full report [click here](#)

## Cape Town





## MANAGING INTERNATIONAL MOBILITY

# MIM Open Source Now Online

Study when you want  
Free to access for all EuRA Members  
No charge for learning, just for certification  
Create your login and start your professional development journey  
For full details go to the EuRA Website

### Four Modules:

#### **Mobility Industry in Context**

Supply Chains Clients and Process  
Online now

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