

THE ★ **EURA**®pean

Summer 2022 www.aura-relocation.com

Seville 2022 Special Edition

IN THIS EDITION

- CONFERENCE HIGHLIGHTS
- CHARITY 2022
- New Members
- ...AND MORE!

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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, Managing Editor dominic@aura-relocation.com or Maria Manly, Editorial Consultant maria@aura-relocation.com

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Corporate House Briefing
September 22nd

EuRA Global Conference 2022 Costa Rica
November 2nd & 3rd

Dublin 2023
April 25th - 28th



Notes from the Editor

We were so utterly delighted to be able to change from

highly informative" another called it "dull and not relevant". What this teaches us all is that for an event of this size to hit everyone's expectations is simply not possible, but we do our very best to keep the conference relevant and enjoyable for as many delegates as possible and we take the comments seriously in shaping future events.

So a huge thank you to everyone who took part in our sessions and especially to the moderators who gave so much time to make their sessions fascinating and relevant and to all our speakers. But most of all to everyone who kept the faith, held their credit notes and joined us after a three year wait.

So now forward to new projects! Our EuRA Global Conference will take place in Costa Rica at the start of November and we are working to secure a venue for our USA reception alongside WERC in Las Vegas. This is proving very difficult as the World Series of Poker is in town and Vegas is fully booked! We're already preparing for Dublin but before that we have a series of new Briefings going live from September and a new MIM+ Module also launching in the early Autumn on Duty of Care.

It was an emotional reunion for the EuRA family and especially for Tad and I and our amazing team so again, thanks to you all!

Dom Tidey
Managing Editor





It was with a sense of real excitement when we sat at Stansted Airport waiting for our Ryanair flight to Seville. It was also with a slight sense of disbelief after two years of postponements! However as we touched down in Spain it all seemed very real. Meeting with the conference team at the hotel was also a brilliant reunion and for them too, there was a real sense of excitement as we were the first big group event they had hosted since 2019.

So much has changed in the events landscape over the past two years and the challenges are greater than they ever were for venues and organisers alike. Our primary venue, the Melia was able to bring back most of the team who were not able to work for almost two years. The hotel had only fully re-opened last December and getting the team back was a huge challenge as it has been all over the world. Little things that in regular circumstances would be easy fixes, such as the lifts not working, became great challenges as all of the hotel's contractors were suffering from staff shortages.

The knock on of these issues across the world meant many delegates had very complex and disrupted travel schedules. Many people arrived days after they were planning to, as airlines and airports struggled to function. Our AV team had their flight cancelled as they were at the gate and then struggled to rent a van to drive to Seville from London, a non-stop journey of 24 hours. A heroic endeavour. Thanks to Brexit, they now need to use professional event haulage contractors to conform to import & export rules rather than driving in their own trucks with all the kit. Upshot being my team and willing volunteers had to unload the articulated lorry load of AV equipment into the hotel.

But the result of the adversity we all faced to be together in Seville at last, generated an extraordinary

atmosphere. The conference is always an emotional gathering of friends old and new but this year, the sheer joy of being together was amazing.

We had one of the strongest programmes in a long time and huge thanks to Peggy Love and all the moderators and speakers for all the time and effort they put in, to making the content of the conference relevant and compelling.

The evaluation survey of delegates was really heartening to read with so many people so positive about the programme, networking and parties. But as Dom says in his opener, we always get some contradictory opinions as is only to be expected of an event of this scale. However I can respond to one commentator who felt we had cut costs on this event and categorically reassure you that is not the case. The venues did not increase their prices from the contracts signed in 2017 despite costs rising exponentially. But even in 2017, Seville was an expensive venue for EuRA and Dublin will be even more so. As we are all becoming aware costs in hospitality are rising fast across the board and this trend shows no signs of abating. Dublin will be one of the most expensive locations we have used, right up there with Vienna and Munich. We will not cut back on the quality of the venues we use or the approach we take but it does mean that costs will rise and profits will drop and this is something the board and I are looking very closely at for the future of the event and for the association as a whole.

As a not for profit we rely on the income from the conference to drive projects forward and the obvious solution is to increase the numbers of attendees. But we won't be doing this for two reasons; delegates have asked us for a decade not to make the event any bigger for fear of losing some of the intimacy that gives the conference its character and also, we are restricted by our venues. European hotels do not have the capacity of those in Asia and North America and we do not wish to

host the event in a huge conference centre and again, lose the intimacy and connectedness that is so special to the EuRA Conference.

So we're planning Dublin and our work for the coming year. Don't forget that training remains free to the end of 2022 with the exception of Quizzes. From January there will be a charge for the modules as well. So get your teams trained if you can this year!

We are conducting a full top down review of EuRA starting with our vision and mission as well as everything we've learned about planning, business continuity and will be increasing the contingency fund that we developed some years ago to deal with unforeseen and uncontrollable pressures.

We will be looking to bring a Global Member onto the Board and will be holding an EGM in September, necessary to change the constitution of EuRA to allow for this.

We will also be holding Board Elections to bring new members in from the Northern, Central and Southern Regions so please read the bulletins that will be sent if you are interested in standing for election to the board.

We will be putting out a call for speakers at the end of September for the Dublin conference so if you would like to take part, please check your bulletins and the website! And finally we hope to see happy and smiling faces with us in Costa Rica at the start of November the week following WERC in Vegas. We're hoping to run an event alongside WERC but sourcing a venue is a huge challenge which we did not expect! But again keep reading the bulletins - if we can run a reception we will! In the meantime, stay well and safe and see you all again soon.

Thanks to all our Speakers!



Peggy Love, Strategic Consultant for Content

To all the Seville moderators and speakers..... I would like

to take this opportunity to thank you for making the Seville Conference one of the best yet! As I have said many times, I have the best job with EuRA and I love it. I have the chance to get to know you better, and work with you to create a fabulous conference each year for our members. You make me look good. Thank you for that. This year's conference was so important in so many ways as we were

finally able to get together and do what we all do best; work with one another to improve the global mobility industry. Even though I was unable to attend the conference I have heard nothing but rave reviews about each one of the sessions. Well done, everyone!! Thanks again and see you next year in Dublin.

From Our Conference Host



Frances Edmonds
EuRA Conference Host

After three years and four (or was it five?) postponements, the atmosphere of EuRA Seville was simply euphoric. If ever proof were needed that the mobility business is based on personal relationships and that the trust, respect and support that invariably accompanies such relationship is key to professional success – then this was the conference to dispel any doubt. What a joy to see so many old friends and to make so many new ones! And yet, how humbling, in the midst of our euphoric return to quasi-normality, to realise that so many of our family members continue to suffer from events way beyond their control and expectations. The true strength of EuRA remains the power of its community and this, in turn comes from the empathetic, ethical and inspiring leadership that continues to inform the character of our amazing extended family.

Save the Dates!

EuRA Global 2022

San Jose Costa Rica
November 2nd & 3rd



Thanks to Everyone who Raised Funds



Over the past 20 years the EuRA Foundation has raised over €150,000 for our charities. We always choose a charity local to our conference city and in 2019 we chose An dex Cancer, who raise funds for children's hospices across Andalucia. It's an amazing organisation who have really

raised awareness of the hospice movement and been of invaluable help to children and families across the region.

Of course as we're now in 2022, we have also been raising funds to help the people of Ukraine both via [JustGiving.com](https://www.justgiving.com) and at

the conference. Funds will be divided equally between the United Nations Humanitarian Fund for Ukraine and the International Committee of the Red Cross. While we have closed the fund for An dex Cancer, the JustGiving will be active for one more month, so if you would like to help you still can by [clicking here](#).





How would you describe our conference in scintillating Sevilla?

There is a Danish adjective that comes to my mind. It's 'hyggelig'. It means [the Danish Dictionary] pleasant; informal or intimate so you feel at home about the situation, place, etc. The 2nd definition pertains to a person: kind, caring or accommodating and therefore

pleasant to deal with or be with. Yes – with those definitions in mind, I'd give the Sevilla conference a top score in 'hyggelig-ness'.

Another word I heard a lot of at the conference was gratitude. Is it possible that we took the EuRA conference for granted in the past? Traveling [definitely took that for granted!!] to historic cities to connect, share & learn? I'm pretty sure I did.

However you describe your experience, I hope it was magically meaningful. Next year we'll have a little more help in the magical department from the wee leprechauns living on the Emerald Isle!!

After the euphoria of seeing each other in Sunny Sevilla, are you also in the process of identifying the opportunities [some might refer to them as obstacles 😊😊] that present themselves in peak season!!



How are you coping? Do you have any tips and tricks to share? Other than hiring more hands to handle the increased workload? It seems like the world is excited about relocation. EVERYONE is busier than EVER!!

Peak Season Tips & Tricks could be a session or an IGNITE topic in Dublin next year. What do you think? Any takers? Happy to talk to you about it.

Speaking of IGNITE, we had 6 Intrepid Ignite presenters this year. Down 2 due to the conference date changes. As IGNITE is a challenge that takes time to prepare, we stuck with 6. This year we were obliged to jump onto the EuRA stage without the usual strong support of Peggy Love. Again, date changes made it too challenging for our dear Strategic Consultant Intellectual Content to attend. She was missed!!

This year, our first Intrepid Igniter spoke to patience. She enlightened us with it's affects when we lack it! Sonja Lababidi from Professional Organizers Consult offered tips & tricks on making the best of a situation – through patience. Hope you will watch her inspiring Ignite story.

Rohit Kumar of IKAN Relocation spoke to People, Providence, & Perseverance. He called these 3 elements the '3 P's'. He shared stories from his past that helped make him the man he is today. He stressed the 3 P's as part of the RESET PROCESS in life. The '3 P's' are major players when facing lifes challenges.

Rohit wrote a lovely summary of his Ignite presentation and the experience he had doing it. Please give it a read here in the summer edition of the the EuRApean.

Our 3rd Intrepid Igniter highlighted the Importance of REPATRIATION. This often overlooked area of support, is dear to Isabel Cudell of Moving On Relocation - a fellow Board member & relocation professional/entrepreneur. Having repatriated with her parents after umpteen relocations, she tells her story with a birds eye view. Take a look at her story in the link below.

Stéphane Compain got exceptionally good at branding during the pandemic. He increased his Social Media following by leaps and bounds by following a few strategic rules. He also wrote a summary for this edition of the EuRApean. If you looking for excellent branding pointers, you will want to read & watch his actual presentation.

Raman Narula, M.D. at Formula 1, was our 5th Intrepid

Ignite presenter. Raman explained the phenomenon of 'Unlearning'. He cited Harvard Business Review's definition: the ability to choose an alternative mental model or paradigm. When we learn, we add new skills or knowledge to what we already know. When we unlearn, we step outside the mental model to choose a different one. What is needed to 'unlearn'? Find out by watching his perky presentation on YouTube [link be.

Sustainability is a buzz word that I think is here to stay. Martina Meinhold, Management Mobility Consulting, skillfully tackled this subject in our final Ignite presentation. How can we do our part to keep our home, aka our planet Earth, a healthy, happy, habitable place? Martina has some green ideas to make us think.

I love asking people about their favorite IGNITE. Or if we should continue doing IGNITE next year. The truth is, each IGNITE is special and appreciated. And I was overwhelmingly happy to hear that the majority that I spoke to answered with an emphatic 'YES' to IGNITE 2023!!

Have you considered doing an IGNITE? It's a great way to promote your brand & yourself, without actually doing an infomercial 😊😊 It is also a way to push your boundaries. Challenging ourselves makes us happier because it activates our 'feel good' hormones like dopamine. It increases our ability to take on new things as our confidence grows when we complete a challenge.

The Board & I look forward to reading your ideas for an IGNITE & conference sessions at our next meeting in Nov. IGNITE/Session entries will be accepted in Sept. You are highly encouraged to write down your ideas as they come and send us an entry.

Another emotional moment in Sevilla was remembering our friend and fellow relocation colleague, Maddalena Michieli, founder of Professional Relocation Italy & now part of the Packimpex Group. Sadly, Mada passed away earlier this year after a long bout with cancer. Sylvie Schmit - Verbrugghen thoughtfully brought a book for the EuRA family to express condolences. Mada's daughter, Lisa, who was part of our 'Six Scintillating Sevilla Senioritas' EuRA



support team [and has been attending the conference for some years now], was able to take it home to her family & the team at Professional Relo. The Board is also establishing a scholarship for our members in Maddalena's name. More on that later in the year.

It was heartwarming to see so many mother/daughter, mother/son, father/daughter duo's (sorry if I missed a father/son duo - please make yourselves known in Dublin!!) in Sevilla this year. I was inspired to have a photo taken of these 'duo's' when I saw Micah Bellieu pushing her little girl, Issy, around the conference in a stroller. We recorded relocation history in this photo and I hope to replicate it in Dublin.

Thank you for attending our conference, helping to make it a hyggeligt success. It goes without saying that our CEO & COO together with the exceptional EuRA team & our exuberant EuRA Executive Group [aka the Board], make EuRA our inclusive, connected community it is today.



Congratulations!

We celebrated two new MIM Fellows this year. Mima Hillier of TTH Curzon and Rhea Narula of Formula Group both received the highest level of

award, "Distinction" for their case studies. Mima examined "Fraud in SME's" and Rhea looked at "Improving

Communication to Help Families Prepare for Transition.

Both of these exceptional case studies are available on the [EuRA Website](#).

Congratulations to Mima and Rhea!

If you would like to join the illustrious ranks of MIM Fellows, you need to accrue 300 MIM Credits and then submit a 3,000 word case study on some aspect of your professional development. Full details are on the link above.



We also celebrated the achievements of two exceptional women in our industry.

contribution to the industry. This year we honoured Francine O'Byrne and Anne Claude Lambelet.

superb services to corporates and RMC's alike.

The award for "Outstanding Contribution to Relocation" is a gift of the EuRA Board and is given to people who have made a significant and lasting

Francine was a pioneer of destination services across Ireland, leading the way in developing and delivering

Anne Claude built one the largest companies operating across Switzerland and also built a consultancy leading the way in partner support and research. We salute you both!



Seville Picture Gallery

Thank you to the 700 members and friends who joined us in Seville for this years conference. Looking forward to Dublin

#euraseville

Full Picture Galleries



EuRA Global Quality Seal

Newly Certified and Re-certified Members

Congratulations to our newly certified and re-certified EuRA Global Quality Seal Members

Newly Certified

Cooptalis Move France/Link Mobilite - Dec-21

Newly Recertified

Copenhagen Relocations - June-22

Keller Relocation - May-22

Settle Service - May-22

IOR Global Services - May-22

IKAN Relocation - Mar-22

Klippa Relocation - Apr-22

Eres Relocation Spain - Apr-22

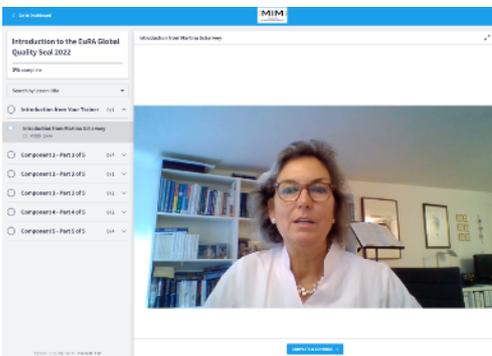
Formula Group - Mar-22

Partners in Relocation Group - Mar-22

Expatriate Relocation AS - Mar-22

Relocation AS - Mar-22

Online Training



There is a full module in the EuRA Academy

Free to all members including Quiz! This module of five components covers everything you need to know about setting up a process management system. You'll learn how to build your Quality Manual and how to implement all the required policies

to ensure you're completely compliant for the future. We have recently completely updated the EGQS+ Methodology and created 5 Core Processes for DSP's. These documents now set out the process purpose, the necessary inputs and outputs and all the sub processes. They're an invaluable aid to structuring and exemplifying the services you deliver and the Module has been updated accordingly.

Even if this isn't the right time for you to go forward to your official audit, it's a great time to learn how to implement a process management system across your organisation. Following these three (free to EuRA Members) modules will simplify the process, led by a true expert in quality management.

<https://euraacademy.thinkific.com/courses/introduction-to-the-eura-global-quality-seal-2022>

Introduction to the EGQS

Watch the film



Direct Client Symposium – EuRA launches a successful experiment!

By *Sophie Rehberg*, Professional Organizing Relocation Consult GmbH

After initial sessions in Munich 2019 and at the Online Conference in 2021. The EuRA Board decided to run the Direct Client Session as a Symposium to provide an enhanced platform for this important topic. The Symposium was lead by EuRA Board Members Simon Robins and Sophie Rehberg and was set up

acquisition, implementation and retention – and within these parts there were no set questions and format, it was left to the attendees to create the content with the guidance of the moderators. Attendance and interaction was



differently than previous sessions and symposia. With the help of seven talented panelists it was agreed that a workshop environment was the best way of ensuring and maximizing collaboration and exchange between attendees and panelists.

The symposium was split into three parts –

beyond expectation and over 75 industry professionals were exchanging ideas, best practices and providing feedback to each other during the day. The group of attendees

was diverse across all sectors of our industry and there was a variety of companies already engaging with direct clients, and those who do not have any direct client business as of yet.

EuRA hopes that the symposium provided inspiration to those who

are seeking to start working for direct clients and an exchange of ideas for those who already do. We would like to thank all attendees for their input and curiosity to give this new symposium and format a try – we could not have done it without you!

The EuRA Board would like to expressly thank our brilliant panelists: Robert Baldwin (Packimpex), David Allard (Executive Relocation), Monika Esclangon (Intermark), Marie O’Neil (EER), Irene Bunt (Settle Service) & Ira Lemmetyinen (Antares Relocation) as well Sophie Rehberg (Professional Organizing) & Simon Robins (TTHCurzon Relocation).

Seville 2022 - Survive

Our theme for 2022 was “Reset, Revive, Thrive” and we had structured our final plenary day around each topic. But in our May Board Meeting, we all felt that it was imperative that we reflect the enormity of the changes brought to our members affected by the war in Ukraine. We asked a panel of our members to take part in a discussion led by our Conference Host Frances Edmonds and the result was one of the most powerful conference sessions we’ve ever had.

Marina Rych of Abea Ukraine, joined us via Zoom to update delegates on what’s happened to her teams over the last weeks. Their lives are unrecognisable to those they were living up to February 24th when they all evacuated Kyiv as the shelling began. She told us; “We were forced to move on the 24th and now we are helping people to move from regions with active military actions...things are different now to how they were at the start when we lived in the shelters to stay safe from the bombing... now just a couple of hours a day... lots of the female part of our population has moved abroad and there is still a lot of pain, a lot of desperation and no plans for the future.”

Their motivation and kindness to continue to assist their clients in the face of grave danger is a mark of how resilient they’ve all been and continue to be.

Irina Yakimenko, EuRA Board Member and Managing Partner of Intermark, has seen her life turned upside down and those of her 100 strong team still in Russia. She told Frances; “On February 24th when we learned of the invasion, it wasn’t a question of what we do, it was just we’re leaving. Having been raised in a Jewish Ukrainian family, we learned a lot about the holocaust, the concentration camps and I remember as a kid being angry that people could not see it coming... from 1937

onwards... So when we saw it coming, with independent media being closed, the gay laws being implemented, we felt this is where we draw the line.” Irina took her family to Israel and is effectively a refugee.

David Gilmartin Owner and CEO of Troika Relocation has had to cease all business operations after 26 years and leave the country. He told us; “We honestly thought prior to the invasion, that what was happening on the border was a flexing of muscles, that [Putin] was playing political games, that nothing was going to happen... the corporate expats all left immediately... the schools were on half term so many expats were abroad seeing relatives or on holiday and simply never returned... the day of the invasion they brought in a law, you cannot call it a war, that’s 5 years in jail... the erosion of those freedoms began through the TV networks with an anti-gay campaign, they’re coming for your children etc., and within 5 years, the people believed that... and they learned from that process how easy it is to manipulate the population.”

Ivona Demackova of Pro Relocation based in Bratislava was at the forefront of the efforts to help the first waves of refugees; “I have never seen anything like the numbers of people who were waiting for registration and so traumatised by their experience... the government were not prepared for this, we’ve never faced anything like this before, but we volunteered to help the crowds in any way for three days... the impact is huge we work in Poland and just in those days there were an extra 1.5 million Ukrainians arriving.”

Frances told me;

“Never have the EuRA family’s values of compassion, resilience and support been more in evidence than



in these extraordinary first-hand witness accounts of the trauma engendered by the war in Ukraine. The personal and professional cost of the war to much loved members of our community dramatically illustrated to us all the wider-scale human tragedy being played out in that nation. It took great courage for our panellists to share their stories, and the EuRA family responded with the unalloyed empathy and solidarity that defines us”.

In 2020 we ran the first WECan virtual conference, a unique coming together of three mobility associations, WERC, EuRA and CERC Associations Network and have continued to work together for the benefit of our very diverse members. The Reset plenary session on Friday in Seville brought together the CEO’s of WECan to discuss where we find ourselves and what is in store for the future of the industry.

Lynn Shotwell CEO and President of WERC made an interesting comparison; “Where we are today is almost like 100 years ago when the world was coming out of a pandemic and a war and at the time the international labour organisation got together and said we need a 40 hour work week... today we face the ESG issues [environmental, social, governance] around immigration and sustainability and these are things we can only tackle together.”

Steve Cryne, CEO and President of CERC highlighted the place of our industry in global recovery; “Global trade only happened because people moved. Goods and

Seville 2022 - Reset & Thrive

services move because people are in the right places so the work we do in supporting that is vitally important. Recognition is vital, we don't get enough recognition, people don't



see the great work that this industry does and the contribution it makes to the global economy."

Tad Zurlinden EuRA CEO backs this up;
"We ran an exercise as part of the UK relocation lobbying group to gauge the size of the contribution that this industry makes to the economy and when we factored in all facets of the industry and the contribution to growth that it makes, we were ahead of €5 billion. Scale that globally and the mobility industry is worth trillions to the global economy. Frances felt that,

"The leaders of the three sister organisations have leveraged the enforced lock-down of the pandemic to make huge strides forward in terms of cooperation. If the pandemic has taught us anything, it is that massive problems can only be solved by a diverse team of sharing common values working in harmony together. Together Everyone Achieves More."

In our final plenary session, Thrive, Frances interviewed four people who had radically changed the way they ran their businesses as a result of thriving during Covid.

Jeremy Berthoux, CEO of Home Conseil summarised where we all

found ourselves at the start of the pandemic;
"The values of the company for the past 30 years have been loyalty, quality and solidarity so our first priority was to keep our team in tact which meant adapting to a new world... digitising our services, helping those assignees stuck in France or trying to come back to France and regrouping as an organisation to first survive and then thrive."

Nouran Zarroug of NuLight Consultancy was made redundant at the start of the pandemic, which prompted her to re-evaluate;
"I went through a couple of months re-assessing life on a daily basis, looking at job applications, reached out to my network many of whom are in this conference and contemplated various aspects of my skill set and really looked at the opportunities around DEI within global mobility and decided to join the dots between policy, policy design and developed a consultancy! I don't think I would have focussed on this skill set of mine had I not found myself in this situation."

James Conigliaro of Dwellworks, told us how they implemented remote working right at the start of the pandemic. The company has grown through a series of acquisitions and mergers and at the start of the pandemic, this strategy was in full swing and meant that the teams had a lot of work;
"We negotiated with Oakwood Corporate Housing who at that time [March 2020] were exiting their corporate housing solutions business so the first two weeks being home, we were in a scramble to negotiate the outsource and acquisition of the Epic platform, a portfolio of 18 clients who had been notified they would no longer receive services from Oakwood from March 31st so working to get processes in place



and hiring talent so it was an exciting time".

Louise Neal of Easy Tiger is a specialist in global mobility recruitment has a coaching business based on a face to face model;
"Coaching clients and candidates in how to interview when I'm a real people person, moving to virtual was a huge challenge. I was camera shy to start with, not being comfortable with Zoom, but I overcame that but it was interesting that when interviewing candidates they were really nervous of the camera... so I had to start educating candidates into how to be their natural self but still be professional in their lounge or dining room!"

As she led the session Frances felt;

"It's not what happens to you, it's how you elect to deal with it! This truism was well and truly reinforced by the successful reframes and pivots eloquently outlined by our panellists: from doubling down on core values to completely changing working practices to making crucial optimising improvements to already excellent processes - this session emphasised yet again the genius of the mobility profession in making consistent, never ending improvements."

Thanks to everyone who made our plenary sessions interesting, relevant and fun!



Thinking Outside our Comfort Zone - The Diverse Discussions on Diversity, Equity and Inclusion

Contributions by *Nouran Zarroug, Shradha Mithal and Ben Sookia*

Can we create a society that provides enough materials and services for everyone while utilizing resources in a way that do not threaten our future security and prosperity? Economist Kate Raworth argues that we must change the goal of our economic system from increasing GDP to creating a society that can provide enough for all. So in a way, this form of economics explores the mindset and ways of thinking needed. Looking at the inner ring that explores social equality, gender diversity, networks and much more, lets dig deeper into diversity in our society, and why this topic needs to be an intentional discussion.

Organisations across the world are using international mobility experiences to help develop and advance the careers of their key talent. Yet despite the unprecedented demand from these very employees, PWC discovered that

women currently only account for 20% of international assignees. The study further disclosed that 71% of female millennials want an international assignment, but do not get that opportunity. Why is it that global mobility strategies do not aid such movement? Is the existence of gender stereotypes having an impact on the organization's decision making? Current trends include the rise in dual-career couples and multinationals are facing the challenge of creating and delivering inclusive programmes that realise this potential.

UN Women found that worldwide, women only make 77 cents for every dollar earned by men. For women of colour, immigrant women and mothers, this gap widens further. The "motherhood penalty"



further pushes women into casual and part-time work. To attract, retain and develop female talent, international employers must adopt a modern, more flexible and inclusive approach to mobility policies that address the above issues.

Another area we must always consider in supporting a holistic DE&I practice; is regional and geographic diversity. McPherson 2001 states; '*Homophily* (defined as "the tendency for people to seek out or be attracted to those who are similar to themselves") *limits people's social worlds in a way that has powerful implications for*

the information they receive, the attitudes they form, and the interactions they experience. Homophily in race and ethnicity creates the strongest divides in our personal environments, with age, religion, education, occupation, and gender'. Additionally, research suggests direct access and interaction with diverse people and experiences encourages greater innovation, increased revenues and improved team collaboration.

So, how can we better engage and continue to learn from people and cultures outside of Europe?

Many organisations are fortunate enough to have multiple offices across the world which can allow for easier global collaboration, however, this alone is insufficient. Whether a global multi-national or a tiny single start-up, it is highly encouraged to connect and collaborate with people across continents and regions, either professionally and/or socially. The pandemic and subsequent lockdowns certainly facilitated globally attended webinars and those evening 'happy hours'. These simple

methods are effective mediums to ensure we remain in touch and connected to people and companies outside our proverbial 'echo chambers'.

Some organisations developed mentoring and apprentice schemes within underprivileged communities and have enjoyed great success.

Additionally with the return of conferences and events; more must be done collectively to ensure we are as inclusive as possible. This includes consideration of professionals (and where relevant, students) who have limited funding for travel and entry fees yet deserve opportunity and access to knowledge and career development. This is a great way to support and encourage future generations of relocation and global mobility. Alternatively, can we 'relocate' some of our conferences and events to cities, countries or regions that could hugely benefit from the business tourism economy? EuRA Global - Costa Rica, is a wonderful example of effective global collaboration with mutual benefit <https://www.eura-relocation.com/event/aura-global-2022-costa-rica>

To conclude, *The Reliants Project* sums up the appropriate mind-set; *'Seeing ourselves as a network could perhaps help break the rigid and reductive stereotyping that dominates current cultural and political discourse, and cultivate more productive communication. We often have overlapping identities and perspectives, so rather than seeing our multiple identities as separating us from one another, we should see them as bases for communication and understanding.'*

The purpose of this article is to create a space for curiosity, thought and reflection and to encourage active change from the takeaways that was discussed in the DEI panel at EuRA Seville. We will continue this discussion in the coming months and dig deeper into DEI in global mobility.

Cultivating a culture that is diverse and inclusive must be an intentional mind-set and conscious practice, which at times, involves stepping outside our comfort zones. However, true enlightenment awaits you on the other side!

You built it but can you grow it? How your business might need a different skill set to expand successfully

By Aideen Hopkins, Operations Director , EER

The international stage is still dominated by the impact of crucial events including geopolitical conflicts and the evolving nature of the pandemic. The resulting issues of shortages, supply stagnations and economic instability make it more important than ever that owners, leaders and managers have an accurate awareness of the realities of their business and how best to ensure it can survive and thrive. In many circumstances, ensuring a company can weather storms and expand requires different skills sets than those that brought it to life. The invaluable entrepreneurial spirit of creation is sometimes not enough to meet the needs of a business's growth strategy effectively. This is why it is so important for owners to recognise the gaps in their knowledge and how other leaders and managers could contribute hugely to their overall goals.

For this exhilarating panel, I was joined by a series of senior leaders who were brought into an existing business by savvy owners who saw how their capabilities could enhance their business and grow it into the future more efficiently. Brian Kelly the Business Development Director at Corporate Care

Relocation Ireland kicked off straight away by praising those types of entrepreneurs who were not only able to start their own company from a blank canvas, but had the foresight and wisdom to see that after a certain level of growth their determination to 'do everything' is unsustainable. By sharing responsibilities with other leaders and matching skills with functions, they can more effectively expand and drive their business. As he shared personally, he knows that his skills are best suited to business development and he leaves the general management to his business partner Frank Morley. As discussions continued, the visionary professionals had more advice to offer for owners and leaders including a unique concept from Damian Aebischer the CEO of Packimpex to give management an extra month's leave every three years. Anna Kavelj the Managing Director of Elite Woodhams Relocation shared a series of comprehensive steps to consider ensuring you have organisational-based Culture Ambassadors following acquisitions, commit to



delegating both tasks and responsibilities and make sure to take the time to strategise for growth, don't stumble into it. Johanna Lennartson, the Managing Director of Nimmersion talked over the insights she and owner Lena Rekdal had, where prospective business leaders were encouraged to trust their gut feeling, always double your allowance for administrative tasks and continually ask tough questions including evaluating the exact level of need for what you are selling. Finally, it was pointed out that ultimately, good leaders need to be prepared for the heavy responsibility of having employees and that losing sight of that can be devastating for future growth. All of the amazing panelists offered the audience a range of powerful stories about the lessons they have learned and the top tips they had for empowering business continuity.



Technology in Mobility

By Ronald Huiskamp, RelocationOnline

Innovation by our members, demands from customers, pressure from tech-first newcomers and the COVID push to everything-virtual have been driving our industry's digital transformation.

During our session we covered a few key topics and did a live poll.

Poll results

Current tech: 59% use relocation software (built in-house or industry solution); 41% rely on email, spreadsheets and/or generic CRM.

Digital transformation journey

Andreas shared that, "while technology features heavily in RFPs, prior to the pandemic it wasn't actually used much." Weichert now sees clients engaging,

systems. Marie walked the audience through her journey - and challenges - from relying on Excel to adopting an industry platform to better manage growth and meet data privacy requirements. Katya emphasized that all this "requires a critical and holistic review of one's processes".

Single platform or...

The panelists agreed this is not realistic. We will all use various purpose-built solutions that make up our tech ecosystem, which - eventually - will work together and exchange data.

APIs with RMCs

That led to a EuRA favorite: are APIs with RMCs finally happening? In short, yes.

Karl shared that Nomad has

APIs with several RMCs for their corporate housing business. "Big

parties." Some immigration providers have APIs in place as well. DSPs are next. In answer to a pointed question from the audience, it was made clear that the RMCs will soon require an API-enabled system from all their partners.

All about change management

Building on Marie's honest sharing of her initial challenges and Karl's comment "that not everybody works at the same speed", the panelists agreed that properly guiding their teams through these changes is really the key factor to success. Take a step back. Don't try to copy-paste current processes into the new system. Set proper expectations. Appoint a project manager (internal champion). And, per Katya, "define up front what success looks like, make incremental steps and use a feedback loop to adjust as needed".



wanting more and expecting it to be connected to their HR

investments were made, yet measurable benefits were gained for all

Working with RMCs

By Alistair Murray, Packimpex



As one of the permanent items on the conference agenda, the RMC DSP sessions have always been lively and thought-provoking, and Seville was no exception.

The panel was well balanced with both RMCs and DSPs represented from around the world. Stephan Compain, Ben Meacham, Miriam Duignan, Susan Farrell, Diana Melbourn, and William Titus all provided excellent insights on how we can all work together in a global mobility industry that's more fast-paced than ever.

Mergers and acquisition

We kicked off our discussion with a brief look at a topic that's been on everyone's mind: mergers and acquisitions and in particular the recent

announcement from SIRVA and BGRS. It quickly became clear that we won't be seeing too much change anytime soon, as Susan put it,

"it takes time for both companies to dig deep into the processes".

"Everyone gets anxious whenever a merger happens, but we've always seen it as an opportunity. There's very little disruption to the actual supply chain, but there are a lot of new business opportunities when two companies join forces", added Ben Meacham.

A symbiotic relationship

When discussing the best relationships some RMCs have with their DSPs partners (and vice versa), it soon became clear that in many cases these were strengthened significantly throughout the pandemic. As Stephan said, RMCs realised, more than ever, that their partners on the ground are the local experts

delivering invaluable services and critical information in an incredibly uncertain time. It seems this increased the level of trust can continue in the future as we all face extremely challenging times. A number of the panel mentioned the need for proactive communication to allow supply chain to become advocates for their DSP partners when speaking internally with account management and sales to facilitate discussions with clients.

Pricing

Always the topic that everyone has the most interest in. It isn't new to say that costs are rising and the constant pressure to lower fees is unsustainable, however the current situation we are all facing seems more pronounced than ever. As William said, everything is more expensive, and this isn't going to change anytime soon. The need to encourage clients to initiate three-day packages and move away from the "one day bundle" is crucial -



where possible. Miriam highlighted this point particularly well when she said she would actively encourage all DSPs to clearly outline the case for why fees should increase for the first time in years in some cases. This request needs to be accompanied by clear, concise and justifiable reasons using examples such as the cost of fuel, the shortage of talent and the subsequent upward pressure on salaries, and the need to invest in technology and sustainability initiatives. All members of the panel gave real world local examples from their own market and how they are trying to increase flexibility and present these issues to clients to avoid having to cut corners or deliver a sub-standard service. Another interesting element to this discussion was the need to provide a counterargument to the hourly fee sales pitch and be confident in the amount of time spent delivering certainly packages and the need to always only charge the customer for the amount of time spent. The key takeaway here being that we must all provide clear and specific reasons regarding the challenges we

face, put ourselves in the customer's shoes and answer their question "But why?"

At this point, balance was also provided when the panel highlighted some of the potential obstacles we will face with our pricing discussions with the involvement of procurement in the RFP process, the need to sign fixed-fee, long-term contracts and the intense level of competition within our industry to win new clients and increase market share.

Pressure is mounting everywhere: housing, recruitment, and more

We are busier than ever it would seem, and while this is a good problem to have, it still comes with its own challenges.

As William said, the industry is a bit "out of shape" - we're simply not used to being this busy and will take time to get back up to speed. Again, it would sound like common sense but the message here was also clear - we all have to do a better job of clearly communicating the challenges we face. No one ever wants to turn work away, but right now certain cities are facing unprecedented demand for housing and stock levels at

an all time low. The panel concluded that it's critical we are all realistic when outlining what is possible and how we are able to provide creative solutions in extremely challenging circumstances.

That applies to the communication between RMCs and DSPs but also with assignees of course. As Diana said, "if you want to sleep on it, you won't be able to sleep in it". Perhaps the biggest takeaway of our session in Seville is the need for constant improvement in communication. In an industry that changes so quickly, both RMCs and DSPs need to keep their partners and their clients informed and educated on the current challenges and our suggested solutions more than we ever have done before.

By working together, perhaps now is the time to articulate the incredible value both RMC and DSPs provide to our respective clients and the need for this value to be recognized in the fees we all charge. It will certainly be very interesting to share insights and stories on how much progress we're making when we all meet up again in Dublin next year.

Seville Immigration Symposium

Digital Nomads Panel

By *Maria Kouris*, Corporate Relocations Greece

Digital nomads have existed for a long time. However, this has recently become quite a "hot" topic in immigration.

what

Digital nomads are people who carry out highly qualified work activities (usually, using technological tools that allow them to work remotely) either autonomously (i.e. as self-employed), or on behalf of a company that is not located in the country of the digital nomad's residence. Generally speaking, digital nomads do not carry out work related to the activities of a company that is physically located in the country of residence.

How each of us defines "work" can be subjective, variable, and can change according to circumstances. The coronavirus contributed significantly to the formation of a new reality and culture, that of remote working, the evolution of which seems to be the "digital nomads". This kind of work, without geographical restrictions, is already the new global trend.

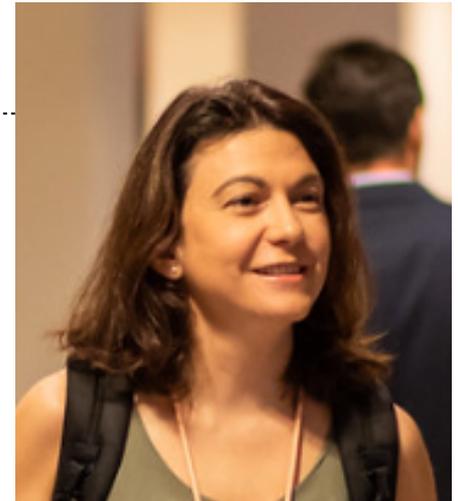
For example, Airbnb's CEO, Brian Chesky, sent this message to employees on April 28 this year (link: <https://news.airbnb.com/airbnbs-design-to-live-and-work-anywhere/>)

Starting in September, you can live and work in over 170 countries for up to 90 days a year in each location. Everyone will still need a permanent address for tax and payroll purposes, but we're excited to give you this level of flexibility. Most companies don't do this because of the mountain of complexities with taxes, payroll, and time zone availability, but I hope we can open-source a solution so other companies can offer this flexibility as well.

While you'll be responsible for getting proper work authorization, we're actively partnering with local governments to make it easier for more people to travel and work around the world. Today, 20+ countries offer remote work visas, and more are in the works. While working from different locations isn't possible for everyone, I hope everyone can benefit from this flexibility when the time is right.

why

Governments of countries throughout the world have shown particular interest in attracting digital nomads, recognizing the positive economic footprint for the country at stake. The main motivations tend to be either to attract more wealthy and longer term tourists (this is a predominant factor in digital nomad programmes in the Caribbean which rely heavily on tourism and were badly affected by lack of travel during the pandemic) or as an



indirect way of winning some territory in the war for talent, with an intention to attract highly talented people who may settle long term. We see common characteristics to countries' efforts, most of them include tax incentives and digital nomad visa introduction to their immigration legislation.

who

In theory, this option should not be limited to certain categories of professions, it should apply to all. In practice, it concerns a category of professionals, usually high-income, who choose to work in a state other than that of their employer (or home). There are minimum salary or cash balance expectations in most countries offering digital nomad programmes. Our panel included immigration specialists from South Africa, United Arab Emirates Spain and Greece. All countries have introduced the digital nomad visa procedures although still quite new while Spain is looking into putting in place very soon.

“Leading Your Company in a Remote World”

By *Timothy Dwyer*, Bennett International



At the beginning of June, I was privileged to represent Bennett at the EuRA Seville Conference. Not surprisingly, many of the sessions focused on the challenges and lessons-learned of managing businesses in the pandemic.

I was part of a panel for a session entitled “**Leading Your Company in a Remote World**,” that sought to address two crucial questions:

- 1 - How do you **maintain a sense of culture** and cohesion in a team that is limited to remote/electronic interaction?
- 2 - Furthermore, **how to create an engaging work atmosphere** that encourages retention in a remote work environment?

My panel was made up of a wonderful group of professionals representing a range of industries, nationalities, and perspectives. Some of us, prior to the pandemic, had already been managing either a fully remote workforce or a hybrid one. Of course, as a result of COVID, we have all experienced the *remote workplace* to one degree or the other, and if you're still in business, it means that to some extent you've figured it out. The panel discussed different techniques and different challenges faced during the peak of the pandemic. Among the challenges:

The pandemic's peak varied by geography, so a widespread remote workforce was dealing with different challenges at different times. Everyone was “*in a different place*” with regard to risks and restrictions.

Even with precautions taken, a significant portion of the workforce was ill at one time or another, leading to absenteeism (*yes, even remote workers need sick days*).

There seemed to be a more pronounced rate of emotional illness, caused by isolation, fear,

sickness, job insecurity, loss of loved ones and so much more. This had a direct impact on worker performance.

As the movement of employees around the world ground to a halt, financial pressures weighed greatly on most service providers in the relocation industry. All of the participants were hit hard, the ramifications are still unknown and may be yet to be seen.

There were quite a few creative techniques brought to bear to address these and other challenges, from enhanced professional development/training offerings to spirit-lifting activities like scavenger hunts (“*Who can find a pair of Mickey Mouse Ears?*”) and birthday parties – all delivered remotely, of course. We heard about enhanced meeting schedules and virtual retreats, all intended to keep the far flung connected to the mothership.

But perhaps the most important (*and yes, obvious*) insight to be gleaned from this session was the importance of having the right people on the team in the first place. It speaks to the crucial role played by your recruiting, retention, and performance management processes. If you had the right people in place when the going got tough, chances are the team pulled together and rose to the occasion.

Teams that allowed and tolerated negative, disruptive, non-team players to stick around, found that the problems posed by these employees were magnified in the crucible that was the pandemic. By the time some managers realized this, it was too late to take effective action – performance management and recruiting were

notoriously difficult during the pandemic.

Now, as we (*hopefully*) dig out from under the pandemic, is a good time to look at how you manage your employee pipeline. Work to implement best practices; to steel yourself to identify and address areas of disruption and negativity in your workplace.

Who knows what the next challenge will be? Perhaps by learning from this experience today, we'll be better prepared for tomorrow.



Thanks to the brilliant panel!

Moderator;
Jon Harman CORT

Speakers;
Manpreet Dhama-Magne Newland Chase
Timothy Dwyer Bennett International
Loveena Leonardo Everything Expats
Jennifer Christensen IPR
Tracy Stuart Kautzmann Impact Group



IGNITE 2022!!

Sustainability in Relocation: Can we make a real impact on the planet?

By *Martina Meinhold*, Managing Director , Management Mobility Consulting

« Be clever, use your lever! » If this power phrase sounds familiar to you, you may have attended the IGNITE session in Sevilla.

The IGNITE Challenge

The challenge of an IGNITE presentation is that 20 slides

advance automatically every 15 seconds. The presenter has precisely 5 minutes to « ignite » the public. Is it possible to cover a complex



topic like sustainability in a five minute-conference? I hesitated long time before confirming my participation as a presenter. Considering the importance of the topic, it is always worth taking on the challenge!

The entire process, from finding the topic to holding the presentation, was made possible by the professional help of two excellent coaches: Thank you so much, Michele and Peggy for your outstanding support!

This was an amazing experience and I encourage everybody to take up the challenge next year in Dublin.

The Sustainability Challenge

The topic itself was just as motivating as the coaching: Sustainability is certainly one of the key challenges our industry is

facing. Our role as relocation professionals to promote environmental sustainability is strongly underestimated. We may have introduced telework, paperless communication and energy-saving lamps in our offices. Is this real leverage?

As small relocation service providers can we make a real impact on the planet? Yes, we can. Let's think about our customers! Our international clients are large CO2 producers. Do you remember the red double decker bus that rolled over the stage during my IGNITE Talk? An international relocation of a family with 2 children easily produces emissions corresponding to the volume of 75 real size double decker busses full of CO2.

Have you tried to multiply this figure by the number of clients you handle per year? The result is certainly staggering. The good news is that you have a huge lever to help the Earth reset, revive and thrive!

Remember that wherever your clients relocate, Earth remains their home. Relocation means taking care of this planet.

How you can use your lever?

How can the relocation industry contribute to preserve the planet? Our possibilities are manifold and are expressed through three types of measures: Emission avoidance, emission



reduction and offsetting of emissions.

Examples of actions initiated by our Green Team and presented during the IGNITE Talk:

- the development of a CO2 Calculator which offsets emissions,
- an ECOPOINTS indicator which calculates the ecofriendliness of properties,
- the « 2 in 1 approach » which avoids the unnecessary by combining things.

Have you found other creative solutions to preserve the planet? Have you asked yourself which areas can be started quickly? Have you formed a Green Team? Do you collaborate with suppliers, partners and other EURA members?

Best Practice Group « Sustainability in Relocation »

All those who felt ignited by the topic, please feel free to contact me to make an impact together: Let's set up a Best Practice Group with regular online meetings. Let's help the planet reset, revive and thrive!

Martina Meinhold
Mail: mm@management-mobility.com

The Personal Branding Challenge

By *Stéphane Compain*, CEO & CO-Founder, LuxRelo



What is your personal brand, or do you have one? If someone mentions your name, business, or brand what do you want them to say?

Your personal brand is how you promote yourself. It's the unique combination of skills, experience, and personality that you want your followers to see. It is the telling of your story, and the impression gain from your online reputation.



You use your personal branding to differentiate yourself from other people.

Whereas reputation is about credibility, your personal brand is about visibility and the values that

you represent to the outside world.

You all have the power to define your brand by aligning your intentions with your actions.

Whether you are an entrepreneur, established manager or recent graduate, your personal brand will dictate your opportunities.

If you strive to position yourself as an expert within your niche market, self-branding can help increase your reputation as a leader.

By showcasing unique character traits and having an active presence online, you can work towards building a personal and business brand that resonates with people all over the world.

Is communicating blindly enough? I think you should ask yourself how to strategically communicate my brand for a better visibility.

How to Optimize your Online Presence?

You can do it with content that reflects your image or brand, that touch your audience and make people react to it.

4 Important Lessons to Increase your Visibility on Social Media's

- *Be Visible*: Get yourself and your brand on social media



- *Be Clear*: Define the message you want to transmit and tell your audience who you are.
- *Be Passionate*: Show your enthusiasm through your posts and be passionate about your brand
- *Be Authentic*: People want to know who you are and what your company does.

You also need to remember to:

- Post *Regularly*
- Define the posting *Frequency*
- Be *Yourself*

Do you stand out from the crowd? Are you and your company visible on social media?

Please know that I am happy to share my experience.

Stéphane Compain
CEO & Co-Founder
LuxRelo | Immigration & relocation
Services Luxembourg



The Reset Process

By *Rohit Kumar*, Managing Director , Ikan Relocation



Ignite has been a part of EuRA for sometime now. Conducted on the Friday of the conference in front of an audience of a few hundred. It is not for the faint hearted.

Over the years, I never thought about speaking at an Ignite but 2022 was different. We had just come out of the Pandemic where each and every one of us had been challenged for survival over two years with some unprecedented circumstances. The 2022 EuRA conference theme was Reset, Revive and Thrive, a subject close to my heart and hence I took the plunge.

The IGNITE Format

IGNITE is a unique format, difficult in the way it plays with just five minutes for a speaker to make their point, with the help of 20 slides which advance every 15 seconds.

This being my first IGNITE I was completely at sea initially and even thought of quitting early on. Fortunately for me, I had Michèle and Peggy to help reset my approach. My initial struggle was

to be able to accurately put down my thoughts and the correct flow. This struggle took some time to overcome but once that hurdle was crossed, I was thriving. By the time i reached the stage on the 3rd of June at precisely 3 :30 PM I was in complete control and confident.

Today, my frame of mind permits me to permit enter future Ignites without any doubts about my abilities.

The RESET Process

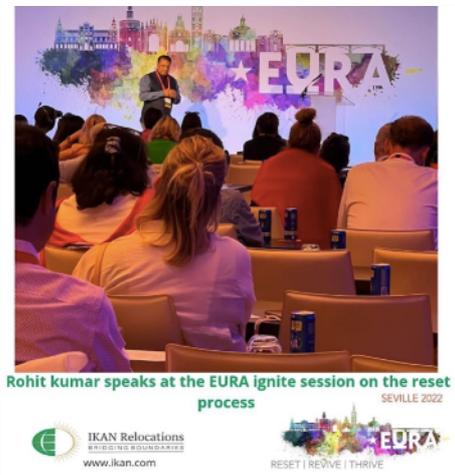
The beauty of Ignite at EuRA is that one does not necessarily have to link to the Relocation Industry or even your own business. Every day stories and experiences, shared, or learnt can be the back bone of an Ignite presentation.

I was able to identify that the RESET process was about Surviving, Reviving and then Thriving, perfect weaving for me as this was also the conference theme. I decided to tell my own story about various recent experiences and what caused them. I also talked about survival and how people around us support us in surviving and reviving. Finally, I touched on how our own perseverance and efforts ensure that we thrive yet again. I tried to tell the listeners that my stories were not unique. I they were to self reflect, they would realise that Providence, People and Perseverance were constantly playing a role in their lives as well.

The STOCKDALE Paradox

I ended the Ignite by telling the listeners about a technique to

overcome resets. The Stockdale Paradox was invented by Jim Collins in his book « Good to Great » and it was in reference to Admiral Stockdale, the highest ranking American POW during the Vietnam war and how he never gave up his belief that one day he would be free and return to his family.



The STOCKDALE Paradox states that as long as we as people are able to comprehend the gravity of the situation and have the belief that we shall overcome, then we can overcome any reset in our lives.

IGNITE and Learn

During my ignite I told the audience that every reset moment has a silver lining and we can learn and become better people. That resets are not all bad.

Rohit Kumar

Mail: rohit.kumar@ikan.,com



The Importance of Repatriation Services

By Isabel Cudell, Moving On Relocation

As a third culture kid, relocating every 2-3 years was something normal; this first-hand experience undoubtedly led me to a career in international mobility and valuing this industry's support to people on the move.

After 7 international relocations and 35 years abroad, our family's 8th relocation was homecoming. Only repatriation



support is still underestimated and repatriates go through reverse culture shock unprepared. "home" is another place when you return. The family and friends we missed so much changed, the country evolved, the enthusiasm faded. You return different from an expatriation, with other views.

I found so little research, published articles and information on the subject that

I set myself a goal to foster this conversation in the industry, which came under the challenge of an IGNITE session. Repatriation is as stressful and as important as expatriation, needing planning and caring. For the benefit of the repatriate, but also as it is precisely at repatriation that companies see the ROI in the efforts put in expatriation programs. Undervalued skilled,

talented professionals leave companies, taking their intellectual property acquired in a lifetime of expatriations elsewhere. They go to companies that use and

appreciate their global outlook.

How can we help our clients minimize the repat failure and losing talent at repatriation?

Plan - map out the assignment before it begins, defining the expat's career goals and where it'll take them next. Let them know that repatriation will be just as challenging.



Support - reflect on the personal changes and new priorities that come with repatriation. Include a caring repatriation program that includes the family.

Capitalize - Repats can mentor. They can coach and prepare new expat teams, adding value to projects with their global experience. Their experience is rich & needs to be shared.

Relocation support is proven to attract and retain talent, and repatriate assignments are equally strategic, even if it rarely gets the attention of our industry.

I hope my story ignites YOUR interest in the subject and help our clients understand the value of repatriation support.

New Member Focus: “P&O Serviced Apartments Group & Property Investment

P&O Corporate Serviced Apartments is an first in Poland accredited member of the Association of Serviced Apartment Providers (ASAP)

We are a company specialises in corporate accommodation, short-term letting and property investment

We have been on the market for almost 15 years now and we administrate 200 apartments within the city of Warsaw. We are also able to provide services in other cities in Poland, such as Krakow, Wroclaw, Gdansk We provide high quality accommodation in various types of serviced apartments. Our selection offers a wide range of housing: from studio to three-bedroom apartments, from compact and comfortable

to luxury units of the highest quality. We ensure that our flats are safe and clean and meet worldwide standards of comfort and amenity. We have considerable experience in the lettings market and understand how much our services are appreciated by companies and individuals, for both holidays and corporate travels.

Our main unique selling propositions

- *no minimum or maximum length of stay*
- *key locations*
- *self-check in or meet & greet service in all apartments*

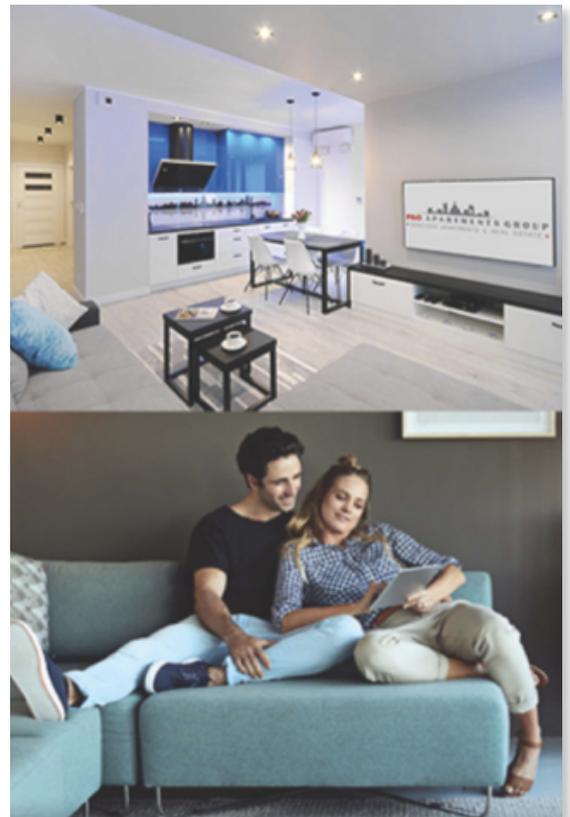


- *24/7 technical and administrative support*
- *24h service guarantee*
- *multilingual and experienced staff*
- *customised welcome packs*
- *airport transfers services*
- *breakfast delivery*

We kindly invite you to visit our website

www.pandoapartments.eu

www.PandoApartments.com.pl



New Member Focus: “RelocateMe”



Destination Service Provider in the Middle East

During the first half of 2022, we have seen economies stabilise and recover from the impacts of the pandemic globally. In the Middle East, this has been particularly evident within the United Arab Emirates (UAE), due to many factors including their handling of the pandemic, evident growth from Expo 2020, and largely as a result of how the government are continuously diversifying and providing new opportunities, subsequently making the country an increasingly attractive place to live and work.

This growth however is not only particular to the UAE; we are seeing a lot of growth throughout the Gulf Cooperation Council (GCC) economies and with a number of sectors being ear-marked as 'high growth' sectors, companies are continuously looking to recruit more talent throughout the region, therefore creating significant opportunities for new and existing businesses.

RelocateMe have been providing destination services throughout the GCC since 2011. The GCC is comprised of The Kingdom of Saudi Arabia (KSA), the UAE, Oman, Kuwait, Qatar and Bahrain. With recently established headquarters in Riyadh (KSA), RelocateMe have extended their coverage and have a strong presence within cities of the Kingdom, enabling the team to maintain the consistent excellent standard of service delivery within all territories.

RelocateMe's Founder and Managing Director, Victoria Moss, considers the company's success to be paramount to the principles of management and strong teams of committed, empathetic and knowledgeable consultants, who

are on the ground in local territories delivering relocation programs to partnering Relocation Management Companies and multinational clients.

RelocateMe's range of services include:

- City orientations
- Home search
- School search
- Settling-in-services
- Spousal support
- Cultural awareness programmes
- Expense management
- Tenancy management
- Visa and immigration

• Business set-up solutions



“As a team of expatriate professionals, we understand fully what it takes to render an overseas assignment and use our experience to ensure delivery of a successful relocation, every time.”

Please feel free to reach out to RelocateMe for any assistance required in the Middle East.

victoria@relocateme.ae Victoria Moss, Founder & Managing Director



New Member Focus: "Timehouse"

TIMEHOUSE

coming home

Luxury living that feels like coming home

At TIMEHOUSE, luxury means a feeling of home even when on the road. Whether a short or long stay - TIMEHOUSE provides a comfortable and innovative retreat for private or business stays in Munich. With a total of 107 premium apartments of above-average size, guests will be able to find peace and tranquility. Each of the premium apartments is also equipped with an additional outdoor space in the form of a balcony, terrace, or a small green area. Thoughtfully designed rooms offer a level of luxury beyond compare - with premium furnishings from home accessories to fully-fitted designer kitchens.

Especially when it comes to a good night's sleep, a healthy climate for undisturbed rest is very important. Our beds are therefore equipped with anti-allergic down duvets and pillows, and accompanied by wooden furniture. The elegant design, the refined look, and the meticulously selected partners match our ambition of environmental friendliness.

Neighborhood with feel-good appeal

For many people in Munich, Schwabing is not just a part of town, it's a genuine lifestyle choice. Afternoons in a café, strolls along Leopoldstraße and balmy evenings in the English Garden. Located directly at the northern end of Leopoldstraße, TIMEHOUSE is the perfect starting point for a successful Munich experience. Whether airport or trade fair, business appointment or a walk along the river Isar - everything is possible from here, and never far away. Dive into this thriving metropolis and feel the vibe not just as a guest, but as part of it.

Business travelers and their needs

We are specialists in the field of long-stay residents and have taken a serious look at their needs. Our premium luxury serviced apartments have been designed exactly with this in mind: By creating a home away from home. "When I first talked to friends about CoLiving a few years ago, the feedback ranged from 'Just a trend for millennials' to 'Footnote of the industry'. But the more I got involved with this supposedly fast-moving trend, the more I realized that it wasn't a passing fad," says Martin Enax.

The trend in modern corporate business travel today is clearly headed in one direction: Away from pure business travel towards an all-in, feel-good package to give employees a good feeling on the road and strengthen their loyalty to the company. So at TIMEHOUSE, we want to combine work and life with our modern CoLiving concept: Coming home.

For us, luxury means feeling at home even when traveling

TIMEHOUSE Munich has a mission: To give the many travelers a feeling of coming home. Located in Schwabing, where the beating heart of the city is to be found, it offers a home for all those who expect more than just the accustomed standard. Of an above-average size and attractively priced, the 107 premium apartments will take the TIMEHOUSE guest to a new dimension of comfort and calm.

Do you have any questions about TIMEHOUSE or want to contact us?

We are available by phone 24/7, just call +49 (0) 89 230 200 00.

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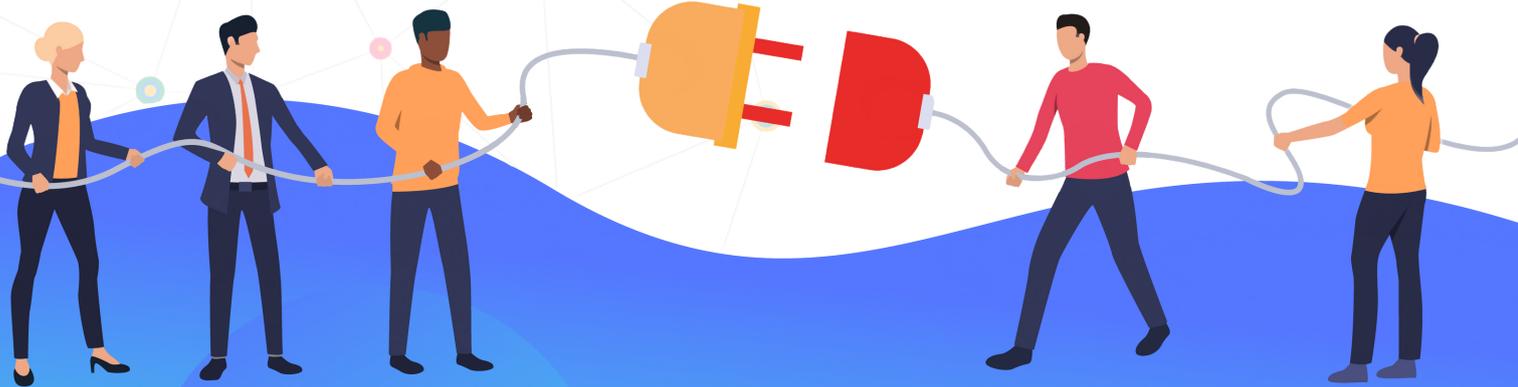
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Feature:

“4 months of war: how Ukraine lives and works”

By *ABEA* Relocation Team



Well, let us summarize. No, we will not sum up the killed, demined or immigrated, although this is our reality. Believe us, we know all the numbers. Now we want to share the information how we work and what we do.

Please, note, there is an immediate disclaimer – in Ukraine changes are taking place, if not daily, but every hour. And at the time of publication of this article there may be other open services. That is why we recommend to contact your consultant or office e-mail separately. We promise, we will answer and consult you very quickly.

1. Employment centers are working. It is good news, isn't it? In fairness, employment centers have resumed their work relatively soon after the start of a full-scale war. However, not all centers work and not all services are provided. But we are thankful for small mercies. Therefore, it is possible to obtain, extend, amend and cancel changes in the work permits for foreigners. The process will be longer and more difficult, but you are welcome to contact us - we will help to do it.

2. The State Migration Service has also resumed its work. Temporary and Permanent residence permits are issued on time. It is possible to cancel temporary residence permits. The situation is more challenging with migration permits. The procedure is suspended, although applications are accepted.

3. The process of obtaining citizenship is suspended. Who wants to become a Ukrainian and the owner of a blue passport with a trident? Be patient. We will soon help everyone to hold a small book in their hands as a symbol of dignity, courage and determination. However, the register is currently closed, we needed to wait for the Victory Parade firstly.

4. Administrative Service Centers have renewed a service of residency registration. Starting on June 13, 2022 Centers can process applications.

5. The State Tax Service has renewed possibilities to receive, make changes to the identification code, as well as to register / close a physical person entrepreneur.

6. The process of buying / selling real estate was suspended during the first months, but now this service is available. Interestingly, real estate prices in Kyiv slightly differ from pre-war prices. Who wants to buy – hurry up. After the Victory it will be more expensive than in Singapore.

7. Access to relevant databases in the Unified State Register (to change the director, statutory fund, address, etc.) was restored for state registrars and private notaries. Now, the procedure of these changes is possible, although a person should overcome some obstacles.

On behalf of the entire ABEA team, we would like to express our gratitude to

those customers who regularly pay their bills, continue to operate in Ukraine, retain positions and support the country's economy. Also, we would like to thank those new companies that order services, agree on future cooperation - you have no idea how valuable it is now! Today, upon request from customers, we provide an additional service - property check. There are many people who had to throw everything away and leave their homes, grabbing just a suitcase. People are worried about the condition of their suddenly abandoned houses and property. We have an opportunity to approach the house in Kyiv and take a photo-video report of the condition of the house to calm down the excitement.

We thank all those who think about Ukraine and Ukrainians, who donate to the army and humanitarian aid. We thank those who in one way or another help Ukrainian refugees in their countries. We thank those who continue to buy Ukrainian goods or services in Ukrainian companies, in particular in ABEA – we should support our economy and our teams.

Truth is with us, Power is with us, Victory is with us!

With care for you,
[ABEA Relocation team](#)



Feature:

“British School of Paris”



THE BRITISH SCHOOL
OF PARIS

By Nicholas Hammond MA (Cantab) - Headmaster

As the Principal of a British school I am regularly asked if all of our learners are British. The answer is an emphatic no - this year we have some 52 nationalities in our school and we are proud to be Internationally British in our outlook and approach to education.

British style education is the most prevalent form of international education on offer in the world today, you will find British schools in just about every country on the planet with recent massive expansion in the Middle East and China in particular. Europe has had British schools in major cities for decades, The British School of Paris was founded in 1954 and over the years it has become ever more international in population.

British education has expanded because it offers so much more than just a classroom education. British education is holistic, it considers the development of the whole child. Whilst it is academically rigorous there are also opportunities for personal development through sport, drama, music, adventure, service, and expeditions. Intellectual challenge and character development is a winning combination and leads to places at



prestigious universities and into high level employment.

A levels (pre-university) are one of the most in-depth academic courses in any curriculum available for students in the 16 to 18 years range. These British

qualifications offer students access to the finest universities around the globe. Students are allowed to specialise, choosing a limited number of subjects and pursuing their understanding with the guidance of teachers in a way that truly prepares them for the independent study required for success at university level.

British schools are of particular interest to internationally mobile families because they facilitate easy transfers. Wherever you go in the world you are likely to find a British school and young people do not need to adapt to a new approach. As any educationalist will confirm, continuity of approach is a key element in pupil progress.

Internationally mobile families face particular challenges, and British schools are part of the solution. By providing internationally recognised

qualifications, holistic education and that vital element of continuity they allow families to move between countries without having to consider major changes to the education of their children. Alongside what is offered to the young people British schools often sit at the heart of a lively wider community ensuring that families new to an area receive a warm welcome.

At The British School of Paris we have an in-depth understanding of the needs of internationally mobile families. We offer flexible school entry points, high quality teaching, a wide range of co-curricular activities and a vibrant internationally minded community. If you would like to find out how we can help with your next international transfer, then don't hesitate to contact our [Admissions Department](mailto:Admissions) at: registrar@britishschool.fr

We look forward to meeting you and showing you our approach to international education.



Feature:

“Top Housing Challenges of 2022”

By *Simon Scott*, Vice President of Destination Services at Altair Global

Attending the EuRA conference in Seville, Spain, it quickly became apparent that one of the hot topics was the lack of long-term rental property. In fact, at times there almost seemed to be a competition about whose market was worst. What was remarkable was just how many people from so many different countries were saying the same thing. Quite clearly, this kind of pressure is impacting heavily on destination service providers, their clients and customers. My favourite quote of the conference came from Diana Melbourn, Director of Global Client Solutions at IOR Global Services, who said that one of their team came up with a message to transferees: “If you sleep on it, you won’t sleep in it”. I think that resonated with a lot of people. Altair Global operates its own destination service business in five countries (Belgium, France, Ireland, Netherlands and UK) and our team is certainly experiencing these challenges on a daily basis.

What We Feel in Numbers

What we are seeing in the private rental sector is simply a factor of restriction of supply, combined with increased demand, particularly in the key cities that most of our clients are relocating individuals to.

[daft.ie](#)'s Irish Rental report Q1 2022 stated that there were almost 1,750 homes available to rent in Dublin on 1



January 2020, up nearly 30% from the 1,350 available two years earlier. Availability of rental homes has since collapsed, with only 850 homes available to rent in the whole of Ireland, down 77% year over year. Dublin itself had only 462 homes available to rent.

Zoopla research found that, in London (comparing with same period five years ago), demand has increased 68% while stock level decreased 47% – and this leads to a 16% increase in rental price.

The Dutch Review states that 845,000 houses would need to be built by 2030 to meet the needs of the country. Additionally, [housinganywhere.com](#) reported that Amsterdam is showing one of the highest average increases of other major European cities with a 25.8% increase for apartments year over year, and this has increased again rapidly since the start of the year with 5.7% from Q1 2022.

Brussels, too, is showing a similar trend with a 20.3% increase year over year and 9.3% since the beginning of the year.

Paris, conversely, has seen a much more modest increase with 6.3% year over year and only 0.2% since the beginning of the year.

It is worth noting that figures are very hard to establish with any certainty. Many properties are not being listed on property websites, a typical source of information for the statistics above, in fact an effective DSP often knows how to find properties which are not visible to the wider market.

We Feel It, But Why Are There No Properties?

The reasons are similar globally, but not always exactly the same. In Dublin, for example, the tight supply of housing is predominantly down to property construction not keeping pace with demand, not helped by the pandemic which created periods where all building stopped. [Daft.ie](#) reports that, as of the end of Q1 2022, rents have increased in Ireland by 11.7% in one year.

In London, the reasons are slightly different. [Propertymark](#) reports that it is the number of buy-to-let properties being sold and not then bought by landlords, so exiting the private rental pool, which is driving the reduction in supply. They found that, “the most common reasons for landlords to choose to sell their properties and no longer provide homes are around risk, finances and viability”. They report that this situation particularly accelerated from March 2022 where the number



of buy-to-let properties sold was more than double the number purchased.

Elsewhere, similar factors are at play but influenced by local legislation. Amsterdam introduced a law in January 2022 which legislated that the owners of new properties bought for less than €512,000 must live in it for a minimum of four years before renting it out. This is designed to tackle the increasing problem of homes lying empty as landlords won't accept lower rental offers.

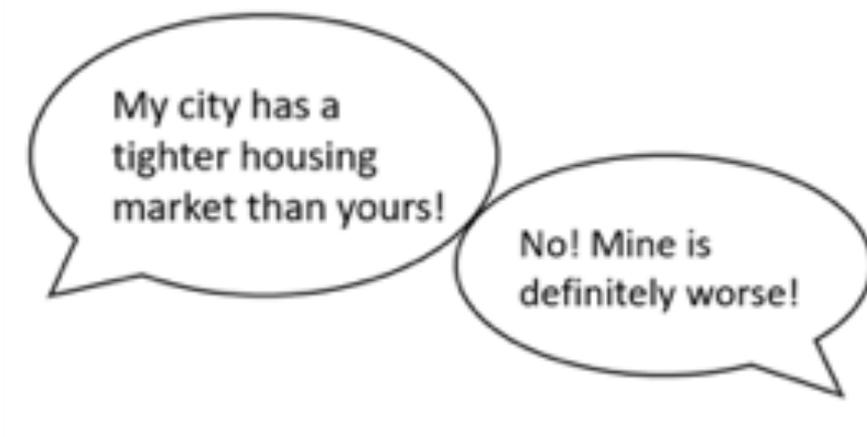
and vibrant communities, particularly for younger generations.

Global mobility may also play a factor. The great resignation has certainly seen the number of people in employment fall in many countries which has created a high demand for skilled individuals, with many companies now looking beyond national boundaries to feed this demand.

When Will it Improve?

As with the reasons why, what is being done to resolve it varies.

Daft.ie does say that there are significant amounts of multi-unit rentals being built, which will deliver tens of thousands more homes onto the market over the next few years. But, they also say that if the demand continues at current levels, this will not be sufficient to tackle the excess seen currently, particularly outside of Dublin where building activity is lower.



In Paris, a legal ruling earlier this year will see a restriction on short-term holiday lets come into force and this may be what has started to influence rents there.

Of course, there are also more fundamental, natural factors at play. The Netherlands, a small country, is the second largest exporter of food produce in the world, so the large amount of agricultural land reduces the amount available for housing.

What is Driving Demand?

This question is a little harder to answer. During the pandemic, there was a lot of media attention around people selling up in cities and moving further away on the basis that they believed their roles would be 100% remote or, at the very least, require minimal time at the office, and there certainly was evidence of this in 2020/21. However, since then demand has rocketed.

The Guardian newspaper in the UK pointed to the experience of sharers during the pandemic that has led many to seek their own space, so driving demand for smaller studios and apartments.

Perhaps, also, the increase in hybrid working has seen people more focused on where they live and their community, so driving a desire to live in more populated

Property website SeLoger has indicated that between September 2020 and October 2021, the number of homes put up for sale with an energy label of E, F and G jumped by 74% in Paris compared to September 2019 and October 2020. The new energy law, le loi Climat, is set to ban the rental of accommodation with a G rating from 2025, F from 2028 and E from 2034. This could result in a reduction of the number of long-term property lets where these older properties drop out of the market. The laws mentioned previously in Amsterdam and Paris may also have an impact.

In the Netherlands, it is more simplistic. Their plan is to build more houses of varying sizes, but the properties will be increasingly smaller with the introduction of "tiny" homes and offices.

Of course, the great unknown is the impact of the war in Ukraine and how that is likely to continue to impact the world economy. Increasing costs and a potential recession are all likely to have an impact on the housing market as well, so the only thing we can say with any certainty is that everything is likely to remain fluid and uncertain for the foreseeable future.

altairglobal.com

Feature:

“Bliss Relocation”

New trends - Digitalisation - Global
Relocation Partners - HR Services Global



The Relocation Market: People are the most important asset.

For reasons of economics, competitiveness or productivity, many companies are inclined to be more selective in their choice of relocation candidates. That's why HR services cannot and must not go wrong in selecting the talent that will make the difference!

Making a difference - what does that mean exactly? It means being able to select the profiles that best meet the needs of the business! Expatriation should no longer be regarded as a status, but as a lever to respond to companies' development plans: this requires a change of mentality. First, it is necessary for a company to understand what its objectives are, then it is necessary to identify suitable profiles, measure the motivation of potential seconded employees and analyse their skills in relation to the proposed mission abroad. These preliminary analyses are even more justified by the fact that expatriation has a cost! In fact, it represents a real investment for the company of the future, which has to fight in an extremely competitive world market, striving to improve its attractiveness

to human capital in constant search of mobility. New technologies play a key role in processes aimed at accelerating the pace of change and International Mobility is not excluded! Expatriate departures are being organised more and more dynamically and quickly and this has a knock-on effect on the entire decision-making chain: talent management, remuneration and incentives, management of seconded staff. This change of pace requires a new way of working or, at the very least, greater collaboration between the various departments. The first important thing to do in International Mobility is to get in touch with Human Resources. On the one hand, this would prevent mobility managers from being subjected to decisions at the end of the process, while on the other hand, mobility managers could contribute their expertise to the definition of needs in the development of the expatriation project.

A more systematic integration of International Mobility into upstream decisions and forms of sharing that can unblock flows and make work more collaborative, efficient and interesting, becomes a necessity that cannot be ignored, in

view of the new dynamics to which the sector is obliged to respond. The management of seconded personnel is the responsibility of several departments (purchasing, compliance, talent management), and is a formidable tool for promoting interaction, collaboration and communication, key words for companies that succeed in their digital transformation. Digitalisation is a phenomenon that has greatly influenced the transformation of our societies, lifestyles and behaviour. Within companies, this transformation affects the entire organisation, from the different roles down to support functions and employee expectations. These profound changes are obviously forcing companies to reorganise and take a whole series of concrete actions. From a simple tool, digital is now associated with a paradigm shift for those responsible for mobility and talent management.

People and their families must be interpreted by companies dealing with international transfers, as a real asset, the most important one, despite the changes and evolutions that the world of Global Mobility has undergone from as far back as 1970



to the Covid-19 era. Globalisation and changing international scenarios are two other aspects that have strongly influenced the organisation of production, which is increasingly delocalised, and the creation of a new generation of mobile workers, far removed from the traditional figure of the expatriate worker we were used to in the past. The relocated are also increasingly demanding, but at the same time multinationals are showing a tendency to reduce their economic resources for the so-called 'ancillary services' of Relocation. 'Essential' seems to have become the word to best describe the current choices of multinationals when they have to manage the relocation of their employees. For HR managers, this is the biggest challenge, a challenge that requires optimisation and containment of organisational costs according to set budgets and timeframes.

The latter are then required to improve the perceived work quality of the transferred staff at their destination, ensuring a quick and smooth integration. The definition of Global Mobility changes as a function of all the developments described in this article, it is no longer just about the ability to transfer people to locations in different parts of the world. Today's organisations in the process of Mobility must plan, co-ordinate and manage by always taking into account the human aspect of the relocation in order to achieve better performance and higher productivity as well as a return on investment. Managing personnel in the Global Mobility process is becoming increasingly complex and it is these difficulties that make it necessary for organisations and HR to rely on

external partners defined as Global Relocation Partners, with specific knowledge of the territory, regulations and the Relocation process. The reliability and recognition on the market of these figures is essential since their function is to avoid the occurrence of any kind of criticality in the relocation process of the transferred person in the host country. For this reason, they have a very strong connecting role in the relationship between the company and the transferred person, a relationship that also implies on the part of Global Relocation Partners, great communication skills and constant updating towards Organisations and HR Managers. Despite the outbreak of the Covid-19 pandemic, which led to an initial pause in the movement of individuals and families and their assets, the current propensity of talent for international mobility does not seem to have changed compared to the past. On the contrary, towards the end of Q3 2020 and throughout 2021, there was an upswing and renewed growth in labour displacements, partly as a result of the easing of restrictions introduced in various countries.

The year 2021 was a record year for Global Mobility and for companies involved in international relocation management.

[Bliss Relocation](#)

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Making You a World Citizen

Moving to a new country means **changing our way of life...** Changing house, changing city... Organizing the removal, activating the main utilities, taking care of the paper work, looking for a new school for our children. You need time to get acquainted with the neighborhood and with the environment that will be part of you for the next years of your life.

BLISS Relocation's objective is to fully assist you throughout the entire transfer process, in order to relieve you from the stress and anxiety deriving from the relocation and the bureaucratic procedures

You may relax and focus on your new life!

We don't just help people transfer from one place to another... We also help them move their lives!

Feature:

“Collect Key Data Points for Success”

By *Chris Lagerman*, WHR Global , Director of Global Operations

At its core, employee relocation is a human resource benefit and like all HR benefits, from health insurance to retirement accounts, organizations need timely & insightful feedback from employees.

Fast Facts

67% of CHROs are prioritizing organizing around the employee experience; focusing on the employee moments that matter most and deploying resources accordingly. Furthermore, around 95% of CHROs are prioritizing elevating their HR through digitalization, as explained below, according to research from McKinsey & Company.

Prioritize the Employee Experience

When prioritizing around the employee relocation experience, the moments that matter most are typically driven by money, time, and emotion. Since WHR's founding in 1994, we have provided solutions for some of the most common global mobility issues: damaged, lost, or stolen personal items during a shipment's transit; cost overruns that are then paid by the employee; delayed responses or poor guidance from call centers & online bots; low-quality temporary housing; and employees quitting less than 2 years after their relocation or assignment.

It's important for organizations to separate their experience from that of the individual employee. Even if a relocation is on time, within estimated costs, and has zero policy exceptions, the positive sentiment may not be shared by the employee.

What data should my organization be collecting to minimize these issues & maximize the employee experience?

Your [Relocation Management Company \(RMC\)](#) has the opportunity and obligation to collect and act upon data from your employees. The following are sample questions your RMC should ask:

Household Goods Shipment

- Are your pack, load, & delivery dates correct?
- Was the crew courteous, timely, & professional?
- How satisfied were you with the claims process, timeline, & final settlement?
- Overall, were you satisfied with your household goods shipment?

Destination Services

- Overall, were you satisfied with your temporary housing?
- Overall, were you satisfied with your destination services?
- Was the temporary housing check-in process simple?

- Is your temporary housing unit clean & comfortable?
- Does your temporary housing contain all amenities and features as advertised?

RMC Service

- Was your relocation counselor responsive to your needs?
- Was your relocation counselor knowledgeable about the entire relocation process?
- Was your relocation counselor courteous and helpful?
- On a scale of 1-10, how likely are you to recommend the RMC to a friend or colleague?

Overall Satisfaction

- Overall, were you satisfied with your expense management?
- Do you plan on staying with the organization for the foreseeable future? Why or why not?
- Which relocation benefits were most valuable in your opinion?
- If given the opportunity, would you relocate again?
- What else should we know about your experience?

How and when should my RMC collect this data?

Traditional Surveys

Traditional surveys yield the lowest response rates, and they are typically completed after a relocation (and its issues) have already occurred. Regardless, your RMC has an obligation to send free, customized surveys to your employees.

Real Time or "Pulse" Surveys

Real time or "pulse" surveys, as the name suggests, are rapid 1-2 question surveys which allow your relocation management partner to diagnose the situation and proactively address any issues. These yield the highest response rates and pulse surveys are a tremendous opportunity to collect feedback on employee moments that matter most: during pack and load, temporary housing check-in, and more.

Post-Relocation Survey

The top RMCs in the world measure return on investment by sitting down with your employees 6-12 months after relocating.



Focus on employee moments that matter most and deploy your resources accordingly.

Your organization and RMC should follow up with employees 6-12 months after employees are settled into their new locations. It is widely understood that many relocations fail

6-12 months after a family has settled in, so why isn't your RMC deploying resources accordingly?

95% of CHROs are prioritizing elevating HR through digitalization by thinking of solutions, data, and the employee experience. Through this digitalization, your organization's key stakeholders can begin to understand the data your RMC is collecting, and then step in during those critical moments or make adjustments to your organization's relocation policies.

Top RMCs elevate you and your organization by requesting live feedback, sharing critical survey data, and following up 6-12 months later to understand the true organizational return on investment.

How should your organization handle survey reporting?

- Incorporate your employee's feedback into your next relocation policy benchmark. If an assignment failed due to cultural or language barriers, deploy your resources accordingly. If your organization doesn't track ROI, ask your RMC to start.
- You should receive customized reporting for free. Don't just listen to the conversations, be a part of them. Review questions (how they are asked & when) and suggest new ones.
- Your organization deserves to receive clear and unfiltered employee survey reporting each month, including pulse surveys, traditional surveys, & 6-12 months post-relocation.

[Contact WHR](#) for help with your employee relocations.

Focus on the moments that matter most to your transferees and assignees.



Feature:

“Celebrating 40 Years as Your Trusted Global Network of Local Relocation”

The International Relocation Associates (TIRA) has renewed focus and optimism about global workforce mobility. Founded in 1982 by Beverly D. Mayhew of Orientations, Inc., the aligned network has more than 50 offices and over 500 locations worldwide. Each member company maintains its own identity and culture, bringing diversity and value to the overall association. Members share a dedication to the highest standards of excellence and a commitment to trusted partnerships.

On June 1, TIRA recently congratulated our new Board Chair, Jérémy Berthoux and thanked former Board Chair, Sharon Michnay for her dedication and leadership. He commented on TIRA's transformative 40-year history, “now our industry is seeing unprecedented numbers of mergers and acquisitions which validates TIRA's longstanding approach to creating a sustainable community of independent, yet united, local providers. This model is an alternative approach to supporting workforce mobility and talent acquisition. With these factors in mind, TIRA's Board and I have established clear and ambitious goals that include increasing our membership by 50%, while maintaining our rigorous 'Stamp of Quality' standards and increasing the value of TIRA to its membership by providing more opportunities to connect, collaborate and gain more visibility in the global marketplace.”

Jérémy is Managing Director and President of Home Conseil Relocation in France. He recently reflected on assuming the role as TIRA's Board Chair, “After being involved in TIRA since I joined the industry in 2014, it was a logical step for me to apply for a Board position in 2019. Serving on TIRA's Board

has helped me grow professionally and it felt like I was standing on the shoulders of our industry's giants.”

“Moving to a Vice-Chair position under Sharon Michnay's presidency in 2021 felt like a natural move deeper into the organization that has helped me shape a vision for TIRA's future that I think is brighter than ever. Our industry has recently come through its hardest-hitting crisis. The unwavering solidarity shown amongst TIRA members in sharing best practices has helped members to emerge unscathed. This has been instrumental to our network's survival to where we are now thriving.”

The network is dedicated to simplifying the complexities of relocation with compassion, care, and compliance. Building on a proven foundation, TIRA's multifaceted mission is to attract new members, foster a supportive and innovative community, and help grow members' businesses and brand. As the network navigates the new world of work, Jeremy proudly shares, “I am confident our great Board and outstanding membership are up to the task and look very much forward to putting TIRA's good name out there!”



Take a look at our new website, [TIRA](https://www.tira.com). We would love to hear from you!



Feature:

Thriving in the New World of Relocation

By *David Sanders* ReloTracker

During the global pandemic one particular term became common: The New Normal. We were somehow supposed to adjust to a new reality after vaccines and the lifting of COVID restrictions. Life would somehow go back to normal, but it wouldn't be the normal way of living before the pandemic. In some ways things would be different. But we were all wondering what would be the new world that we would live in. Consultants and prognosticators have been filling screens and paper telling those who would listen what The New Normal will look like. Mainly it seems to mean that some pandemic changes in our work and personal lives will continue post-pandemic. More people will continue to work-from-anywhere, or at least work from home more frequently. Hey, we bought all those webcams and scanners and desk chairs, right? And those aren't the only things that changed. Google and its partners have even developed a tool (<https://thenewnormal.is/>) to show shopping search terms that had infrequent searches before

the pandemic, high searches during the pandemic, and yet have continued to have elevated searches post-pandemic. Still looking up "skin care", "dishwashers", or "closet storage"? You are not alone.

This is not the same as The Pandemic Normal: shopping searches that peaked during the pandemic and have since returned to pre-pandemic levels, like "bleach", "beans", and of course "toilet paper"!

Relocation in The New Normal

So what does this have to do with relocation? It seems that there are three aspects: transferee needs, service offering, and pricing. For one thing, the trends that have taken place in society have certainly affected the transferee population to some extent. If many more people are working more frequently from home, so are transferees. If more people have adopted pets during the pandemic, so have transferees. Shopping searches for "cat toys" are one of those that remain higher post-pandemic.

It is important to understand the new and enduring needs of transferees in the new normal. Old needs assessment questionnaires might not uncover new requirements, and transferees might expect to be served in new ways.

The long term impact on the industry

Which brings us to the next point: service offering. During the pandemic the industry was forced to deliver services in new ways. Maybe you could no longer accompany the transferee on property visits or to the immigration office. The industry was forced to figure out how to support transferees with less in-person interaction.

Many expected the that post-pandemic normal would see a return to the previous level of in-person support. But just as we heard about the long-expected increase in home working before the pandemic made it real, we have been hearing for years about how millennials and other transferees expected less hand-

holding. Suddenly that expectation became a requirement.

What was considered a temporary measure has become a viable means of service delivery across many areas. Do consultants need to accompany on property visits, or is there another way to pre-screen properties and “like” the preferred? Are video tours an option?

Do consultants need to accompany transferees on school visits, tax office visits, or to the immigration office or the bank? If they weren't needed during the pandemic, why are they necessary again now?

The relocation industry is about personal services. This will continue to be true as long as people have the knowledge that can't be found through Google. Which neighborhood is best for me? In which school will my child thrive? Relocation companies and consultants will always bring specific and valuable knowledge to the process, but the means of delivering that can change.

Personal service does not need to be delivered in-person. Finding appropriate housing is not the same as accompanying a transferee to visit accommodation. Putting together an application and booking an appointment with the immigration office or the bank is not the same as going along on those appointments.

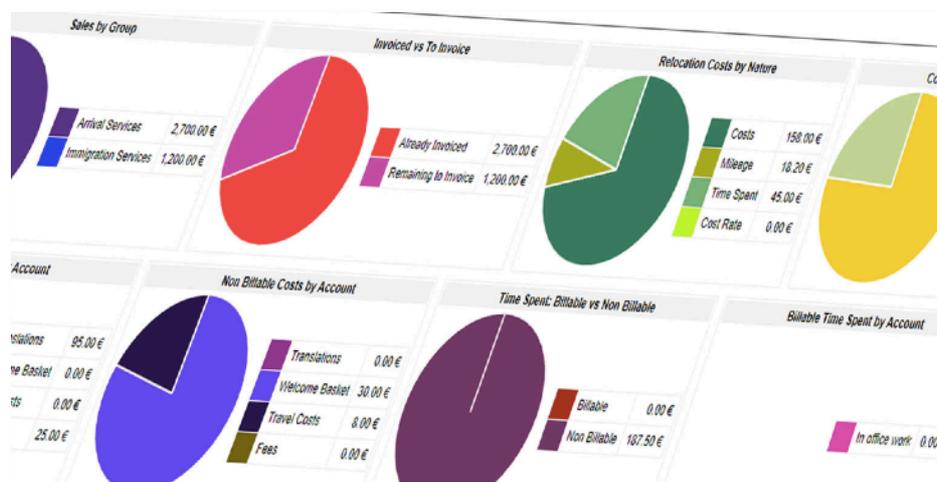
Which brings us to the final point. The reduction of in-person service means that the cost of delivering many services can be greatly reduced. This has not

always been clear during a time of great change, but it is now becoming clear.

Before the pandemic, relocation companies had difficulty seeing how they could continue to deliver their services at the same level of quality but with a lower cost. The pandemic has given a view into a new world where this can be achieved.

Competitive success means getting to the future before your competitors. The success of many companies was because they were able to anticipate future trends and offer the right services

and pricing before others. The success of Gmail was because they anticipated the lower cost of storage in the future and offered free email accounts



with much greater storage amounts.

In the relocation industry the pandemic has revealed many services that can be delivered personally but not in person. We already know that this service model and therefore this business model can be made to work and be profitable.

Competitors are reviewing their service offerings, business model, and prices to compete in the New World of Relocation.

The new world is not the old world.

ReloTracker.com

Feature:

“The Art of Recovering from Setbacks” - Transforming Our Capabilities in Today’s Environment

By Susan R. Ginsberg, SRG ADVISORY
David Welch, Welch Relocation Consulting

The COVID-19 pandemic will be recognized as a defining event for our generation because of the global impact and historical challenges.

In March 2020, countries, states, provinces, and local communities went into lockdown. In most cases, the business experience in the Mobility industry came to a standstill. However, there were companies that needed to reposition employees to meet the demand of this new economy; it was not easy to perform previously routine actions. Everyone has faced personal and professional challenges during the past two years. We lost family, friends, and colleagues. Businesses have been negatively impacted, which are directly tied to our employment and income opportunities.

In this paper, we will highlight how Mobility & HR professionals showed their resilience and adapted to change, which is the only constant, and kept going in the face of adversity. Leaders were tested to

maintain positivity, leverage

A man of purpose and vision, Dr.



collaboration and agility beyond their comfort zone.

Several corporate mobility professionals and service providers from around the world share their stories of grit and persistence.

During his 1960 address at Spelman College in Atlanta, Georgia, Martin Luther King, Jr.’s words continue to ring true today when he said, “If you can’t fly then run, if you can’t run then walk, if you can’t walk then crawl, but whatever you do you have to keep moving forward.”

King’s words are exactly what we need right now. Mobility and HR professionals had to run, walk or crawl to keep their business moving forward as all sectors worldwide were put to the test as organizations and communities came to a standstill.

How did leaders keep their teams afloat and safe, and what difficult decisions needed to be made to keep business going? How did companies function during an unprecedented crisis? What did we do to respond to

unpredictable needs of our confused and worried transferees?

Mobility professionals are accustomed to handling crises and challenges. Resilience is part of the everyday workload. Tanya Mariottini, Director, Global Mobility at Twilio recently said, "One of the required skills of a successful Mobility professional is to be resilient. Even before the pandemic, our function has been managing challenges and high-stress situations, as there is not a standard process for moving people, although we might tell ourselves otherwise. A successful relocation requires relying on the strength and collaboration with our supplier partners and internal stakeholders. We are all unique individuals with differing needs, moving to and from a variety of locations, resulting in varying levels of assistance."

If you ask any Mobility professional to describe difficult situations that they had to deal with over their career, each will have plenty of stories to share about how they and their teams had to overcome major obstacles. This could be a natural disaster such as the Christmas 2006 tsunami in Southeast Asia, an earthquake in Tokyo, or a hurricane in the Atlantic. It could be political unrest, a terrorist act in a major city, or small village. Or maybe it is a story of heroism for securing a work visa for a business-critical person who was initially denied her original request to enter a foreign jurisdiction. Whether it is using your own nine lives to get a cat to accompany its family into a country or overcoming huge obstacles to get a family settled into their new residence in a new city, each of the stories will bring new learnings and improvement to our industry and build personal confidence.

David Lancefield is a strategist and coach who has advised more than 35 CEOs and has led 15 digital

transformations. His recent article, "Mastering the connection between strategy and culture" explains that most business leaders tend to focus either on strategy or culture. In his view, the most resilient companies and individuals focus on delivering the best of both, the foundation of which encompasses a learning mindset, openness to different perspectives, and incorporating the skills of others.

Mr. Lancefield further notes that "there are strategic moments in an organization's journey that have a disproportionate impact on outcomes. Getting them right creates a multiplier effect on other activities." In the views of most, this is a moment to be resilient and impact outcomes.

To read more [click here](#)



IKAN team gets ready to raft the Ganges (pre-pandemic)

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All Things LegalJuly 2022

Gordon Kerr

This month my main focus is on a variety of privacy and data protection issues which have been raised in recent months by EuRA members, including:

- *Can we switch our relocation management processing outside Europe?*
- *What are the new UK processes for international data transfers?*
- *Is it unlawful to share personal data by email?*
- *Homeworking: what forms of employee monitoring are illegal?*

I also look at the latest annual report from the anti-corruption organisation, Transparency International, which leads to a challenging question for all relocation businesses: are all your suppliers complying with anti-bribery laws?

If there is a particular legal topic that you would like me to cover in a future edition of The EuRApean, please feel free to contact me anytime.

Can we switch our relocation management processing outside Europe?

A European relocation business may look at switching its data processing outside Europe for a variety of reasons. For example, the business may want to move to a centralised management system for all its worldwide offices or it may be seeking an opportunity to make cost savings. So what data protection steps must be taken if you want to move your data processing "offshore"?

STEP 1 - a GDPR-compliant **Data Processing Agreement** will require to be entered into between the EU or UK relocation company and its non-European software provider. If the data will be held in a country which has received EU/UK data protection clearance, known as an "adequacy decision", you need take no further actions. Unfortunately, there is only a small number of countries outside Europe with EU/UK clearance, specifically: Argentina, Canada, Israel, Japan, New Zealand and Uruguay.

If the data processing will take place in a country not listed above, such as India or the United States, the following additional steps must be taken:

STEP 2 - Risk

Assessment: the relocation company must carry out an assessment of any risks to the security of the data in the country to which the data is being sent, based on "all relevant information regarding Local Laws and practices and the protections and risks which apply to the Transferred Data when it is Processed by the Importer".

STEP 3

If the relocation company is based in the EEA, it should enter EU Standard Contractual Clauses (SCCs) with the importing company, or

- A. If the relocation company is based in the UK, it should complete an International Data Transfer Agreement (IDTA) with the data importer. The content of the IDTA requires to follow the template wording issued by the UK Information Commissioner's Office (ICO). Particular attention should be paid to the information which requires to be inserted in Table 3 (the type of data which is being transferred) and Table 4 (details of data security measures), or
- B. If the relocation company is transferring data outside Europe from both the EEA and the UK, it should use EU SCCs along with the UK's International Data Transfer Addendum.

STEP 4 - Client Notification: the relocation company will require to notify its corporate clients that it is proposing to switch the processing of the clients' employee data from the EEA/UK to a third country. It is likely that contract amendments will be required (to all

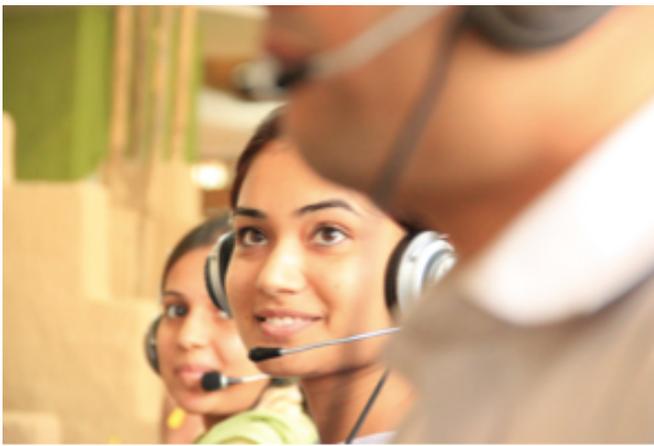


Gordon Kerr
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Legal
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current client Service Agreements) in advance of any processing being moved outside the EEA/UK.

STEP 5 - Employee Notification: all “data subjects” will require to be notified by the relocation company that their personal data is being moved to a different country. The relocation company will also require to update its Privacy Notice to advise that its data processing takes place outside the UK/EEA.

In summary, there are considerable legal and administrative steps which require to be undertaken before personal data processing can be transferred



outside the EEA or the UK to a country which does not currently meet EU/UK “adequacy” requirements. Not least is the need for carefully considered communication with corporate clients and their relocating employees.

What are the new UK processes for international data transfers?

Until a few months ago, UK companies transferring personal data outside Europe could make use of EU Standard Contractual Clauses. Despite Brexit, there was no difference in the documentation used by UK businesses and their EU counterparts.

This changed in March of this year when the UK Information Commissioner’s Office (ICO) released two forms of data transfer agreement which must now be used by UK companies. The main agreement is a 36-page document called the International Data Transfer Agreement, which requires to be completed and then signed by both the UK “exporting” company and the foreign-based “importing” company.

Like EU “Clauses”, the purpose of the UK “Agreement” is to safeguard personal data when it is being processed by an organisation beyond the protection of EU/UK data privacy laws. This is achieved by imposing equivalent protection by inserting the approved clauses, containing legally-binding rights and obligations, in the contract between the UK company and its foreign partner or supplier. In this way, an individual whose data is being sent to a country with less stringent data privacy laws, should receive equivalent protection under the terms of the contract.

The UK Agreement, like its EU counterpart, consists mainly of standard wording. However, there are also several pages of “Tables” which need to be populated by the parties. The required information includes:

- Names and contact details for both companies
- Confirmation of Controller and Processor roles
- Any restrictions on further transfers of data
- Categories of data, including “sensitive” data
- Purposes of data processing
- Overview of data security measures.

The second document released by the ICO is called the International Data Transfer Addendum. This should be used by a business which, as part of an agreement with a company outside Europe, is making data transfers from both an EU country and the UK to that non-European company. Instead of having to use full EU and UK documentation, the business can use the EU “Clauses” plus the shorter (9-page) UK addendum.

The ICO has promised to issue guidelines for users of the new Agreement and Addendum, but these are still awaited.

Any EuRA members seeking further guidance about these documents can email me at gordonkerr@gklegal.co.uk.

Is it unlawful to share personal data by email?

In order to provide relocation services, it is essential to gather personal data on individuals and their families and often to share that data with a variety of service partners. This leads to a question which is

commonly asked by relocation businesses of all sizes: can we share personal data by email? For example, when is it appropriate to share a spreadsheet containing individuals' personal data via email, without password protection and when is it necessary to password protect such a document?



The starting point here is that the GDPR is not specific about the “organisational and technical measures” used to protect personal data and does not define security measures. Article 5 of the GDPR requires that personal data should be processed in a manner that ensures appropriate security, including protection against unauthorised or unlawful processing, and also against accidental loss, destruction or damage and using appropriate technical or organisational measures.

This means it is up to individual businesses to decide on what level of security is appropriate in any situation. Organisations are required to adopt a risk-based approach by implementing a level of security which is appropriate for the type of data involved. Security cannot be standardised across the board. It is up to the organisation to determine the best approach and what is considered appropriate for their organisation.

When considering whether it is appropriate to share personal data via email, it is more than a case of looking at the volumes involved. Your assessment will be based less on the number of data sets or data subjects and more on the type of data sets. A data security breach relating to the data of one individual sent via email can still result in significant harm to that one individual causing them damage and distress.

In determining what is appropriate, the GDPR requires you to consider factors such as:

- Cost, resources, the current state of security or other relevant technology and the organisation's size.

- The purpose for your processing, categories of data, categories of data subjects, taking into account the risks to the data, data subjects and to your organisation.

Sensitive data (e.g. information on race, religion etc) needs careful consideration, but this also applies to data which is not designated as “sensitive” but will require enhanced security measures such as financial, payroll or pension data, for example, or information about dependent children.

Options for an enhanced level of security include password controls, encryption and pseudonymisation. The UK ICO has recently published a useful paper on encryption: <https://ico.org.uk/media/about-the-ico/documents/4018823/ico-e2ee-paper-02112021.pdf>.

Individuals' rights are also a consideration. When an individual exercises their right to be forgotten or their right of access to their data, you need to consider how easy it is to facilitate those rights in relation to personal data held in emails.

Returning to our headline question, the simple answer is that it is not illegal to share personal data by email. But, more widely, every business needs to consider what level of data security is appropriate in the context of the types of data (sensitive or otherwise) which it is processing. The law allows you to use your judgement, but you have to be prepared to explain your decisions if challenged by your national data protection authority.

Homeworking: what forms of employee monitoring are illegal?

Trade unions and privacy activists are calling for the regulation of employers'



use of technology to monitor employees to be strengthened. This comes as it is estimated that a third of employees working from home are now being monitored by their employers. In particular, monitoring of homeworkers by camera has more than doubled over the past year, resulting in a call for the monitoring of employees through webcams to be made illegal, except during calls and meetings.

Many European countries are planning to update current privacy laws to place limits on employee monitoring when working from home. There are concerns around cameras which watch people at their desks; the use of movement sensors and the monitoring of keyboard strokes and mouse movements. Employers can take screenshots of desktops to check staff are working rather than browsing the internet or watching videos.

The new dimension is that technology allows employers to have a constant window into their employees' homes and the use of this technology is largely unregulated by legislation or even "good practice" guidelines. On the other side of the argument, firms using such technology argue that they are acting reasonably, with so many employees now out of sight of managers and otherwise difficult to oversee.

We can expect new regulation of this area in the near future. In the meantime, my advice is that employers should ensure that staff are aware of any form monitoring at work - whether at home or in the office - before it starts. They should also explicitly be informed of the reasons for this happening.

Are all your suppliers are complying with anti-bribery laws?

It makes uncomfortable reading. Most of the world scores poorly in Transparency International's annual corruption index. Countries are scored from 0 to 100



based on perceptions of corruption in the public sector, with 100 indicating a perfect record.

In the latest ranking, almost 70% of countries

score below 50. Poor countries tend to do worse than rich ones, partly because poverty makes corruption

worse and partly because corruption makes poverty worse. The average score in sub-Saharan Africa is 33, the lowest for any region. In western Europe it is 66.

Some high-scoring democracies showed "significant deterioration" over the past year too, with the United States dropping out of the 25 least corrupt countries for the first time.

Poor countries, especially those in Africa, the Middle East and Asia, are singled out for the bad behaviour of their governments. Yet companies based in rich countries often facilitate corruption abroad. An accompanying report on countries whose companies bribe foreign officials shows that western companies are among the worst offenders.

The relevance of this annual report for our industry is the legal obligation on relocation companies (and all organisations which have international supply chains) to take active steps to prevent bribery. This means that relocation businesses which deliver services in countries with poor corruption records must ensure that their local suppliers are fully signed up to robust anti-bribery policies.

If there is a particular legal topic that you would like me to cover in a future edition of The EuRApean, please feel free to contact me anytime.

For further information on either of these new legal services, please contact me at gordonkerr@gklegal.co.uk or call +44 (0)7850 080170.

The Legal & Tax Report is produced for The EuRApean by Gordon Kerr, EuRA's Strategic Consultant - Legal Services. Gordon can be contacted at gordonkerr@gklegal.co.uk.

Join us in Costa Rica Nov 2-3!



Newland Chase A CIBT COMPANY

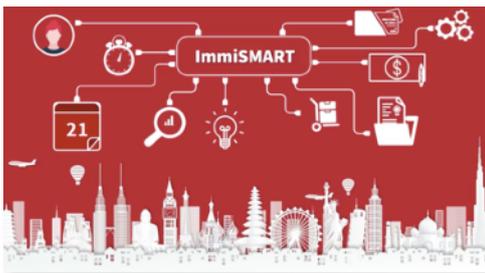
CIBT Launches Version 2.0 of Industry-Leading Travel and Mobility Compliance Software ImmiSMART

CIBT, a global leader in mobility services, announces the next generation of its market-leading visa and immigration software, ImmiSMART. This release of enhanced features is another example of CIBT's commitment to technological innovation in the global mobility sector and comes just four months after CIBT acquired the mobility software platform developed by Viselio.

ImmiSMART aligns companies' human resources, business travel, and global mobility operations, resulting in a fully compliant mobile workforce. The latest version of ImmiSMART offers an unrivaled suite of features that leverage new data sources, AI, and automation. The result is an enriched client experience for each and every user.

"ImmiSMART's new features and capabilities are a first of their kind in the industry and underscore our passion for leveraging technology to deliver an exceptional experience for the employee and a fully compliant solution for the employer," said CIBT's CIO Aravind Venkateswaran.

ImmiSMART offers definitive, instantaneous assessments that determine whether an employee requires a visa, work authorization, or other type of document prior to travel. This saves travelers time and reduces corporate travel spend by significantly reducing offline consultations with an advisor.



To read more [click here](#)



Marco Bongers appointed as Operational Director of Gerson Relocation BV



Gerson Relocation BV are pleased to announce the appointment of Marco Bongers as Operational Director. Marco's primary role is to oversee the

operational matters for all corporate, private and trade customers. He will also be focusing on the development of trade business and building these relationships. This appointment marks the further expansion of Gerson Relocation BV in the Netherlands as they positively grow their business.

Marco commented:

"I am extremely excited to be joining Gerson Relocation BV and can't wait to get started ensuring our customer base receive the highest quality of service and adding value to what is already a great brand."

Rene van Valen General Manager for Gerson Relocation Netherlands said:

"We are really pleased that Marco has joined Gerson Relocation BV at such an exciting time in our expansion. Having worked with Marco previously I know his conscientious and diligent approach will benefit not only our customers but his fellow colleagues as well."

Email: marco.Bongers@gersonrelocation.com

Arpin International Group collects humanitarian aid and monetary donations to help those impacted by the Russian invasion of Ukraine

18 forty-foot shipping containers packed with 321,000 pounds of humanitarian aid — including paper products, pet supplies, non-perishable food, diapers, hygiene products, and clothing — recently left Boston, New York, and Newark seaports bound for Poland. Upon arrival, donated supplies were transported by truck across the border to Lviv, Ukraine, to be distributed to civilians and soldiers in need. The humanitarian aid was generously donated by community members, civic organizations, and area businesses during a March 12 collection drive held at three Cardi’s locations in Rhode Island and Massachusetts.

“We are touched by the overwhelming outpouring of support from our Southern New England neighbors, friends, businesses, nonprofits, and cities and towns, who have generously donated humanitarian aid to help ease the suffering of the people of Ukraine who continue to endure hardships brought about by the Russian invasion of their homeland. Collecting supplies and monetary donations is just one small way we can help,” said Peter Arpin, President of Arpin International Group.

Arpin International Group, in collaboration with Cardi’s Furniture & Mattresses and other community partners, promoted the March 12 humanitarian aid drive across broadcast and social media outlets. Volunteers helped unload cars and trucks and then transferred the supplies into trailers — normally dedicated to moving household goods and personal effects — into a convoy of hope.

To read more [click here](#)



Arpin Charitable Fund, Inc., a/k/a Arpin Strong, Raises \$5,615 In Its Second Annual 5K Run & Walk Event for Charity.

Arpin Charitable Fund, Inc., a/k/a Arpin Strong, announced its Second Annual 5K Run & Walk for charity raised \$5,615. Proceeds from the event benefitted the Global Institute For Transformation (GIFT), a Connecticut-based nonprofit. GIFT connects under-resourced populations with businesses that provide them with technology, smart farming, and renewable energy programs. The Village Link (TVL), based in California, works to provide equitable access to quality education and healthcare and build self-sustaining communities in rural Sierra Leone.

This Memorial Day weekend was truly memorable for us as Arpin Strong held its Second Annual 5K Run & Walk. More than 100 running enthusiasts from the Americas, EMEA, and APAC regions competed in the race in person or virtually. In addition, Cardi’s Furniture and Mattresses donated \$2,000 in gift card prizes to the winners in several categories. We congratulate and applaud all participants for their energy and passion for helping others.



To read more [click here](#)



CAP Worldwide
SERVICED APARTMENTS

CAP Worldwide Welcomes experienced industry professional Dan Woodburn to the expanding CAP Brand Partnership Team

CAP Worldwide Serviced Apartments (CAP) is excited to welcome Dan Woodburn as EMEA Brand Partner Manager working in the CAP Brand Partner Management team led by industry veteran, Clare Ace.

Dan joins CAP to provide further depth and knowledge to the expanding global management team, supporting the company's expansion and client growth and demand globally. He brings over 15 years of experience, having started his career within the serviced apartment sector at Citybase for 8 years, with the Mike Burton Group for 5 years, and is joining CAP from Suitehub.

Jo Layton CEO says 'This recruitment is a strategic decision to ensure that CAP remains at the 'tip of the spear' in ensuring we always access the best, sustainable, diverse, safe, secure, clean and legal operators and accommodation across the globe in a fast-changing global landscape.

She continues 'Dan was invited to join the CAP table due to his calm but highly passionate approach, out of the box thinking and high industry sourcing. He is a natural fit for our business and he will work collaboratively with our clients needs and our incredible brand partners to always provide the best possible experience for our clients'.

Andrew Hopgood, COO adds 'Dan has a great proven track record in the industry, bringing with him a drive for service excellence and traveller care, client support, sustainability and service.



To read more [click here](#)

Apartool: Corporate Housing Solutions for EURA members

In Seville we had the opportunity to strengthen our relationship with leading relocation agencies from markets in which we are currently present, such as Spain, Portugal, France and Germany, as well as Switzerland and the Netherlands. We demonstrated the great value that we bring to the sector by quickly finding temporary corporate accommodation options, as well as by taking care of all related tasks of the confirmation process, freeing up the workload of these professionals.



"It was very gratifying to listen to the main voices of the relocation agencies and discover their concerns." Marc Vilar, CEO of Apartool, talks about his experience at the event. "One of the great challenges this sector has always had is to maintain efficiency while providing a large number of services such as visa issuing, movings, medical insurance, assistance to the relocated workers and their families, etc."

For many relocation agencies, it's important to consider outsourcing certain services, such as the temporary accommodation in order to achieve the success of projects. In the words of Albert Cerezo, Business Development Director, also present at the event alongside Aleix de Castellar, CFO & Global Strategy; "For Relocation Agencies, the search for temporary accommodation is practically a headache. That is why Apartool positions itself as a strategic partner that allows them to focus on the services where they can add the most value".

[Apartool](#)

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SEVILLE 2022

reset
revive
thrive



COSTA RICA BY THE NUMBERS

104

Protected reserves
and national parks

5,000,000
Population

5:45am

Sunrise time 365 days a
year

11,259 feet
Height of Irazu,
Costa Rica's tallest
volcano

95%

Of the country's
energy derived
from renewables

5th
Most
environmentally
friendly country
globally

2,000,000

Tourists annually