

# EuRA | AROUND THE WORLD!

WERC Seattle, IAM DC, EuRA Global Goa, EuRA  
Munich, EuRA Global 2019 Ho Chi Minh!

## ALSO IN THIS EDITION

*The Perils of Lump Sum*

*Legal Update*

*EuRA NFP - What Do We Mean?*

*MIM+ Legal Now Online*

*Charity Update*

*...AND MORE!*



MIM+ "LEGAL COMPLIANCE IN MOBILITY"  
NOW ONLINE FREE FOR ALL MEMBERS

SAVE THE DATE! EURA GLOBAL 2019 HO CHI MINH 20-22 NOVEMBER



# We make you feel at home...



Partner of \* EURA

**Elisabeth Sommer Relocation** · Widenmayerstr. 17 · 80538 München  
Telefon: +49(0) 89-95 47 41 -0 · Fax: +49(0) 89-95 47 41 -29  
E-Mail: office@elisabeth-sommer.de · www.elisabeth-sommer.de

# The EuRApean

Contact Us:  
6 & 7 Diss Business Centre  
Diss  
UK  
IP21 4HD  
+44 1379 640883  
[www.eura-relocation.com](http://www.eura-relocation.com)

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@eura-relocation.com](mailto:dominic@eura-relocation.com) or Maria Manly, Editor [maria@eura-relocation.com](mailto:maria@eura-relocation.com)

**Disclaimer:**  
Opinions expressed in the EuRApean are not necessarily those of the publisher unless otherwise stated.

Published by:  
EuRA  
Diss  
IP21 4HD

## Contents

4 CEO Report	24 Member Feature HiFX
6 EuRA @WERC	26 Member Feature: Newland Chase
8 Legal Report	29 Member Feature: ReloTalent
10 CERC Report	
12 EuRA @IAM	30 Member Feature: TCO
14 Board Report	32 EGOS Update
15 Feature "The Perils of Lump Sum"	35 MIM+ Legal Now Online
16 RMC DSP Forum	36 Industry News
18 Feature "DS; Supporting the Experientially Blind"	43 Charity Update Dubrovnik
20 EuRA in Goa	44 Christmas by the Numbers
22 EuRA 2019 Munich	

## Save the Dates



Munich 2019 - 30th April to 3rd May



### LETTER FROM THE MANAGING EDITOR

I just had the huge privilege of spending a week with members from all over the world in the beautiful Indian

state of Goa. In 2016 at our summer Board Meeting in Warsaw, the EuRA President Anita Meyer outlined one of the key ambitions for her presidency; to reach out and embrace EuRA members wherever they are in the world. Thus the EuRA Global Conference was born

and our third event in India was the most successful yet.

2018 has been a landmark year for EuRA. We celebrated our 20th anniversary in style at our Dubrovnik conference in April. Tad, myself and the EuRA Executive Group have started a full review of EuRA's activities and priorities in order to ensure the association remains as relevant to members over the next 20 years as it has been in the last. We have brought on board 5 specialists as Strategic Consultants to steer future projects. We are massively extending the reach of our free MIM and MIM+ training programmes and launching an exciting new learning management platform in 2019, taking into account the impact of GDPR and increased compliance. We will be working with our industry partners across the globe to see where

future synergies can increase our contributions to our respective members. We will be launching new research initiatives in 2019 and working with our partners at the CERC to benchmark services and develop risk management strategies and compliance frameworks for our members. We will be running our first EuRA Global in Asia, in Vietnam in November 2019. We will continue to work as a conduit between the stakeholders in the mobility supply chain, ensuring open communication and promoting partnership. Most importantly we will continue to work in the best interests of our members and, as Tad points out in his CEO Report, upholding the principle of EuRA as a conscious, not for profit organisation. And we moved to new offices! Happy holidays and all the very best for a prosperous and healthy 2019.

**Dom Tidey**  
**Managing Editor**

# CEO Report - Why is EuRA an "NFP"?

## Tad Zurlinden

Autumn for me means conference season; both our own EuRA Global event and those of our mobility partners, CERC, IAM and WERC. EuRA has built strong relationships with our partners in mobility and we are working closer together in the best interests of our members. One of the areas we are looking at closer collaboration is in the training realm. Dominic and our team of brilliant minds led by Carmelina Lawton Smith, our Strategic Consultant for Education, have been working on expanding our MIM qualification into a truly unique, free, continuing professional development programme. This launched in November with our first online MIM+ Module led by our legal guru, Gordon Kerr. Gordon delivered this module in person at our EuRA Global Conference 2018, held in the spectacular setting of the Taj Fort Aguada Hotel in Goa.

With all this activity and energy going into building new programmes, extending relationships and forming alliances, I felt it would be a good time to really explain how EuRA was founded and is run still, as an NFP; a not-for-profit.

EuRA is run by and for the benefit of its members. EuRA has no owners and no shareholders. The association was set up in the UK as a designated NFP, which means we have a significant tax advantage i.e. we don't pay any, providing profits are spent on enhancing our member services' portfolio.

I report directly to the Executive Group and they are elected by the full members of the association. At the annual general meeting held during the EuRA International



Relocation Congress (Munich April 30th - May 3rd) the associations' audited accounts are available for scrutiny. In fact, we have to publish them at least 30 days in advance of the meeting so that all members have the chance to see

them. This transparency is central to the operation of any NFP and although the Executive Group steer the projects we initiate, the AGM is your opportunity as a member to discuss projects you would like to see EuRA undertake.

I like to take a two-fold view on how EuRA is funded. The membership subscriptions pay for EuRA to exist; they pay the wages, the rent, the utility bills and buy the equipment. The profit on the EuRA International Relocation Congress pays for everything else. This is why we have a zero tolerance approach to non registered delegates at the event. Every member benefits from the profits from the fees we charge for that event, from those taking our free training programmes to those joining us for events in other parts of the world which don't make a profit, to anyone looking to undertake the seal, read our research white papers and legal guides, attend our webinars or ask advice of our strategic consultants. Without the profit from the big conference, none of these services would be possible.

Our brilliant Executive Group work for free, giving their

time and expertise to make EuRA better, more relevant and more useful to the members.

I was delighted that 6 of our 9 Executive Group members were able to join the EuRA Global Conference in Goa and I would like to send them a HUGE thank you for being there.

They travelled half way across the world to meet with our members in India and Asia **entirely at their own expense**. On behalf of the EuRA Members I did bring out the EuRA credit card to buy them supper by the beach (and this being Goa, it was great value!) but apart from that, they foot their own bill as part of their commitment to you, the members.

So next time it looks like my team and I are being really harsh having a word with someone hanging around the lobby of the conference hotel to have meetings with paying delegates, without being registered themselves, bear in mind the unfairness of what they're doing. Everyone else is paying to support the association. We are not spending the profits on long lunches and club class flights! Please, in Munich, if you're approached by someone who is not listed on the App for a meeting, ask them if they're registered. If they're not, tell them what EuRA being an NFP really means.





**INHOUSE IMMIGRATION SOLUTIONS**

- Visas and permits
- Document legalizations and local registrations

**GLOBAL MOBILITY SOLUTIONS**

- Expatriation Policies & Benchmarking
- HR Consultancy and expatriation planning
- Intercultural Training
- DS Training

**MOVING ON**  
INTERNATIONAL MOBILITY CONSULTANTS  
CELEBRATING 15 YEARS IN PORTUGAL AND 10 IN MOZAMBIQUE

**RELOCATION**

- Housing & Family support
- Temporary accommodation solutions

**RELOCATION E-SHOP**

**ONLINE TOOLS SUPPORTING HR'S AND EXPATS**

- Interactive platforms for property visits and reports
- Immigration processes in 90+ countries
- Compensation & Benefits, Social Security and STA compliance procedures

www.moving-on.co | on@moving-on.co | +351 210 987 418  
Offices in Portugal and Mozambique



## LEGAL COMPLIANCE IN MOBILITY

Our MIM+ continuing professional development programme will roll out during 2019, starting with Legal Compliance in Mobility, by our brilliant Strategic Consultant for Legal, Gordon Kerr.

## ONLINE NOW

In this module we cover:

- (1) Data Protection Part 1: the GDPR
- (2) Data Protection Part 2: data security and privacy in practice
- (3) Contracts for Relocation Services
- (4) Managing Legal Risks (anti-bribery, competition law, money laundering .... and mistakes)
- (5) VAT and other Tax Issues
- (6) Cross-Border Business and Employment

**LOGIN TO START LEARNING - FREE TO ALL EURA MEMBERS**



## EuRA @WERC

The 2018 WERC Global Workforce Symposium took place in the terrific East Coast city of Seattle.

The GWS is one of the biggest events in the global mobility calendar and EuRA members from across the world came into Seattle to attend this and other

partner and RMC conferences across the US, from Denver to Nebraska. But also mainly of course, for the annual EuRA USA reception!

For the first time, Tad and I were invited to address the Relocation Directors Council (<https://relocationdirectorscouncil.org/>), a terrific organisation formed in 1981, representing real estate

professionals who deliver specific relocation services across the USA. The model for the delivery of domestic relocation services in the US is one formed by real estate companies over the past 40 years. Unlike the dominant European model where relocation services are delivered by specialists who do not also act as real estate agents, thanks to the US system of multiple



## Awesome in SEATTLE

listings the same potential conflict of interest doesn't arise. We were asked to address their annual conference on GDPR and the impact it has on US domestic mobility.

If you've never attended the WERC conference, it's Texan in scale! Where we have a trade show of 20 exhibitors, the WERC marketplace had 183! The marketplace is the place to network and catch up with colleagues from across the world and the atmosphere is always great.

Thursday evening saw over 200 guests join us in the Renaissance Seattle for our annual reception. It

was a lovely venue and we were delighted that our guests had a great time. The first 100 places are complimentary to EuRA members and after that we level a small charge. Thanks to our sponsors, CORT and the Global Immigration Network, we are able to hold this event and really have a good evening.

Next year, Boston! Save the date:

# Legal Report

## December 2018

Gordon Kerr  
EuRA Strategic  
Consultant - Legal  
Services



It's fair to say that the GDPR has been the dominant legal concern of the relocation industry (and most other industries!) in 2018. It's also fairly certain that the GDPR will continue to get a lot of focus in the year ahead, as prosecutions and court decisions provide us with greater clarity on how the GDPR is being interpreted in practice. I will be monitoring this for EuRA and updating members of relevant developments. Fortunately, there is more to the legal world than data protection law and in this Report I bring to your attention some other legal issues which can impact on relocation businesses. These include the thorny issues that can arise for staff employed in more than one country; the potential negative consequences of the EU's proposed new copyright Directive; and a look at some tricky aspects of Brexit for EU citizens working in the UK. Of course, I cannot resist the temptation to also report on some recent court decisions on the GDPR and data protection! As always, please feel free to share with me your own thoughts on the legal issues which are currently concerning you. EuRA is here to support you!

Can an employer choose which country's laws apply to its employment contracts?

The short answer to this question is no. The reason that this topic comes up so often is that large employers with mobile staff can sometimes spot an opportunity to make significant cost savings by selecting a low-cost jurisdiction for their employment contracts. This was illustrated by a series of cases involving airlines. Ryanair was fined more than €8 million for breaching French labour laws through avoidance of social security contracts. The airline's French staff were given Irish contracts, which meant that lower social charges were paid. Ryanair was paying a charge of just 10% in Ireland, whereas the French charge would have been 45%. This followed a similar EasyJet case which also resulted in a substantial fine for the airline for avoiding French tax by opting for UK law to govern staff contracts.

So, why do so many multi-national employers get into this kind of mess? The starting point is that EU law allows parties to a contract to choose which country's law will apply to their contract. But this general rule is overridden by the mandatory employment rules of the country in which an employee is working. These national rules apply automatically and cannot be ignored. If an employment contract contains terms that are contrary to the law of the country in which the employee is based, it is the local law which "wins". The other side of this coin is that employees are similarly unable to choose whichever country's employment law works to their best advantage. This follows from the decision of the European Court of Justice in Schleker v Boedeker. In that case it suited the employee, Ms Boedeker, to have the case against her

employer (a German company called Schleker) judged under Dutch law rather than German law. However, the court's judgement was that there had to be an objective assessment of which country was most closely associated with the job, taking account of factors such as the currency of payment, where taxes are paid, where the employee lives and which benefits apply. The upshot is that, while parties to a contract are generally free to decide on which country's law will apply to a contract, this general rule can be overridden by tax rules and employment law. Whatever the contract says, courts will look at the "on the ground" reality and have powers to impose large fines on employers who are judged to be avoiding tax unlawfully.

Concern over new EU copyright law  
It's very rare for me to comment on something as esoteric as copyright law, but for all businesses which create online content (i.e. most businesses!), there is a legal change afoot which has some worrying implications. A new EU Directive on "copyright in the digital single market" imposes an obligation on websites that allow users to upload files – such as Google, YouTube and Facebook – to filter everything for potential copyright infringements before making it available online. Many commentators are saying that this could spell the end of linking to other content, live streaming, parodies and memes. To illustrate what this new law could mean in practice, there was a takedown by FIFA during the last World Cup of a homemade mobile phone video of a seven-year-old boy, posted on Twitter by his mother. The video was only a few seconds long, but in the background was some slightly out-of-focus footage of a Harry Kane

goal the boy was celebrating. FIFA, as copyright holders, instructed Twitter to remove the video from its server and Twitter complied.

The good news is that, in July, the proposed law was rejected in the European Parliament by 318 votes to 278. It was argued successfully that the new law was too vague and far-reaching, and failed to grasp how the internet works.

The bad news is that the Directive will be revised and come back to Parliament for approval. Watch this space!

Data protection updates

1) Facebook and the principle of "transparency"

It's impossible to talk about data protection right now without talking about Facebook. The issue of Facebook and Cambridge Analytica (in which UK and US lawyers alleged misuse of more than 71m people's personal data) came to light before GDPR-day, but the issues raised were reflected in the changes that the GDPR was seeking to make in Europe.

Fair processing, or a lack of it, had already attracted the attention from the ICO (the UK's data protection authority) who fined a number of high-profile charities in 2016 for using our personal data in ways that we would not expect. Facebook and those who bought data from Facebook have also been accused of this.

We did not expect our Facebook data to be used to influence politics and election results. This is a disturbing use of social media data and not one that most people expect or are comfortable with. The GDPR addresses this issue by obliging organisations to tell us what they are up to with their data: the "transparency" principle.

Arguably, this is the most significant change created by the GDPR. No doubt the authorities will continue to impose fines for security breaches, but the cultural change that the GDPR should bring about is in relation to transparency: through individuals exercising their personal data rights and challenging what organisations are doing or what organisations say they are doing.

Although most of the individual rights provided by the GDPR existed before, it already seems clear that the heightened awareness provided by the introduction of the GDPR has led to more people exercising their rights.

From those who receive unwanted marketing emails to those who are simply annoyed at an organisation, individuals are using the right to access their data, the right to object and the right to erasure. These rights exist to hold organisations to account for their processing. Overall, that has to be a good thing, but equally we have to recognise that, for some businesses, dealing with the increase in requests from individuals can be expensive and time consuming. As for Facebook, it may feel lucky to have escaped with a fine of £500,000 (the maximum under pre-GDPR law). Had the offence occurred after 25th May 2018, the fine could well have been at the maximum level of 4% of global turnover. By my reckoning, this would have meant a fine in the hundreds of millions!

## 2) Is your data at risk from a disgruntled employee?

A UK court decision on a deliberate data breach by a disgruntled employee has serious implications for all businesses. Morrisons, Britain's fourth largest supermarket, faces "vast" compensation payments to over 5,000 employees who were the victims of a huge data leak. Employee bank account details, dates of birth, national insurance numbers, addresses and telephone numbers were stolen and posted online by Andrew Skelton, a disgruntled employee who had recently been disciplined. The frightening aspect for employers is that there is no suggestion that Morrisons did not have proper systems in place to protect data. Instead, the liability arises under the principle of "vicarious liability", which makes an employer legally

responsible for the actions of each of its employees.

So worrying news for businesses with any disgruntled employees with access to personnel records. But it was even worse news for Mr Skelton. In a separate criminal trial he was found guilty of fraud, securing unauthorised access to computer material and disclosing personal data, and was jailed for eight years!



3) Recent fines for data protection failures ..... Although recent fines for data breaches still relate to pre-GDPR law, it is interesting to see the kinds of breaches which attract

the attention of the authorities.

During September and October 2018, the ICO prosecuted several cases, including:

A fine of £90,000 to Boost Finance for sending 4,396,780 unsolicited marketing emails;  
A fine of £120,000 to Heathrow Airport for the loss of a USB memory stick by a member of Heathrow staff which contained the personal and sensitive personal data of several individuals. Heathrow had not secured the data in the USB stick to a suitable standard. The ICO's judgement also stated that there had been a lack of training and controls for staff on the use of removable media to transfer personal data held on Heathrow's systems.

A fine of £400 for a nurse who inappropriately accessed the records of patients between 2014-16. The records accessed included maternity and paediatric patient records as well as accessing the blood results of a friend 44 times after they had been discharged. Not surprisingly, the nurse was also dismissed from her employment for gross misconduct.

While there have been no fines yet under the GDPR, the ICO has now issued its first GDPR "enforcement notice". This was served on AIQ, a Canadian company located outside the EU. The notice was issued as AIQ was still holding and processing the data of UK citizens after the GDPR came into force. Interestingly, the processing was in connection with online political messages sent by AIQ on behalf of several UK political organisations to UK citizens during the Brexit referendum. The ICO held that AIQ had breached

various GDPR requirements, including processing personal data without a lawful basis and processing personal data for purposes incompatible with the purpose for which it was collected. The GDPR applied to this Canadian company because its processing of personal data related to the monitoring of the behaviour of data subjects within the EU. This illustrates the global reach of the GDPR.

Failure to comply with the enforcement notice could lead to a fine of up to EUR20 million or 4% of AIQ's total annual worldwide turnover.

And finally on Brexit .....

One of the most pressing issues for employers in relation to Brexit is immigration and the rights of EU citizens following the UK's exit from the EU. Many UK businesses hire EU workers, with some sectors such as agriculture being particularly dependent on seasonal EU workers. Still more will employ individuals who have family members who are EU nationals. In order that employers can effectively support affected employees, it is important that they are aware of the process that EU citizens/workers will require to go through in order to remain in the UK. The UK Home Office has published the three steps EU citizens will need to take in order to obtain settled status in the UK following Brexit. EU citizens will need to complete these steps if they wish to remain in the UK after 30 June 2021. Irish citizens and those who already have indefinite leave to remain do not need to apply.

In order to apply for settled status, EU citizens must have lived in the UK for five years. Individuals must:

- (1) prove their identity as an EU citizen (via passport/ID card);
  - (2) prove their residence in the UK (P60, bank statements, utility bills); and
  - (3) declare any past criminal convictions.
- EU citizens who have lived in UK for less than five years can apply for "pre-settled status". This will enable them to live in the UK until they reach the five year period, when they can then apply for settled status.

There is a £65 fee for the application, which is reduced by 50% for children under 16. There will be no fee for: those who already have valid indefinite leave to remain or a valid permanent residence document; an application to move from pre-settled status to settled status; or children in local authority care.

The scheme is set to open from late 2018 before becoming fully operational by 30 March 2019.

# 2018 CERC Conference

## Reeling from disruption - CERC members address the challenges of a rapidly changing industry head-on at their 2018 annual conference

It's the end of the world as we know it. One could say those prophetic REM lyrics were reverberating through the halls of the Fairmont Queen Elizabeth Hotel in Montreal last September when CERC members gathered there for their 2018 annual conference.

The conference theme revolved around disruption - Mastering Mobility in a World of Disruption - and the message was loud and clear: in relocation, as in many industries, it truly is the end of the world as we know it. Whether it's technology, the new shared economy, or another trend still in the making, things are changing at a dizzying pace, and the general consensus is that one can either jump along for the ride - or ignore it and end up on the sidelines.

Hitting home this very important message was Jim Harris, a disruption expert and regular speaker on the topic. Delivering the keynote address at the Sept. 16-18 CERC

gathering, Harris provided a jaw-dropping case study of how just one innovation - the introduction of an autonomous vehicle - can shrink thousands of businesses and industries further downstream across multiple industries.

"The cascading implications are profound," said Harris, pointing out that insurance companies, personal injury lawyers (fewer accidents) and even radio stations could find their markets drying up. Radio stations, in case you're wondering, because people will soon be able to work in their cars and won't be listening to the ubiquitous morning talk shows to fill their time as they drive. "Change goes slowly for a long time, and then rises exponentially, [and many] don't understand how profound exponential change is," stressed Harris. "The biggest obstacle to innovation in large companies is the inability to catch critical signals or developments and to act on them. What we

need to do is see disruption before it happens."

### Future focus

This topic was further developed during the conference's roundtable discussion. As Carolyn Hammer, senior manager, Human Capital, Deloitte, noted, "We need to work on our business versus working in our business - it's so easy to just do the 'day to day' rather than thinking about something bigger, about our future."

Peggy Smith, president and CEO, Worldwide ERC, concurred, adding "I worry that we will miss the next 'thing', not because we will have tried and failed, but because we're so busy in our own swim lines that we've forgotten that we've gotten out of the pool and into the ocean."

One of the best trendsetters who rose to this challenge, Smith continued, was Steve Jobs,



# 2018 CERC Conference



who readily churned out dynamic, innovative products like the iPhone that threatened to make Apple technology already on the shelves obsolete. Why? "Because he would just as soon it be an Apple product that was the disruptor, rather than something produced by the competition," Smith said, noting the relocation industry needs to take the same tough stand. "We need to ask ourselves, 'Can we put ourselves out of business?' Because it's when you challenge yourself with that tough question that you see innovation."

This includes the much-maligned shared economy that is impacting the relocation industry's temporary housing market, as well as the influence that a new generation of Millennials is having on traditional systems usually followed when relocating professionals. They thrive in a shared economy, and relocation professionals need to take note of that. Many already have, said the panelists. "There is more thinking outside the box," said Hammer. "There's a lot out there around collaboration and... connecting different skills."

Working more closely with other departments is a key part of this strategy, and everyone agreed relocation professionals can no longer be tasked solely with the nuts and bolts of moving people from A to B. Their influence at different levels of the decision-making process needs to be expanded. "On the theme of collaboration, HR needs to work on being a partner with other administrations and departments, including finance," stressed Mike Olsson, VP of human resources at PCL. Olsson added that flexibility in all areas is equally critical. "We regularly put out words like agility and nimbleness; we can't have a one-size-fits-all approach."

Conference sessions that followed continued touching on disruptive change, which appears to be threading its way

through all corners of the industry. In a session on Protecting Assignee Data Throughout the Supply Chain, attendees were given a frank picture of the increasingly sophisticated threat posed by cyber criminals to their clients' sensitive information. Similarly, they were told of the evolving role of relocation professionals in protecting it, in part by introducing a more rigorous process to their selection criteria for suppliers.

The outcome of this is that many long-time HR professionals have suddenly found themselves wearing an entirely new hat. One of the session speakers, Mirela Marin, director global mobility at Manulife Financial, is one of them. "Quite honestly, I never thought I'd be up here talking about data security - it was never in the job description," she laughed.

For those wondering just how real data threats can be: fellow session speaker Michael Deane of All Points Relocation said his company - a small operation with just 20 employees - gets 15,000 attacks a day. "It takes 70% of my IT expert's time to keep the company secure and ahead of the hackers," he noted. Small companies are especially attractive targets, he added, because hackers assume their data will be easier to breach.

Yet another session examined the transmuting nature of a key part of mobility: in this case, the modern family. It's not a new topic - same-sex relationships and double-income families are not new in relocation - but there are new twists being added to this picture. Some assignees today want to bring a parent along on assignment - either so they can care for their parent or have their parent care for their own children; others are single parents who want to bring their children's nanny or caregiver along. Yet others are in a mixed-culture relationship where each carries a different passport (posing new immigration challenges), and overall there is a more diverse mix of

ethnicities relocating today as immigrants to countries like Canada climb up the corporate ladder.

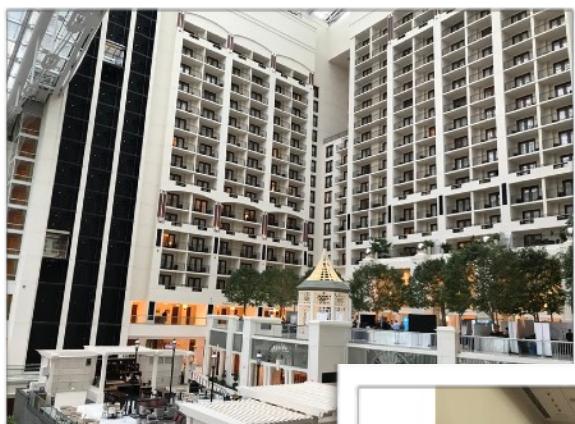
In short, there is no traditional family anymore, and relocation professionals have to adapt and rise to the challenge - and it won't be easy. As Lisa Mendelsohn, regional director, North America, Crown World Mobility, observed, "There is no magic wand." But what relocation providers can do, she said, is "stop making assumptions, look at things differently and get a lot of feedback. We need to play an active part in pushing that boundary and understanding the employee experience."

For those conference attendees who found themselves slightly daunted by the onslaught of information-laden sessions touting the many changes disrupting the industry, there were plenty of opportunities throughout the conference to unwind, chill out and enjoy a mellow evening with colleagues and friends.

In particular, there was Monday evening's '60s-themed networking night. Not only did it help everyone get in the groove and munch on some tasty Montreal poutine, it also gave them a once-in-a-lifetime chance to experience a piece of a legendary Beatles lore: guests could visit the hotel room where John Lennon and Yoko Ono held their famous two-week-long 'Bed In' to protest the Vietnam War. They could even lie down on the bed.

If there's a magical elixir for rising to the challenge of disruptive change - or just taking a much-needed break from it - this was it.

*For information on all the sessions at the 2018 CERC Conference, please visit [www.cerc.ca](http://www.cerc.ca).*



# EuRA @IAM

## IAM 56th Annual Conference - Monuments, Memories, Milestones Dominic Tidey Reports

The 56th annual International Association of Movers Conference has just taken place in Washington DC. EuRA CEO Tad Zurlinden and COO Dom Tidey have been invited as special guests for the past two years and it's been a great opportunity to build a relationship with the organisation and its members.

Many other EuRA members attend this event as it is the largest and most prestigious in the household goods calendar. Held in the absolutely vast Gaylord Convention Centre in National Harbor Maryland, the event was host to over 1500 delegates. The venue was incredible and as conference organisers ourselves, dwarfs the capacities we're able to use in Europe. The main ballroom was set up to host a banquet breakfast for every delegate and the exhibition space hosted 150 stands. But get this, that was less than one third of the capacity of the venues convention spaces!

For Terry Head the 56th convention marks his last as President and CEO of the association. Terry took the leadership of what was the the Household Goods Forwarders Association of America in 1997 and over the past 21 years has moulded the organisation into the global powerhouse it is today. The conference theme was very fittingly, Monuments (we were in DC the national capital after all) Memories and Milestones and there have certainly been some of those!

Under Terry's impressive leadership the association has grown and matured to provide its members with an enviable raft of services and expertise. Initiatives such as RRP, the Receivable Protection Programme give the IAM membership the peace of mind to know that should another member cease trading while owing money across the network, IAM has the resources to step in and cover unpaid invoices. The fantastic IMX Mobility Exchange hooks the members together across the globe not just with each other in terms of a totally validated professional listing, but with mobility providers in all sectors and locations.



Terry's work with IAM will be handed to Charles "Chuck" White. Over the past 5 years Terry, Chuck and the Executive Board have implemented a detailed succession plan to keep the association firmly on track so a seamless transition of leadership can take place. We are delighted that both Chuck and Terry will join us in Munich in April and we are also very excited about the prospect of our two organisations collaborating on new projects. We are looking at ways to use

the IMX Mobility Exchange as a platform that could benefit EuRA Members and also at ways in which we could work together on research and professional development.

One of the things that has changed over the past two decades that I've been involved in mobility is the increase in collaboration with industry partners across the world. We are definitely stronger together working in collaboration for the benefit of all our members. Working with IAM, CERC, WERC, IMA, FIDI, and of course our European partners in ABRA, ARP, SARA and SNPRM makes so much sense!



# EuRA | Executive Group - Update

## Dominic Tidey - EuRA COO

EuRA's Executive Group meets three times a year and the latest meeting took place at the start of November. The Autumn meeting is a particularly



busy one as we incorporate the annual update to the EuRA Global Quality Seal. Over two days we met to discuss all aspects of how EuRA works and we follow a pattern of reporting, starting with financial where Tad reports of the health of the associations' finances. EuRA is a not for profit so any money we make from the big conference is put back into member services, which over the next 12 months will be the expansion of our online training programme.

We were joined by our Strategic Consultant for Education, Dr Carmelina Lawton Smith who has been working with me on the new MIM+ and online learning platform. We hope to have a whole new syllabus of modules come online next year and we will also be transferring the MIM Fixed Syllabus programme onto our new interactive platform. All of our training will remain free to access to all members and all of their employees. The only time a charge will be levied will be if you want to qualify and take the online assessment to gain your certification. That will be a simple €50 admin fee per module. The first MIM+

module to go live will be "Legal Compliance in the Mobility Industry" by our brilliant Strategic Consultant for Legal services, Gordon Kerr. This module is now live. Please check out our Facebook page and Twitter feed as well as our LinkedIn groups and feed - lots of info is posted regularly! The second half of day one of our meeting was focussed on the sessions for our Munich Conference in April and our Strategic Consultant

EGQS for the last ten years, keeping the standard relevant and compliant to our industry needs. This year we specifically looked at the impact of GDPR and how the upgrades to the standard that were introduced last year have worked out. Feedback from members with the seal was really positive about the additional compliance needs for GDPR. As a group we always have concerns about the impact that big changes to the standard have for members re-certifying but in the research that Martina did, we were really encouraged to see that overall satisfaction with the seal remains above 95%.

The EuRA Executive Group work for free and give huge amounts of time

for Intellectual Content, Peggy Love led this part with me. We had an unprecedented number of session submissions on a range of topics but were only able to choose 12 breakouts and 8 Ignites from over 50 we received. We are so grateful for the time and effort members put into developing the ideas for our sessions and we had some fantastic ideas that we aren't able to include in the programme. I think you'll agree when you see the final programme for Munich, that we have the broadest and most relevant content ever.

Friday was EGQS Update Day! This annual review looks at the EGQS Standard in the light of research taken from EGQS holders and auditors. Martina Scharwey our Strategic Consultant for Quality has led the



and creativity to keeping our association relevant to all our members and they are an exceptional group of people. I know they're my bosses, but they really are a brilliant group and give so much to promote and assist our industry.

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

# Feature: “The Perils of Lump Sum!”

Dom Tidey, EuRA COO



There is a growing popularity for lump sum relocation packages. The concept has been around for decades and has frequently been a way for companies to speed up the process of getting an employee from point a to point b swiftly, but behind the simplicity of the idea lies a complex set of potential pitfalls and hazards. It goes without saying that relocation providers will always advise against the use of the lump sum as a way of supporting people in transition, but not for purely selfish reasons! Corporations who care about their teams and their bottom line, should steer clear... here's why.

## The Basics

Lump sum packages are allowances given to an employee to help them with the cost of relocating. They can cover a wide range of expenses involved in a move from shipping possessions to temporary living accommodation to breaking a lease agreement etc. They are negotiated based on the timeline the employer has set out for the move. The shorter the timeline, the larger the need for more expenses to be covered. There are three types of payment, cash paid directly to the employee, direct payments from the employer to the supplier and reimbursement payments where the employee pays all costs up front and claims the money back after the move.

The big sticking point here is the cash lump sum. As every relocation professional will tell you, this is known as the “new car” allowance. Rarely do we spend an unexpected windfall on something as mundane as a removal company shipping our stuff across the country, when we can rent a truck and spend the money on something much sexier instead, like a new car, new appliances, a new big screen TV!

In 2013 WERC ([www.worldwideerc.org](http://www.worldwideerc.org)) surveyed lump sum practices. 46% of companies surveyed offered lump sums to pay for specifics, 28% offered this to some employees (based on seniority and pay grade with higher level execs getting full relocation packages) while just 9% used this approach for all relocating employees.

## The Cost Benefit Analysis

In the short term it can seem like lump sum offers a cost effective way of relocating staff. Costs are contained, fixed up front and therefore easy to slot into the balance sheet. It also seems like a hands off, empowering approach, especially appealing to millennials and GenZ who are said to be not so comfortable with face to face interaction. Therefore lump sum is particularly popular with entry level employees. However (rant coming up) this presupposes the fact that all new employees are smart-phone welded AirBnB advocates who loathe interaction and crave self determination. These are millennial traits sure, but how many companies are actively going to recruit this personality type to fill future c-suite roles which require joined-up cultural and people-oriented skills? The genuine risk with these packages is the

lack of empathy and concern they show from employer to team member. Relocation (especially international assignment) is a planned part of the career development of most high potential employees. The investment is huge and talent retention is absolutely key. The highest risk of losing your superstar employee to your direct competitor occurs following an assignment. The traditional approach to relocation, the hand holding, high touch services, promote productivity and reduce stress. Moving house and starting a new job in a new place with all the attendant family stress this adds, is proven to be one of life’s most stressful combinations. The investment in professionally delivered high touch services is just that, an investment in talent and an investment in the loyalty of your people.

I recently had the opportunity to talk with a global mobility director for a true silicon valley disruptor. She is placed at board level, where her input into the management of the global talent of the organisation is seen as the key driver to the global success they are looking for. She is able to advise on who should be where and in what time scale and as part of that role, uses a relocation management company to structure all their global mobility programmes. She is able to decide on the spend and is free from the input of procurement as the organisation sees that this is a key driver of their market share growth around the world. No lump sums here.

As companies start to realise how key talent is to their success and how shoddy approaches to relocating key people mean they lose them, I hope that the lump sum approach will become seen as outdated and counter-productive.

# RMC DSP Forum Report - September 2018

## Improving Dialogue in the Supply Chain - Dominic Tidey COO

Over the past decade we've worked hard to facilitate and improve communications between the main stakeholders in the mobility supply chain. EuRA began this initiative by bringing together the network professionals from our RMC members and EuRA Board Members. Two years ago we formed the first RMC DSP Forum in response from the RMC group telling us they wanted to hear what issues were facing the DSP partners when working within the RMC supply chain. The result was the Dubrovnik Supply chain session which came about as a result of a questionnaire designed and analysed by the group.

At our recent meeting many topics were discussed. We are looking at research topics and one burning issue for the DSPs is the advance of tech and how best they can use systems to improve efficiency and reduce costs. There are now several dedicated IT platforms for mobility and the group discussed how EuRA can help inform members about the functionality of platforms they're using. We will be designing a survey to try and get some real life data of the experiences DSPs have had

fun building, buying, commissioning and using systems and what impact they've had on their processes and business outcomes.

The group analysed the feedback we got from the RMC DSP session in Munich and one of the conclusions was that the pre-session on Wednesday afternoon after the conference opening, was a more lively and



will try a new format in Munich to minimise this challenge.

Another touch point was how we can maximise best practice when working together. The first stage of a potential best practice for partnership white paper will be the session we run at the Munich conference. Although planning is in its early stages. we will look at the big five topics that came to the fore in our discussions. There will be, communications, building successful relationships, scope creep, RFP's and how we do business together.

*Thanks to everyone who gave up their time to take part.*

### **DSP Representatives:**

Åse Löfgren Gunsten Nordic Group, Guntrum Maschmeyer Dwellworks, Maddalena Michieli Professional Relo, Christine Martin Olympic Advisors, Alistair Murray RSS and EuRA Board Member, Louise How Spencer How, Sylvie Schmit Verbrugghen ERS

### **RMC Representatives:**

Adrienne Szigeti BGRS, Abi Flanagan Paragon, Jacqueline Biersma TEAM, Leslie Putnam Crown, Simon Scott Altair, Adrian Leach HCR Group

open discussion than the actual session on Thursday. It was difficult to pinpoint hard and fast reasons but one was probably that people find it difficult to talk openly when in the same room as a major client! As a result we

# Russia Made Easy!

## Relocation



- Temporary Housing
- Orientation & Home-finding
- Legal due diligence
- Settling in & 24/7 Help-desk
- Departure Support
- Spousal support & Coaching

## Immigration

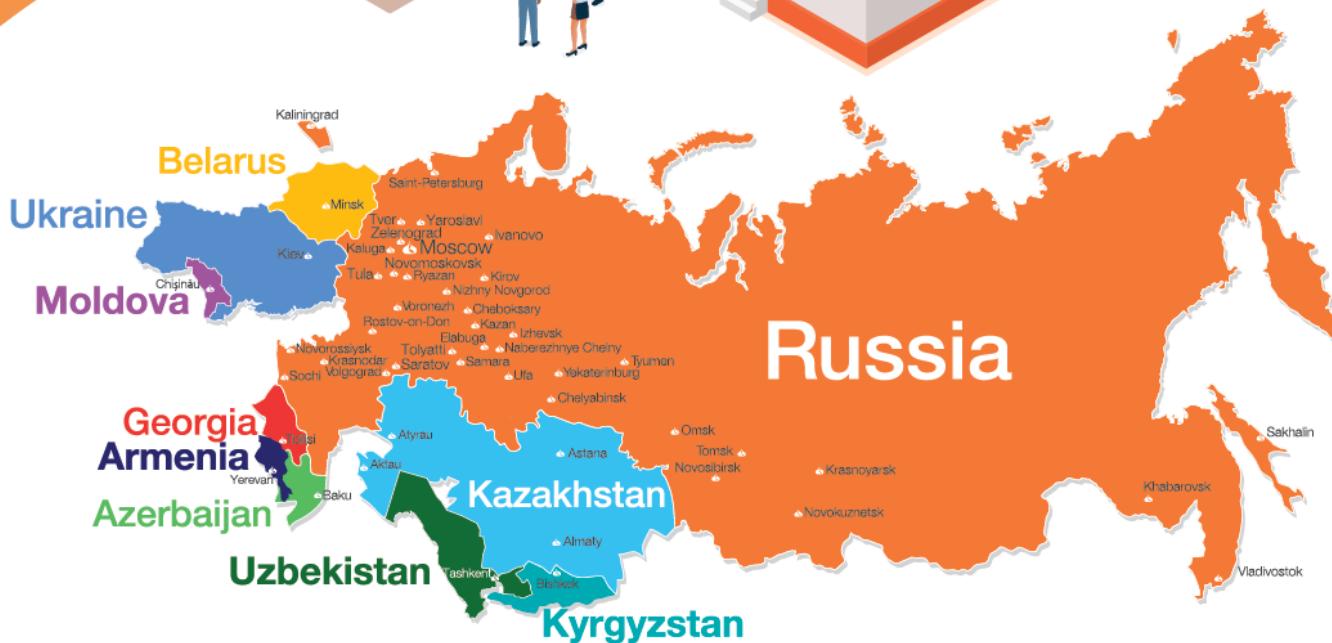


- Work Permit
- Visa support (all types)
- Residence Permits
- Migration registration & notifications
- Legalization & duplicates' procurement
- Immigration due diligence

## Moving



- International moving
- Domestic moving
- Transportations of antiques
- Office moving
- Vehicle moving
- Stock and storage



**Irina Yakimenko**

Managing Partner

Office: +7 495 502 95 53

Mobile: +7 963 644 36 66

i.yakimenko@intermarkrelocation.ru

[www.intermarkrelocation.ru](http://www.intermarkrelocation.ru)

## Feature:

# "Destination Services: Supporting the Experientially Blind"



## Jon Harman | Global Account Manager - CORT

Recently I visited the University of Virginia to attend a guest lecture from a visiting professor. I was so excited about the speaker and her topic that, waiting for her to begin felt much like waiting for my favorite band to come on stage. In fact, had a staff member stepped to the podium to announce that the talk had been cancelled, but that we were welcome to stay in our seats for a live acoustic set by U2, I would have been disappointed. Music is nice, but so are good ideas--especially ideas with the power to alter our worldview and our understanding of ourselves.

Lisa Feldman Barrett is a Psychiatrist and Neuroscientist at Northeastern University in Boston.

Reading Dr. Feldman Barrett's 2017 book, *How Emotions are Made* was a unique and memorable experience for a social sciences nerd like me. Her ideas were big and new. Her research challenged my understanding of the human experience so profoundly that I often had to pause, even for a day or two, to allow what I was reading to sink in.

*How Emotions are Made* summarizes decades of work by Dr. Feldman Barrett and her team. Her various studies challenge the classical Western view of emotions as essential, universal and hard-wired into the human brain. For centuries, the assumption has been that our experience of the world triggers an automatic and predictable emotional response. For example: A colleague criticizes our idea during a meeting and we are flooded with anger.

This notion that emotions are wired into some deep part of our brain, perhaps one that we share with animals, has been a part of Western culture for centuries. It is one of those ideas that we are so steeped in that we do not question it, partly because the theory aligns with our subjective experience. Emotions arrive so quickly that they do seem automatic.

We've been taught that the brain is operating on a stimulus and response model. Dr.

Feldman Barrett's work, and that of a growing body of other Neuroscientists, demonstrates that the brain is actually running a predict and correct model. It is looking at the world and cross-referencing our current experience with our previous experience in an effort to determine an appropriate response, be that a feeling or an action or a combination of both.

If our prediction is a bit off, we make corrections. The incredible processing speed of the brain and nervous system creates the illusion of stimulus-response. In truth, our brain is constantly active, running cascades of multiple

predictions which all occur so fast that we experience them as automatic.

Consider this scenario: Her back toward us as she reads a report we just gave her, our manager says, "No, no, no! This is all wrong!" Our body tenses. Depending upon our relationship to our boss, we may even get a surge of adrenalin as we prepare for an instance of anger, frustration or fear. Then our boss turns and we see that she is smiling, even laughing. There was an oversight in our paper that she found humorous. Our brain instantly corrects. No need to prepare to argue and defend our work. This is an instance of humor. The flow of adrenalin shuts off, our muscles relax and we let out a laugh. Prediction and correction.

Life experience teaches us to recognize situations where a particular emotion, say anger or happiness, is appropriate. As we get older and older we refine that learning via repeated experience.

Fine you say. We don't want to read a 400 page book on brain research so we'll take your word for it. But please tell us, what has all this got to do with our work in relocation?

I will try to connect Dr. Feldman Barrett's work to relocation, but first another concept.

If the brain is working on a predict-correct model, looking at the world and interpreting it through past experience to help determine what is the appropriate response to our current situation, then what happens when our prediction is way off? That experience would be called "learning."

Assuming we are not too tired to take in the new information, and assuming we don't simply deny the fact that our prediction was incorrect, our brain incorporates the surprising outcome in a learning experience that will lead to more accurate predictions in the future. If we are just getting to know our boss, we will wire in the tone and body posture of her "No, no, no. This is all wrong." and learn that she may use such language in a state of amusement, not necessarily anger.

We've all heard that old chestnut, "Experience is the best teacher." In fact, we've all experienced it. We learn when our experience-based prediction does not align with reality. In fact, if our prediction was way off there is likely to be strong emotion associated with the experience, which only serves to strengthen the learning and to solidify it in our memory.

So what happens when we find ourselves in a situation for which we have no relevant experience that might help us form an accurate prediction? The brain will continue to search for relevant experience but it is truly in the dark. We either settle on a poor prediction or find ourselves in the unsettling circumstance of not being able to generate a prediction. Almost dumbfounded. Dr. Feldman Barrett refers to that state as "experiential blindness."

Toddlers offer a great example here. A toddler is a pioneer living in a world of experiential blindness. One can't explain the laws of physics or the fundamentals of psychology to a toddler with words. Experience is his teacher and the world around is his laboratory. What will happen if I push this lamp over? What will happen if I take that boy's toy truck? What will happen if I drop this bowl of spaghetti? We haven't discussed the metabolic cost of learning. Put simply it is very high. The brain

uses a lot of energy to encode new experiences. If you think of a toddler as a brain awash in a world of new experiences, the need for naptime makes a lot of sense.

And finally we reach our assignee. Yes I am leaping from toddlers to assignees. Many of you are probably a step ahead of me in making this connection. Much like our toddler, an assignee is a pioneer living in a world of experiential blindness. Sure our assignee has the laws of physics down. No need to drop spoons to the floor to affirm that gravity is still working. But the adult world is less one of physical action and more one of social interaction.

Our assignee is experientially blind to the culturally specific rules for managing a team, or standing in line at the bank, or greeting strangers on the elevator, or conducting a performance review, or receiving dinner guests, or filling her car with petrol, or punching her metro ticket. She can try to read body language, but she is missing the verbal cues that may have pointed her toward the appropriate action or response in her home country. The word "foreign" is truly appropriate here. Foreign in the sense of new and unknown, even strange at times—at least in comparison to what is familiar. An encounter with the foreign is an encounter to which we are experientially blind. Such is the daily life of our assignee, especially early in her assignment.

Certainly exploring a foreign culture can be an adventure, but the stakes are high for our assignee. This is no vacation. She must insure that her spouse and children are adapting and that her critical work projects are on target and that her new, culturally different team is aligned with her, all while wearing experiential blinders which make it difficult for her to function with the confidence and facility that she is accustomed to in her country of origin.

Our toddler will not be fired for errors that result from his experiential blindness. The adults around him understand that he is learning and the stakes aren't that high. Not so our executive assignee who has deadlines and revenue targets to meet, and whose career prospects are bound to be impacted by how well she navigates this strange new world.

Living with this kind of uncertainty is stressful. The original definition of stress is the body's non-specific response to change. This "non-specific response" means turning on fight-or-flight mechanisms and turning off essential long term functions such as the digestive, reproductive and immune systems. Living in

this state over long periods is what we call chronic stress and it eventually leads to illness.

Our expatriate's success, and perhaps even her health, will depend, in large part, on her ability to learn from and adapt to each incidence of prediction error. Yet learning is much more difficult, sometimes not even possible, when we are tired or stressed. Tired and stressed due to time zone differences. Tired and stressed because we spent the weekend shopping for furniture and ended up with a mattress that doesn't fit our bed. Tired and stressed because our social calendar is full of required dinners with colleagues and

other expats. Tired and stressed because we are up at night talking to our spouse about the challenges our child is having adjusting to the new school. Remember those toddlers and their need for naptime? A tired toddler doesn't take on new information when he encounters a prediction error. He is more likely to throw a fit. The stimuli are too much



for his nervous system to handle.

Relocation is a tidal wave of experiential blindness and prediction error. This is where professional support from a qualified destination services provider and a cultural trainer are critical. The role of such relocation professionals is to reduce experiential blindness via education and to accommodate for it by assisting in critical decisions such as where to live.

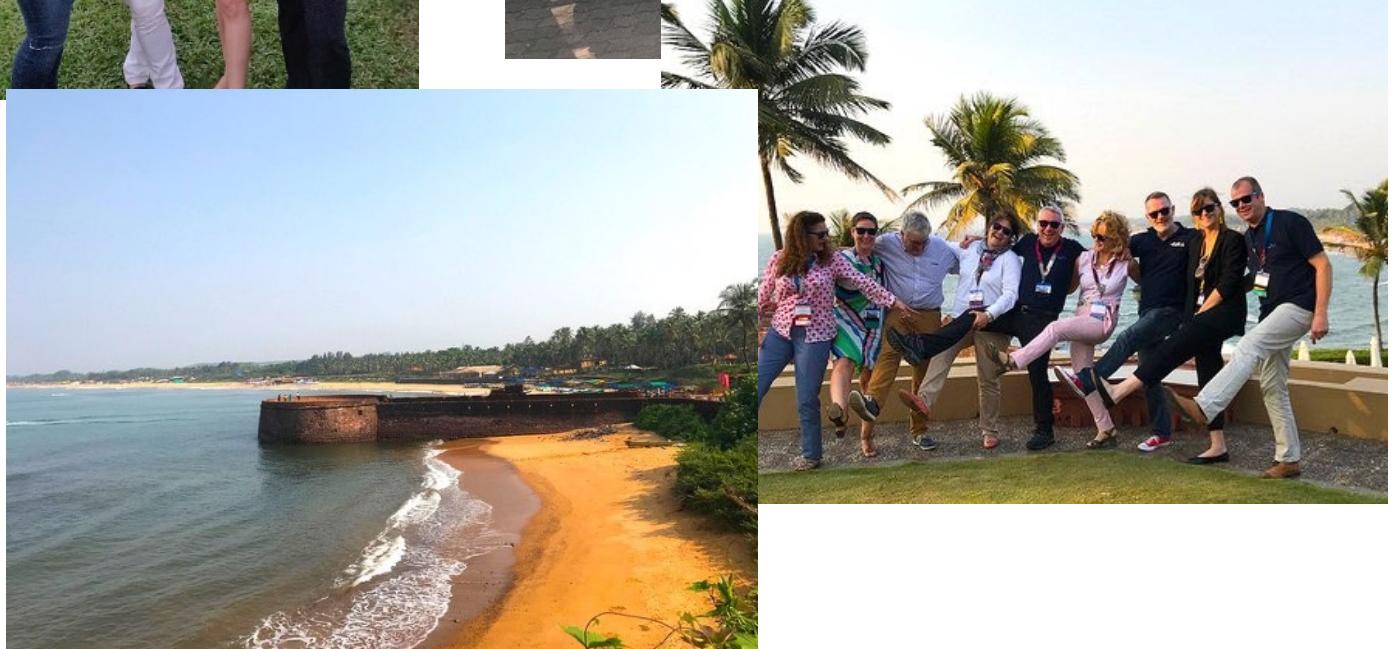
We have already discussed the fact that experience is the most impactful teacher. Cultural training and destination service support can prime an assignee to learn from moments of prediction error more easily. Such moments are likely to be accompanied by a light bulb moment, "My cultural trainer told me about this!" and the assignee gets the rewarding sensation of connecting an idea with a real life experience. That is learning at its best.

This is probably my longest article for EuRA. If you've made it this far you may just be a social sciences nerd like me. I'll get you a badge. Seriously, though, I believe that most of us are fascinated by questions of human behavior. What makes a novel or a movie interesting if not the opportunity to step inside another mind? Meaningful insight into human behavior creates opportunities for us to better understand, and therefore better serve, our clients and assignees.

Dr. Feldman Barrett's findings allow us to see our work in a new light. Our role is to minimize stress and uncertainty by reducing experiential blindness, empowering our assignees to make better predictions about how to move through life in their new host country. In so doing, we enable them to achieve the work objectives that prompted the relocation in the first place.

Back to that lecture hall and my preference for neuroscience over rock and roll. Here comes Dr. Feldman Barrett now. Excuse me while I start screaming and fire up my lighter.

**Jon Harman, GMS**  
*Global Account Manager*  
*CORT, A Berkshire Hathaway Company*  
**T +1.540.255.8349 | E**  
[jon.harman@cort.com](mailto:jon.harman@cort.com) |  
[cortdestinationservices.com](http://cortdestinationservices.com)



## #EuRAGOA Global Conference 2018

In what has been a very exciting 20th year for EuRA, the buzz around the Goa Global conference was intense! It was such a huge pleasure to be in India but greater still was the pleasure of meeting our members in such an incredible setting. Over three days, we talked, learned, networked and made new friends. Now in its third year, the EuRA Global Conference was the brainchild of past president Anita Meyer, who held a clear vision for her presidency which was to truly make EuRA a global organisation that was capable of representing its members all over the world. We started in Cape Town and were so genuinely delighted that our

members in Africa joined us from all over the continent. Last year in Dubai again, we were able to represent our members across the Middle East.

This year in Incredible India, we were able to focus on the challenges and successes that mobility providers across sub-continent face and draw some conclusions about our global network working together. It was fascinating to see how services are delivered, how impactful a move to India can be and how incredibly professional the EuRA members are. The depth of knowledge about the impact of regionality in this vast

country really shows how vital using professional relocation support really is. One very interesting contrast between India and other places is how much time corporates are still prepared to fund when relocating key people. Three and four day accompanied searches are still common and this was something our members from outside India found very interesting. However, as our members across the country pointed out, a move to India represents an incredible adventure for the expat at the same time as a profound life changing experience. Our huge thanks go to our sponsors, without whom we just

## PHOTO GALLERY



very blessed indeed.

Huge thanks to everyone who donated and bid on items in our silent auction to raise money for Help Age India , an incredibly important charity serving communities across India and the largest voluntary organisation working in that space.

could not make this event work. Their support meant that we were able to enjoy a fantastic experience. We celebrated the end of the event under the palms and the stars, watching the sun go down over the Arabian sea, feeling

We managed to raise €3,000 which will make a real difference to the work of the charity.

Next year, Vietnam!!

**SAVE THE DATE 20TH - 22ND NOVEMBER 2019**

Munich 2019



Munich 2019

The 2019 EuRA International Relocation Congress will take place in the stunning Bavarian capital Munich. This ancient city is a centre of commerce and manufacturing and is currently ranked number 4 in Mercers Most Liveable Cities index. If you haven't visited before, take time during the

conference to get a feel for this great metropolis.

The 2019 Conference theme is "Celebrate the Future | Opportunity Defined". We aim to move away from the VUCA paradigm and concentrate on the opportunities that change can bring. Each year we work hard to deliver exceptional learning and networking opportunities and our 2019 event will be no different. We have an exceptional programme of training, breakout and plenary sessions and two terrific keynote speakers.

***For the past five years the event has been fully booked by mid January - please make sure you book before December 14th to take advantage of the Early Booking Discount as prices rise by 50% once it expires.***

The primary venue is the Hilton Munich Park, set in the Englischer Garten a very pleasant 20 minute walk into the city. The Hilton Munich Park is a 5\* hotel, each room has a balcony with a view across the city. We have secured an excellent rate of €179 including breakfast.

**Thank you to everyone who has submitted a session**

## **EuRA Foundation Charity 2019**

The ability which human beings possess, to communicate and function in more than one language, is an enormous asset. In a world of globalisation and migration, it simply makes sense to encourage and support this ability from an early age.

The Centre for Multilingualism in Early Childhood in Munich (zkm = Zentrum für kindliche Mehrsprachigkeit e.V.) serves as a meeting point for all those concerned with childhood multilingualism and offers an ongoing forum for information, operational issues and teaching practices.

Our activities include early language learning courses for children, teacher training, lectures and presentations by experts in the field, consultation and academic supervision.

zkm was founded in 2002 and is an independent non-profit organisation, not affiliated with any political party or religious group. Our most important programme is KIKUS – Language Learning for Children Aged 3 to 10.

KIKUS ENGLISH is a fully-integrated language learning programme designed to encourage and promote early multilingualism. KIKUS (pronounced "keekooz") stands for „Kinder in Kulturen und Sprachen“ (which can be loosely translated as "Children of Many Cultures and Languages").

Originally developed to support the German language skills of young children from immigrant families in Munich kindergartens, the concept has since then been widely tried and tested in the field. It is fully applicable to other languages.



**A big thank you to all the members who have bought an advert on this edition of The EuRApean. For details and to book your ad, contact Maria Manly. You can also donate through for this special charity using JUSTGIVING.COM**

# A big thank you to our generous sponsors!

## Conference Sponsor



GLOBAL NETWORK



## Event Sponsors



## Gold Sponsors



## Silver Sponsors



## Gift Sponsors



## Delegate Bag Sponsor



**Remaining Sponsorship Opportunities**

# Feature: “Streamline processes to support global talent” By Barry O’Sullivan

Barry O’Sullivan, Head of Global Payment Solutions at international payments specialist, HiFX, discusses the challenges faced when looking to streamline global mobility processes.

As companies become more global, so has the need to move their talent where it’s needed. Having the right people in the right place at the right time, to take on challenges or opportunities, is often the difference between success and failure, profit and loss.

To triumph, different elements of the business have to work together. For HR, it’s having a clear talent strategy to recruit, develop and keep exceptional people with the essential skills a business needs to succeed. For employees, it’s having the support to fully focus on the job and their assignment. And for finance, it’s controlling and reducing relocation and assignment costs, staying compliant and reporting on return on investment.

The simplest way to reduce the cost of international projects and streamline mobility processes is to use a partner that offers comprehensive relocation and moving services. Add to this, an international payment provider who understands local payroll in expatriate or home locations, as well as general compliance and country-specific compliance obligations. Just make sure any third-party suppliers are up to

speed with the local law and regulatory burden in the countries you’ll be operating in.

## Simplify your global payments

In a nutshell, global payments are made anywhere in the world, in any currency. On paper, this sounds like a straightforward way to pay for goods, payroll or services overseas. In reality, it can be anything but. There are choices to make, challenges to address and a number of pitfalls to avoid.

In effect, you have two choices of who to use to make your global payments. Namely a bank, or a third party provider.

A third party payment processing provider should be able to offer an end-to-end payment solution. One that automates payment processes, eliminates manual errors, verifies and validates payment data before it’s sent and provides tracking and reporting of each and every payment to its destination.

In terms of scale and reach, you should not be restricted in terms of how many payments you can upload in a single file and have the ability to access major, minor and more exotic currencies.

It’s a complex world, all right.

Thanks to technology, it’s pretty straightforward to simplify and streamline your global payments. You could:

- Cut or eliminate manual processes altogether
- Improve speed and accuracy of high-volume, time-sensitive payments
- Create detailed, custom reports for quick and easy reconciliation and management information

Even better, it’s possible to achieve all of the above with fewer resources and, typically, make significant cost savings.



*To discuss how HiFX support companies within the Global Mobility sector as they overcome the complex challenges involved in enabling a global workforce via their global payment solutions for businesses and consumers, contact Barry on [barry.osullivan@hifx.co.uk](mailto:barry.osullivan@hifx.co.uk)*



*Peace of mind for people on the move*

## **Alfa, your mobility services partner**

Our purpose is to deliver sustainable global mobility for people and businesses.



Immigration • Relocation • Mobility • Moving

[www.alfamoving.com](http://www.alfamoving.com)

**Sweden   Denmark   Norway   Finland**

## Feature:

# "Racing to Brexit: Six Months to Go"

Where We Are, What We Know, and What You Should Do... Six Months from Brexit Day

**29th September 2018** marked the start of the six-month "finish line" to the official Brexit of the United Kingdom (UK) from the European Union (EU). With more than two years elapsed since the Brexit Referendum in June 2016 when the UK's populace elected to sever its 45-year association with the EU and its forerunners – many of the questions about the future relationship between the UK and the EU remain unanswered. With 29th March 2019 – Brexit Day – just six months away, Newland Chase gives this quick snapshot of where we are, what we know, and what you should do when it comes to immigration and mobility.

### Where We Are: "YOU ARE HERE"

**More than two years in**, it would seem that we should be further along in the timeline. However, when the events of the previous two years and the upcoming two years are depicted graphically, it drives home the realisation that we have much ground still to cover.

After months of negotiating, the tenor of the Brexit talks appeared to reach an all-time low in late September 2018. Sticking points centre around the future trade relationship and how to deal with the Irish

border. EU leaders rejected the UK's current "Chequers plan" but have offered little hint at a constructive way forward. Both the UK and the EU have continually reiterated that "nothing is agreed until everything is agreed"; so despite seemingly early progress, it appears all issues remain on the table. Time is now running short in order for a deal to be finalised before 29th March 2019. If negotiators are unable to agree on the details of an exit deal by the end of November 2018, the schedules of the EU governing bodies and the UK Parliament will make formally adopting a deal unlikely before the UK exits the EU on Brexit day.

### "RACING TO BREXIT" — FIVE+ YEAR TIMELINE



### Where We Are: Could Brexit be Stopped?

*Is another referendum coming?* In recent weeks, calls for another referendum on Brexit have grown increasingly louder in the UK. Polling now suggests that such a second referendum on Brexit might produce a different result with the current makeup of the electorate seemingly now slightly favouring to remain in the EU. Such a referendum directly challenging the earlier

decision to leave the EU is theoretically possible, but unlikely.

*Could Parliament block Brexit?* Again, in theory, it could. A Parliament vote on the final Brexit deal is required; and it is a somewhat murky legal question as to what happens in the event that Members of Parliament fail to ratify a final deal. Absent a second referendum that specifically polls the electorate on the leave/remain question, Parliament is unlikely to fundamentally

overrule the previous Brexit referendum's outcome. They are, however, likely to push back on some of the specifics of the final deal put to them by the Prime Minister.

### **What We Know: EU Nationals in the UK**

Throughout negotiations, the UK has been the side most forthcoming regarding its plans for how to deal with the end of the Freedom of Movement tenant of its relationship with the EU. In a nutshell, here's where we stand:

- *Freedom of Movement of EU nationals into the UK will officially end on 31st December 2020.* While the details for border entry have not been outlined, EU nationals will have to comply with some form of entry requirement, unlike their current free status. However, that requirement is likely to be something less than the formal visa process required of many non-EU nationals and take the form of a visa waiver or visa-on-arrival. When it comes to living and working in the UK, EU nationals will be required to complete work and residence authorisation formalities similar to those of non-EU nationals.
- *EU nationals currently in the UK or arriving up until 1st January 2021 will have the right to remain.* The UK has already introduced an online process for granting "settled status" to EU nationals residing in the UK. While the system is currently being tested among a limited number of EU nationals, it is expected to be rolled out in phases nationally starting by the end of this year. "Settled status" for EU nationals will be akin to the current "Indefinite Leave to Remain" for non-EU nationals.
- *No immigration preference will be given to EU nationals from 1st January 2021 forward.* Unlike the current process, EU nationals wishing to live and work in the UK will fall under the same immigration routes and processes as non-EU nationals, with employment purposes being governed by the Tier 2 route and study purposes being governed by the Tier 4 route.

### **What We Know: UK Nationals in the EU**

Thus far, the EU member states have all been silent on their plans for how to deal with the end of the Freedom of Movement tenant of their relationships with the UK. None of the European nations have yet introduced a similar system to that in the UK for settling UK nationals within their borders. However, EU member states will certainly

reciprocate and mirror the approach taken by the UK. There will be no immigration preference given to UK nationals from 1st January 2021 forward, and the current immigration routes and processes applicable to non-EU nationals will apply to UK nationals.

### **What You Should Do Now: Newland Chase Can Help**

From our corporate headquarters in London and regional offices throughout Europe, Newland Chase has its finger on the pulse of immigration in the UK and the various EU member states. Throughout this Brexit process, we've been at the forefront of preparing the business community in the UK and EU for these unprecedented changes in corporate mobility and immigration. Prepare your company for success both now and in a post-Brexit environment:

- *Register your employees for settled status.* For your EU employees in the UK, immediately help them register for "settled status" and "pre-settled status" as soon as the UK Home Office's registration system opens to them. For your UK employees in EU member states, watch in coming months for similar systems to be implemented and immediately have your employees register.
- *Recruit needed EU and UK talent ahead of the end of Freedom of Movement.* Prior to 1st January 2020, the process for obtaining work and residence authorisation for EU employees in the UK and UK employees in the EU will remain under the current laws. Evaluate and anticipate your labour force needs ahead of time, and where possible, have your employees in place prior to this date.
- *Prepare for recruiting in a post-Brexit environment.* From 1st January 2020, EU and UK nationals will fall under the same work and residence authorisation routes as those that apply to non-EU nationals now. Determine your typical employee profile and evaluate whether or not they will qualify under the existing employment-based immigration routes. Your immigration specialists can assist in this process and suggest alternate immigration strategies where available.
- *Contact us today for a comprehensive assessment and recommendations on how your company and employees can continue to succeed in the UK, Europe, and anywhere in the world.*

[enquiries@newlandchase.com](mailto:enquiries@newlandchase.com)



**Newland Chase** is a specialist immigration firm with over 60 offices in 22 countries, providing a truly global service. Our professional team of immigration experts understand the complexities of global immigration, and we simplify the process to ensure you remain compliant and stress free. Our clients range from multi-national firms to growing tech start-ups, so we are able to offer tailored solutions to meet the specific needs of your industry and company size.  
[www.newlandchase.com](http://www.newlandchase.com)



ASIA PACIFIC  
PROPERTIES



APP MOBILITY  
Global Real Estate ■ Corporate Relocation



Asia Pacific Properties specializes in real estate and relocation services in Asia Pacific, including China, Hong Kong, Australia, India, Japan, Singapore, South Korea and Taiwan.

For more information, please contact Associate Director Jacqueline Tilberis at +852 2281 7857 or [Jacqueline.tilberis@appmobility.com](mailto:Jacqueline.tilberis@appmobility.com)

"AS WITH ROLLING CLOUDS AND WILD CRANES,  
ANYWHERE IN THE UNIVERSE CAN BE MY HOME."

[www.asiapacificproperties.com](http://www.asiapacificproperties.com)



# Feature: “How Can We Support Compliance with Technology?”

Every business must ensure their compliance with the many rules and regulations that govern their operation, and the relocation industry is indeed no stranger to this concept. In fact, global mobility professionals across the globe must not only comply with the laws of their home nation but those of their clients, partners and any other stakeholders, all at the same time. This has, no doubt, caused many issues for those in the community, and with international regulations continuously evolving with an ever-increasing pace, not to mention the severe penalties in place for those who fall foul.

One big problem with the industry's current compliance framework is that companies are too focused on their own practices, when relocations are all about collaboration. By only looking at their individual measures, businesses are being both inefficient and ineffective at tackling compliance. This approach of 'silo-thinking' can no longer be the focus in the modern industry as all relocation providers are part of a complex network that works together to provide relocations.

## New Compliance for a New World

Traditionally, the two giant nodes of compliance in the global mobility sector have been taxation and immigration. While both are interlinked, they each have their own challenges which have to be met at each stage of the relocation whether it be for the human resources (HR), relocation management company (RMC), destination service provider (DSP), or the assignee themselves. HRs, RMCs, and DSPs, however, now have another to think about; data protection.

Within the last ten years, countries around the world have come to the realisation that the laws initially designed to protect their citizen's privacy are utterly ineffective in the modern age. The now ubiquitous use of the internet has changed almost every aspect of people's lives, and new legislation has (and is) being written to bring the enforceability of data protection into the 21st century. The European Unions' General Data Protection Regulation (GDPR) is a perfect example, as it is indicative of the shift towards increased restrictions in the processing of personal data and the potential penalties for those who do not follow it. In fact, by our estimation, it takes around 50 documents for a relocation company to become GDPR compliant, and when taking into account staff training and

the like, you can be looking at over 250 work hours of investment.

It's easy to see then why compliance is often seen as a cumbersome addition to your ideal everyday workflow and a factor that acts to restrict business efficiency. The reason for this, however, in many organisations is somewhat self-inflicted. Understandably, business spending is often focused more on generating sales through sales and marketing, neglecting the need for improvements in other areas such as compliance. In these situations, compliance efficiencies can lag behind increasing workloads, causing more pressure and restriction on the sales pipeline. In light of this, we should always be ensuring that our supporting business roles can keep up with the sales team and provide their functions in a high-speed, low-drag manner. We can also go a step further and use these regulatory changes to create new opportunities, such as providing a service specifically designed to take the regulatory

we can centralise assignee data along with some aspects of relocation management to that everyone can interact and work better together. Sharing documents and client data can now be done in a compliant manner without a second thought and information required for immigration and taxation tasks can be easily accessible between partners. Having linked workflows can also reduce the amount of duplicate work that has to be completed, and everyone will always know where they sit in the data controller/data processor relationship.

Speaking of this, a significant pressure of the GDPR has been for organisations to become more accountable with their management and security of personal data, an essential point for global mobility professionals. Modern relocation management platforms can easily handle this by logging all data processing procedures in the background, meaning that all the necessary audit trails are there for you, should you need them.

## Becoming Future-Proof Through Technology

The excellent thing about bringing technology to the heart of compliance is that it can assist us with the more traditional areas such as taxation and immigration, while protecting us against new points, such as GDPR. What we don't know, is which new points of compliance will be appearing within the next decade, whether it be from new legislation or further changes in the use of technology. Where, for example, do video or virtual reality tours of potential properties, fit into our current frameworks?

Also, how do these changes impact the need for compliance officers within businesses? At the moment compliance officers are a staple or medium- and large-sized enterprises, but there is indeed a possibility that this will shift to more of a consulting-type role within the future.

Building a robust, collaborative technological framework around which relocation partners can interact and work is essential if we are going to future-proof global mobility against the compliance of tomorrow. By working together, we can approach and tackle future challenges and legislative shifts with minimum disruption and maximum effectiveness.

This article was written by [ReloTalent](#) for The EuRApean.

For more information contact CEO and Co-Founder of ReloTalent, Sébastien Deschamps - ReloTalent [seb@reloitalent.com](mailto:seb@reloitalent.com)



and compliance risk out of the client organisation.

Let's also not forget that governments across the globe are also increasing their use of technology to improve their control over immigration, taxation, personal data security etc. hence creating an even greater compliance risk for those conducting global mobility programs. It is therefore essential that we as an industry that revolves around compliance with these matters, keep up with the changes in regulation; these issues are only going to become more prominent as time goes on.

## Centralising Compliance with Technology

Technology has become the key to achieving an efficient and effective compliance framework in which global mobility businesses, and networks, can thrive. Unified platforms allow consolidation of some compliance activity between relocation partners, reducing the work required for each member per relocation. They also provide the opportunity for businesses to build in compliance from the ground up; moving it from a side-lined annoyance to something central to how the company operates. By getting networks members to work across the same, or compatible, platforms

# Feature: “The ‘My Way, Your Way, Our Way’ of Global Mobility” By Nigel Ewington

Recently I got the opportunity to work with a Global Mobility professional who told me a story about a loss of trust she experienced in some global colleagues. She was feeling frustrated and let-down by the actions of some colleagues who had failed to follow the policy they had agreed together. It was made worse by the fact that she had only found out about the actions indirectly.

She was a Global Mobility VP working for a global manufacturing company and responsible for a tri-regional mobility programme with key mobility stakeholders in Germany & China. This programme was currently occupied in moving some German Managers into China. The Mobility function had recently been through a process of drawing up and agreeing new policy, with a strict set of processes to follow across the globe. Despite seeming to have secured agreement to these new policies from her regional colleagues at a 3-way meeting in the USA, the Global Mobility VP had found out that one key area of policy linked to Transportation had been flouted in China. It seemed that the rules had been broken for a German c-suite executive moving to China, and no one had bothered to inform her.

On exploring the story more deeply, I learned that during the meeting itself the Global Mobility

VP had presented her ideas about a new mobility policy and asked for reactions. She feared lack of buy-in from the Germans who asked her lots of difficult questions in response to her question. She had not anticipated that the flouting of the policy would come from the Chinese. At the meeting they had listened respectfully and merely commented that they were ‘grateful for these directions’, and ‘would do their very best’ to implement them. She left the meeting confident that buy-in had taken place. She was now mystified as to why this hadn’t happened. As I reflected on the story, it seemed to me to be symptomatic



If the ownership of Global Mobility is now dispersed globally, it takes special sensitivity to make sure that the cross-border collaboration is effective. The communication problem the VP faced here was not a lack of clarity nor a lack of respect, but a failure to get real buy-in from her global colleagues. While it is a universal truth that as human beings we all love to communicate our intentions, this story reveals that we have different cultural assumptions about ‘how’ to go about doing this. Chinese tend

to be higher-context in their communication style avoiding over-direct use of text, and assuming that their important messages will be read between

the lines. Inference, body language and situational cues are the tools of the high-context communicator. Germans on the other hand, tend to be ‘lower context’ preferring to communicate the critical nature of what they are thinking more directly in the exact text of what they say. They are more direct in challenging others, even when maintaining a good relationship is critical to them. US Americans – sitting culturally in the middle of these two other cultures - may misconstrue the Chinese indirectness for agreement, and the German critical feedback for



of a key challenge besetting global mobility. In this VUCA (Volatile Uncertain Complex Ambiguous) world global mobility professionals themselves have to respond to the shifting needs of their internal customers by collaborating together as one global team with one shared policy across a number of locations. Here complexity is increased by the challenge of cultural differences and distance. They are faced with the challenge of who owns Global Mobility globally, and how to make new levels of global collaboration work.

aggression. Here a failure to understand the 'your way' of effective communication, and how it may differ from 'my way' may compromise the formulation of a workable global 'our way' for moving forward globally.

The lack of cultural sensitivity revealed in this case was not only a question of communication. I learnt that the US VP had dug deeper into the exact local context in which there had been a flouting of the transport allowance policy. In this organisation's policy assignees are given a transportation allowance of USD 1000 a month used to subsidize transportation needs. Such needs include car rental, use of taxis etc. In China, due to the regulations, expats are not encouraged to drive on their own and car rentals tend to come with a driver instead. The German c-suite executive assumed that the car + driver was an entitlement and demanded the full costs to pay for it, although the intention was to subsidize the cost not pay the full entitlement. Local HR acquiesced and paid from another budget.

If we accept that the Chinese mobility team was aware of the rules, despite having some concerns that they had not voiced at the meeting in the US, why did they simply not follow them? Is this possibly another cultural factor relating to understand the 'your way' of global collaboration, or is it simply a lack of professionalism?

Research indicates that cultures have different assumptions about rules vs exceptions. In all cultures we need to find the right balance between knowing when to follow the rule regardless of the context, and when to adapt the rule according to special circumstances. Some cultures can be described as 'universalist' and

their people tend to follow the rule regardless of the context in which it is applied. In 'particularist' cultures on the other hand rules always need to be reinterpreted to meet the needs of particular people in particular contexts. Very often like China, such 'particularist' cultures tend to be also 'hierarchical' in style where people tend to maximise the deference and privileges given to bosses, rather than minimise them.

This 'particularist', hierarchical side of Chinese culture and the flexible approach to rules that ensues can be a source of frustration to 'universalist' global partners, but it can provide the sensitive handling of the delicate needs of key stakeholders locally that is critical to the implementation of mobility programmes

In reflecting on the learning from this story, it occurred to me that one of the features of this story is the gap between intentions and impact, which is typical of breakdowns in global collaboration. Both sides have positive intentions in what they do and say, but due to a smokescreen of instinctive cultural styles the impact is often negative. To get real buy-in in a world where ownership of global mobility is dispersed across locations, the GM VP should have avoided leading with a presentation of her own first draft of policy, before getting reactions. Instead she could have framed the intentions of policy, and before getting to drafting rules of guidelines, she should have listened and explored how key stakeholders would implement those intentions in key global locations. In this way she would have learnt about some of the cultural differences - both of the 'harder' more visible kind and the

softer more attitudinal and values-driven kind - revealed in the case. I was reminded of the trilemma of focusing on My Way vs Your Way vs Our Way when collaborating and building buy-in in a global context. Whereas undoubtedly to build trust you need to be yourself, authentic and honest. However, the My Way needs to be tempered with awareness and skills in understanding the Your Way of your global partners. Only in this way can you reflect on the best 'Our Way' for turning positive intentions into effective communication, process and policy.



*Nigel Ewington is a Senior Partner at TCO International and head of the Training Practice. For more information please visit our corporate website [www.tco-international.com](http://www.tco-international.com)*

# EuRA Global Quality Seal

## Newly Certified and Re-certified Members

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

### Newly Certified

- [Altair Global BVBA](#)
- [Executive Expatriate Relocations \(EER\)](#)
- [Moving ON - International Mobility Consultants](#)
- [Connectiv AG](#)
- [Keller Relocation](#)
- [Intermark Relocation](#)
- [HTLC Network S.A.G.L](#)
- [Gosselin Mobility N.V](#)
- [IOS Relocations](#)
- [Relocation Africa](#)

### Newly Re-Certified

- [Woodhams Relocation Centre](#)
- [Prime Relocation](#)
- [Schmid Relocation](#)
- [Inter Relocation Group](#)
- [GRS Global Relocation Services International](#)
- [Oslo Relocation](#)
- [Human Entrance](#)
- [Professional Relo](#)
- [Copenhagen Relocation](#)
- [SIT Grupo Empresarial](#)
- [Auris Relocation](#)



## Online Training

EuRA Global Quality Seal Webinar Training  
RECORDINGS AVAILABLE FREE TO EURA MEMBERS  
EMAIL [Maree Turner, EGQS Administrator](#)

As part of the "Global Quality Seal" accreditation programme for EuRA Members, we will be running training webinars to help members to prepare to undertake the EuRA Global Quality Seal audit.

We STRONGLY recommend that if you are considering undertaking the EGQS in the next year, that you attend these sessions. Building your Quality Manual in preparation for the audit and successfully implementing the KPI's is much more straightforward if you have undertaken this training.

These webinars will last for one and a half hours and will be delivered in three sessions over three days. Our speaker is Martina Scharwey, our Project Manager for the EuRA Quality Seal programme and a leading expert in the implementation of quality standards.

The sessions will focus on the delivery of excellence within the relocation process and how best to prepare your processes to successfully achieve the EuRA Quality Seal.

Once signed up, we will send delegates an invitation to join each seminar, 24 hours in advance as well as technical details about using the Webex online system. It is incredibly easy to use. There is no charge for EuRA Members.

[Sign up today.](#)



## Quality Standard 2019 & GDPR

The major change to the updated 2018 Quality Standard was the incorporation of the General Data Protection Regulation compliance guidelines as they apply to EuRA Members.

This year we specifically looked at the impact of GDPR and how the upgrades to the standard that were introduced last year have worked out. Feedback from members with the seal was really positive about the additional compliance needs for GDPR.

The new Standard will be available in January 2019.

## Introduction to the EGQS

[Watch the film](#)

## A FRESH APPROACH TO RELOCATION



We could blow our own trumpet and tell you how great we are, but that's never the same as hearing someone else's words.

"Clearview Relocation stood out as the **WINNER** of Destination Service Provider. They have a nurturing management style and also use innovative technology. This melds people and technical solutions together and it really works."

The judges described Clearview Relocation as "a real winner – a highly proactive company that pays attention to the smallest details, resulting in excellent customer satisfaction."

Call or email us today to see how Clearview Relocation can help your business relocation needs.

Call: +44 (0) 1635 239040 email: [info@clearviewrelocation.com](mailto:info@clearviewrelocation.com)



It's a great day to  
start something big.  
**YOUR MOVE...**



**intouch**  
relocations

+971 4 447 2535 | +27 11 267 2100 | [info@intouchrelocations.com](mailto:info@intouchrelocations.com) | [www.intouchrelocations.com](http://www.intouchrelocations.com)



## **LEGAL COMPLIANCE IN MOBILITY**

Our MIM+ continuing professional development programme will roll out during 2019, starting with Legal Compliance in Mobility, by our brilliant Strategic Consultant for Legal, Gordon Kerr.

# **ONLINE NOW**

Legal Compliance in Mobility

Log in to start learning



## **MIM Open Source Now Online**

Study when you want

Free to access for all EuRA Members

No charge for learning, just for certification

Create your login and start your professional development journey

### **Mobility Industry in Context**

Supply Chains Clients and Process  
Online now

### **Excellence in Service Delivery**

A New Model for Service Delivery  
Online now

### **Managing International Assignments**

Processes for Transferee Assistance  
Online now

### **Cultural Theory & Intelligence**

The Psychological Impact of Relocation  
Online February

# **Customized Relocation Solutions**

Denmark

**Mail** [operations@aspiremobility.com](mailto:operations@aspiremobility.com)  
**Tel.** +45 70 221 226

**Web** [www.aspiremobility.com](http://www.aspiremobility.com)

**Aspire**  
mobility group

Immigration

Destination Service

Worldwide Moving

Furniture Rental

Expense Management

# News from the Industry



## intouch relocations

### Intouch Relocations Opens an Office in Cape Town



Intouch Relocations has a long-established presence in Johannesburg (1993), Dubai (1998), Kenya (2014) and we have been delivering relocation services in many other locations in Africa and the Middle East with the support of our experienced and dedicated team of relocation consultants for more than 20 years.

Cape Town is an African city of great opportunities, a city of talent, innovation and excitement, providing a balance between aspiration and quality of life. It is business friendly, embraces the tech and renewable energy sector, has a vibrant film and advertising industry and is continually building on its success in the tourism sector.

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

### BGRS receives two Stevies

BGRS has received awards in two categories at the American Business Awards, otherwise known as the Stevies. The Stevies are the only national business awards in America that reward excellence in business, customer service, human resources, information technology, management, marketing, and public relations. BGRS was recognized in two categories: the Gold Stevie Award for its 2017 Talent Mobility Trends Survey (TMTS) in the Best White Paper or Research Report category; and the Bronze Stevie Award for Company of the Year for Business and Professional Services. John Arcario, Senior Vice President, Global Strategy and Marketing, and Tara Nielsen, Senior Vice President, Global Operational Support, were in attendance to accept the two awards and represent BGRS on stage. "To be selected for these awards, among 3,700 applicants and, in joining a list of such prestigious award winners, is a wonderful reflection of the passion our employees have in serving their clients each and every day," said John.



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



Jesse van Sas (left) and Terry Head

### FIDI & IAM announce collaboration on professional guidelines

On 25 June, 2018 FIDI and IAM announced the signing of a Memorandum of

Understanding on the use of the FIDI Professional Cooperation Guidelines (PCGs).

The Guidelines serve as an operational manual on how companies in the moving industry should work together to service international shipments, whether as a booker, origin, or destination agent. Following the signing, the PCGs - originally developed by FIDI for the benefit of its Affiliates - are now recognised as an industry norm by both FIDI Affiliates and IAM Members. The PCG document offers advice on how to work together most effectively and how to act in a conflict situation. By having both FIDI Affiliates and IAM members endorse the Guidelines, they are set to become the reference document for successful cooperation in international relocation.

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



### Crown World Mobility announces new senior leadership structure

Crown World Mobility has announced a refocused senior leadership structure as part of our efforts to create and deliver value for customers around the world. This includes two new appointments directly linked to Crown World Mobility's objectives as we continue to drive our 2020 vision.

Liana Ciatto has been named Vice President (VP) of Account Management, while Nick Sutton has accepted the position of VP of Global Business Development. Between them, Liana and Nick bring almost 30 years of global mobility experience and a strong understanding of the unique challenges organizations face when relocating their employees. They report directly to Curt Smith, Group VP of Crown World Mobility, and will work alongside the VP of Customer Experience, Paula Kupka.

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

SAVE THE DATES!

Munich 2019 - 30th April to 3rd May





## Intermark nominated for Cartus Masters Cup 2018

We are excited to announce that Intermark has been nominated as a Top 10 Finalist for the 2018 Cartus Masters Cup!

At the 2018 Global Network Conference in Seattle, WA, the two winners of the Cartus Masters Cup in two broad categories based on the nature of the services provided will be

unveiled.

The top performer in each category - all things moving" and "all things home" - is awarded a Cartus Masters Cup. This award will be bestowed to a network service provider who has achieved exceptional quality standards and demonstrated outstanding performance and commitment.

Intermark was awarded with the Cartus Masters Cup as a Top Supplier in the category of All Things Home-Related in 2017, which makes this year's nomination even more valuable and significant for us.

We are deeply honoured to be nominated for such honorary award for the second time in a row and are looking forward to finding out the two winners in Seattle!

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



## PREMIER SUITES PLUS ANTWERP CITY - opened Sept 2018

International Hotel

Management Company PREM Group have announced a 14th location for their extended stay brand, PREMIER SUITES.

PREMIER SUITES PLUS Antwerp opened on 1st September, making it the first PREMIER SUITES property in Belgium. Formerly known as Antwerp City Hotel, PREMIER SUITES PLUS Antwerp offers a total of 110 units including executive rooms, studio suites and penthouse suites. Enjoying a prime location in the Appelmansstraat, PREMIER SUITES PLUS Antwerp is situated in the heart of Antwerp's Diamond district. The Antwerp

Central

Station, the renewed Flanders Meeting and Convention Center with the Queen Elisabeth Hall and the Antwerp Zoo are all within short walking distance.



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

## RentMore Brussels - Brand new residence in the EuRApean Quarter in Brussels in January 2019

### PARK AVENUE

Apartments in the European district of Brussels are very desired. The new housing development project Park Avenue is located in the centre of this district, within walking distance to the European Parliament.

Living in Park Avenue offers many benefits. You not only live in a dream location in the European district, nearby the bustling centre of Brussels, there are also different parks within walking distance. In addition, Park avenue is also easily accessible.

**[read more](#)**



### RESIDENCE MASSART

Residence Massart is located in Auderghem, a very green, safe and prestigious municipality of Brussels. Soon, a number of two-bedroom apartments and studios will be for rent in this new residence, all luxuriously finished and furnished.

**[read more](#)**

## Looking out for number 2 by Matthew Bradford



Career assistance for accompanying spouses and partners is more important than ever and delivers great benefits

Plus-ones are a common factor in relocations. And, as has become clear over time, the

more an employer can do for a spouse's or partner's career, the better the odds of a successful assignment. Providing career support for travelling partners isn't a new concept. What's different now, however, is that the rise of a Millennial workforce that pushes for more work-life balance has made these considerations the rule, rather than the exception.

"It is now very common for relocations to include spouses and partners, and that's due in part to a larger number of Millennials in the workforce", says Jennifer Connell, practice leader, Consulting & Advisory Services, with Weichert Workforce Mobility.

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



# TIED UP?

WE CAN SUPPORT YOU  
AND SET YOU  
FREE!

IMMIGRATION  
& DESTINATION  
SERVICES

**10<sup>th</sup>**  
ANNIVERSARY  
RELOCARE

CZECH REPUBLIC  
[www.relocare.cz](http://www.relocare.cz)

## New appointments at Cartus



Cartus Corporation has announced two new appointments. Jeffrey Sullaway has become its director of global accounts; and Elisa DeMeglio is the new director of digital marketing and content development. Prior to joining Cartus Jeffrey was national account director at Dun and Bradstreet where he managed enterprise accounts

including many of the largest technology, pharmaceutical, insurance, and manufacturing companies in the world. Before joining Dun and Bradstreet Jeff held senior sales positions at Gartner and Verizon Business. He will be based in Boston, Massachusetts for Cartus and will report to Rob Whitehurst, Senior Vice President of Sales. "We are very excited to welcome Jeff to the Cartus Global Accounts team," he said. "His professionalism and dedication to his clients as well as his outstanding proficiency with cutting edge technology and innovation, align seamlessly with Cartus' key philosophies and our focus on the future of the relocation industry."

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



## IOR Earns Awards from Cartus, BGRS and NEI Global Relocation



October 26, 2018 - IOR Global Services (IOR) is pleased to announce that it has earned three highly regarded partner awards from Relocation Management Companies Cartus, BGRS and NEI Global Relocation.

At the Cartus Global Network Conference October 15-16 in Seattle, IOR won the Global Network Commitment to Excellence Gold Award

for its exceptional service results. This award recognizes a supplier's measurable commitment to excellence and is presented to Global Network service providers who have distinguished themselves by achieving critical performance metrics.

The BGRS Transformation Award was presented to IOR at the BGRS Supplier Partner Forum in Seattle on October 19-20. The award recognizes a supplier who has implemented significant transformation within their organizations to create internal efficiencies and/or achieve benefits for their clients.

At the NEI Global Partner Alliance Summit in Omaha on October 22-23, IOR received the NEI Global Relocation Outstanding Service Award, which is presented to service partners by industry segment and is based on the highest percentile scores, as captured in NEI scorecard processes,

"We are honored to receive these prestigious awards from our valued partners" says Rob Burns, Chief Executive Officer of IOR.

"These awards reflect the outstanding work of our entire team and their commitment to providing best in class quality and customer service."

## LIMES International

"Incidental' work under Working Holiday Programmes"



With a number of countries, The Netherlands has bilateral Memoranda of Understanding containing a clause on Working Holiday Programmes ("WHP"). Under a WHP, people under 31 years of age can spend a year in the Netherlands to experience the culture and society. 'Incidental' work activity is allowed, to finance the cost of staying in the Netherlands. Though, what 'incidental' work activity actually entailed was not previously defined in detail. As per October 1, 2018, 'incidental' work activity is defined as working for one employer for a maximum of 12 consecutive weeks. The number of hours within these weeks is not constrained. After these 12 weeks, the employee can continue to work for another employer for another 12 weeks and so on. The measure aims to prevent employers from getting employees to the Netherlands for the sole purpose of employment and thus circumventing the standard combined work-residence permit application process or highly skilled migrant procedure.

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

## ACS Doha and Al Jaber Group announce plans to build new campus in Qatar

ACS Doha has announced a partnership with Al Jaber Group to build a brand new, state-of-the-art student campus in Doha. ACS Doha's new school will have a capacity of 2,470 students and will open in August 2020.

Mr Ajay Sharma, British Ambassador to the State of Qatar, was present to witness the official signing of the partnership at a special ceremony at Four Seasons Hotel, Doha. Mr Tim Cagney, Chief Executive of ACS International Schools, and Mr Mohammed Sultan Al Jaber, Chairman of Al Jaber Group, acted as signatories for the partnership agreement.

Following a series of highly successful meetings with Mr Mohammed Sultan Al Jaber, a 60,000 square metre site – over five times the size of ACS Doha's present campus – has been secured in Al Kheesa. Construction on the site has begun and is progressing quickly. ACS Doha is collaborating closely with Mace as Development Manager and AECOM as Consulting Engineer.

Designed by internationally renowned architects Broadway Malyan, the stunning new campus will enhance the school's academic and extra-curricular offer, boosting its successful International Baccalaureate Primary (IBPYP), Middle Years (IBMYP) Diploma, and US High School Diploma programmes.



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

# Rental Apartments in Brussels

Rent your luxury **furnished** apartment on central **prime locations**

## PARK AVENUE

**NEW PROJECT!  
OPENING IN JANUARY 2019**

**TOP LOCATION EUROPEAN  
QUARTER**

Handelsstraat 76  
1000 Brussels

**RENTMORE.BRUSSELS**  
— serviced apartments —

- + Modern studios, 1, 2 & 3 bedroom apartments
- + Call now, move-in today
- + Parking, housekeeping & handyman available
- + Both furnished & unfurnished apartments
- + Locations: city centre, NATO, Brussels Airport & European Quarter
- + Public transport within walking distance
- + Fully furnished and equipped apartments, access control to all residences & Wi-Fi access

Discover all our residences

**WWW.RENTMORE.BE**

info@rentmore.be + 32 (0)2 305 55 55

## Copenhagen Relocations receives Cartus' Commitment to Excellence Platinum Award



It's been 18 years since Cartus began holding the annual Global Network conference. Coming together with the supplier partners—360 network members, representing 170 companies from 39 countries—to share ideas, challenges, best practices, and share new solutions for the clients and their employees.

The theme of this year's conference, MOVE AHEAD, reflects a growing recognition of the power and importance in our roles to lead the industry and meet the next level of service excellence.

One of the most rewarding aspects of the conference is being able to recognize all of the incredible award winners for their exemplary service and achievements over the past year. Award winners were named at the Platinum, Gold, and Silver levels in the categories of "Commitment to Excellence" and "Innovation".

*Our Managing Director, Michele Bramstoft, accepting the Cartus' Commitment to Excellence Platinum Award.*

## New Members

A very warm welcome to our 16 new Members!

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



**nest**

TEMPORARY LIVING

SERVICED APARTMENTS IN SWITZERLAND

mynest.ch

# 2018 Dubrovnik Charity Update - Marina Držića Special School



Thanks to our members' generous donations, this special school will have a disability friendly gym designed especially for students with physical and mental health conditions, which will make their stay in school more pleasant.

A multifunctional device with different software packages (Tobii Dynavox Communicator 5, PCEye Plus Access, Boardmarker, SuperTalker, Tobii Dynavox gaze Viwer, Look to learn software...), has also been ordered. This device is designed to help individuals with communication disabilities, communicate more efficiently and will help teachers and speech therapists to be more efficient in working with children. It will be delivered in a month.



***Thank you from the bottom of our hearts for  
making it possible.***

#eurafoundation #charity #euradubrovnik

# CHRISTMAS BY THE NUMBERS

**16** million

Christmas trees  
are grown  
each year in  
Europe

**221** Feet - The

height of the tallest ever  
Christmas tree which was  
displayed in Northgate  
Shopping Centre,  
Seattle, Washington

**1**

The number of mince pies  
you should eat on each of  
the 12 days of Christmas to  
bring good luck

**7000**

the number of  
calories  
consumed on  
average on  
Christmas day!

**1882:**

The year electric Christmas  
tree lights were invented by  
Edward Johnson

**364**

The total number of  
gifts listed in "The 12  
days of Christmas"

**650** miles per second -

The speed at which Santa's sleigh  
needs to travel to visit 822 homes a  
second – no wonder he needs to eat so  
many mince pies

**€632** - the highest family spend on  
Christmas in Europe goes to the  
Spanish!

**370** million mince pies are sold in the  
UK over the festive period each year