



In This Issue:

- Sustainability - What's the Urgency for Global Mobility?
- Spring Summit Sessions On Demand
- New MIM+ Modules Now Online

(MIM+)

(ABG+) (LCM+)

ACHIEVING
BUSINESS GROWTH

LEGAL COMPLIANCE
IN MOBILITY

(CAM+A) (CAM+B)

COACHING APPROACHES
IN MOBILITY

COACHING APPROACHES
IN MOBILITY

(CAM+C) (CAM+D)

COACHING APPROACHES
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IN MOBILITY

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The EuRApean

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Save the Dates!

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Contributions on all aspects of mobility are welcomed for publication in the EuRApean. If you are a member of EuRA and would like to contribute news about your company please get in touch. Please contact Dominic Tidey, Managing Editor dominic@euira-relocation.com or Maria Manly, Editorial Consultant maria@euira-relocation.com

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*EuRA/ARP Christmas Lunch
London December 9th, The Tower Hotel*

*EuRA International Relocation Congress 2022 Seville
March 28 - April 1*

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



Notes from the Editor

October saw the EuRA Board meet for the first time in two years and it was one more small step towards the return of reality and it felt great!

One of the hardest things for people all across the globe has been the denial of our natural need to be the social beings that we biologically are. When we think about the interactions we've missed over the last 20 months, it's easy to see why we're all so keen to get together again as soon as we can.

It's very interesting how countries are opening up at such different rates and with so many different rules. Talking with members all over the world over the past few months in our Update Briefings (all available on our [YouTube channel](#)) it's clear what a multitude of rules there are and as Tad writes in his CEO report, travel is still a confusing thing to get right.

One of the most important topics at our recent meeting was the ongoing financial security of EuRA and Tad and I will be extending our commitment to

stay on half salary until at least May next year. As you are probably aware, the financial lifeblood of EuRA's profit is in the conference revenue. It is this funding that allows us to develop new projects, expand our training, keep the Quality Seal on track and fund the work of our team and brilliant Strategic Consultants. Once we know we are back on track with events we can continue the planning of the future of the association and what projects will best represent the needs of our members.

We have a great programme lined up for Seville with some excellent sessions and further expansion of Symposia Programme to include a day supporting those members who work with Direct Clients, or who want to do so! We have an amazing Gala Dinner Venue and the Party Night will be just that, a huge celebration of togetherness.

It is amazing to think that it will be three years since we met in Munich. With this in mind, we have created longer breaks between sessions to allow for networking and have set up a dedicated networking lounge in the conference area. Thankfully the Melia Seville has a

really big bar area and a fantastic outdoor Pool Bar Terrace.

In the meantime we're continuing with our programme of Briefings and have some great topics coming up, such as The Circular Economy and the Impact on Mobility. We are about to launch a new MIM+ Module on Sustainability in Mobility and that will be free for all members to certify for the first six weeks after it goes live.

For those of us who can't wait until March to get together, we have teamed up with the ARP in the UK to hold a networking meeting and Christmas Lunch on the 9th December and places are selling fast!

I cannot tell you how much we're all looking forward to seeing you!

Dom Tidey
Managing Editor



The last 20 months have taught us all many things and we've all learnt new skills and ways of coping. But I noticed last week how de-skilled I have become in certain ways. I had completely forgotten how to travel!

On my way to Dublin for our first, full in-person board meeting in two years, I was stopped at security for having a corkscrew in my hand luggage, something I would NEVER have packed in my pre-Covid flying days! On the way home, Dom left his phone in the airport, again something he would never have done before, always hyper-vigilant and always quoting the double check mantra, "tickets, money, passport, phone" every time we got to the boarding gate.

Getting the meeting organised also raised our skill levels to new heights. We were scheduled to go to a destination delayed from last year, for the meeting and a site visit for a potential conference venue, but the logistics surrounding testing proved too much. With four of the group coming from the UK, where mandatory testing in-destination 48 hours before travelling to London raised the threat of having to quarantine indefinitely in the host country, was a risk we couldn't ask the board members to take. So we switched to London and as I was on the cusp of signing contracts, we realised all board members travelling into the UK would need to test 48 hours after arrival with the threat of mandatory isolation if tested positive. So venue number two got shelved.

New board member Simon Robins of TTH Curzon did more digging and discovered that Ireland is in what's

known as the Common Travel Area, meaning no-one coming in from the EU or the UK would need to test prior to departure, on arrival or after return, so hasty phone calls made and we were booked to go to Dublin. For Dom and I it was the first re-visit since the conference in 2001 and it felt amazing to be back!

So then we got on with the business at hand with a long agenda of review and move forward and it was great to welcome our second new board member Sophie Rehberg of Professional Organizing Relocation Consult GmbH to her first real life meeting.

The Autumn meeting is where we would normally hold the EGQS Quality Standard review but this year due to time constraints, we will be holding that remotely and Martina Scharwey will be in touch with all EGQS certified members with the annual review questionnaire.

We also decide on the session selection for the Europe conference at this meeting and normally Peggy Love, our Strategic Consultant for Content would join, but again due to logistics she was not able to, but will still take the lead in coordinating the conference content.

We had 62 submissions for 8 sessions so thank you to everyone who took the time and creativity to submit.

Obviously this means that only a tiny fraction have got the green light and as always we have tried to be really creative to make the conference reflect the needs we all have given what we've been through, so some submissions will be combined, panels assembled from multiple entires etc.

I have just been to Seville with Briony and Susana Bourne, our board member based in Madrid, to talk with



our venues and work out the best way forward given that we don't know what restrictions we may be under come March / April. We are working out the finer

details of what delegates will be asked to do in terms of vaccination proof to enter Spain, whether masks will still be mandatory, social distancing and on and on. Obviously we will work with the state of Andalucia and our venues to ensure we are both compliant and acting in the best interests of delegates of the event.

The room bookings for the Melia Seville will shortly be on the website and PLEASE check the cancellations terms carefully before booking... the EuRA code means rooms are cheaper but there are more advantageous cancellation terms if you book direct with melia.com and pay a higher rate... you have been warned!

So we move forward now into planning for the future. We have contracts in place with the Marriott Hacienda Belem for our Costa Rica Conference, scheduled for the 2nd and 3rd of November next year, the week following the WERC Conference which will be in Las Vegas (baby!).

We also have contracts in place for the Europe Conference in 2023, 25th to 28th April in... not yet! We'll reveal the destination on April 1st at 17:30, Melia Grand Ballroom, Seville!

Until then, keep signing up for briefings, the training programme is expanding so keep an eye on that, stay well, stay safe and see you soon!

Dearest Fellow EuRA Members,



I hope you are feeling well these days as we slowly move forward out of pandemic mode to greet the welcoming warmth of morning light on the horizon. It's been an interesting 18 months and I've become better at

taking a break from the news and taking time with technology. Where would we be without the celebrated meditation apps? And do you listen to your playlist more often too?! Three great ways to help keep our mental health in check. Which is slowly getting the recognition it needs.

If I were to do a 'check in' today, my tag words would be:

Inspired, motivated, & celebrated

These words come to mind after our first in real life [IRL] EuRA Executive Board meeting in Dublin in October. It took us a while to find a location that was 'quarantine free' and Dublin fit the bill. Our long awaited get together inspired us, motivated us, and we celebrated each other!

Being able to absorb each other's good vibes while in the same room was more than motivating.

It was a celebration!!

Being able to laugh out loud in a room [without being on mute or forgetting to unmute], made the shared magical moments last longer. It was a winning welcome & a mental health boost. Want to add how grateful I am for online technology & the heartwarming sensation of seeing each other albeit virtually!! It's now part of our everyday.

Our main meeting topic was sorting out the Seville conference sessions. It is a big process with many enthralling entries on exciting hot topics and trends. Heads Up: Check the agenda Friday morning. To encourage attendance at the inspirational plenary sessions, it's different than usual. Designed to accommodate meetings!!

I have the pleasure of working with the iconic Ignite session again this year. Hope you will schedule it into your agendas.

News Flash – if you are inclined, the Association of Relocation Professionals [ARP] have included EuRA members in their annual Christmas lunch event on 9th Dec. in London. Keep your eyes peeled for more info on that soon.

Thank you for your loyalty to EuRA. Thank you to Tad & Dom for making the smart sacrifices & that have kept EuRA á jour and able to provide unprecedented opportunities to connect, learn, and grow. I thank my lucky stars that I am a part of this meaningful, relevant association and that others feel the same.

May your endeavours be fruitful & brimming with fortifying fulfilment. May your mental health stay positive. Keep up your fighting spirit and I hope you remember to keep 'Generating Relocation Recognition'!!

Until we meet again,
Kind Regards,

Michèle

president@europa-relocation.com

EuRA Global Quality Seal

Newly Certified and Re-certified Members

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

Newly Certified

Japan Mobility - Sep-21

Newly Recertified

TTHCurzon Relocation - May-21

Antares Relocation - May-21

Pathfinder Relocation Services - May-21

Online Training

There is a full module in the EuRA Academy

Free to all members. This module of three components covers everything you need to know about setting up a process management system. You'll learn how to build your Quality Manual and how to implement all the required policies to ensure you're completely compliant for the future.

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



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

Introduction to the EGQS

Watch the film



New MIM+ Modules Coming Soon!

Over the past 20 months we've been making access to the MIM, MIM+ and CAM Programmes free for all members and have had over 10,000 downloads of the modules which is fantastic!

As we all start to get back to pre-Covid work patterns, we are planning our programme of new MIM+ Modules for the rest of this year and for 2022.



The next new MIM+ Module to go live will be Sustainability in Mobility. This terrific Module has been designed by Paul Barnes and will be live before the end of the year. We will be running a briefing in tandem with the launch on "The Circular Economy and its Impact on Mobility" which is scheduled for November 16th, keep an eye out for booking details, you don't want to miss this one! We'd like to say a special thank you to Paul for donating his development fee entirely to charity.



Our Legal Guru Gordon Kerr is also developing a MIM+ half module on Anti Money Laundering. This important topic has wide ranging impacts on our industry and staying compliant with the rules across Europe will be key for all members.

Both courses will be free for all members to certify and gain their credit for the first month they are online so keep an eye on your inbox for notification.

You can also just check the EuRA Academy where you will find all the courses. Don't forget you need to create your identity and in order to get to the free access codes you need to go to the EuRA Training page and log in. If you have any problems just contact us.

All the amazing content in the Academy will still be free to EuRA Members, but we are charging €50 again for the Quizzes which enable you to get your certificates and credits. But if you're in it for the learning and you're a EuRA member or work for one, we don't charge for the knowledge.

Our current MIM+ Programme consists of:

- Legal Compliance in Mobility
- Achieving Business Growth
- You are Your Brand
- Collaboration in the Next Normal
- Coaching Approaches in Mobility

The Coaching Approaches in Mobility (CAM) course is made up of four programmes each consisting of three fascinating modules. We developed this programme 10 years ago in conjunction with Oxford Brookes University and our Strategic Consultant for Education has fully renewed it and it's now available for free in the Academy. Completing all four programmes is worth 200 credits.

Don't forget you can mix and match modules to suit your learning needs and gain your credits to get your qualifications. So you could do one Fixed syllabus module, two CAM modules and one MIM+ module and graduate at the first



Meet the MIM+ Trainers;
Carmelina Lawton Smith, Gordon Kerr, Sabine Baerlocher & Susan Ginsberg

tier which is MIM Graduate and requires 200 credits. Two further modules will get you to MIM+ which requires 300 credits in total.

Below are downloadable guides with everything you need to know;

- [Guide to Qualifying with EuRA](#)
- [Routes to Qualifying Explained](#)



Feature:

“Sustainability - What is the Urgency for Global Mobility?”

By Paul Barnes

A growing number of people and businesses now believe that life on earth as we have known it is unsustainable, unless immediate and meaningful actions are taken. Our global environment is changing rapidly, for example climate change causing warming seas, melting of the Polar ice caps, with devastating Global extreme weather events putting pressure on life and social wellbeing, whilst also impacting the future of worldwide businesses.

The awareness of negative global environmental changes has increased in recent years, so it is now a common topic of discussion. Everywhere you look from TV programs, international news, advertising of products and services, the global environment and sustainability is there!

Why the sudden interest of sustainability with this speed of change and what is the effect on the Global Mobility world?

Let us first take a moment to learn from some key moments in history!

The 18th century geographer naturalist and explorer Alexander von Humboldt was ahead of his time and warned of the dangers of destroying or changing nature for the benefit of humans. His thoughts were based on the complexity of interactions in nature which he had a great appreciation of regarding how the natural world is linked together. Most importantly he saw that these links could not be disturbed without unintended consequences, which is

important to remember when making any sustainability decisions. He even warned us about the damage to the earth of global emissions from the industrial revolution. In 1972 the UN conference on Human Environment emphasised the connectedness of the world as exemplified by the slogan of ‘Only One Earth’ The United Nations has taken many actions including introducing the 17 sustainable development goals adopted by all United Nations Member States in 2015, with a target date of 2030. The more recent United Nations Global Compact initiative with its 10 principals has seen many companies uniting to show commitment and openness to report their Environmental, Social, Governance actions. There are many recent examples of the urgency and actions responsible bodies are taking to drive sustainable practices including. In 2021 Exxon had 3 board members removed in action started by a small investment fund to change the direction of the company to a more sustainable future. Shell was taken to a court in the Netherlands, which ruled by 2030 Shell must cut its CO2 emissions by 45% compared to 2019 levels. The court also advised that the Shell group is responsible for its own CO2 emissions and those of its suppliers!

Former Unilever CEO Paul Polman was quoted saying (1) “if you cannot explain as a company what you are

doing to make this a better world, you have no reason for being”. He explained that the cost to business of not

acting to operate in a sustainable way, is much higher than that of doing so.

All very powerful and it has C-Suite taking notice which has given a powerful urgency towards the drive for sustainability. Ultimately if the C-Suite does not take meaningful actions and deliver on them they know they may be removed from their positions, or the company could lose investors and the share price slides. So have no doubt senior management are serious about sustainability and as an employee you are a stakeholder in taking action to drive positive change!

This is an amazing and exciting opportunity to be involved in a topic that your whole company is or will be focused on. Therefore, actions are needed and anyone in a position of responsibility for running a Global Mobility program or Service provider will be expected to drive change to reduce their companies carbon footprint and increase sustainability.



Many companies have a sustainability officer and department with wide ranging authority who report directly to the board, you may be aware of their role and objectives. If not, I urge you to seek them out and start proactive dialogue.

Procurement are being tasked with sourcing sustainable products and services, but there is a problem, what is the benchmark of sustainable Global Mobility practices and services? On the provider side they can look for ISO14001 or the UN Global compact, but what companies are doing behind these titles is vastly different and careful due diligence and asking the right questions is needed.

Let's start by looking at your Global Mobility policy, which is full of high carbon travel and services such as household goods! Perhaps switching to a monetary allowance in lieu of shipping household affects is the answer? But what have we potentially just done? Encouraged employees to discard items in the home location and buy new in the host location, which is not environmentally friendly and goes against the principals of the circular economy?

So, if this action is taken, we need to build in ways to educate and influence the relocating employee to dispose of effects they won't move in an environmentally friendly way. Also, how to buy from sustainable sources in the host location. Some employees may even consider buying used or recycled items if they have options provided and morally feel good about such choices.

Sustainability is a fascinating area that deserves our attention and considerations now as history shows us that if we are not careful to consider our actions within the wider ecosystem

and understand the interdependences in our world, we will cause unintended consequences elsewhere, sometimes with catastrophic consequences. But we must be encouraged and remember there are also huge opportunities to save our global environment and develop sustainable and profitable global businesses. McKinsey Global Institute (2) advised that "By addressing risks and seizing new commercial opportunities, conducting business sustainably has the potential to benefit a business's bottom line and to build in long-term resilience."

A mindset change, new approaches are needed from all sides of the Global Mobility world to collaborate, embrace the circular economy, move away from only recycling to reuse! A great responsibility lies with corporations to communicate with providers on their intentions. For example, that they will only buy services from companies that can demonstrate meaningful actions to drive sustainability in all areas including their supply chain.

The providers, particularly the mid to large sized companies with resources and people to influence change also have a greater responsibility to make change. Though we must understand the complexities of delivering mobility services on a global basis, with different local markets appetite for environmental change, availability of materials and different government legislation in play.

For providers meaningful changes, even small ones should be welcomed and applauded by Global Mobility. Starting this journey ASAP is so important, if providers feel they must only make big changes, then their journey risks getting stalled with a level of complexity they had not anticipated.

Morality is a powerful factor and very complex when we apply it to an area such as sustainability. We all want to do the right thing but the actions we take to get the same level of satisfaction of doing the right thing is very different. This depends on factors such as education, the country we were born and raised in and our personal interests in life, which will all influence how we view sustainability and thus how far we will go to morally to feel we are environmentally friendly.

Now is the time to act. There is a wealth of information to help you learn more from internal resources, networking, external consultants through to groups such as the Sustainability & ESG In Global Mobility LinkedIn group. The groups primary goals are to share knowledge of the actions Global Mobility Professionals, Service Providers and experts in wider Industries are taking to reduce their carbon footprint, use of plastic and drive sustainability.

I would like to leave you with the words of US Climate envoy John Kerry who said in July 2021 'The struggle tackling global climate change is about protecting and preserving the fragile world we inherited for future generations' he also said 'There are 100 days to save the next 100 years'.

Author *Paul Barnes*, Owner of Inspire Global Mobility Consulting, Creator of the Sustainability & ESG In Global Mobility group.

References:

1. Bonini & Swartz, 2014; McKinsey Global Institute, 2020
2. Polman, quoted in Ogleby, 2016 ***Paul is the lead trainer on our upcoming MIM+ Module, Sustainability in Mobility***

All Things Legal

Autumn 2021 - Gordon Kerr

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

As I write this, I'm preparing for a EuRA Briefing on VAT issues for relocation businesses. The optimist in me is treating this as a sign that relocation activity is picking up again. But I'm also very aware that some countries are going backwards into lockdowns and that the road ahead will continue to be bumpy and unpredictable. I hope that your business is on track to thrive again and that Covid-related issues will be largely behind us when we all get together next year in Seville!

In this edition, I have selected a variety of legal updates which may be relevant to your business:

- GDPR
 1. Transferring personal data from the EU to the UK
 2. New guidelines on "Controllers" and "Processors"
- Brexit - latest stats on relocation of top financial jobs.
- Employment law
 1. Ban on "religious" clothing upheld by court
 2. IKEA France fined €1 million for snooping on staff
- VAT - post-Brexit issues for relocation companies

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



GDPR update



Following Brexit, a concern for many relocation businesses was the possibility that the EU would impose restrictions on the transfer of personal data from EU countries to the UK. There is now good news in the form of an EU "adequacy decision" which means that, for data transfer purposes, the UK will be treated like an EU country, i.e. free of restrictions.

RMCs which have already implemented an alternative UK transfer mechanism, such as EU Standard Contractual Clauses, may now wish to update their contracts. In reality, as there had been a post-Brexit grace period for UK transfers, most

relocation businesses have been content to wait, hoping for this positive adequacy announcement from the EU, rather than introducing new processes.

A potential “sting in the tail” is that the adequacy finding for the UK is limited to



four years. This is the first time an adequacy decision has included a sunset clause to limit the duration of a finding. But, given the four years’ timeframe, relocation companies can relax for the time- being.

One other aspect of the GDPR which has caused some concern within the relocation industry is confusion over when a business is acting as a Data Controller or Data Processor. The European Data Protection Board has recently updated its guidelines on this issue, including a variety of practical examples: https://edpb.europa.eu/system/files/2021-07/eppb_guidelines_202007_controllerprocessor_final_en.pdf

Brexit – latest stats on relocation of top financial jobs

In its annual survey of top European bankers (employees earning one million Euros or more), the European Banking Authority has found that fewer than 100 senior bankers left the UK ahead of its departure from the EU. Britain accounts for 71 per cent of the 4,963 bankers in the top pay category across the EU, confirming that London remains by far Europe’s biggest financial centre.

According to the survey, the EU countries which have benefited from this slight drop in UK numbers are Germany (up from 450 to 492), France (up from 234 to 270) and Italy (up from 206 to 241). Most of the EU’s top-earning bankers are now based in Frankfurt, Paris and Milan.

These figures confirm earlier data which suggested that the Brexit-effect on the European financial sector has been far less than predicted. There continues to be little evidence of a surge in relocation activity arising from Brexit.

Employment law (1) - ban on “religious” clothing upheld by EU court

The European Court of Justice (“ECJ”) has held that a rule, imposed by an employer, banning any visible sign of political, philosophical or religious belief in the workplace is lawful.

The judgment covered two cases in Germany (IX v WABE and MH Muller

Handels GmbH v MJ) that dealt with similar issues. IX worked in a child day care centre where the employer applied a policy of "political, philosophical and religious neutrality" which prevented employees from wearing any visible sign of their beliefs. IX was given warnings and then suspended for wearing an Islamic headscarf. MH was sent home from her work after refusing to comply with her employer's request to remove her Islamic headscarf. She was told she could not wear any "conspicuous or large sized signs" of her beliefs.

The ECJ was asked whether their treatment constituted direct discrimination on the grounds of religion or belief, and to the extent it amounted to indirect discrimination, whether the treatment could be justified.

The ECJ held that, as long as a rule restricting any visible dress is applied without distinction to all workers in the same way then that will not amount to direct discrimination. The fact that some workers who observe religious requirements on certain clothing would be more inconvenienced by the rule did not matter.



The court also held that, where there is a real need to take into account the wishes of customers or users, then the indirectly discriminatory effect of such a rule may be justified. The court stated that in order to be justified, a ban must apply to all visible forms of expressions of religious beliefs and not just larger, more conspicuous, ones. The court was of the view that a ban only on more conspicuous signs would constitute direct discrimination as it would have a greater impact on those with beliefs that require larger signs such as head coverings to be worn. Indirect discrimination would also not be justifiable if the ban only extended to larger visible expressions of belief.

As with all discrimination claims, these cases turned on their own facts. Whether or not a rule can be justified will depend on the reason for its application - is the employer achieving a legitimate aim - and whether the way in which it is applied is proportionate. For this reason, the implementation of any such rule in your company needs to be carefully considered and documented.

Employment law (2) - IKEA France fined €1 million for snooping on staff

A French court has ordered Ikea to pay a fine of €1m after the Swedish furniture chain was found guilty of spying on staff in France. Ikea France was accused of using private detectives and police officers to collect staff's private data. This included illegally accessing their criminal records in order to vet applicants for jobs.



The company's former head of risk, Jean-François Paris, was given an 18-month suspended sentence and a €10,000 fine. He was just one of fifteen top executives and former store managers in court in Versailles. Four police officers were also on trial for handing over confidential information.

The case centred on Ikea France's surveillance of staff during 2009-2012. Store managers used the mass surveillance system to vet job applicants, as well as to check up on their staff.

Managers were found to have used a private security firm, which in turn collected personal data from contacts in the French police. It included information about lifestyles and any previous criminal convictions. The illegal surveillance covered about 400 people.

Ikea France has issued a statement saying it "strongly condemned" the privacy violations and apologising for "this situation which does serious harm to the company's values and ethical standards".

This is a useful reminder of how strongly individual privacy rights are protected in Europe. Background checks, which can be commonplace in other parts of the world, may give rise to criminal prosecutions in the EU.

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

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

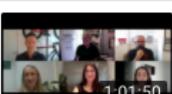
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We're running EuRA Briefings twice a month and they've proved really popular! They're available to members only for the first month and then made public on our YouTube channel.

EuRA Briefings - Just Click on the Link to View the Session

- [RMC DSP Forum Part 2](#)
- [Selling in the Digital Age](#)
- [Wellness in Mobility](#)
- [Update Middle East, Africa, India, Asia, Australia](#)
- [The Social Media Maze](#)
- [Stress and the Assignee Pandemic Experience](#)
- [Update Europe](#)
- [Update Americas](#)
- [Sustainability in Mobility](#)

And coming up:

- [Regular regional updates with members](#)
- [The Circular Economy](#)
- [Update Arica](#)
- [VAT](#)

Also we have regular Member Video Podcasts, catching up with our amazing members across the world - if you'd like to take part email [Dom Tidey](#)

EuRA's Social Media 2021

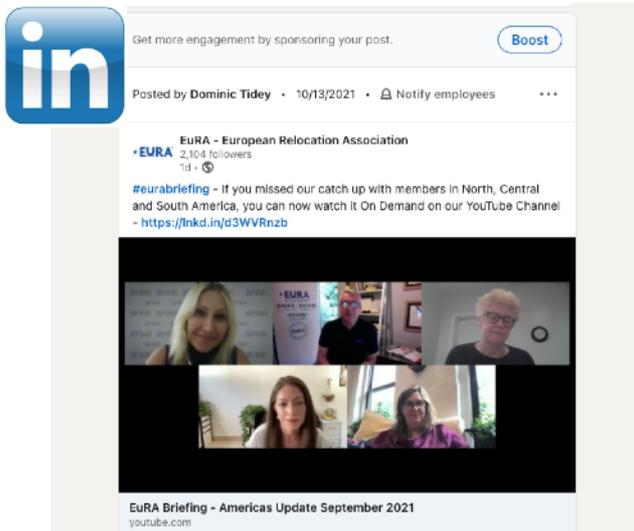
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We have been working hard to increase online recognition of our industry through our social media presence.

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

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

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



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Day 1

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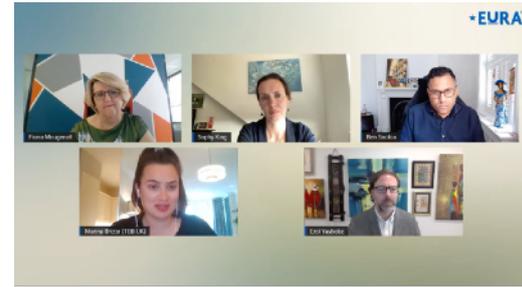
Day 6

Contracts & Compliance



Day 2

Sustainability in Corporate Housing



Day 7

Immigration Update



Day 3

AirInc 2021 Mobility Report



Day 8

Move Management



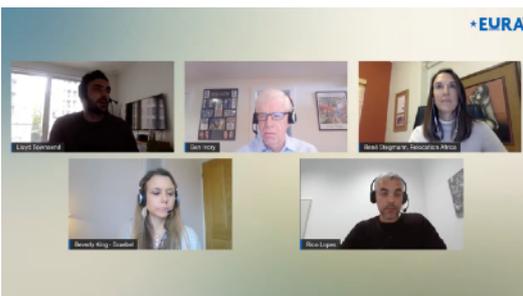
Day 4

Working with Direct Clients



Day 9

RMC DSP Forum



Day 5

Sustainability in Mobility



Day 10

The RFP Process & Closing Keynote by Jon Harman

Feature:

Jon Harman Global Account Manager - CORT

This is Hard

Americans love signs. We broadcast what we like, what we believe, or what we find amusing on t-shirts, bumper stickers, tattoos and yard signs. Once, on a country road, I came upon a house whose owner had turned the entire roof into a 'Trump 2016' sign. Putting up a sign allows you to tell the whole world what you



think, even if nobody asked. A few months into the pandemic, a sign like the one pictured above appeared on a street near my neighborhood. I drove by the sign often and every time I saw it, I felt the same mix of anger and disgust. The emotion only varied in degree. One day I might roll my eyes, another I might tip my head back and scream in rage. Imagine a nurse driving by this sign at five in the morning on the way to an ICU flooded with COVID patients. Is this sign more likely encourage or irritate her? Life during the pandemic has been hard. We are better off honoring that fact rather than covering it over with rainbow stickers. Personally, I have become suspicious of anyone who is not prepared to talk about the challenges they have faced

during the pandemic. When people tell me, day after day, that they "doing great" I assume they are lying. In the face of ongoing social isolation and a shifting pandemic storyline that generates massive uncertainty, always saying you are doing "great" is a clue that you are either uncomfortable being truthful about your emotions or that you are one of those life-like robots from Westworld.

Certainly, we've all had our moments of "great" in the midst of the pandemic. We would do well to appreciate those times and to create more of them. What the sign maker fails to understand, however, is that positivity is not a practice, it is an outcome. Positivity

is not something we can turn on automatically, like a light switch. Not authentically, anyway. But this sign implies that even as you sit in traffic with your mask still on after a trip to the grocery, running late to make dinner for three children who are struggling with remote school and spending countless hours of free time in front of a screen because you don't have the energy to work, maintain the house, and parent 18 hours a day, if you try hard enough, you can feel positive. And if you don't feel positive, you are probably doing something wrong. Here's your rainbow sticker! In the initial months of the pandemic, I had the sense that because I was healthy, and because my family members were healthy, and because I was still

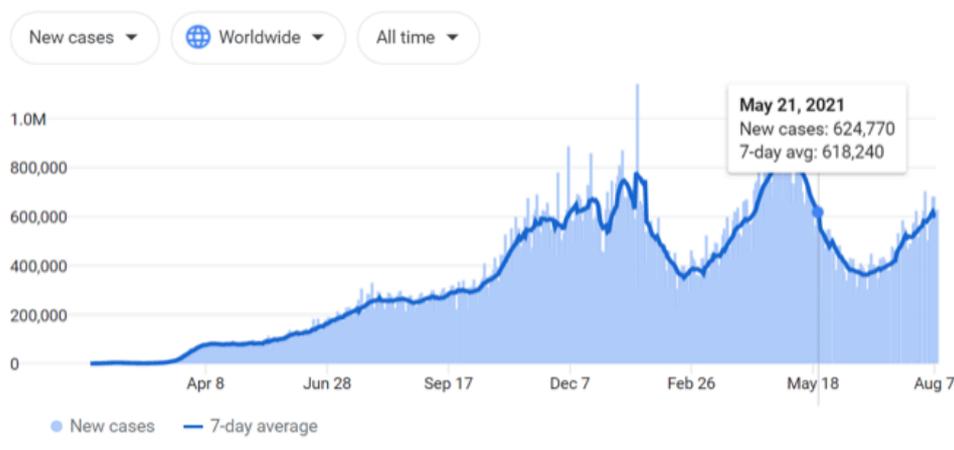


employed, I had no right to feel poorly. I didn't feel that I should be "positive" all the time, but I felt that any difficult emotions I experienced were probably just self-pity. What right did I have to feel badly when so many were facing unemployment, serious illness or the loss of loved ones? Then a sitcom made me cry. Not just cry, I sobbed. It was November 2020. The show was the AppleTV+ workplace comedy, *Mythic Quest*. The specific episode was an add-on, shot after the end of season one. It was meant, to give us a glimpse into how the characters were handling life during the pandemic and the emotion that the episode generated in me caught me completely off guard. Sitting on my couch, sobbing in front of the TV. I could no longer avoid the simple truth that, employed or not, healthy or not, living in a world ruled by COVID-19 was hard. At times, really hard. I made my way to the bedroom where my wife was reading and I told her, "This is hard." There is a great deal of research which shows that naming our emotions, often called "labelling," is good for our mental health. Think of the release you feel when you are really irritated and, after trying to hold

it in for a while, you finally allow yourself to say, "I'm so angry!" You get a hint of relief, even if you are talking to yourself. There are a few theories about why labelling works, but you don't need to understand the science in order to gain the benefit of naming your emotions. Sobbing over a TV show was evidence that the pandemic was taking a real toll on me. Admitting it helped me to feel better. It was honest and it was a relief. So, I made a point of reminding myself from time to time.

This is hard.

[I gave a talk on this very topic for the EuRA Spring Summit.](#) At that time there was a genuine sense that the light at the end of the tunnel was very near. Unfortunately, sometime over the summer, the pandemic finish line was moved. The chart below shows the global COVID case load on May 21, the day I gave that talk for EuRA. I don't think anyone on the call could have anticipated what came next.



This is hard.

I remember in the early weeks of quarantine, spring 2020, taking a walk with my daughter and a friend of mine. My daughter, who was eight at the time, shared her disappointment over not being able to see her classmates. My friend briefly acknowledged my daughter's sadness. Then, within seconds,, she switched to an upbeat voice and said, "But we're going to get through this!"

Her forced enthusiasm was like a verbal smiley sticker slapped overtop of my daughter's sadness. I don't think any of us ever doubted that we would get through the pandemic. What we didn't know is how long we would be asked to hang on, and what we would lose in the interim.

This is hard.

If we hope to arrive at the other side of the pandemic well, I believe we first need to honor just how hard it has been. Pause for a moment and consider what we have missed. Birthdays, weddings, conferences, holidays, reunions, graduations, concerts, church services,

vacations, and sporting events. We've missed countless coffees with friends, nights in crowded bars, and quiet afternoons alone in a café. We've missed chance encounters with strangers, the uncovered smiles of shopkeepers, and being blown away by a busker with a guitar in the subway. We've missed nights of laughter with our partner because we were just too tired, so we went to bed without speaking. We've missed seeing our children act in plays or dance in recitals or play football. My daughter was eight when the pandemic started. She is ten now. One of my favorite singer/songwriters succumbed to COVID. The seats at the Olympics were empty. We've lost 4.5 million people.

The catalogue of all that has been taken from us is staggering. While it is important, necessary even, to appreciate our lasting health or our good fortune at being employed, there is much to grieve. Acknowledging our losses is also necessary.

This is hard.

And because this is hard, we need to allow ourselves some days when we are a bit less driven and productive than we might typically prefer. We need to understand that there is a reason we lose our patience a bit more quickly. We need to know that there is an explanation for the fact that we are often more tired at the end of the day, and that even though we know we should go to bed, and we say we are going to bed, we cannot bring ourselves to turn off the TV. We need to give ourselves a break and, while we're at it, we need to give our kids, our partners, our colleagues, the

over-worked barista, and our stressed-out clients a break as well.

We need to take more walks, call more friends, get more sleep, and delve a bit deeper into our favorite hobby. You know what works for you, so do it and then do more of it. Deep into this lingering pandemic, what could be more important than taking good care of yourself?

As with all challenges, we will be different people on the other side of COVID. I believe we can be better people.

We can be more patient, more compassionate, and gentler with ourselves. We can be more appreciative of the countless, tiny blessings that grace our every day. In order to reach that point, we first need to admit to ourselves, or to someone we trust, that this has been hard. We can honor our perseverance in this time of hardship by taking a moment to catalogue what we've lost, not out of self-pity, but simply because it is true. In doing so, we free ourselves to step fully into the inevitable light at the end of the tunnel. It is approaching. Let's get ready.

Susan Ginsberg Joins the EuRA Team as EuRA's Strategic Consultant Corporate Communications

Susan is thrilled to become EuRA's Strategic Consultant Corporate Communications. She has been involved with EuRA for many years and created two MIM+ modules, "Achieving Business Growth in an Uncertain World" and "Collaborating in the Next Normal."

It is an honor to offer strategic business development services to individual EuRA members and organizations. At SRG ADVISORY, we help our clients make lasting improvements to their performance and realize their most important business goals. Our work is grounded in proven methodologies and a deep understanding of every client's institutional context, sector dynamics, and macroeconomic environment. We study markets, trends, and emerging best practices within the specific industries and regions that our clients operate. SRG ADVISORY serves leading businesses, non-governmental organizations, and minority and women-owned entrepreneurs in **Creating Positive Change**.

*SRG's Founder, **Susan Ginsberg**, brings her more than 30 years of executive-level business experience to assisting private, public, and social sector companies by refreshing their vision and reimagining their brand identity. Susan works collaboratively and cross-functionally to create sound strategies and scalable solutions to help clients achieve measurable business growth in a fast-paced, ever-changing world.*



As a client-centric consultancy, SRG ADVISORY is focused on inspiring and energizing business leaders and offering a tailored approach to each-and-every client served by:

- Leveraging new opportunities, new markets, and new customers
- Executing a well-defined, value-based brand strategy
- Examining and solving business challenges and overcoming obstacles

Please contact SRG Advisory if you are interested in a brief consultation or a strategic engagement. Delighted to provide a complimentary call.

[SRG ADVISORY](#)

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The EuRA E-Book!

Michèle Bramstoff

We are working hard to get Relocation Recognition and one way of doing this along with our YouTube Briefings and Virtual Summit sessions is by putting together an E-Book with anecdotes that really show the great value of what we do in our industry! Below is an example of the kind of story we're looking for that really highlights what a solution focussed group we are - thanks to Marina Rych of ABEA in the Ukraine for sending this in.



During the quarantine, there were many memorable situations.

The unusual

period required unusual actions and solutions. Let us share with you a funny story that happened to an ABEA lawyer at the very beginning of isolation.

Mid-March 2020. We carefully warned all ABEA customers about the government's decision regarding self-isolation, mentioned all necessary requirements and informed about the closure of state institutions. In addition, to make a full picture, we notified which state offices continued their work and what could be done during the quarantine period. We also wrote letters individually to each client describing deadlines for their documents. If you want to use the quarantine time to extend your work permit and temporary residence permit, ABEA will be always at your disposal.

One of the CEOs of a large international company decided not to waste time after the quarantine. We discussed all the

pitfalls, prepared the documents, agreed on the dates – everything was according to the procedure. The day before the meeting, we reminded the client about the visit, what documents were needed to bring, and most importantly, about a new hygiene rule – wearing masks. All visitors must wear mask during the quarantine at any government office.

However, as it often happens, the client arrived, brought the documents and forgot the mask. ABEA specialists rarely get lost in such unexpected situations. Instead of sending the client to bring a mask and postponing the meeting, the lawyer quickly ran to the pharmacy to buy a new mask in order to apply on time. As quarantine had just begun, the hype concerning masks was incredible and there was not a single in drugstores. Let us kindly remind the policy of ABEA – we are not looking for excuses; we are looking for opportunities. The lawyer bought a bandage, asked for scissors at the pharmacy and sewed a mask right there. Not being a professional tailor, the lawyer sewed a mask, periodically trying on herself. Do

★ **EURA**® E-Book



**Tales From the
Front Line of
Relocation**

not forget, we could not lose time - the CEO of a leading international company was waiting on the street, and time for a visit to a government office was running out. A pleased lawyer leaves the pharmacy with a solution in the form of a handmade mask. The client gratefully tries it on and ... it is absolutely small!

There are different people, but we thank the higher power, that our client has a sense of humor, respect for lawyer's efforts and a great desire to apply for documents. Somehow, the client attached a small mask to the glasses in order to follow the hygiene rule – the mask covered a nose and mouth. The application took place!

Moreover, the CEO took some pictures, told his friends, colleagues a story of his application and was very pleased with the situation.

Thanks to a creative approach of the ABEA lawyer and the ability to see a way out, a small trouble ended up like a fun story to our piggy bank.

★ **EURA**® E-Book

Feature:

“The Rise of the Super Apps”

Originally pinned down by Blackberry founder Mike Lazaridis in 2010, the Super App has been defined as a closed ecosystem of apps that offer “a seamless, integrated, contextualized and efficient experience.” With a consumer journey that evolves around so many services and touch points, the relocation seems like a perfect fit for a Super App. Let’s explore together what this could represent for our industry.

1/ What is a Super App:

A Super App offers several different functions within one user experience, and this is facilitated by a singular payment method or check-out experience. The terminology took off in the Asia Pacific region, where two main players, Grab and Gojek, leveraged the ride-sharing service to open their apps to include multiple services starting often with food delivery. It doesn’t only revolve around ride-hailing and social media platforms such as Instagram and Facebook are integrating commerce. Other well-known players in the global marketplace, like Airbnb, are

developing their own integrated super app style offerings.

Globally, the super app trend is still in its infancy, particularly in the West, but with eCommerce and digital payment methods growing in adoption, Super Apps are set to become the norm by offering a seamless and unified consumer experience.

2/ Where would we find Super Apps

The notion of a single point of contact (SPOC) has been central to our relocation industry service offering for many years, it is also a founding philosophy of what the Super Apps can offer.

Closer to our industry, it is in travel that some Super Apps are already shaping up. Several startups and other established technology companies are working on consolidating this vast offer, including companies in tours and activities such as Vayable, Viator, and GetYourGuide or dining reservations such as OpenTable and LaFourchette.



Co-Founder of ReloTalent,
Sebastien Deschamps

TripAdvisor is another example, with its determined goal to become travelers’ favorite mobile travel assistant to be the single point of contact every time a traveler looks for a travel service.

Business travel is showing also some opportunity for Super Apps. An increasingly complex and changing compliance environment, such as imposed by the EU posted worker directive, combined with remote work, has made tracking apps more relevant and sometimes even mandatory. Mobile people will need to stay connected with their mobile app. This regulatory, tax and social security reporting hassle might bring an opportunity to offer more services around this mandatory use case. After all, if your app is on all the time, might as well use it extensively.

Household goods move service suppliers are well-positioned to offer an all-in-one experience, as the relocation experience often starts from that shipment management. Yet most leading consumer-direct channels in the moving industry have been concentrating on doing this one thing, and doing it right.

3/ Opportunities for Destination service providers:

a/ Nurture the last mile:

As a destination service provider, you own the last mile experience and this is where the opportunity lies and where a platform can create value for the families relocating. Focusing on this experience and the ancillary services that would enhance the journey is certainly the way forward. Start by centralising all the necessary purchases at the assignees fingertips.

b/ Invest in longer-term strategic partnership.

One of the particularities of these super-apps is that they are willing to invest in longer-term strategic partnerships, proving their commitment to local partners and advertisers. This is a main difference to the transactional nature of ad buying on Google Ads or Facebook Ads. It is something that fits more to the nature of our local services provider relationships. As a DSP, start formalizing what can be monetized from your address book. This in turn will help you invest more in the experience.

c/ Provide a consumer-grade experience:

Assignees are frustrated at having to research several options and decide which of the different offerings from multiple sellers across various channels to purchase. This is a similar frustration to what a Super App would try to address. Not all assignees will have a pre-trip visit or briefing, so think of how to digitize this

pre-trip briefing by putting all the steps in one place.

d/ Use the existing apps or check outs.

There is no need to reinvent the wheel and some apps such as Facebook, already offers purchase and check out experiences. You can also choose to centralise everything in your existing assignee app, and limit the check outs to a third party provider such as Paypal or Stripe.

Conclusion:

While the nature of our industry is not necessarily fit for a Super App, some interesting and inspiring parallels can help providers structure their client's digital relationship. Technology adoption has increased with the pandemic but at the same time growing mobile employee fatigue has raised a need for a less challenging experience. This can come with a unified experience. For destination service providers, tapping on the consumer's ad-hoc purchase (i.e. insurance, banking, furniture etc.) by giving access to your address book or leveraging on an app to maintain that relationship fruitful during the assignee family's stay, can already make a great impact. Technology is making it easy to put all the small pieces of the relocation puzzle together and in the end it can make up to a more profitable and enjoyable client experience.

If you wish to discuss more over your customer digital journey, feel free to reach out to [Sebastien Deschamps](#) at [ReloTalent](#).

This article was written by Sebastien Deschamps, co-founder of ReloTalent. [About ReloTalent](#): ReloTalent is a modern global mobility management technology that transforms the way organizations move people for work. The ISO 27001:2013 certified platform acts as a single, secure, point of



Laura Rurode joins CAP Worldwide leadership team

CAP Worldwide Serviced Apartments (CAP) is delighted to welcome industry professional, Laura Rurode to the global senior leadership team. Laura joins to lead the continued growth of CAP across North America, further enhancing the key account and client services functions, based in Chicago, Illinois.

Laura, having previously held senior leadership sales and operations positions for the last 15 years, will be principally responsible for managing CAP service delivery in this important region.

Jo Layton, CEO of CAP says 'Laura's passion for driving excellence in traveller care, client support and services will prove highly beneficial with the changing landscape post the pandemic. Laura will work strategically with myself, Andrew Hopgood and Josie Oliveira across The Americas alongside Kate Scott, Clare Ace, Liz Warnes and Francine Migliorati, to fulfil the company goal of building the best-in-class global serviced accommodation booking agency'.

To read more [click here](#)



Tony Dullaghan-Stone Announced as Director-General Manager of Gerson Relocation UK

We are delighted to announce the appointment of Tony Dullaghan-Stone as Director-General Manager of Gerson Relocation in the UK. Tony joined Gerson Relocation in 2018 and as the UK Sales Director has successfully led his team through the challenges of both Brexit and Covid-19.



In sales Tony has always had a keen eye for detail, focusing on the customers needs and demanding the delivery of service excellence on every relocation. It is this passion and management attributes that we believe will enable Tony to develop and mentor his entire team at Gerson Relocation to ensure we truly deliver on our core values. We wish Tony every success in his new role and look forward to him building on Gerson Relocations' first class reputation and market leading position.

Tony Dullaghan-Stone
Director-General Manager
Tel: +44 203 780 4527
Mob: +44 7545 104317
Email: tony.Dullaghan-Stone@gersonrelocation.com

Tony Commented "I am delighted to have this opportunity to manage Gerson Relocation and work with a team of people who are passionate about delivering first class customer centric relocation solutions. As we move into the relatively uncertain future and emerge from the Covid pandemic and implications of Brexit, the landscape of mobility has never been more challenging but exciting at the same time. I look forward to continuing to drive Gerson's growth, alongside the Board of AGM Group, as a market leading international moving and relocation company and engaging with our wider client base and partner networks in the weeks and months ahead."

For more information www.gersonrelocation.com



Equus Software Expands Capabilities with Acquisition of ReloTalent

Leveraging innovative technologies to accelerate automation and data integrations in a fast-changing world

Denver – 11 October 2021 - [Equus Software](#), the leader in global mobility technology, today announced the acquisition of Singapore-based [ReloTalent](#), a leading SaaS platform for Destination Service Providers (DSP) and their HR and employee clients.

The acquisition demonstrates Equus' strategy to continually innovate and transform the global mobility market by delivering integrated solutions that improve business processes while enabling a streamlined employee experience. Additionally, it enables Equus to leverage ReloTalent's network of DSPs and the 'last mile expertise' for modern employee experience.

"ReloTalent is a strong, strategic fit and the combination of our two companies will drive significant value for all of our clients," said Mark Thomas, founder and CEO of Equus. "Destination services are key to the employee experience and the ReloTalent technology improves that experience, so it makes sense for us to partner with the leader to push for standardization and innovation."

"As the global mobility landscape continues to evolve, we look forward to partnering with Equus to accelerate ReloTalent's growth and innovation in Destination Service Provider (DSP) solutions," said Sébastien Deschamps, CEO ReloTalent. "This new alliance will allow our DSP clients to easily connect with Equus' large base of established AssignmentPro clients on the Equus Ecosystem, as well as with their relocation management company partners for data integration and the services marketplace."

Equus has helped more than 2,000 organizations move their employees around the world, efficiently and compliantly. At the same time, ReloTalent has built innovative technology to improve destination services and the employee experience. By bringing these two leading technologies together, Equus further integrates mobility operations and transactions for the success of organizations that are hiring and expanding globally.

About Equus

Founded in 1999, Equus Software is the market leader in cloud-based solutions for the mobile workforce. More than 2,000 organizations around the world use Equus to automate the complex transactional work required to support workforce mobility, so that global mobility teams, talent management professionals and other key stakeholders can focus on adding value to the business. www.equusoft.com

About ReloTalent

ReloTalent is a modern global mobility management technology that transforms the way organizations move people for work. The ISO 27001:2013 certified platform acts as a single, secure, point of contact for service providers, human resources professionals, and assignees to track and manage all aspects of employee mobility. www.relotalent.com

New Member Focus: “Niofar Executive Relocation”



About the Relocation Industry in Senegal

The Relocation Industry is brand-new in Senegal, and we are just starting to hear the word “relocation”, especially since it is a Francophone country. A few years ago, most Senegalese had never heard of this word or service type. Now, we are seeing real estate companies and independent “consultants” try to say they do relocation in order to respond to client requests, but they have little knowledge of the international industry expectations, or ability to provide service quality.

The local context in Senegal, (due to its lack of transparency of information, cash-based system, and administrative labyrinths), can be difficult for companies and even their local partners to navigate. Entrusting all relocation requirements to an administrative assistant inside their organization is often a poor decision our clients make, which usually results in them searching for a trusted partner who understands all aspects of administration and procurement to outsource these tasks more reliably.

Sometimes local companies underestimate the feasibility of doing relocation work in Senegal. This is a new industry in Senegal, but not all “relocation companies” here are created equally and provide the same level of attention to detail and service quality.



Who is Niofar Executive Relocation?

Founded in 2018, we are the only official relocation company in Dakar, Senegal offering destination services that is owned, operated, and managed by Senegalese staff with an American founder - and certified by the [European Relocation Association \(EuRA\)](#). We bring these international quality standards to the challenges of the local market, meeting our client’s expectations of communication and transparency along the way.

“Niofar” means “We are together” in Wolof, one of the national languages of Senegal - which truly encompasses the philosophy that governs how we work with our clients. With transparency, empathy, and a respect for international service quality norms, we provide a holistic, personalized relocation solution package for our clients that they can trust.

Niofar works hard to stay qualified for international certifications, attend global

conferences, and work for a variety of renowned relocation partners. Our clients include those in the Oil & Gas industries, mining, construction, logistics, humanitarians and Non-Profits, Embassies, and international recruitment agencies. We are equipped to handle any type of client in any sector, while respecting these international expectations.

Our most common services include the following:

- International Shipping
- Car Import Formalities
- Airport Pick-up
- Business Set-up
- Monthly Administrative & Fiscal Services
- HR Management
- Immigration Procedures
- Home Search & Settling-In
- Security Solutions
- Welcome Orientation & City Tour
- Monthly Rental Management
- Spousal Support

About the CEO and Founder



Our Founder, Danielle Ciribassi SECK, was born in Chicago, Illinois in the United States. She speaks English, French and Wolof fluently, after having been living in Senegal over the past 12 years. She first discovered Senegal in 2009, when she came as a college student and lived in Fatick with a Senegalese family while working in the Credit Mutuele de Fatick: MEC le Sine. Since this time, she had returned multiple times, sharing her time between Senegal and Washington, DC, while preparing to move back permanently to Dakar.

Ms. Seck relocated herself as a re-pat American to Senegal permanently in 2017. After encountering multiple challenges herself coming back to Senegal in the local market, with immigration, housing, transportation, and more - and having found little to no trustworthy help for relocation services here - she founded Niofar Executive Relocation in 2018, and grew it from the ground up over the last 3.5 years. After her experience in relocation for Fortune 500 companies back in the U.S, she understands intimately how to work with foreign professionals, especially English-speaking

Westerners, as well as the Relocation Industry.

Ms. Seck is married to a Senegalese man, who has his own property management, maintenance, and repair company. They live in Mermoz, Dakar, and have a 2 year old son. She is committed to supporting her fellow Senegalese and providing opportunities to local businesses, as well as to provide training to recent MBA graduates at schools like IAM, and provides consulting to local businesses.

Niofar is making its Mark In the Region

After almost 4 years, Niofar Executive Relocation has grown into a modest but proud local company, with 10+ Senegalese staff, most of whom have traveled around the globe, and 30+ vetted local partners, suppliers, and service providers in a multitude of service areas. The languages spoken by the Niofar team are English, French, Portuguese, Spanish, Arabic, Wolof, Pulaar, and others.

Team Niofar is proud to represent Senegal, and now has a Niofar office in Mauritania to better respond to the needs of our clients in this market. We offer the same attention to detail and quality of service in this unique and challenging local market.

We are always expanding our service provider and supplier network of local and international partners, so that Niofar is in an even better position to support our clients. We manage client expectations and communication in order to provide the service quality they expect, all the while boosting our fellow local companies amidst a rapidly changing business environment - to make sure everyone wins.

We are Looking Forward to Working with your Company Today!



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New Member Focus: “Jimble”



Moving abroad certainly has its difficulties, uncertainties and it's a bold move for the employee's professional as well as personal life. There are many practicalities and a ton of (paper)work involved, which more often than not leads to confusion and weariness. This is where Jimble steps in: Jimble Destination Service Provider is an award-winning, Amsterdam-based relocation agency providing relocation support in the Netherlands. We provide professional, personalized, seamless relocation solutions thanks to our reliable team of experts and our cutting-edge technology.

We, at Jimble, make sure to set the correct expectations before the relocation process starts, so both the relocating employee and the employer know what to expect from start to finish. We provide the necessary guidance every step of the way. We handle each relocation case diligently, transparently, as well as with our personal approach. We strongly believe that success stems from open communication with our clients, which is why we first make sure to listen to their requests and start delivering our services once all is clear. Successful relocation is not defined only by how well-organized the move and the employee's settling in the new environment has been but, most importantly, by the extent to which the employee manages to integrate into the new culture. Since part of the Jimble team consists of expats, we have first-hand experience of how challenging the

integration of an expat employee can be, from learning the foreign language, to socializing and finding the best restaurants or gyms in the new city. This is why our services do not stop the moment the keys to the new home are handed over. Our Aftercare program is focused on exactly that: making sure the integration process goes as smoothly as possible. We keep assisting even after the successful landing. We facilitate enquiries and inform our clients about all cultural aspects they need to be aware of. We believe that feeling at home in the new environment is key in a successful relocation, which is why we also provide emotional support in the face of a new challenge.

Whether you 'd like to learn more about our global mobility solutions, or simply to get to know us better, reach out: info@jimble.nl For a complete overview of the global mobility services we offer please visit our website: <https://jimble.nl/>



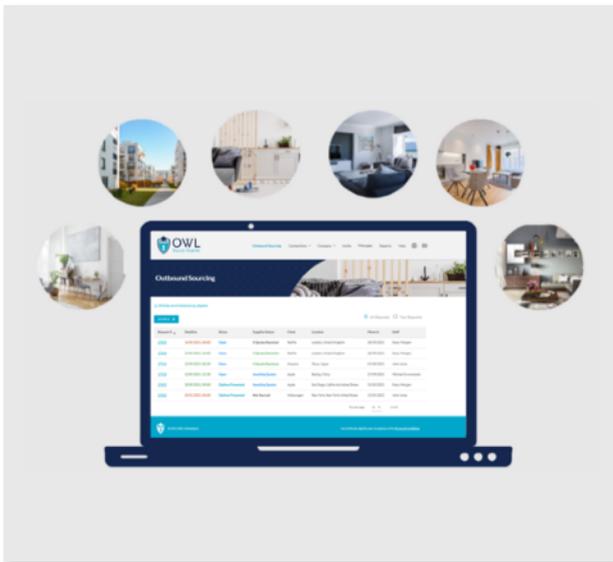
New Member Focus:

“Owl Marketplace”: An Innovative Technology For Global Temporary Housing and Serviced Apartments



Owl is a unique marketplace

OWL is an innovative technology that provides a collaborative marketplace for the sourcing and procurement of temporary housing worldwide. As a result, providers on OWL can both source and be sourced for long- and short-term temporary housing through this first global, collaborative, and centralized marketplace, allowing OWL members to reduce costs and increase revenues.



The extensive global network of hundreds of members on OWL, including relocation management companies, corporate housing suppliers, insurance housing companies, corporations, serviced apartments, and private property owners, work together to source and book the best

possible corporate housing options. In addition, OWL’s technology offers all temporary housing providers complimentary access to fill vacancies and bid on housing requests that best fit their companies’ inventory style.

OWL’s innovative technology is forever changing how the worldwide mobility industry connects buyers and suppliers directly: fast, free, easy, and on the go!

Owl History

OWL was founded by Alex Shahabe, a mobility industry leader with more than 25 years of temporary housing experience. Alex recognized that sourcing and procurement of temporary housing were time-consuming and inefficient. Alex, along with team member Deanne Driver, originally developed the site back in 2016 to eliminate manual processes. Four years later, Shahabe and Driver began working on a new concept and developed OWL into a collaborative marketplace to connect all housing professionals within one global sourcing network.

Initially focused on the temporary housing marketplace, OWL grew to serve US and Canadian suppliers in 2020. Its free membership to its game-changing innovative mobile compatible marketplace

technology was an overnight success. In just over a year, in 2021, OWL expanded to provide its new level of convenience globally, serving five continents.

How Owl works?

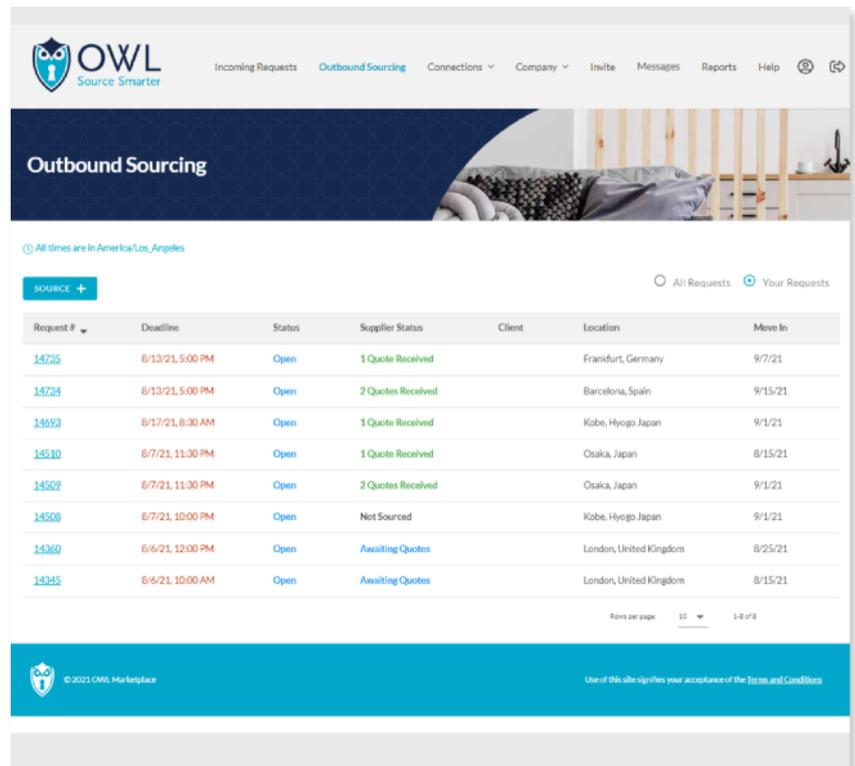
OWL's easy centralized platform streamlines sourcing and procurement. Companies register for free and create their profile. Relocation Management Companies start receiving and sending housing requests within minutes. Buyers book directly with the local Corporate Housing Provider suppliers who best meet their guest's needs.

With membership, a company's dashboard gives the ability to source and 'book for free' top-quality short- and long-term housing leads from around the world. They can start sourcing inventory immediately, free of charge. If a company or supplier offers an option(s) when a request comes through, and it is accepted, the company pays only a one-time, flat service fee of \$99 for the US and Canada or \$149 International to OWL on the day of arrival.

There are no hidden fees in OWL, no additional charges, even if the guest extends their stay. This pricing structure could save you thousands of dollars over other platforms in this space. Check out our cost savings calculator at <https://owlmarketplace.com/owl-savings-calculator/>

What does Owl offer? Main features

- In OWL, suppliers source and ARE sourced for temporary housing. They receive requests for their properties or partner with other suppliers.
- OWL allows suppliers to source locations outside each member's market through an automated supplier connection. You can even use OWL's chat feature to communicate directly with other suppliers.
- With OWL, you compare rates and property information. Send quotes in an attractive presentation format—with your company logo and contact information.
- Winning business couldn't be easier with OWL and get team notifications instantly when you have new booking confirmations.



The screenshot displays the OWL Outbound Sourcing dashboard. At the top, there is a navigation bar with the OWL logo and menu items: Incoming Requests, Outbound Sourcing (active), Connections, Company, Invite, Messages, Reports, and Help. Below the navigation bar is a header for 'Outbound Sourcing' with a background image of a hotel room. A sub-header indicates 'All times are in America/Los Angeles'. There are two tabs: 'All Requests' and 'Your Requests' (selected). A 'SOURCE +' button is visible. The main content is a table with the following data:

| Request # | Deadline | Status | Supplier Status | Client | Location | Move In |
|-----------|-----------------|--------|-------------------|--------|------------------------|---------|
| 14725 | 8/13/21 5:00 PM | Open | 1 Quote Received | | Frankfurt, Germany | 9/7/21 |
| 14724 | 8/13/21 5:00 PM | Open | 2 Quotes Received | | Barcelona, Spain | 9/15/21 |
| 14693 | 8/17/21 8:30 AM | Open | 1 Quote Received | | Kobe, Hyogo Japan | 9/1/21 |
| 14510 | 8/7/21 11:30 PM | Open | 1 Quote Received | | Osaka, Japan | 8/15/21 |
| 14502 | 8/7/21 11:30 PM | Open | 2 Quotes Received | | Osaka, Japan | 9/1/21 |
| 14508 | 8/7/21 10:00 PM | Open | Not Sourced | | Kobe, Hyogo Japan | 9/1/21 |
| 14360 | 8/6/21 12:00 PM | Open | Awaiting Quotes | | London, United Kingdom | 8/25/21 |
| 14345 | 8/6/21 10:00 AM | Open | Awaiting Quotes | | London, United Kingdom | 8/15/21 |

At the bottom of the table, there is a 'Rows per page' dropdown set to '10' and a '1-8 of 8' indicator. The footer contains the OWL logo, '© 2021 OWL Marketplace', and a link to 'Use of this site signifies your acceptance of the Terms and Conditions'.



- Use OWL's white label offering to customize with your brand look and feel. Get requests from your website--sourcing suppliers and sending quotes through OWL's API Solution.
- Mobile compatibility is a must. Log in to OWL from all your devices and receive quotes instantly.

GLOBAL / MILESTONES: Credibility and Trust Found in OWL's Numbers

- OWL founders and executive team platform software developers have more than 50+ years of combined temporary housing industry experience.
- 400+ members, including RMCs, Corporate and Insurance Housing Providers, corporations, serviced

apartments companies, and private property owners, create an amazing temporary housing power supply.

- 1000+ locations in more than 1,428+ cities.
- 240,000+ apartments or single-family home available to lease.
- 5 continents of the global supply chain reach into Africa, Asia Pacific, Canada, Europe, Latin America, Middle East, and the United States.
- 15,000 requests have been sourced since OWL went live in June 2020.

If we have piqued your interest, call to schedule a complimentary, no obligation, demo by emailing us at info@owlmarketplace.com.

About Owl

Founded in 2016 by Alex Shahabe, San Diego-headquartered OWL provides a global marketplace for providers to both source and be sourced for long- and short-term temporary housing. OWL facilitates a new level of convenience by offering all temporary housing providers complimentary access to fill vacancies and bid on housing requests that best fit their companies' inventory style. For more information and to get started on OWL, visit <https://owlmarketplace.com> or request more details at info@owlmarketplace.com.



GREEN BY THE NUMBERS

'There are **100** days to save the next 100 years'.
US Climate envoy John Kerry

Forests are home to more than **80%** of all living species

China is the world leader in wind energy, with over **a third** of the world's capacity

17 sustainable development goals adopted by all United Nations Member States in 2015, with a target date of 2030

Global net CO₂ emissions must drop by **45%** by 2030 in the hopes to reach net zero by around

Restoring the world's tropical forests alone could keep an estimated **61** gigatons of CO₂ out of the atmosphere. It would be similar to taking **444** million cars off the street

Denmark has an EPI score of **82.5**, making it the most environmentally friendly country in the world