



**EU-US Privacy
Shield
Invalid...**

***What Does This
Mean for
Mobility? P17***

**Plus: Learning in Lockdown
The huge "Class of 2020"!**

★ **EURA**[®] FALL FORUM

September 30th - October 2nd

Full details on the website



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The EuRApean

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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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Save the Dates!



EuRA Fall Forum - October 1st & 2nd Online
ARP Awards & Christmas Lunch - 4th December
EuRA International Relocation Congress 2021 Seville
March 23-26
2021 USA Reception Chicago
October 21
EuRA International Relocation Congress 2022
April 26 - 29



Notes from the Editor



Where do we find ourselves in the summer of 2020? In a VUCA world made more real than we could've imagined six months ago. However our amazing industry continues to support people in times of transition and uncertainty and is performing a role more

important than ever before in its history. I have been so privileged to have interviewed many of EuRA's amazing members across the world and the dedication, professionalism and spirit to serve and support has been not just a source of strength for their clients, but for the teams themselves. As you will read in the many submissions we've had from members talking about how they have coped, what they have been doing, how they have supported their teams, colleagues and competitors around the world, it becomes clear that connections have been such a vital tool in keeping us focussed, safe, well and sane.

As we all adjust to the temporary new ways we must now live and work, we're all starting to take stock of the lasting impact of Covid-19.

Living with uncertainty works for some better than it does for others. I interviewed Alex Brits of InTouch based in Johannesburg and she eloquently spoke of how she is able to live with uncertainty quite well and plans around the unknown. For many of us this is a skill we aren't so proficient at and I for one am having to learn new ways to live with not being able to plan every aspect of my life! As the saying goes, men plan, God laughs.

Many members have told us how valuable they found the decision we took to waive all fees for the MIM and MIM+ Programmes during the global lockdown. The take up was phenomenal with over 1000 people signing up to study. We congratulate all of the graduates later in the issue. Now we face the challenge of increasing the numbers of modules in the programme as so many people have now completed everything, gaining their MIM, MIM+ and Coaching Approaches in Mobility Certifications.

As we start to emerge from the lockdowns, and in some places start lockdowns again, there is still a great deal of uncertainty about when life will return to how it was, if it ever will. Here at EuRA we have been making significant cuts to overheads and salaries in order to divert funds further into member services. We are closing the office and working from home like many many organisations around the world. We will be running the Fall Forum at no further cost to

anyone who graciously accepted a credit note against the 2020 conference in Seville being postponed to March 2021. We are looking at investing in new research projects to assess how our industry is coping and what the future will look like. We are collaborating with our industry partners all over the world in how we can best serve and represent the best interests of members.

Most importantly as Tad says in his CEO report to the members, never before have the services our industry deliver been so important to the well being of the globally mobile population. EuRA will do all it can to continue to promote, support and advocate on behalf of members as a true not-for-profit organisation. At the core of what we do is providing as much value as we possibly can without increasing members costs.

We are running twice monthly briefings at no cost, sharing knowledge across our membership on diverse contemporaneous topics. Our brilliant Strategic Consultants are working on new projects and we are looking at ways to increase the value of EuRA membership with new options to simplify compliance across the supply chain. If you have ideas on what we could do further to support you, please to let us know!

Dom Tidey
Managing Editor

Last year myself and a focus group of members undertook a day of training led by the brilliant Vassilis Chantziaras of TCO International on working in a VUCA world. We learnt a great deal about the whole concept of VUCA which was new to me and which means working and living in a world where volatility, uncertainty, complexity and ambiguity are prevalent. The concept was first put forward in 1987 and was based on the leadership theories of Warren Tennis and Burt Nanus which they worked on for the US Army War College following the break up of the Soviet Union. In my life and career we have seen many existential threats to our ways of working and living but arguably never more so than over the past six months. Being able to tolerate volatility, uncertainty, complexity and ambiguity has to be part of the mindset of every leader and manager and negotiating the VUCA world to find new ways of working and thriving is key to how we move forward right now.

I have said many times how impressed and humbled I am by the responses of the brilliant EuRA members over the years to the challenges that face our industry, from the rise of AI which was the hot topic of the past few years, to major changes in assignment patterns which led to changes in service delivery and processes.

But right now, in the conversations I'm having with our members, I'm hearing the most amazing examples of creativity and flexibility in how they are serving their clients. Never more have corporations needed the expertise of their partners in mobility to help their people to move, adjust, be safe and settle in a new location. Let's face it, we all knew how much of a challenge the immensity of that life change is to assignees and families in the best of times, but when dealing with a new culture for the first time during a global pandemic, the true nature of the impact of VUCA on us as individuals becomes clear. Especially to the people helping them to settle. The challenges our clients face are huge right now but our industry is responding in a way that proves the immense value in working together as partners, not as client and supplier.

We all hoped that by now, we would be on the path to normality again and in some places we are. In others such as the US and Australia, it's two steps forward and one step back. Here in the UK we are facing localised lockdowns as spikes occur in infection rates. Restrictions continue to affect our day to day lives and we live with the uncertainty of just when we will be able to get back to normal life. But in our industry generally, things are beginning to move, companies are reinstating planned moves and as borders and bureaucracies begin to open, mobility is starting to resume. But I know that many EuRA members are under pressure and many more can't resume their activities for the time being.

We are doing what we can to support members but we need to hear from you. If we can help, please tell us. If you have an idea as to how we can better serve you, get in touch. We have cut salaries and hours, are closing the office this month to save money so that we can continue to develop and implement more services for members.

We are holding a small virtual event in October, the EuRA Fall Forum and everyone who is signed up for Seville 2021 is automatically signed up at no charge. The App will go live in the next couple of weeks and we are actively seeking ideas for our live and recorded online sessions. We have had a great response to our call for session submissions and the programme is really coming together. Dom and our SC for Intellectual Content Peggy Love will be working with the moderators to deliver a few great days of sharing and learning.

We are currently working to delay the Seville conference until the end of May/start of June as we feel that the more time we can give for the pandemic to abate, the more likely we are to be able to meet as a big group. As I'm sure you would agree, the more time we can allow for effective vaccines and treatments to be made available, the greater the chance that we can meet safely, but believe me when I say on behalf of everyone at EuRA, we are so missing our brilliant members and delegates!



[#eurawillbetgetheragain](#)

Thanks to the wonders of Zoom I am in regular contact with our industry colleagues at WERC and CERC and we will be discussing during the Forum how we can best help our members all over the world over the coming months.

In the first week of March we made access to all the certifications in the MIM programme free for all members and all of their teams and we had over 6900 modules studied by over 1000 new students. We are still calculating the numbers of new MIM and MIM+ graduates but the numbers are amazing and I have to thank all our Academy trainers and my team for their work in coordinating this big project. The modules all remain free to all members but we are now charging again for the certifications but we will be looking closely at this over the coming months. I am delighted that Dom and our SC for Education Carmelina Lawton Smith are working with trainers to add more modules to the MIM+ programme looking at Culture and Unconscious Bias, Collaboration in the Next Normal and we are working on a specific immigration modules. If you would like to develop a module please get in touch! Now more than ever, we need to collaborate with each other to spread the incredible knowledge of our industry. We are also working on a monthly series of EuRA Briefings and again, if you have a topic you'd like us to focus on, let us know!

Stay well, stay safe and stay connected,

Tad



Dear Fellow
EuRA 'Family'
Members,

In spite of the
Corona Crisis, I'm
feeling grateful
these days - can u
guess why?

One of my dreams for EuRA is coming true. There is a lot of people GENERATING RELOCATION RECOGNITION!!

It warms my heart to see the amount of valuable global intelligence being shared via social media, exemplifying our industry value.

The explosion of EuRA émissions on YouTube, thanks to our clever COO & Zoom Master, Dom Tidey, is unprecedented. Don't miss the new "EuRA Briefings - Knowledge Worth Sharing" live broadcast events on relevant topics which you can sign ups for at no charge - just keep watching the EuRA Bulletins and social media channels for details.

Others are following suit with podcasts, LinkedIn Live, webinars a go go. It's fantastic and may it continue on the other side of our strange situation.

As we push ourselves to overcome the negative, it's reassuringly hopeful to see the compassion and resilience of our EuRA family.

Let's stay focused on the positive, connected and keep looking to cease opportunities that are sometimes hidden to the naked eye.

Remember that you can help EuRA Generate Relocation Recognition by sending your short story and /or anecdotes to:

president@aura-relocation.com

for our Ebook.

I look forward to hearing from you and seeing you at our EuRA Fall Forum on 1 & 2nd Oct!! If you would like to take part in one of the live sessions, or organise a session the theme for the event is "Brilliance & Resilience".

Full details are on the event webpage - <https://www.aura-relocation.com/event/aura-fall-forum> and also to echo what Tad said in his Report, we do face costs for the event and we are not charging any Seville 2021 delegates so if you would like to get some relocation Recognition, sponsorships are available from just €250!

Kind Regards,
Michèle

president@aura-relocation.com

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

Klippa Relocation - April-20

Bright Expats - March-20

Newly Recertified

Nestlers Group
Global

Donath Moving &
Relocation

Keller Relocation

Prime Relocation
LLC

Schmid Relocation
GmbH

Expatriation AS

Auris Relocation AG

Settle Service

Copenhagen
Relocations

Professional Relo

IOR

Online Training

There is a full module in the EuRA Academy

Free to all members. This module of three 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.

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>

Introduction to the EGQS

Watch the film



Coaching Approaches in Mobility

All Programmes Now Online

Nine years ago, EuRA, in partnership with Oxford Brookes University (OBU), developed a coaching programme for relocation professionals. We assembled a crack team of members from across Europe to bring their relocation expertise to developing a syllabus that we hoped would appeal to relocation professionals helping people from all over the world to manage change by working one to one with enhanced skills.

For many years we have focussed on the vital importance of working with intercultural skill and sensitivity but the rationale behind this programme was to look less at the macro cultural factors and more at the individual human. Bringing coaching knowledge into the intercultural mix enabled us to deliver a skill set that helped the professional help the assignee and family to look at their own choices and their reactions to change.

Our brilliant, now Strategic Consultant for Education, Dr Carmelina Lawton Smith was at the time, head of the International Coaching and Leadership faculty at OBU and developed the programme with the EuRA focus group.

Nine years later and we have

transferred all 12 modules into the online EuRA Academy and all Programmes are online and free to access for all members.

We are however now charging again for access to the quizzes and for the certifications, but it is still only €50 per programme and for any other modules in the Academy.

Each Programme consists of three distinct Modules looking at different coaching skills and how they relate directly to the relocation process.

Programme A

Module 1 - Introduction to Coaching and the GROW Model

Module 2 - Coaching Skills

Module 3 - Transactional Analysis Part One

Programme B

Module 4 - Roles & Responsibilities

Module 5 - Giving Feedback and Challenging Supportively

Module 6 - Learning

Programme C

Module 7 - Handling Change

Module 8 - Emotional Intelligence

Module 9 - Positive Focus

Programme D

Module 10 - Transactional Analysis 2

Module 11 - How Not to Start and Argument

Module 12 - Cultural Competences and Personal Development

All modules are free to EuRA Members in the EuRA Academy



Dr. Carmelina Lawton Smith
Primary Trainer
EuRA Strategic Consultant
Education
[carmelina@eu-ra-](mailto:carmelina@eu-ra.org)





Learning in Lockdown; The Class of 2020

From the start of March until the end of July we offered all members and their teams free access to all the quizzes in the EuRA Academy, meaning they could get their Managing International Mobility (MIM), MIM+ and Coaching Approaches in Mobility Certifications 100% free of cost.

As ever, the amazing EuRA Members rose to the challenge and up to July 24th when we closed the Academy to free certification, over 10,500 modules were accessed by over 1300 new Academy Students. On these pages are just some of the amazing new MIM, MIM+ and CAM graduates who sent us their pictures holding their

certificates. There are of course many more and a full list of all the graduates at each level will be on our website very soon.

The member company with the most Academy Graduates is...

Dwellworks!
Congratulations!





EUROPE (not) in Sevilla
this year with lovely family at home,
next year with you in Sevilla!
*Sonia Meier BECOMELOCAL Switzerland



Feature:

“The Role of Wellness in International Assignments” - New White Paper

Rob Fletcher - Heart Relo



The world is experiencing a once in a lifetime phenomenon the likes of which will bring about significant changes. For example, the Spanish Flu pandemic a 100 years ago contributed to the changes we see and enjoy in the areas of social security and medicine particularly. One of the frequently discussed topics during Co-Vid19 is mental health and well-being. Is the world going to be a “nicer” place to live in when the virus is finally brought under control? From a mobility perspective we ask the question; Does the “wellness” factor have a role to play in a successful assignment? Research would indicate that it plays a fundamentally important role in determining the success of an assignment on both an emotional and commercially.

However it is not just the wellbeing of the assignee that should be considered but also that of any accompanying family member as each member of a family unit has an effect on the others and an unhappy child will impact the assignee and their ability to focus on work as much as a stressed and unfulfilled partner. Often it is seen that relocation policies do not have any structured approach to wellness beyond their regulatory duty of care elements which, in the main, focussed on the physical health rather than the mental health of an assignee. In fact, it might even be worse because when organisations are looking to control the costs of assignments the first things to be sacrificed are the “softer” services such as partner/ spousal support.

Using the Holmes Rahe scale it can be calculated that the combined stress elements of an assignment, whilst in isolation, represent small stress impact events, when combined, can very often surpass a score of 400 against a scale that suggests anything over 300 indicates a high risk of stress related illness. This is borne out by research carried out by Heart Relocation in which 100% of the assignees interviewed as part of the research indicated that they felt that both work and home life were more stressful when compared to their home location. More impactful was that 60% of respondents indicated that the increased stress levels were having a detrimental impact on both their home and their work. The respondents often used words

such as guilt, isolation, overwhelmed, exposed and loss to describe their experience.

100% of respondents felt that the level of support provided by their company fell short of what they felt they needed. To be clear, this was not a direct criticism of policy but more about the types of support they

company wants to ensure maximum engagement and delivered ROI results:

1. Don't approach assignment as a "one size fits all" exercise. Develop a policy with elements that enable you to reflect an individual family units' requirement as part of the design of the

members so that they feel more engaged and invested in the journey.

Wellness is clearly a critical success factor for any international assignment and is often overlooked as part of the overall support of the assignee and their family. How companies' approach and support wellness is also becoming a key element of how employees judge and engage with those organisations. Making wellness a key element of the package of support provided to assignees and their families will deliver significant benefits to companies in terms of employee engagement, productivity and overall assignment success.



felt they wanted and in particular the level of support (or more often the lack thereof) for the accompanying family, beyond the needs of the assignee, was a frequent cause of stress.

In the words of a senior assignee who had relocated frequently; ""First 3 months was really uncertain - 'I love it I hate it' feeling - doubt all the time , not giving 100% to your job, husband and kids aren't settled and that distracts from the work".

There are 5 key elements that should be considered as part of any relocation package if the

- support package
2. Be flexible, invest time to understand the specific needs and flex the policy around those needs.
3. Be innovative in the way you envision helping your assignee and look at services and support in areas such as networking, counselling and coaching not just for the assignee but their family members too.
4. Don't be afraid to discuss the emotional needs of an assignee and their family as much as you support the physical elements of their relocation.
5. "More is more", make you programmes accessible and engaging for accompanying family

You can
download
your full
copy of the
white
paper here

EuRA's YouTube Channel

#euravlog

Since March we've been connecting with our amazing members all over the world as well as running a new series of online sessions, "EuRA Briefings - Knowledge Worth Sharing" and all of the sessions from our "Not-in-Seville Get Together" as well as the upcoming "EuRA Fall Forum" sessions.

EuRA Briefings:

- [Updates to EuRA's Legal Guides](#)
- [Expat Tenancy Management](#)
- [Adaptability & Expectation](#)
- [Risk Management & Liability](#)
- [EU - US Privacy Shield Declared Invalid](#)

You can watch them all on our [YouTube Channel](#)



EuRA - the European Relocation Association

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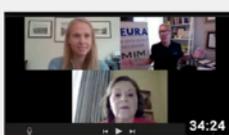
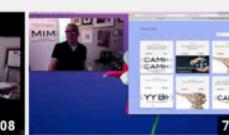
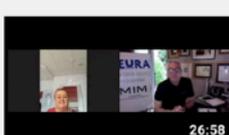
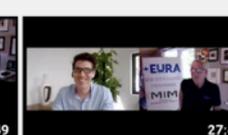
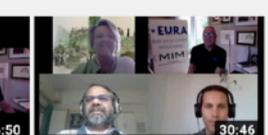
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EuRA's Social Media

#euravlog #euraintercultural

#eurawillbetgetheragain

We have been working hard to increase online recognition of our industry through our social media presence.

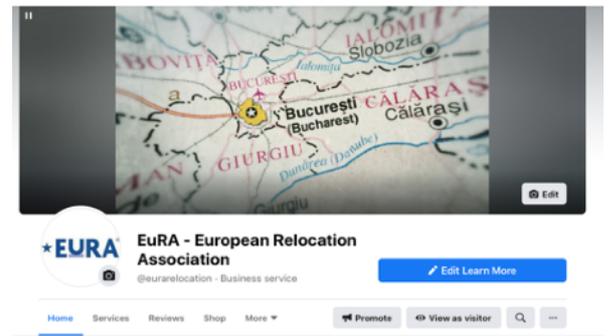
On LinkedIn we have a feed page, the "Official EuRA Members Group" our "Legal Peer to Peer Sharing" Group and an "EGQS" Group. We post links to all our briefings and interviews on LinkedIn, the EuRA Facebook Page, Twitter and Instagram.

If you have anything you would like to share please go right ahead! The more we can share, acknowledge and highlight the amazing work of our industry all over the world, the better we can create recognition!

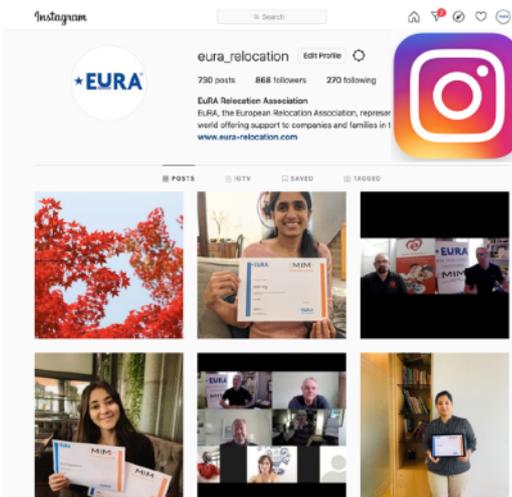
Please follow EuRA's presence all the links are below!



<https://www.linkedin.com/company/aura>



<https://www.facebook.com/eurarelocation>



https://www.instagram.com/aura_relocation/



https://twitter.com/EuRA_Relocation

All Things Legal

Summer 2020

As we slowly emerge from various stages of “lockdown”, across the world, we all hope that relocation activity will soon revive and that we can lead and adapt our businesses to flourish in the new market conditions that lie ahead. Whatever the “new normal” that awaits us, compliance issues will continue to require attention. EuRA is committed to the task of informing and educating our members on all aspects of compliance which affect the relocation industry as we move into a new era.

In this edition, I touch on a variety of legal “hot topics”, including:

- Insurance
 - Are you covered for relocation business risks?
 - Business interruption claims during the pandemic
- Data Protection
 - EU-US Privacy Shield declared invalid
 - Family photos can breach the GDPR!
- Employment
 - French employee compensated for boredom!
 - Do your employees have a legal right to work from home?

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.

Insurance (1): are you covered for relocation business risks?

On 15th July, EuRA held a briefing on Risk Management & Insurance. This was held in parallel with a survey of EuRA members on insurance and claims experience. So why is this an important topic for relocation businesses?

The starting point is to be clear about what we mean by “risk management”. I see it as three steps for a business:

1. **Identifying** the specific risks to your business: these will include internal risks, such as employee errors in service delivery; and external risks, such as loss of a major client or the type of business interruption we are all currently experiencing as a result of the pandemic.
2. **Assessing** the potential impact of these risks: the likelihood of a risk occurring and the potential cost to your business.
3. Taking steps to **manage** the risks which could damage your business.

Risk management is wider than “legal compliance”. For relocation businesses, compliance is centred on service contracts and on laws relating to data protection, anti-bribery, money laundering etc. In other words, legal compliance is about things that a business must do or must not do. By contrast, risk management is not about eliminating all risk whatever the cost – it is about awareness and sensible management of risk.

Traditionally, relocation businesses have managed internal risks by implementing robust processes containing checklists and diary systems. Over time, these manual systems have been incorporated into case management software. Manual or automated, these processes need to be supported by staff training and by clear “terms of engagement” with clients.

So where does insurance fit in to the management of risk?



Gordon Kerr
EuRA Strategic Consultant Legal
gordonkerr@gklegal.co.uk

Just over 80% of EuRA members who participated in the recent insurance survey have taken out professional indemnity (PI) insurance. A slightly smaller number carry cyber insurance. In terms of claims experience, PI claims have related to a variety of risks, including errors in checking rental agreements, incorrect advice to customers and missing key dates. Cyber claims have covered victims of “phishing” and data hacks, and follow-up consultancy costs.

It is clear that insurance is now a key part of risk management for relocation businesses.

Against this background, EuRA is currently exploring with Clements Worldwide, insurance brokers, how members can be provided with PI and cyber cover, which is cost-effective and relevant to relocation services.

At the recent EuRA briefing, representatives from Clements explained how PI cover operates, including the

important point that cover includes the potentially crippling legal costs of defending a claim. There was also discussion on the benefits of having a combined PI and cyber policy, avoiding any gaps in cover.

More information will follow on this initiative as discussions with Clements Worldwide proceed.

Insurance (2): business interruption claims during the pandemic

A UK court is deciding whether thousands of businesses should receive insurance pay-outs for damage caused to them by the coronavirus pandemic. Insurance companies are claiming that business interruption policies do not cover pandemics. A judge will decide on the correct interpretation of 17 different business interruption policies, but the ruling could affect up to 370,000 businesses in the UK alone.

Following the lockdown, most businesses had to close their premises, and many looked to their insurers to cover losses through their business interruption policies. However, many insurance companies disputed the claims, arguing that the policies were never intended for losses caused by government-imposed lockdowns. Hundreds of companies complained to the UK financial ombudsman, leading to this court case. Eight major insurance companies are involved and the stated purpose of the case is to provide "clarity and certainty for everyone involved in these business interruption disputes, policyholder and insurer alike".

Business owners have been frustrated to find that their business interruption insurance will not pay out. After all, their business was interrupted by the coronavirus pandemic, as the lockdown stopped them from using their premises, for example.

But according to the insurance industry, most business policies do not cover pandemics, as the level of risk involved would make premiums unaffordable. Most small business insurance

policies will only focus on property damage and only have very basic cover for business interruption.

The court is expected to issue its judgement in August. Whatever the decision, it will be helpful for business owners and for insurance companies to finally obtain clarity about what a business interruption policy does and does not cover. EuRA will update members when the judgement is announced.

Data Protection (1) EU-US Privacy Shield declared invalid

On 16th July, the European Court of Justice (ECJ) ruled that the EU-US Privacy Shield is invalid. The Privacy Shield was introduced in 2015, following agreement between the

European Commission and the US Government, and allows businesses to move personal data freely from EU countries to the United States. The now illegal agreement is used by tech giants such as Facebook, Google and Amazon, as well as by almost every large company in the EU, for their transatlantic data transfers. In the context of the relocation industry, most US-headquartered relocation companies use their Privacy Shield accreditation to allow personal data on assignees and transferees to be held in central servers located in the US.

The ECJ's reason for the decision is that the privacy rights of EU citizens are not adequately protected when their personal data is transferred to the US under the Privacy Shield. There has been a long-running argument, led by European privacy activists, about American national security and surveillance policies, which allow US security agencies greater access to personal data than that allowed in EU countries.

So, what does this mean for relocation businesses? Unfortunately, there is bound to be some disruption, as RMCs which have relied on Privacy Shield accreditation, now need to put in place alternative legal wording in all contracts which cover data transfers to the US. European DSPs can expect to see a flurry of requests for contract amendments to be signed. In legal terms, RMCs will have to incorporate EU "Standard



Contractual Clauses" into their service contracts with clients and suppliers.

It seems likely that companies will be given a period of grace to sort out these new contractual arrangements and it is theoretically possible that the EU Commission and US Government could agree a new form of Privacy Shield which satisfies the ECJ's objections. But the US Government is hardly likely to reform its



national security and surveillance legislation in pursuit of an EU data transfer agreement, so it is difficult to imagine what a new agreement could look like.

The fall of the Privacy Shield also complicates an already difficult process for the UK in seeking a "data adequacy" decision from the EU before the Brexit transition period ends on 31st December. If the UK is not formally recognised by the EU as a safe haven for data transfers, there could be huge disruption to EU-UK data flows from January 2021.

This legal decision has the potential to create admin headaches for businesses across our industry. When the full implications of the decision have been digested by national data protection authorities, we should see specific

recommendations emerging on the best way forward for international businesses.

EuRA will monitor these developments and keep members up to date on new "best practices" for managing data transfers.

Data Protection (2) - Even family photos can breach the GDPR!

A court in the Netherlands has ruled that family photos can be protected by the GDPR.

The ruling required a woman to delete photographs of her grandchildren that she posted on Facebook and Pinterest without their parents' permission. It ended up in court after a falling-out between the woman and her daughter. The mother of the children had asked several times for the pictures to be deleted.

The interesting point about this case is that the GDPR does not apply to the "purely personal" or "household" processing of data. However, the Dutch court ruled that the exemption did not apply because posting photographs on social media made them available to a wider audience.

The woman must remove the photos or pay a fine of €50 for every day that she fails to comply with the order, up to a maximum fine of €1,000. If she posts more images of the children in the future, she will be fined an extra €50 a day.

The ruling suggests that we all need to consider the privacy rights of friends and family when we tweet or post photos. If someone asks for a photo to be removed, their request should be respected.

Employment (1) - French employee compensated for boredom!

Under French law, employers can be sued if they make their staff work too hard. Now businesses are being told that they cannot allow their workers to get bored either!

The appeals court in Paris has upheld a claim by a man who said he had so little to do in his job with Interparfums, the luxury perfume maker, that his health deteriorated. Frédéric Desnard was awarded €50,000 in damages after the court ruled he had suffered from "bore-out". Unlike burn-out, which results from overwork, bore-out is defined as a "syndrome of boredom at work and a source of strong suffering that can lead to depression."

According to Mr Desnard, he was put in a post with little to do. "No one cared if I arrived at 9am or 10am. I had to buy some supplies – a few sheets of paper – and then my day was over."

He described the situation as a "daily humiliation". He said boredom led to a nervous breakdown, which caused him to take seven months off work and resulted in his dismissal in 2014 for a "prolonged absence". The court backed his claim, ruling that Interparfums had inflicted upon him "boredom and a lack of activity" which amounted to a form of harassment.

Bore-out may be more common in France than elsewhere in Europe because French employment laws make it difficult to dismiss employees whose posts become redundant through economic or technological change. Many are sidelined or "cupboardised" to use the French expression. They remain on the payroll but are given little to do in the hope they decide to resign.

This court decision means that French businesses now need to ensure that staff are not overworked or underworked. It will be interesting to see if courts in other European countries adopt a similar approach.

Employment (2) Do your employees have a legal right to work from home?

One aspect of the pandemic which is likely to have a long-term impact on business practices is a huge increase in the number of employees working from home. In most European countries, homeworking was a legal necessity in the battle against the Coronavirus. For many employers and employees, this forced experiment in new working practices has been a huge success. Employers see the potential for savings in office rents, while many employees are happy to forego the daily grind of commuting.

This raises an interesting question for governments: should employees be given a legal right to work from home?

So far, only Finland has gone this far. But now Germany has announced plans to introduce a legal right to work from home after the pandemic. Employment legislation is to be tabled this autumn making Germany and Finland the only countries in the world to have the right to home-working enshrined in law.

According to Germany's labour minister: "Everyone who wants to and whose job allows it should be able to work in a home office. We are learning in the pandemic how much work can be done from home. We want to enable more home working, but not force it. People will have the right to work entirely from home or for one or two days per week."

According to German government figure, the number of people working from home has more than doubled to eight million, from 12 per cent to 25 per cent of the workforce.

It will not be surprising if other European countries soon follow in the footsteps of Finland and Germany on this issue.

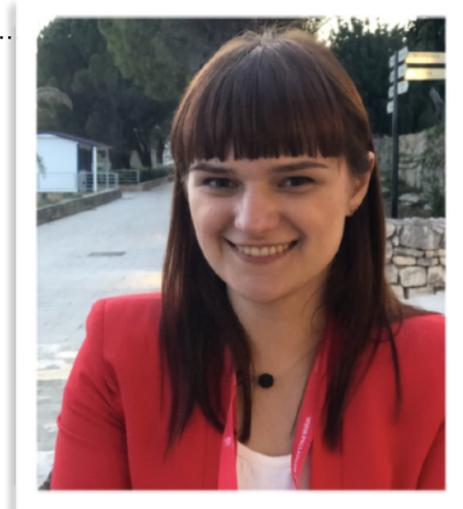


The Legal & Tax Report is produced for The EuRApean by Gordon Kerr, EuRA's Strategic Consultant - Legal Services. Gordon can be contacted at gordonkerr@gklegal.co.uk.



ABEA Relocation - Thanks to Quarantine

By Svitlana Mozharivska, Head of Legal Department ABEA Relocation



We want to thank the quarantine! Yes, you heard it right. We would really like to thank the quarantine, because it underlined and highlighted everything that was hidden behind busy schedules, eternally important and urgent tasks.

We are grateful to the quarantine for revealing ABEA team:

- People who are ready to do more than it is written in the job descriptions.
- The team that works under any circumstances!
- Professionals who always find opportunities and creative solutions.
- People who understand that the purpose of work is not just a job or profit. The essence of work is humanity. Despite everything, we always remain human. ABEA is a strong point of support for each of our clients. Erich Maria Remarque said, "Dark times always reveal good people". And he was right!

We are grateful to the quarantine for our customers: those who remained, those who returned, and the most importantly - the new ones, who immediately appreciated strength and power of ABEA. Thank you for calling and writing, thank you for being interested and challenging. Thank you for getting into situations when hair stand on end, when we get goosebumps. As a result, there are a lot of interesting stories for office parties.

Metaphorically, quarantine is like a huge thunderstorm in the middle of a race. There are participants who get depressed and do not keep going. There are participants who stand still, constantly looking when the rain is over. Anyway there is a third type, which actions are correspond to our methods - to assess the chances, to understand how to use time efficiently, what to improve, where to adjust and optimize. Eventually when the rain stops, we all go on the track again. ABEA will be beyond compare.

ABEA converted communication to online format - timesheets, performing individual tasks, authorization of new cases, invoicing, mentoring. Everything was online and now it will take less time to process. The quarantine gave time for non-urgent tasks - seminars, trainings, schools. Each of the employees gained additional knowledge and skills that will make their work more professional.

We could not leave our clients without support and attention. We always kept them updated and began to conduct seminars through the network. Digital communication saved us in difficult times. Moreover, Zoom did not bypass us. Meetings of the departments and the company took place systematically, now only through the screen.

No wonder it is said that hard times give birth to strong people. Strong people create good circumstances. Quarantine, thank you for making ABEA stronger. Thank you for proving that despite distance ABEA is always near!

Everyone will remember this quarantine in different ways.

ABEA will remember quarantine as a rather difficult period - when there was minimum of new orders, when most government offices were closed, when all employees were at home, when all operational and administrative tasks were online. When ABEA was almost the only relocation company who did not find excuses, but opportunities to work during quarantine.

Employees will associate quarantine with new challenges: how to reach a government office that is closed for quarantine; how to sew a mask for a forgetful client using improvised tools in the corridor of the migration service; how to fix the Internet for a client, if all repairmen are self-isolated.

We will associate quarantine with new knowledge and skills: schools, seminars, trainings, webinars, live broadcasts. All ways of getting new information were useful. We will remember the regular Zoom-calls. Quarantine did to influence on our meeting schedule and discussions of the news.

Customers will associate quarantine with care. They always had somebody to call, talk and complain to. There was someone to consult and someone to rejoice with. We, ABEA, were in charge of food delivery, finding planes to fly

back to the countries of citizenship, finding a repairman to fix windows, buying new furniture, extending validity of documents, explaining situation to a police officer who stopped the client on the street.

Thank God, there are relatively few accidents of disease in Ukraine. Searching for hospitals was just to be safe. We are grateful to our customers who take care of themselves, stay at home and wash their hands thoroughly!

We wish that the quarantine stayed behind and only its stories remain in our memory. Positive or negative - everyone will decide by themselves.



EER - Executive Expatriate Relocations

It is hard to find the right words to describe the last few months. Never before has our global society been so vastly impacted and irrevocably altered by a single crisis. The spread of Covid-19 has destroyed lives and decimated the financial stability of individuals, companies and countries. Even in locations taking the initial steps towards 'reopening', our everyday reality is constantly evolving personally and professionally. Businesses across every sector and industry have experienced immense change, both positively and negatively, and it is vital that as many as possible are able to succeed to keep our economy moving forward. That is why it is so important to take the opportunity to assess how challenges were faced, evaluate the benefits of certain approaches and learn valuable lessons for the future. Companies of every size have a responsibility to look back objectively so that they are in the best position to adapt and secure their business continuity for the future.

Here in Dubai the journey towards reopening is very much underway, with non-essential locations welcoming the public and workers returning to offices. At EER we felt that this was an ideal time to share our experiences of operating during a global pandemic and the lessons we learnt about how to survive, and potentially thrive, as an organisation.

Determining the Reaction

Like many businesses, word of the pandemic spreading went from casual conversation to game-changer in an extremely short period of time. At EER we had an existing business continuity plan that covered a variety of eventualities, but we quickly recognised that this was going to be unlike anything anyone had seen before. Our priority was to utilise our experience to plan effectively as quickly as possible by focusing on the three A's; Agility, Action and Anticipation.

Agility: We needed to ensure we could adapt quickly to directives or restrictions, in multiple locations, not only for our own employees, but also for our clients.

Action: Plans needed to be implemented quickly and effectively, through efficient operations and clear communications.

Anticipation: Once the shape of the pandemic began to be known, it was easier to anticipate potential outcomes and prepare for a range of options, as well as what would need to be provided in the future.

The key element that facilitated our plan of action was the synergy between our management team. We were extremely quick off the mark when it came to discussions, strategizing and implementing agreed proposals. We knew from the start that our ability to act fast could end up being utterly crucial. It was vital that we had the plan and resources to protect our employees and enable them to continue to service our clients during this extremely difficult

period. The management team had daily calls to ensure we were always able to assess relevant updates and could make quick decisions to benefit EER, our team and our clients.

One Step at a Time

The first thing the management team did was to review our budget from top to bottom. It was evident that the impact of the pandemic would be far-reaching and therefore our ability to maintain business continuity would require a lean approach. We needed to prioritise the essential elements as much as possible, which unfortunately resulted in letting go of three employees. Having structured our operations to work within a four-day week, we also adopted a small salary reduction that was applied equally across the organisation, including management, whilst our owner took a 100% pay cut for the duration of the crisis. By incurring sacrifices as early as possible, we aimed to maintain a level of financial stability that would outlast the pandemic. usage of these resources so that every client could feel the benefits.



To read more [click here](#)

www.eerme.com

Elite Woodhams Relocation

Creativity Killed Corona

Well, unfortunately it didn't, but I have no doubt that having a creative mindset

has significantly helped our survival in this tumultuous time. Traditionally, being 'creative' meant being good at art or an instrument. How many of us were told we weren't creative at school because we couldn't draw? Creativity isn't about exceptional talent, it's about seeing possibilities not limitations, reframing the way we think and spotting opportunities as they arise.

These have been extremely scary times for our industry and the future may look uncertain. However, recognizing and accepting what is and is not in my control allows me to focus on abundance not lack. I cannot control when Australia's border will reopen, but I can control how I think and what I do now.

Humans are incredible in our ability to reinvent, reimagine, improve and rethink.

As the full gravity of the pandemic unfolded, many of us had never been busier (or more stressed): We hastily implemented contingency plans, managed HR issues and ensured the well-being of our staff, all while assisting clients with creative and timely solutions. We rolled up our sleeves and got things done. Assignees caught offshore in numerous countries required on-the-ground support to extricate themselves from a property and pack up their goods; newly arrived families under strict quarantine needed groceries and support while established expats had to remain legal while unable to travel. Never has a DSP been more important. We should be tremendously proud of our resilience, tenacity and self-belief.

After the frightening first few weeks of panic and uncertainty, we found our rhythm working from home and catching up online. With initiations sparse, how could I ensure the team felt engaged and productive? Fortunately, everyone could contribute to the mammoth integration project of building the newly formed Elite Woodhams Relocation (EWR). Whether a new website or IT systems, there has been a huge sense of achievement and satisfaction in creating something new. Knowing that they have contributed to the future success of the business has been a wonderful morale boost.

What about developing a new team spirit for EWR? I found myself with two offices across different states, coming together as one and unable to meet each other. Gone was the idea of a team building weekend! But sure enough, there's nothing like a disaster to bring people together. It's been amazing to see how everyone has bonded whether on "iso walks" or over virtual team drinks.

And when the computer is finally shut down? Quieter times have given all of us pause to reflect and rethink. How often have we said we need to work on the business not in the business? Periods of quiet without distraction have led to new ideas and perspectives. Creativity allows us to see opportunities and consider ideas we might otherwise have pushed aside. Instead of 'why?', we think 'why not?'. Why not expand into uncharted waters? Why not tap into a new sector? We cannot relocate people to Australia, but we can and are to the Pacific nations. We can't bring new assignees together over a BBQ, but we could do a virtual book club.

Kurt Vonnegut once wrote: *We have to continually be jumping off cliffs and developing our wings on the way down.*

This is creativity at its core – we will use our tenacity and resourcefulness to get through this incredibly challenging time and come out flying. We look forward to flying with you.

Anna Kavelj, Elite Woodhams Relocation, annak@ewrelocation.com



The Relocation Consultancy Limited - Face mask, hand gel and a salty breeze!

By Jenny Hogan

When we were contacted by a health worker looking for help finding some short term accommodation during lockdown as she was working at Torbay Hospital at the height of the pandemic, we rose to the challenge.

With hotels either full of key workers or completely closed (and a similar situation with Airbnb) we knew it would be a tricky task and we would need to think outside the box.

With many holiday homes empty and unable to be rented due to lockdown rules, we thought this could be an option.

Having looked into the strict lockdown rules that were in place in March, we realised that it was possible to use a holiday let for key workers as long as there was not any profiteering.

As we had connections in Devon we got to work reaching out to some property managers and appealing to their better nature. After all, this was all about community spirit and helping where we could. The lady in question was a nurse at the local hospital and needed to live separately from her elderly, at risk parents who were shielding, so she could continue to work.

We were fortunate to strike lucky and found a wonderful house on the beach in Teignmouth where the landlady was more than happy to let her stay and do her bit.

Our nurse stayed in the property for 2 months which enabled her to continue with her job helping others at Torbay Hospital whilst keeping her parents safe at the same time.

We also like to think that during the limited free time she had, she could at least take a moment to enjoy the view and breathe in the sea air before facing yet another long shift. In fact she has since advised us that she loved the location so much that she has booked for her parents to stay in the property later in the year as they were unable to enjoy it with her during her stay!

We would like to take this opportunity to thank all the key workers that helped us all get through these difficult times. A virtual clap goes out to them all!



www.therelocationconsultancy.com

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Sgier + Partner GmbH - Covid-19 and the global mobility workforce

The grounding of Business Class

By René Rey - Partner

Working at home will change the world; companies, everyday working life, business mobility, consumption, leisure time, social life and climate change will not be what they were previously after Covid-19.

The future is knocking on the door: less office space, reduced mobility, less traffic, lower CO2, more individualised working, greater self-responsibility, more sustainability, a better work-life balance – these are only a few of the opportunities arising from the crisis.

What a Swiss specialist for immigration and relocation services thinks about the consequences of the current crisis for his industry, the future of individual mobility and the opportunities for new forms of work after Covid-19.

COVID-19 AND THE GLOBAL MOBILITY WORKFORCE

Sgier + Partner supports international companies among others, who for example undertake projects locally at their clients' premises and send their specialists around the globe. They often form entire project teams, consisting of designated specialists from all over the world. The cleverest people are brought together, to solve or carry out their assignments on-site. This can involve deployments lasting a matter of days, but also weeks or months.

Long-term secondments have now become international transfers, where an employee receives a local employment contract in the host country. This is where our services are required: international transfers need precise answers to complex subjects such as work and residence permits, relocation services, entry requirements, tax and social insurance law. Specialisation, cost factors, but also the lack of skilled labour everywhere require the recruitment of premium specialists worldwide.

Suddenly almost everything is at a standstill

However, since Covid-19 almost every border is closed. Authorities are now granting new work and residence permits only for special sectors (above all in the healthcare industry, medicine, and research). Otherwise, only extensions are being approved. The "mobile workforce" has become immobile overnight. Aircraft are grounded; international trains are stopping at the borders. Companies have suspended or postponed their projects. Planning certainty has been replaced by chaos. No one currently knows how and when things will start moving again.

The consequences for our industry

This is striking at the very heart of our core business. Sgier + Partner as a service-provider of immigration services (management of work and residence permits), relocation services (guided orientation tours, accommodation, searches for apartments/houses, settling-in services, advice/visits to international schools, contract management, official visits to authorities and intercultural training courses) and tax consulting for ex-pats does everything to ensure a stress-free transfer of staff for their secondment to Switzerland. During the last five years, we have managed over 10,000 work and residence permits and more than 1,000 relocation cases. The consequences of Covid-19: our industry is almost at a standstill.

Naturally, we are supporting, informing, and advising our clients and partners. Many HR departments are feeling extremely unsettled and have numerous justified questions. We are there to answer them. If necessary, we accompany our clients (e.g. to visit authorities, view accommodation, etc.). We continually comply with hygiene regulations. We offer a London taxi with a partitioning screen or even a stretch-limousine for accompanied trips.



To read more [click here](#)

René Rey - Partner

Sgier + Partner GmbH

Swiss Immigration + Relocation Services

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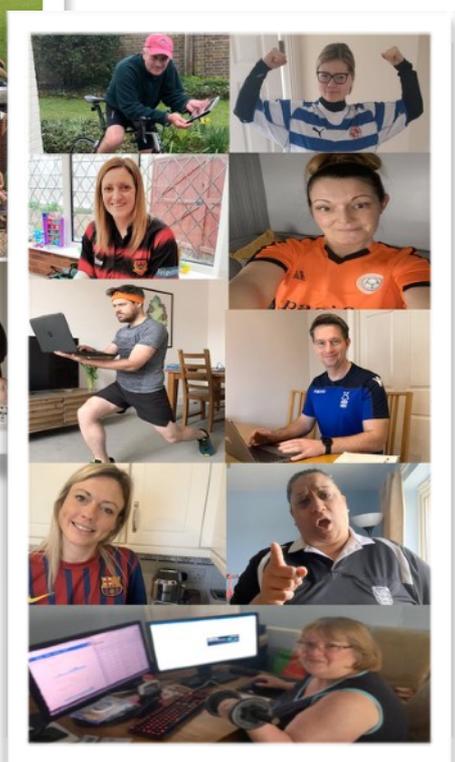
www.sgierpartner.ch

COVIDSTORIES



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RSS - www.relocationsupport.co.uk

+44 (0) 1628 631111

Intermark



These are unprecedented and extreme times for the entire world and relocation industry in particular. Everyone is feeling the impact – either from the virus itself or as a result of the lockdown and disruption of what we call as 'normal'. Nothing could have prepared us for this scenario, but we at Intermark are trying to cope.

How we coped

First and foremost, Intermark employees adhered to government guidance on COVID-19 preventative practices and have started to work remotely from March 2020.

However, we understood, that the "locked down" nature of the response to this crisis forced our team to be physically separated from their loved ones, friends, workplace and favourite places. And this required us to adapt to a digital way of doing business.

We, as a business, had to help our people thrive when they feel stressed, fearful, and are longing for authentic human connections.

That is why, we've created different Social Clubs, which primary aim is to bring people together. We have a Breakfast Club, French Wine club, Psychological Support Club, Movie and Literary Club.

All our meetings take place directly through Zoom and they help to maintain not only the corporate spirit, but also create a positive atmosphere for employees, who are unable to meet and communicate with each other.

Follow the link to watch a short and funny slideshow movie about how Intermark team was coping with remote work and self-isolation: <https://youtu.be/YvUm42t6Ck8>

How we helped our clients to cope



Of course, another important issue was to support our clients in this challenging time. We've stayed in constant touch with our clients by phone and email. Our team provided a full scope of home finding services, using video and online presentations of properties, immigration and moving services, language support, remote lease negotiations or renewals and free 24/7 hot-line assistance.



As practice has shown, in this specific time, clients needed more stability, more options and confidence in their safety. Therefore, we have developed a number of measures and services, which helped our clients to cope with difficulties of self-isolation during the quarantine.

We've created a special website to support our clients with easy access to all recent COVID-19 news and updates: <http://intermarknews.tilda.ws/>

Shortly thereafter, our team has developed a number of services that were vital for expats, who had no ability to go out. These services include:

- **Hot-Line Assistance**, which provides consultations in English on self-isolation related questions and immigration, language and transport support;
- **Rent Renegotiation Service**. With this service we've helped to negotiate rental vacations with expats' landlords;
- **Safe Delivery Assistance**, which offers safe transport assistance with a driver;
- **«Datcha»* Short Term Rentals** for people who want to escape from the city to the nature and breath fresh air;
- **Moving Assistance** for those who need to move their extra furniture or move out of the city to datcha.

**Datcha is a very authentic country house or cottage in Russia and other post-Soviet countries*

To read more [click here](#)

WHR Group, Inc. (WHR)



WHR Installs Social Distancing Technology to Keep Employees Safe and Retain Work Culture



Similar to many global relocation providers, WHR Group, Inc. (WHR), headquartered in the United States, witnessed a significant decrease in relocation due to COVID-19. On March 13, 2020, U.S. Wisconsin state Gov. Tony Evers ordered all K-12 schools to be closed due to the coronavirus. Within 48 hours, WHR implemented our pandemic response plan and converted our entire workforce to function remotely; something we were prepared for but never anticipated executing. While our switch to remote work was a success, we still had two main concerns:

1. How will this impact service quality for our transferees and assignees?
2. How will this impact WHR employees?

Transferees & Assignees

To measure drops in our service quality, WHR sent one simple survey question to every transferee and assignee: "I am satisfied with WHR Group's continued service, availability and proactiveness during my relocation?" We are proud to report that every single

transferee responded with a "Thumbs-Up" to this simple yes or no question, and we believe it speaks volumes about our employees' results-driven attitude. But what truly separates WHR was our second concern: how will this impact WHR employees?

WHR's Back To Work Plan

In March of 2020, WHR's executive team made a commitment that we would retain all employees throughout this crisis. While we feel empathy for businesses that are struggling due to decreased volume, we are proud to announce that WHR has not let go, furloughed or reduced the working hours of any employees due to COVID-19.

However, WHR does not believe we are achieving our full potential working 100% remotely. One of WHR's core strengths is the structure of our counselling teams. Each transferee or assignee is guided through their relocation by two WHR employees: a Relocation Counsellor (RC) and a Relocation Associate (RA). These employees work in tandem on all relocations, ensuring all phone calls, emails and issues are addressed as quickly as possible. The RA's primary source of training is from sitting and listening to the RC's phone calls and learning how they interact with transferees and assignees. While remote work has been an effective short-term solution, our proactive, results-driven culture is diminished in the long-term.

To read more [click here](#)



“My Italian Lockdown”



When I left England on 6th March I did not have the slightest idea I would have to stay in my Italian hometown until the present day...

In North Italy there was already an area called “Red Zone” which luckily didn’t include Pisa - where I landed.

Only 20 minute drive and I was in Livorno (also known as Leghorn in the past). The Medicean period (1500-1650) was a period of grand splendour for my hometown; during the Italian Renaissance, when it was ruled by the Grand Duchy of Tuscany of the House of Medici Livorno was designed as an “Ideal town”. The the Fortezza

by Maria Manly - EuRA Editorial Consultant

Vecchia was constructed during this period. I love Livorno...it is an unspoiled place by the sea where tourists mainly stop to catch a ferry to the small but beautiful islands nearby or to Corsica and Sardinia.

Two days after I arrived, lockdown was declared.

All of a sudden the vibrant city full of smiling people changed into a ghost town and it stayed that way for what it seemed to be a very long time...

No more shops, hugs, sunshine (unless you were lucky to have a garden!) or walks by the sea. There was a huge sense of panic, oppression, loneliness and most of all fear of the unknown and uncertainty.

After the initial shock to the system, I tried to make the most of all the free time.

The lockdown had many positive aspects as well: no

schedules to follow, long sleeps in the morning, time for cooking and reading, watching interesting documentaries and alternative opinion programmes about the Covid.

Furthermore, being a yoga teacher and therapist, I concentrated most of my time on thinking positive and working on myself. Yoga and meditation has been part of my life and my spiritual journey for a long time and has proven to be a massive support even more during this particular difficult time.

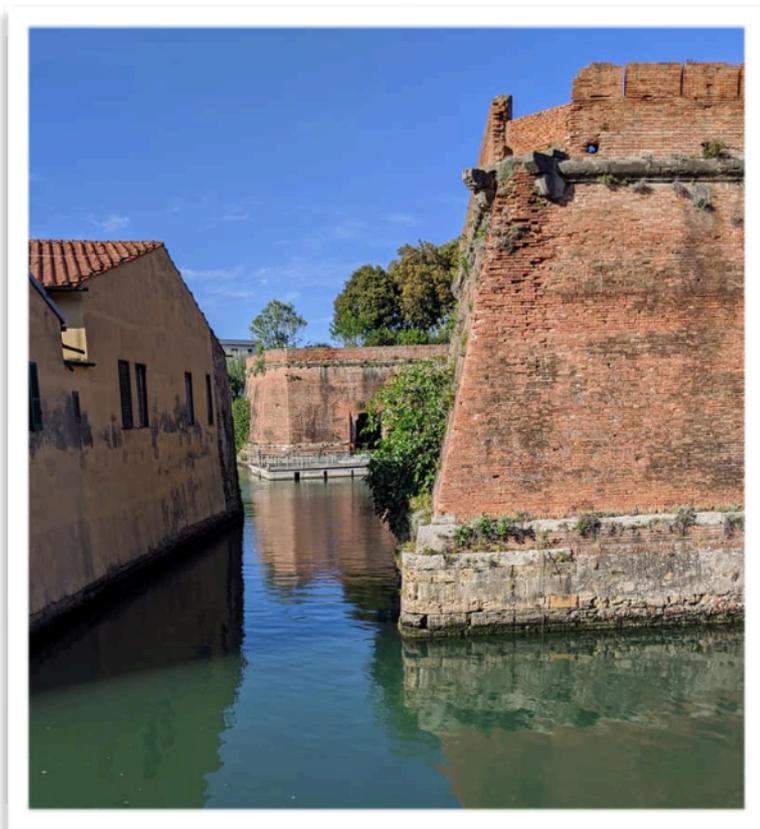
But daily life wasn’t easy. The most difficult part was not being able to see my kids (in the UK). Everyone had to wear a mask to go out and to enter the few shops open (supermarkets, chemists and free licences). You could only see the eyes of people and I have read so many mixed emotions in those eyes!

Walking in a ghost city patrolled by lots of police cars was so surreal! There were Zoom parties and secret hugs and kisses.

After being in a flat for six weeks I decided to go out for a short walk but the canal in the proximity of the house. It was a lovely Spring day and I couldn't resist to relax for a while bathed but the so missed sunshine, looking at the boats and the now crystal clear water.

Unfortunately after 10 minutes I was approached by a couple of policemen without uniform telling me I wasn't allowed to sunbathe. There was no compromising or any way I could convince them of my point of view. I said that being in the sunshine, walking and smiling was far better for the immune system during this difficult period than staying trapped in the

house at all times with no light or affection. In the end they fined me €280 and said they had been kind...lucky me! I paid the fine reluctantly and thought: OK new chapter! I spent the rest of the lockdown reading and practicing yoga and



pranayama. Once the restrictions eased a bit, I walked daily to the Quartiere Venezia. So beautiful and peaceful! Now things have improved but it is not like before and never will be. Everyone has

had a different experience but I am pretty sure every single person has gone through a change, a deep interior change. My thoughts are of course with the people who have lost their loved ones but hopefully this has also been an opportunity for positive change and love for nature.

The whole experience has showed me to love myself more, who really are the important people in my life, how little is needed to be happy and connection with nature and the Universe.

The events made me decide to buy a cottage in the Tuscan countryside. It is isolated and surrounded by greenery and so

peaceful! I want to grow vegetables and live and appreciate all the abundance which nature has to offer!

Feature:

“Lessons Learned from Working Remotely – It Can Be Done”



By Susan G. Ginsberg

reflect on the lessons learned in working and leading global teams in the context of the Covid-19

pandemic.

First, recent survey data offers some insights. The Conference Board released a survey, Reimagined Workplace where HR executives reacted to the changing environment in their workplaces from April 15-28, 2020.

Some of their findings:

- 77% expect an increase in Full Time employees working remotely at least three days per week, twelve months after COVID-19.

Respondents cite that organizations expect to implement several significant initiatives during the recovery phase include: 1. Remote work, 2. Disaster recovery and scenario planning, 3. Office design.

In the early half of my retail career as a retail executive I worked remotely. We did not

have email, WhatsApp or Zoom calls. Communication was conducted by phone, squawky conference calls, on-site store visits or via the now-outdated fax machine. To get business done, colleagues and I used phone calls to build relationships and discover common interests which fostered collegiality; these became the important threads to assure we listened and heard and learned from each other. These phone calls were both scheduled and impromptu. What contributed to meaningful conversations? Preparation, strategic objective-setting, and establishing key success factors followed by creating action steps, timelines, and accountabilities. Each retail executive relied on their powers of persuasion, leveraging data, gathering competitor intelligence, and describing specific commitments to procuring meaningful merchandise assortments and placement in each store, attached to a

Numerous companies are exploring changes to their policies and practices that support a remote workforce. Fears are plentiful about diminishing employee productivity, yet not substantiated by data. On the other hand, companies laud (and damn) the virtual opportunities in teamwork and reducing costs of brick & mortar operations. While one size will never fit all companies in all industries, organizations can reframe their thinking and cultivate a productive remote working environment - removing physical and geographical boundaries.

As an independent consultant, I have the fortune to work anywhere at any time. After a 22-year career in luxury retail and 18 years working primarily remotely in the relocation industry, I now

revenue and profitability target. In addition, we made commitments to optimize a sales force with requisite skills and capabilities. Colleagues invited executives across departments and roles to join calls - to break down resistance and barriers - and meet specific store, region, and company objectives which advanced business growth.

Coincidentally, our communications then are fairly similar to today's Zoom calls, conference calls, and other voice-to-voice channels. Lessons 1 through 4 seemed intuitive back then (and now).

1. Build and nurture collegial relationships - foster credibility and build trust
2. Be customer-centric - what is she/he asking for that is not currently available?
3. Manage the tone and tempo of your voice to resonate confidence and ensure that your words demonstrate openness to listening and to learning
4. Have command of the facts

After twenty years, my career journey shifted to the relocation industry. Since then, most of my work has

been spent working remotely, recruiting, training, and supervising global operations and building businesses. Colleagues and I relied on phone calls, Skype, and emails to build partnerships, strategize, and solve problems, and implement new ways of operating. In some instances, we built trusted relationships around the world without ever seeing each other.

The next six lessons gleaned from my decades of



- experience take on greater relevance in the current pandemic.
5. Recognize and leverage intra-company and partnership interdependencies
 6. Be cross culturally sensitive with verbal and written communication; research intercultural norms to help establish an effective cadence and tone
 7. Be inclusive and create a safe environment that invites creativity

8. Be comfortable not knowing the answer; ask for help and invite other perspectives.
9. Make time to laugh and role model a growth mindset
10. Celebrate the "wins"

Working remotely has benefits and drawbacks. Setting clear personal and work boundaries is vitally important for your emotional and physical well-being. Establishing a defined workspace delineates those boundaries. Sharing best practices and challenges breaks down siloes and enhances collaboration with colleagues.

Admittedly, working remotely Pre-Covid-19 was more socially engaging and perhaps more effective than in the past several months. Nevertheless, for many of us, the Future of Work will depend on our being deliberate in our choices, nimble in our behavior and introspective in our thinking about a remote work environment. It can be done.

Susan Ginsberg, Founder, SRG ADVISORY and Lauri Murphy, Managing Director, TAIN Consulting with EuRA



IOR Manages the First Interplanetary Relocation

Well, not exactly....

Like many of you, I was fascinated by the SpaceX Falcon rocket launch earlier in June. The potential for individuals to purchase tickets to travel into space in the near term is amazing...though the \$1M+ price tag would likely stretch many relocation budgets!

At IOR's midyear Strategy Meetings last week, our team participated in a series of collaborative innovation exercises. The point is to get everyone thinking beyond the current market and service offerings to generate new ideas. In one exercise, each team was given a headline and had to write the press release for that headline. Each group then presented their "press releases" to the broader team, many using quite entertaining formats (like news programs and radio announcers) boundaries a bit, such as IOR Manages the First Interplanetary Relocation. are going near-term.

To read more [click here](#)

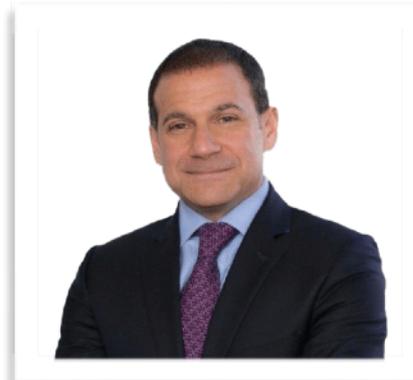


Rob Burns, CEO

Newland Chase

A CIBT COMPANY

Lee Spirer Named Chief Executive Officer of CIBT Global, Inc.



CIBT Global, Inc., the leading global provider of mobility services, is pleased to announce the appointment of Lee Spirer as Chief Executive

Officer, effective May 11, 2020. He succeeds John Donoghue, President and CEO, who becomes Chairman of the Company's Board of Directors.

Spirer joins CIBT after a highly successful tenure with Navigant, Inc. He served most recently as Executive Vice President and Chief Growth and Transformation Officer, and prior to that served as the Company's Chief Operating Officer, overseeing the operating businesses, business development, strategy, acquisitions and innovation, advanced technology and India operations.

Under his leadership, Spirer established Navigant as a leading management consulting services provider across multiple verticals, expanded into technology-enabled...

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Arpin International Group Ranks #1 in Supplier Satisfaction in 2020 Independent Study

Arpin International Group has earned the #1 ranking in supplier satisfaction among the largest suppliers of global household goods shipment services according to independent research firm Trippel Survey & Research, LLC©. In the 16th Annual Relocation Managers' Survey© on international mobility, Arpin International Group earned the highest overall satisfaction score among the nation's largest carriers with an average overall satisfaction score of 8.41 out of 10 — a full .20 points above the industry average of 8.21.

"This is the second consecutive year that corporate relocation managers have shone a spotlight on Arpin International Group by ranking us #1 in international mobility. We are honored to continue to receive the top ranking from the very people who manage thousands of global expatriate moves annually," said David Arpin, Arpin's president and CEO.

In 2019, Arpin ranked #1 in overall household goods supplier satisfaction in the same Trippel Survey which is widely recognized as the most trusted independent third-party study in the industry. The full report may be purchased from Trippel Survey & Research by calling 501-922-4000.

To read more [click here](#)

Michael Johnsen to join Arpin International Group's global leadership team

Arpin International Group has appointed its Vice-President Asia-Pacific Region, Michael Johnsen, to its global leadership team. Johnsen will continue to serve in his present role as vice-president Asia-Pacific region and will take on the additional duties of the global leadership team immediately. The team's membership is comprised of representatives from Arpin's sales, operations, information technology, customer service, and executive administration departments focused on its international division. The duties of the global leadership team include: continuing to help Arpin International Group grow sustainably in accordance with its triple-mission pledge that puts equal weight on economic, operational, and social achievements; enhancement of the company's global supply chain; bolstering sales and marketing initiatives; improving effectiveness/efficiency by making smart investments in technology; and continuing to develop staff and operations across all lines of business with the goal of delivering exceptional value to Arpin's customers.



To read more [click here](#)



Air Animal Pet Movers

Pets are moving during this worldwide pandemic. In fact, EuRA member Air Animal Pet Movers has helped more than 110 pets join their families at new homes in the U.S. and around the globe since March 15. Air Animal's new COVID Pet Moving FAQ answers the top 10 questions people ask about relocating with their pets now. They also posted a new blog about adopting



puppies and kittens over the Internet and how best to avoid being scammed.

Caption:
Bailey

relocated from Bronx, NY to Kona, HI in June and immediately got his "goldendoodle" tan on.

www.airanimal.com

PIR Group

PIRGROUP SOLD!

It took 30+ international moves, before I got introduced to the phenomenon of a RELOCATION INDUSTRY. The famous American Relocation Expert and Entrepreneur Peggy Love, founder of Full Circle International Relocation, Inc. asked me to represent Full Circle in Europe. As I just accepted a transfer from NYC to The Hague, The Netherlands for work- I accepted to work with her "on the side". Soon this "side business" became my full time passion and since 1997 my career. During the course of my career I have been happy to have worked with creative, talented and inspirational Relocation Experts from all over the world. The growth of the industry allowed for new services, activities and bold moves. We became a member of a newly started European Organization called EURA. Today I am one of the few EURA FELLOWS, having passed an industry related thesis, reviewed and judged by a team of European professors. We sponsored the EURA dinner in Ceausescu's grand palace in Romania, with over 600 attendees. What joy it was to see our logo dancing around on the walls via high tech lightning devices. How proud I was of our local team to make this happen!



**To read more
[click here](#)**

MIM BY THE NUMBERS

1016
Number of new
trainees in the EuRA
Academy

981
Number of Quiz
results assessed

5.5
Average number of
hours taken to
complete a module

30
Modules to study
with more coming
online

6908
Number of
modules
studied during
lockdown

62
Percentage of
students passing
Module Quizzes first
time

342
Number of Quiz
questions answered
by everyone who
completed all
modules