

THE EURA[®]pean

Autumn 2019 www.eura-relocation.com

See you in Sevilla!



IN THIS EDITION

The Great Recognition Project
Coaching Approaches in Mobility
The Perils of Data Breach
Intercultural Words of the Week!

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





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IN MOBILITY



COACHING APPROACHES
IN MOBILITY

COACHING APPROACHES
IN MOBILITY

Online December



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Online December

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Click here



The EuRApean

Contact Us:

6 & 7 Diss Business Centre

Diss

UK

IP21 4HD

+44 1379 640883

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

Disclaimer:

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Save the Dates!



Notes from the Editor

I've just come back from our Autumn Board Meeting, fired up and enthused by our brilliant executive group members who have a clear focus

on EuRA's future. After 20 years of growth, innovation and evolution, we are taking a top down look at every aspect of what EuRA is about, to ensure that in the next 20 years we continue to be the association our members want.

A group of EuRA members joined Tad, myself and Carmelina Lawton Smith (our SC for Education) recently for a workshop on How to Thrive in a VUCA World. We have been looking at extending our MIM+ programme to some specialist training providers in specific fields and this programme was put together for us by TCO International. The twelve EuRA guinea pigs spent a very interactive day examining our reactions to change and how we respond to uncertainty. What came out of the day and the follow up coaching sessions was different for each of us, but the message we collectively took away was interesting. Change brings opportunity, if you seek it out. For many of us, this is a new way of approaching uncertainty and nowhere do we see that more in our industry

than we do in the innovation and adaptation our members show.

In the USA recently I was lucky enough to be invited to a forum of industry "influencers" from around the world, an initiative developed by Chuck White and Ray da Silva at the International Association of Movers. Representatives from WERC, CERC, FIDI, EuRA and some members of all associations got together to discuss how we can work together in the future in the best interests of all our constituents and the wider mobility industry. The more communication we can have, the better we can work together on projects that have the opportunity to really move relocation and mobility forward. We want to reflect back to our incredibly creative members that we as an organisation are aiming to also be continually innovative.

One great example of this are the recent changes we have implemented in our EuRA Global Quality Seal. As I discuss in a later article, we have widened out the scope of the seal to reflect EuRA's increasingly global and diverse membership. In our MIM training programme we are continuing to bring new modules online and I am personally particularly delighted that we are for the first time, able to offer the coaching programme we developed with Oxford Brookes University, on the EuRA Academy. The syllabus has been brought right up to date and is available to non-members at €250 per programme of three modules. For EuRA members and anyone who works for a EuRA

member, there is no charge... at all... zip. This ground breaking programme takes the skills of coaching, merges them with intercultural theory and specifically adapts them to our industry. I believe there has never been a more relevant and fresh way to look at how we deliver our services from the ground up. Full details are on the EuRA Academy.

It's a personal mantra for me that the people who get the most out of EuRA are those who use EuRA the most. Our free to access legal guides and advice via our peer to peer LinkedIn group, not to mention free advice to members from our SC for Legal Gordon Kerr. Our training programmes, cost free for members. Our conference, a great 4 day event, with hours of relevant content from industry experts all over the world, great networking, great parties and still just €600.

So to get the most from your association, use it! Join in, get on our social media, send an anecdote for the Recognition Book, let me know if you want to be in the Moving People podcast, sign up for our free webinars, create your login for the academy and join thousands of EuRA members already taking advantage. It's your association, use it!

Dom Tidey
Managing Editor

It's conference season again so we've been meeting with mobility colleagues from all over the world in some great places. Over the years EuRA has built strong links with our colleagues at WERC, CERC, FiDi, IAM and other influential associations and the members they represent and it's always inspiring to be part of the wider community within our industry.

I've just come back from our last board meeting of the year where a huge amount of work was done. EuRA President Michele Bramstoft kicked off the meeting with a call to positivity and it was really great to feel the energy of our outstanding Board. Our board meetings follow a pattern to continually develop, implement and review all of EuRA's projects and this one includes the annual review of the EuRA Global Quality Seal and we have some seriously exciting news about that, which is in a later article. Suffice to say that our brilliant Strategic Consultant for Quality Martina Scharwey has yet again been innovative and creative in how we develop the project to best represent our growing and diverse membership. She has also worked hard to streamline the process to make it more accessible whilst still retaining its rigour.

We were also joined by our Strategic Consultant for Legal Services Gordon Kerr who outlined extending our legal assistance to members over the coming year. We will be updating our two legal guides and working on a guide to contracts and terms. Also don't forget about the LinkedIn Peer to Peer Legal Group which is moderated by Gordon and Martina and provides invaluable sharing on many diverse topics, so if you've come up against something you need advice about or something you'd like to share, join the group and access not just EuRA's Legal Eagles but the whole EuRA community.

The Autumn meeting is when we choose the content for the big Spring International Relocation Congress taking place in Seville in 2020. We had 58 submissions on a diverse range of topics but with only 8 breakout slots to fill (you spoke we listened, there was too much FOMO in Munich as a result of so many awesome choices) it was a really tough call to choose. In the end it came down to looking for those which best reflected the theme, "Recognition, Reputation, Revelation". Thanks to all our brilliant submitters for giving the board the most difficult content meeting ever. Also huge thanks to our brilliant Strategic Consultant for Intellectual Content, Peggy Love for steering this process which is something of a logistical challenge which changes each year. We have a very defined process and project plan for the International Relocation Congress but it has to be re-written each year as our venues are always different! The Board took the decision that in 2021 and onwards we will be concentrating on a less is more philosophy - we know how tough it is for delegates to take time from meetings to absorb the conference's amazing content so we will be building a more concentrated event with more time slots to network. We have two brilliant Keynote sessions in Seville but more about those in the March edition, all I can say is block out 10:00 - 12:30 Wednesday and 16:00 - 17:00 on Friday!!

We have further expanded the MIM+ programme with two fantastic modules going live this month. Our Coaching Approaches in Mobility Programme B is about to come online. The three modules in Prog B are "Roles and Responsibilities",



"Feedback and. Challenge" and "Learning Styles". And of course, like all our MIM content, it is FREE for members. Non members have been signing up, but they pay €250 per module. But it's great we have non members on board as it helps to keep the programme free for members. We are also bringing the brilliant Susie Goodall back to the programme with her 25 credit module, "You are Your Brand" which follows on from the session she delivered in Dubrovnik and a panel she will be part of in Seville.

At our meeting in March, we are starting a full review of all EuRA's projects and functions. In the last 20 years EuRA has grown and achieved so much thanks to the support, dedication and brilliance of its members and we need to be sure we're ready to continue to be relevant to you for the next 20. If you have any ideas for ways we can improve our value proposition to you, our loyal members, we want to know. Call me or drop me an email or WhatsApp or contact your board representative - all of their details are on the website <https://www.euira-relocation.com/euras-people>

Finally I'd like to thank everyone who is joining us in Ho Chi Minh for our first conference in Asia! We're very excited about the event and have a great programme of content, networking and a few parties lined up! The EuRA Global project was the brain child of past president Anita Meyer and is a 5 year cycle to see how we can best represent our global members and the first circle will close next year with our Americas Conference in San Jose Costa Rica, November 18-20. We will be starting the next 5 year cycle in Africa in 2021 and we'll see you there!

Tad



Dear Fellow EuRA 'Family' Members,

Excited, Energized, Enlightened are my emotions leading up to, during and after our fall meeting of the EuRA Executive Group [for our new association members and/or those new to the

industry, the Executive Group is EuRA's elected governing body. It's made up of 9 full members from 5 European regions]. Why am I so:

Excited?

- o Excited about our upcoming creative conferences &
- o E- book plans

Energized?

- o Energized working with a gracious group of magnificent minds

Enlightened?

- o Enlightened by interesting ideas & approaches that
- o Optimize EuRA family member opportunities & experiences
- o Generating Relocation Recognition!!

More on this later in this message.

First up is: HCM here we come!! The EuRA Global Conference in Ho Chi Minh City is this 20-22 November where compliance takes center stage along with immigration & industry trends in Asia.

Good news!! **There is still space at the Ho Chi Minh conference.** It's always advantageous to attend a meeting of proficient professionals in an intimate networking setting. It's that much easier to exchange knowledge & business intelligence—without mentioning the top-notch training and

plenary sessions. It also offers you a chance to #GenerateRelocationRecognition!!

If you attended the EuRA Reception in Boston, you are in the know about:

EuRA's Exciting E-book

And you, my earnest EuRA members, are the authors.

EuRA needs you!! Help make relocation a household word. Put on your writer's cap and tell us your sapient, sapid, spirited stories, and/or your awesomely astounding anecdotes that relate to our remarkable relocation industry by:

20th Jan. 2020

The EuRA selection committee will be nominating best stories for additional individual relocation recognition.

Are you ready for "Sensacional Sevilla"?!

You are encouraged to look at the agenda before planning your meetings. The agenda accommodates more time for business meetings while emphasising 'must attend' sessions. Additionally, we will be holding our "Guess Where?" competition and there will be assessments at the end of each conference session for anyone wanting to gain MIM credits. EuRA will recognise the winners in the closing session. We hope this entices, encourages, and invites you to attend sessions and appreciate the hours of hard work & preparation that goes into them, giving you the advantage of 'knockout knowledge' share!!

Kind regards,

Michèle

EGQS - Exciting Changes!

Dominic Tidey - EuRA C.O.O.

We just held our annual EGQS review and we've made some big changes, but don't panic! They streamline the programme and make it more inclusive for our increasingly diverse membership.

When we first incorporated GDPR requirements into the Seal, it was a big and scary change in the required compliance to achieve certification. Now that we know more about how GDPR is being implemented across Europe, we are scaling back. So certified members will be glad to hear that Gordon Kerr, our SC for legal and Martina Scharwey, our SC for Quality, have worked together to simplify the requirements.

But by far the most exciting change has been creating a new version of the Standard that we're calling EGQS+.

We have broadened the Standard so that EGQS+ is applicable to;

- Destination Service Providers (DSPs)
- Relocation Management Companies (RMCs)
- Relocation Related Service Providers (RRSPs)

And this applies regardless of the size or the location of the member.

Martina Scharwey told us, "We have been asked for sometime to make the EGQS process fit more of our members not purely engaged in DSP work. RRSPs are companies that provide relocation related services to DSPs and/or RMCs and their customers, for example

immigration, legal and/or tax advice, movers, training, property management, furniture rental/leasing, serviced apartments, pet movers, financial and/or insurance services.

The EuRA Global Quality Seal Plus standard specifies requirements for a quality management system when an RMC, DSP or RRSP:

- Needs to demonstrate its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, and
- Aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements."

As it was before, the EGQS+ is the intellectual property of EuRA and not of our audit partners.

This means we can widen the Seal certification process out to our supplier members who have asking for it for sometime.

As you are probably aware, we have parted company with our audit partner of 9 years SGS.



Tad, Martina and I had a very productive meeting with a new global audit partner in October and we are really looking forward to bringing them online later this year.

In the meantime, where DQS are not able to offer an on site audit to a legacy SGS member, they have developed a remote audit process as an interim measure. If you have any questions about your audit cycle or are concerned that your certification may pass in the time between your certification cycle and us bringing our new partner online, please contact us as we can work this out for you.

We have a new MIM training module online in the EuRa Academy which is of course, free to all members so if there is anything you have ever wanted to know about what the Seal is about, how you go about implementing it, and how to build your Quality Manual, go to the [EuRa Academy](#), create your login and open the module!

For any questions about getting started contact [Maree Turner](#).

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

[Taj Relocations](#)

[France Global Relocation](#)

[Reloc8 Asia Pacific Group Korea](#)

Newly Re-Certified

[Altair Global](#)

[Eurohome Relocation Services](#)

[Intermark Relocation Services](#)

[Reloc8 Asia Pacific Group](#)

[Malaysia \(Pathfinder Relocation Services\)](#)

[Eres Relocation](#)

[Finland Relocation](#)

[I-Mobility Relocation](#)

[Relocation AS](#)

[Relocation Services](#)

[Strohmayer](#)

[The Map Group](#)

[Formula India](#)

[Icon 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.](#)



EuRA Quality Seal on the EuRA Academy

Everything you always wanted to know about the EuRA Global Quality Seal is now in a new 3 Component Course in the EuRA Academy! It's entirely free so just login and start <https://euraacademy.thinkific.com>

Introduction to the EGQS

[Watch the film](#)

Feature:

“Parents encouraged to think ‘Best Fit’ when choosing a new school”

Julia Love *Director of Admissions at The International School of Kuala Lumpur*

The academic school year may have just begun, but admissions teams at international schools like ISKL are approaching one of the busiest times of the year. Why? Read more in their article!

How to choose the ‘right’ school?

Expatriate families relocating to Kuala Lumpur are beginning the school hunt, and families already living in KL often take the opportunity to evaluate alternative curriculum choices and explore educational options.

Whatever the motivation, it is a time for transition and the choice of school can have a long lasting impact on both child and family. So, how can parents know which is the ‘right’ school? What should parents be looking for when

researching schools? The advice from Ms. Julia Love, Admissions Director at The International School of Kuala Lumpur (ISKL) is for parents to adopt the mindset of finding the ‘best-fit’ school for their child.

Ms. Love explains: “‘Best

Ms. Love stresses the importance of investigating the intangible aspects of school life as well as the fundamentals. “It’s a given that parents will research the curriculum, check out academic results and look to see what facilities the

school has to offer. I strongly encourage parents to also investigate the school’s culture and ask how their child will be educated.”

Understand a school’s culture

She continues:

“Understanding the school’s philosophy around learning is so important. It’s widely acknowledged that students thrive best when they are engaged both in and outside the classroom, and nurtured by a caring and empathetic culture. So, regardless of whether



fit’ is a term that’s often used in university admissions and is highly applicable to schools. It describes finding a school with a culture and educational programme that fits with the needs, values and expectations of families and students.”

their child is starting in kindergarten or entering high school, it is vital for parents to research the culture of the school and find out how learning will occur for their child. The best way of doing this is by visiting the school, whether on a private tour or a school open day, and talking with as many community members as possible. Listening to the views of students, teachers, and parents will help them take the pulse of the school and give parents an idea of whether the school really is a good fit for their child and family. If a visit isn't possible a phone call is the next best alternative and even then I encourage parents to connect with a variety of school community members. Each will offer a different perspective of the school and its culture and help families put together a more holistic view."

Ms. Love also recommends parents find out what support is offered both in and out of the classroom. She notes this is particularly important for students who need individual learning support as well as non-native English speakers who may need to access the school's English as An Additional Language (EAL) program.

Take your time to do research

While there are a myriad of considerations to take into account when selecting a school, Ms. Love concludes: "Ultimately finding the best fit school is about taking the time to research, visit, meet as many teachers, students and parents as possible, and ask lots of questions. A good admissions team will be more than happy to help parents connect with the school community, understand the school's culture, and the approach to learning their child will experience."

If you would like to meet Ms. Love and find out more about ISKL's approach to learning, you can register here to attend the ISKL Open Day on Thursday October 3. It's a great chance to see ISKL in action, hear from the Head of School, Mr. Rami Madani, and meet with teachers and parents for a Q&A session. Student-led tours are available in Japanese, Korean, and Mandarin (limited spaces) as well as English.



About Julia Love

Julia Love has been the Director of Admissions at The International School of Kuala Lumpur, Malaysia since 2012. With over 20 years' experience in Boarding, Primary, Secondary, and international schools in the US and UK, Julia is passionate about ensuring that school placement meets the requirements of every child. Additionally, having spent a significant portion of her childhood overseas attending British, German, and international schools, Julia understands first-hand the complex transitional needs of children during relocation. Julia holds a B.A. in Sociology and Education.

*Julia Love
Director of Admissions
International School of Kuala Lumpur
jlove@iskl.edu.my
www.iskl.edu.my*

Feature:

The Great Recognition Project

Dom Tidey & Michèle Bramstoft



As I'm sure you already know, EuRA President Michèle

Bramstoft has made it her legacy to raise the profile of relocation across the world and we are looking at innovative ways to promote our industry and the extraordinary impact it has on the people who move the world. We are working together on this project to really put our industry on the map.

We are asking for your input.

We are putting together a book of anecdotes from mobility professionals across the world and it can be anything.

Anyone involved in our industry has great stories to tell and we want to hear them. Storytelling is one of the best ways to make an impact and once we have enough we will publish them as a blog, on our website, across social media and in a printed format.

So get in touch with your "Stories from the Coal face".

We are also launching our podcasts, "Moving People" early in 2020. We have our slot in the podcast stores and hope to increase knowledge of our industry to the people who need it the most by telling the stories of what it's like moving to different cultures across the world. "Moving People" is a series of interviews with relocation professionals, conducted by me asking questions about the experience of moving to where you help people to settle.

So if you would like to be part of a podcast, please get in touch with me. I can arrange for them to be recorded remotely and we want as much diversity as possible. Eventually we want to create a global resource that assignees, travellers and expats can access to find out

★ **EuRA®**



MOVING PEOPLE

Stuff you need to know about Relocation

what it's really like to move all over the world from the people who really know, from Arizona to Zimbabwe, from Brussels to Mumbai, from Singapore to Santiago.

So if you have a story to tell, an anecdote to use or a precautionary tale, get involved and let us know.

We want to get our wonderful, diverse, fascinating industry to a point where, when someone asks you what you do and you reply, "I'm in relocation" they reply "Oh, you're the people who move the people, who move the world."

New MIM Programme Online!

Coaching Approaches in Mobility Prog A

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

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

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

Nine years later and we are transferring all 12 modules into the online EuRA Academy and Programme A is online now, with Programme B going live at the start of December.

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

Each Programme costs €250 but if you're a member of EuRA or work for a EuRA member company, there is no charge for accessing the knowledge. We only

levy a charge if you decide to go on and certify by taking the Quiz that accompanies each Programme and these cost €50 each.

Programme A:

Module 1

Introduction to Coaching and the GROW Model

This module looks at how using the GROW model (Goal, Reality, Options and Wrap Up) in the relocation context helps professionals to identify the needs of the client and work with them to get the best possible outcome from the relocation process.

Module 2

Coaching Skills

Working in our industry requires exceptional communication skills. When working across cultures clear communication is a huge asset. The aim of this module is to give delegates control over interactions to

What is the MIM Programme?

The Managing International Mobility Programme is a three tier relocation qualification. The programme is delivered face to face and online and consists of a growing syllabus of modules looking at all aspects of the relocation and mobility industry. Starting with the MIM Fixed Syllabus qualification and progressing to MIM+ and MIM Fellow, the modules can all be accessed in the online [EuRA Academy](#).

Each full modules costs €250, but are available free for all EuRA Members and their teams. Just sign up to the [EuRA Academy](#)!

ensure they build effective working relationships with others.

Module 3

Transactional Analysis Part 1

This module introduces the Transactional Analysis Ego States model which can be used to understand and manage interactions.



Dr. Carmelina Lawton Smith
Primary Trainer
EuRA Strategic Consultant
Education

carmelina@europa-relocation.com

All Things Legal...

November 2019

Gordon Kerr
*EuRA Strategic
Consultant -
Legal Services*



As I sit in my office in Edinburgh, in mid-October, it seems strange to be writing about current legal issues and making no reference to the huge legal issues which will arise from Brexit. The truth is that it remains impossible to provide clear answers to the many Brexit questions which confront our industry. We may have clarity within a few weeks and it's still possible that a final political twist awaits us which leads to the cancellation of Brexit. All I can suggest is that you tune in to EuRA's upcoming Brexit webinars, perhaps accompanied by a large whisky!

More clarity is definitely coming our way in the area of data protection. Since the GDPR was introduced in May of last year, we have been waiting for the technical law to be fleshed out by court decisions and legal guidance notes. In the article below, I discuss what we are learning about GDPR fines and the obligation to report data breaches. I also look at the practical actions a business should be taking when a data breach occurs.

Were you aware that an employee can take you all the way to the European Court of Human Rights if they allege that you have breached their right to privacy? As I explain below, it happened recently and there are some important lessons for all employers. I also look at a court decision which affects the familiar problem of a key employee who decides to become your competitor. Finally, I address the "Kylie" issue: could your business be breaking the law by providing clients with expensive concert tickets!

Gordon Kerr
EuRA Strategic Consultant – Legal Services
(gordonkerr@gklegal.co.uk)

GDPR Update - hefty fines issued, but only for very serious cases

On 8th July, the UK's data protection authority, the ICO, issued a notice of intention to fine **British Airways** a sum of **£183 million** relating to a cyber incident notified to it by the airline in September 2018. The incident involved user traffic to British Airways' website being diverted to a fraudulent site, allowing customer details to be harvested by attackers. Personal information, including credit card details, was compromised by poor security arrangements.

The following day, the ICO confirmed its intention to fine **Marriott International £99 million**, again relating to a cyber incident notified to it by the hotel chain in November 2018. This arose from a variety of personal data within 339 million guest records globally being exposed. The vulnerability arose in the systems of the Starwood hotels group in 2014, which Marriott then acquired in 2016, but did not discover until 2018. The ICO stated that its investigation found that Marriott

had failed to undertake sufficient due diligence when it bought Starwood and should have done more to secure its systems on acquisition. This signals a clear warning of the importance of proper due diligence when acquiring a business, not only to assess what personal data is being acquired, but how it is currently being protected.

These huge fines attracted headlines across the EU, but there is a need for perspective here. The ICO's review of the first year of the GDPR makes very clear that GDPR compliance is not primarily about big fines and that the EU's data protection authorities will continue to focus mainly on supporting organisations to comply with the law and providing advice to them.

For example, the review noted that of 14,000 personal data breach notifications received by the ICO from organisations, the ICO closed over 12,000 of those cases. Of these, only 17.5% required any action by the organisation and less than 0.5% of these led to either an improvement plan or a fine. An

example was given of a nursery which had reported itself after producing Father's Day cards with photos of each child, to be taken home by the child in question. There had been two children at the nursery with the same name and somehow staff had mixed up the photos, each child taking home a card with a photo of the other child. The ICO noted dryly that not only was no action required but that the breach was not reportable, given it was unlikely that any individual's right or freedoms were impacted by the wrong photo being included.

In another case, where formal action was taken by the ICO, an organisation had disclosed personal data to incorrect recipients, arising from staff not following established policies and procedures. The ICO required that certain steps be taken by the employer, including that all staff attend mandatory training and that policies and procedures be complied with and reiterated to staff on a regular basis.

As for when the powers to issue a monetary penalty might be used,

the ICO has made clear its commitment to target organisations and individuals suspected of repeated or wilful misconduct or serious failures. There will also be a focus on breaches involving highly sensitive information or adversely affecting large groups of individuals or those impacting vulnerable individuals.

As such, from a HR perspective, with it being apparent from the above that staff are often the weak link in personal data security, it is vital to minimise the sensitive information held where possible, to always ensure it is appropriately secured, and above all, to ensure that staff training is carried out to support a robust culture of data protection.

While it seems clear from this review that a pragmatic approach is being taken to the use of formal enforcement powers, there is of course no room for complacency. The review notes that the greater awareness of individual rights has inevitably seen a significant impact on the number of concerns raised by the public to the ICO. In the period from 25 May 2018 to 1 May 2019, their office received over 41,000 data protection concerns from members of the public, a huge increase from around 21,000 the previous year.

Of the concerns raised, 38% related to subject access requests, with this remaining the most frequent complaint category by far. The message seems to be that employers should assume that employees and other individuals are unlikely to hesitate in reporting issues if they believe their rights are not being complied with.

While the above decisions and comments relate specifically to the ICO in the UK, these have EU-wide relevance, as all national Data Protection Authorities across the EU are working to adopt similar approaches to GDPR compliance.

Managing A Data Breach

It's a sad reality that some form of security or data breach, hopefully with limited consequences, is likely to be faced by most businesses at some time. So, are you clear about what to do if the worst happens?

Here are some practical suggestions on what to do after a breach:

Step 1 - understand what has happened

If you believe you have suffered a breach, the first thing to determine is what has actually occurred. For example:

- Have log-in details been compromised?
- Has someone in the organisation fallen foul of a targeted attack and transferred funds
- Have files been encrypted and you have received a ransom note

If the breach is internal, promoting honesty in this situation is the best policy. Mistakes happen. Your IT team or external adviser will be much better equipped to deal with the situation if they have a clear idea of how the breach occurred and the route taken.

If the breach is outside of your organisation and direct control, perhaps where a third party holds your data, look to that organisation to provide exact details.

Step 2 - carry out an impact assessment

The next step is determining the impact of the breach. If credentials have been compromised, change passwords quickly, use strong passwords and enable multi-factor authentication if you have not already.

If you are staring at a ransom note, with encrypted files on your network, your likely only recourse is the restoration of backups.

Has any personal data been compromised? Your GDPR policy should already outline the steps to take if you do find customer data has been compromised. You will be obliged to notify the breach to your Controller (e.g. the RMC or other corporate client) and, depending on the level of risk, you may also have to report to your Data Protection Authority and to affected individuals.

Step 3 - respond quickly

Once you understand the impact and scale of the breach, urgent action is required to minimise the consequences.

Change authentication credentials and ensure strong password policies are in place. Enable multi-factor authentication on your own technology. If your data is held by a third-party, they too should make use of multi-factor authentication.

If you are in a data recovery situation, time is of the essence to minimise downtime and lost work. Your backup is a critical part of your cybersecurity policy, so ensure you have a system in place that takes regular "snapshots" of your data, with off-site or alternative cloud data storage.

In some cases, hackers will disable backups before encrypting files. Ensure your backup systems are protected with separate credentials, and ideally within a segregated network.

Be prepared!

There are numerous products and services that can help reduce the risks of a breach: breach detection, regular penetration tests and vulnerability scanning, and of course, staff training.

According to the Ponemon Institute's "2018 Cost of a Data Breach" Study, cyber breaches take an average of 197 days to be discovered. That is a frightening statistic!

Your Employees' Rights To Privacy

A recent decision of the European Court of Human Rights (ECHR) considered the tricky balancing act between an employer's rights to manage their business effectively and an employee's privacy rights.

The basic facts were not in dispute:

Mr Garamukanwa had been in a relationship with a colleague, Ms Maclean. Shortly afterwards Ms Maclean raised concerns with her manager about emails Mr Garamukanwa had sent to her and other employees alleging she was having a relationship with another junior member of staff. The manager warned Mr Garamukanwa that his behaviour was inappropriate.

About 9 months later Mr Garamukanwa was suspended when the police informed the employer that they were investigating claims by Ms Maclean that he had been stalking and harassing her and sending anonymous malicious emails to other employees. After an investigation and disciplinary process Mr Garamukanwa was dismissed for gross misconduct. In coming to the decision to dismiss, the employer had relied heavily upon photographs that had been stored on Mr Garamukanwa's iPhone (that had been passed to them by the police) as well as emails and WhatsApp messages. Some of the emails were sent to colleagues' work email addresses. He had also provided the disciplinary panel with private communications between himself and Ms Maclean that were of an intimate nature.

Mr Garamukanwa unsuccessfully brought claims including unfair dismissal before his national courts. He argued that using the material on the iPhone was a breach of Article 8 of the European Convention on Human Rights - his right to privacy. Mr Garamukanwa said he had reasonably expected the material on his phone would

remain private but the courts did not accept that.

He then brought proceedings in the ECHR, in Strasbourg, based on an argument that the domestic courts decisions upholding the dismissal had constituted a breach of his right to privacy. In the circumstances, the ECHR held that Mr Garamukanwa could not reasonably have expected that any of the material or communications before the disciplinary panel would remain private.

While this case came down in favour of the employer, businesses should still be cautious when it comes to relying on private material in a disciplinary process. Each case will turn on its own facts, and it is also clear from earlier ECHR cases (including the leading case of *Barbulescu v Romania*) that emails sent from an employer's computer could be covered by the concepts of private life and correspondence. Mr Garamukanwa's case shows the importance of putting an employee on notice at an early stage that allegations of misconduct have been made against them - the warning given to Mr Garamukanwa about his inappropriate behaviour was critical to the final decision in favour of the employer.

Is Your Key Employee a Future Competitor?

We all hope that we will never need to enforce a restrictive covenant (sometimes called "post-termination restrictions") against a highly-valued, key employee. But all too frequently a good relationship turns sour when the employee starts thinking about moving on. It then becomes important to have legally enforceable restrictions in place, restricting the (former) employee's ability to become your biggest competitor overnight.

These issues arose in the recent UK case of *Argus Media v Halim*.

Mr Mounir Halim set up a company, Afiqom FZ LLC, in the latter days of

his employment with Argus Media. Both companies were Price Reporting Agencies, reporting on the same kind of products in the same market. Mr Halim had become unhappy in his work for Argus and took preparatory steps to set up his business prior to resigning from his employment. This included the transfer of a large amount of Argus documents to his iCloud account and seeking to consolidate his relationship with key Argus clients and contacts. While on garden leave Mr Halim undertook work for Afiqom.

In court, Argus sought to a) enforce post termination restrictions in Mr Halim's employment contract, b) prevent him from misusing its confidential information and c) deprive him of the "unlawful head-start" he obtained prior to the termination of his employment.

Mr Halim denied his business was in competition with Argus, argued the restrictions were too wide in scope and duration to be enforceable, that his steps to set up Afriqom were no more than legitimate preparatory steps and he had, in any event, been discharged from the restrictions because Argus breached his contract by reading personal emails in his work inbox.

The Court decided that Mr Halim's actions were in breach of his duty of fidelity and confidence and that he had breached his post termination restrictions.

The argument around the status of "private" emails was interesting. Mr Halim had signed up to an Electronic Information and Communications Policy which gave Argus the right to access and inspect without notice to the employee any materials created, sent, received or accessed using Argus's IT systems. Argus was also entitled to monitor or review the use of Argus IT systems to investigate breaches of contract. The Court found that the actions of Argus in reviewing the emails to be in line with their authority under the policy, and not an illegitimate

interference with the Article 8 ECHR (European Convention on Human Rights) right to family and private life. The emails considered by Argus, although between him and his wife, were not personal conversations but related to his work.

A real sting in the tail for Mr Halim was a court order to pay 90% of his employer's legal bill. Argus had filed a costs budget of just over £688,000 meaning that Mr Halim may well be facing a bill of over half a million, not including his own legal fees.

This decision is good news for employers, but be aware that these cases assessing the enforceability of restrictive covenants always turn on their own particular facts. One takeaway from this case is the importance of good drafting of employment contracts and IT policies. The case also highlights the potential cost implications of taking a weak case to court!

No More Kylie Concerts For Corporate Clients!

Kylie Minogue and Beyoncé concerts will no longer be on offer to clients of global accountancy firm, BDO, after the firm handed back its box at the O2 concert arena in London amid growing scrutiny of corporate hospitality practices in the financial sector.

The wining and dining of existing and potential clients has been sharply curtailed after the UK's audit watchdog introduced ethical standards that required firms not to give gifts or indulge in hospitality spending "unless trivial or inconsequential".

The strict guidelines apply only to accountants' audit clients, but BDO has taken the approach to restrict any spending that might "fail the smell test" for all its clients. The firm has set a maximum entertainment limit of £150 per head. Earlier this year, the Big Four accountancy

firms were forced to disclose their maximum entertainment budgets for audit clients. PWC's is the lowest at £20, while KPMG permits £200, EY £175 and Deloitte permits a spend of £150 per head.

One sure-fire method of avoiding any accusation of "excessive entertainment" is to confine your entertaining to low-profile, local events. For example, I would definitely be on the right side of the law if I took a client to see my local football team, Hibernian. On the other hand, the strong likelihood of dismal entertainment may cost me the client! I recommend that you stick with Kylie!!

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



New Member Focus: “Beautiful Apartments”

BEAUTIFUL APARTMENTS.

With a portfolio of over 600 serviced apartments and growing, our experienced and dedicated team supply companies with welcoming, comfortable and top quality accommodation in Stockholm, Södertälje and Malmö. Upon launching our business 7 years ago, our CEO acknowledged there was a gap in the serviced apartment industry in terms of providing high quality business apartments together with exceptional service; which is where

international business, it becomes evident to see why many choose to relocate to Sweden.

As the thriving number of large corporations move their Head Quarters to Sweden and start-ups open their businesses here, Beaps continue to grow to accommodate their clients by expanding to new, requested locations.

Hotel vs. Serviced Apartment

As opposed to moving directly into a hotel or accommodation rental,

which they staying and answering any questions or doubts they may have prior to arrival.

We also assist with queries related to registering themselves as a resident in Sweden with the Tax Authorities and signing up to receive mail at their temporary accommodation.

Long Term Accommodation

In addition to the temporary accommodation we offer and provide to our clients (which can

be anywhere from 1 month up to 12 months) we have now refined our Long Stay department, with their primary focus being to source suitable long term accommodation for the same client to then transfer to, provided that they will be residing more permanently in Sweden. This has enabled us to assist with a completely different client type.

Our company truly enriches the lives of our guests' integration into a new community, with 'comfort' and 'flexibility' being our key words to embody.

Many of our clients relocate to Sweden for the first time with limited knowledge of the Swedish culture and regulations. Overall, moving to a new city or country can be an overwhelming experience for anyone and our company aims to make their initial move an easy and pleasant one.

www.beaps.se



Beautiful Apartments come in.

Why Sweden?

With so many employment benefits, such as the generous minimum of 5 weeks paid vacation annually, a relaxed lifestyle amidst a vibrant community and with Sweden being at the focal point

clients who book their fully-serviced apartment with us will find that they are always well informed before and during their stay. Our team conduct an outstanding job ensuring that our clients receive a very smooth check-in by providing them with general guidelines relative to the area in

New Member Focus: "C2You!"

The key to keeping your talented employees on board:



For many years we are specialized in providing Career & Integration Services to all those partners who give up their job and life to follow your talented employees on their international assignments.

Our mission is to improve Talent mobility for companies by addressing the needs of the employee's partners. Thereby we enable the International Assignee to maximize their productivity, flexibility and improve the company's employee-retention rate. Our services aid in avoiding assignment refusal and/or failure.

Our Social Responsibility

C2You! social responsibility depends on three core components:

1. "People" - we care about people,
2. "Knowledge" - we share our knowledge to empower people,
3. "Innovation" - we are constantly seeking new ways to deliver more powerful support solutions.

Kiva: For each new client we make a contribution to Kiva to care for and to empower people around the world with microfinancing their new projects and businesses. www.kiva.org

How C2You! became what we are today:

C2You! was established in 2007 as a limited liability company and we became the first real specialist in providing Career as well as Integration Services to partners of Expats in our region. Through the years that followed we have expanded our service package to a global level through cooperation with a group of experienced international partners.

Recognizing the importance of making international assignments effective, the C2You! team has developed a variety of services to inspire and empower the partners to find meaningful occupations. We offer a database full of tools and information for professionals who have relocated for their job or for the job of their partners in 120 global locations.

Since 2007 C2You! became successful due to the fact that more and more companies started to comprehend the importance of support to the partners of their employees. For the company the importance lay in

attracting, retaining and developing talented people and thereby assuring a high assignment success rate. To achieve that, you need a dedicated specialist to outsource partner support.

Therefore, C2You! offers its clients a comprehensive menu of services, whereby each service request from any client will be tailored to meet individual and corporate



goals and budgets.

C2You! continues to take advantage of its heritage by perfecting the programs we have pioneered. We maintain a high-quality reputation for being innovative, pragmatic and client-focused by constantly being alert on serving the ever-changing needs of our diverse client group. We continuously search for possible improvements and advances to keep our services up to date and in line with the latest trends.

C2You! is now a quality brand and we remain committed to connecting our clients anywhere in the world by offering our expert services on a global basis.

Technology always plays a critical role in the delivery of partner support. We are proud to be able to deliver partner support from cloud-based centers which are run by experts. We assign local consultants where local support is needed. We are ready for the future and provide partner services via a unique web-based assignment

management system which is available on computer and mobile device. Whenever there is a need to establish personal contact, we offer trusted local support and information through the network.

As a certified professional in Global Leadership coaching and Talent assessments, I assess behaviour, education, experience, competencies and professional growth potential of individuals on international assignments. Having the Dutch nationality, I came from the Netherlands on an international assignment and reside in Lausanne, Switzerland since 1997.

I am an entrepreneur and business professional at heart. Since I was little and saw my parents set up and run their own business, my dream was to start my own business one day. This dream came true!

www.c2you.eu



Owner C2You!
Mirella de Boer

New Member Focus: "Heart Relocation"



Heart Relocation

Heart Relocation maybe a new name in the Global Mobility world but it is the passion of two familiar names that have brought it to life. Anna Fletcher Co-Founder and majority shareholder and Robert Fletcher, Co-Founder had a dream of building a different kind of relocation management company, a company with heart!

Words are easy but we aim to demonstrate every day, in every interaction with our clients, their assignees, our partners and our colleagues the Heart Relocation difference.

What is that difference? Well we haven't come up with some new secret ingredient or some magic formula from the pages of a Harry Potter novel, if that's what you're thinking. No, we have done something much simpler and more

straightforward; We have simply looked back in time to a period when Customer Service really stood for something and made a commitment, whilst embracing the state-of-the-art technology to deliver a service to those values. Heart Relocation has created some innovative technological solutions to managing and sharing our service delivery programme with our assignees and giving them unprecedented access to information about their relocations. Values that mean something, like having respect for everyone we interact with, taking responsibility when things don't go to plan,

creating an environment where our colleagues are not so smothered in administration that they no longer have time to talk to colleagues let alone assignees or partners. It's about thinking about our assignees first and ensuring they are never left for a moment wondering what happens next or if anyone is actually taking care of them. It's



about making sure that everyone involved in delivering service to our clients and their employees has all the information and tools to deliver an amazing experience. Heart Relocation understands not only the journey of an assignee but the complexity of that journey, and how the skills, expertise and experience of every person, every service provider partner and individual, if appreciated and correctly coordinated and applied can enhance the relocation process and create an experience to delight everyone involved. As partners, our EuRA colleagues will have unprecedented levels of information and engagement from

Heart to give you those tools you need to do an incredible job. It is easy to use "buzz words" like "customer centric" and "we care" but it is more than words for us, it's a way of life for our company. With these basic principles in place we aim to deliver that client and assignee experience that everyone talks about but is seldom

delivered, we aim to make it the norm not the exception. As a company we have set out our values around inclusion and collaboration, we have created a company that engages all our employees as shareholders, that has great benefits and simply put we created a company based on the kind of company we always dreamed of working for.

In order to deliver to our expectations, we will need to do things differently from the way they have been done before and that's where we will rely on the support and collaboration of our EuRA colleagues.

For more information:

Robert Fletcher
+44 (0) 1895 809719 or +44 (0) 7825 049781
Email: rob.fletcher@heartrelo.com
www.heartrelocation.com



ACS
INTERNATIONAL
SCHOOLS

ACS Alumni Enable Life-Changing Summer Scholarships

ACS alumni support summer
scholarships for US-based academically able and
deserving students

Two ACS International Schools alumni have personally supported scholarship places as part of the British Studies Summer Programme (British Studies), a residential experience hosted by ACS International School Cobham, for academically able and deserving students aged 15 – 17 living in the United States.

Over the course of nearly two weeks, twenty-three students from seven US states, stayed at ACS



Cobham's state-of-the-art boarding house in Surrey and visited many of England's famous historical and cultural sites. Now in its 21st year, the programme is co-funded by ACS International Schools In America Inc. Bryan Kujala and Sam McGee are ACS Cobham alumni from the US, graduating in 1998 and 1994 respectively.

Both have created new scholarship opportunities allowing extra students from their hometowns of Grand Rapids, Michigan and Austin, Texas to take part in the summer study scheme this year and in 2020.

To read more [click here](#)

Heart Relocation – Delivering Assignment Management from the Heart

Highly experienced industry professionals today
announced the launch of Heart
Relocation, a relocation
management company
dedicated to delivering a high
touch, concierge level
assignment management
programme to senior executives



Heart Relocation

London — 2nd September 2019

"We realized that more and more companies are looking for a more bespoke service for their senior executives delivered by high level experienced professionals who understand the importance and can deliver customer service at the highest level," said Anna Fletcher, Co-Founder and majority shareholder at Heart Relocation.

Heart Relocation is a majority woman owned business and its founders have a proven track record in expatriate mobility services to global organizations.

Robert Fletcher the other Co-Founder, himself a 30 year veteran in the industry said "Our mission is to put the heart back into customer service within the mobility industry. We recognize the people we move are highly valued, highly rewarded and exceptionally important individuals who will deliver amazing results for their respective organizations and they are used to, by virtue of their status, a different level of service and that's our mission".

Heart Relocation is backed by industry leading technology but Anna states: "We have great technology to deliver to today's expectations, but our model is based on delivering the personal touch being highly attentive to the needs and requirements of our assignees".

Anna began her 22-year career in 1997 at Universal Express and was part of setting up a sister company, Express Relocations in Warsaw, Poland before moving to the UK where she worked at Interdean, which subsequently became Santa Fe.

Robert began his career in 1980's at ARC Relocation and subsequently held roles at SIRVA, Sterling and most latterly Santa Fe where he was the Senior Vice President Mobility Solutions.

Positive Customer Impact

Many customers have already commented positively about the position of Heart Relocation and their service offering with comments such as "great to see new vision & true service centric offerings entering the space - much needed and the global mobility arena can only be all the better for it", and "You're on to a winning formula! The market needs a service provider like Heart!"

Robert Fletcher

+44 (0) 1895 809719 or +44 (0) 7825 049781

Email: rob.fletcher@heartrelo.com

To read more [click here](#)



Arpin Van Lines

2019 independent study ranks Arpin Van Lines #1 household goods mover in satisfaction

WEST WARWICK, R.I. (July 31, 2019) – Arpin Van Lines has been rated #1 among the nation's largest suppliers of household goods shipment services, ranked by "net satisfaction" and "top-block service" for the fourth consecutive year. That is according to independent research firm Trippel Survey & Research, LLC's 25th Annual Nationwide Relocating Employee Survey®, released this month. In April, Arpin was ranked first in supplier satisfaction in a separate Trippel survey.

Arpin Van Lines earned the highest moving industry score, with 56 percent net satisfaction and 59 percent top-block service, an increase of 5 percentage points in each category year-over-year. Five other franchise-system household goods shipment suppliers received net satisfaction ratings between 20 and 50 percent and top-block ratings between 23 and 53 percent.



"At Arpin, we value our industry partners and their customers and strive to provide them with a superior level of service," said David Arpin, president and CEO of Arpin Van Lines. "This is the fourth year in a row that we have rated among the best household goods service providers for customer satisfaction. We are proud to receive this recognition which outwardly demonstrates our commitment to quality and excellent customer service."

[To read more click here](#)



Arpin Group promotes Slawomir Mitak to Director of Software Development



WEST WARWICK, R.I. (September 25, 2019) – Arpin Group is pleased to announce the promotion of Slawomir Mitak from senior software developer/engineer to director of software development.

In his new role, Mitak will be responsible for the architecture, development, and delivery of applications supporting transportation logistics including the ArpinNet suite of products (ArpinNet, ArpinNet Agent Portal, and additional forthcoming modules), as well as managing the software development team to oversee scheduled software releases through completion.

He will also be responsible for working with business partners, technology partners, and Quality Assurance as part of a fast-paced team that uses web client and server-side technologies to create powerful tools that add value to Arpin Group businesses.

[To read more click here](#)



Gerson Relocation
welcomes Tracey
Neuville

On 1 October 2019, Tracey Neuville joined our Client Services team in the UK. Tracey will be responsible for working with Corporate HR and Global Mobility teams to help manage their international moves and the key challenges relating to employees relocating overseas

Tracey brings with her a wealth of experience that helps her seamlessly manage moves worldwide for families moving to all corners of the world. In a world increasingly automated by technology Tracey brings practical knowledge and experience that helps her customers navigate the detailed regulatory and documentation requirements, as well as overcome the cultural challenges that come with relocating.

Tracey says; "I am extremely pleased to join Gerson Relocation. It was their clear vision as a business that attracted me. I feel like the company is doing some really exciting things within the moving and relocation sector. There is also investment and a drive which I think is important when it comes to delivering an exceptional customer experience."



Chris Mackley, General Manager at Gerson Relocation, comments; "We are really happy to have Tracey join our client services team. Her service record for supporting relocating families and Global Mobility functions over the years, is first class. I personally look forward to working with Tracey and continuing to develop our service delivery to meet the needs of all our customers".

Tracey Neuville
International Move Manager
tracey.neuville@gersonrelocation.com
+DDI: +44 (0) 20 3837 5984

Connect via LinkedIn: <https://www.linkedin.com/in/tracey-j-neuville-913775194/>

To read more [click here](#)

CorporateCare
Relocation Ireland



Corporate Care
Relocation and
The Relocation
Bureau

We at CCR are delighted to announce today the coming together of two long established and well-known Irish relocation companies, Corporate Care Relocation and The Relocation Bureau. This morning, a deal was concluded whereby Corporate Care's parent company purchased 100% of the share capital of The Relocation Bureau.

Since 1990 The Relocation Bureau has been offering a cost-effective, bespoke range of destination services to support companies and their employees relocating to Ireland and overseas. The Relocation Bureau is an awardwinning relocation company and the longest established in Ireland.

Corporate Care Relocation (CCR) was founded in 1997 to look after the personal needs of people moving for business. CCR supports the work of the world's largest relocation companies and their global corporate clients with a full suite of Relocation & Immigration services. CCR has offices in Dublin and Cork and has team members living and working across the island of Ireland, both North and South.

Francine O'Byrne, Founder & Managing Director of The Relocation Bureau and a former president of EuRA, said that she was 'delighted with this initiative', she added that 'in an industry where acquisitions and mergers have very much become the norm in recent years, this is a sensible and logical move for both companies, it brings together the core strengths of each award winning relocation company and ultimately can only be good for our customers, partners and suppliers. While I plan to step back from the business I will remain in a consultancy capacity for some time which I can now do happy in the knowledge that The Relocation Bureau is in excellent hands.'

To read more [click here](#)

Reloc8 Asia Pacific Group Celebrates 20 Years!

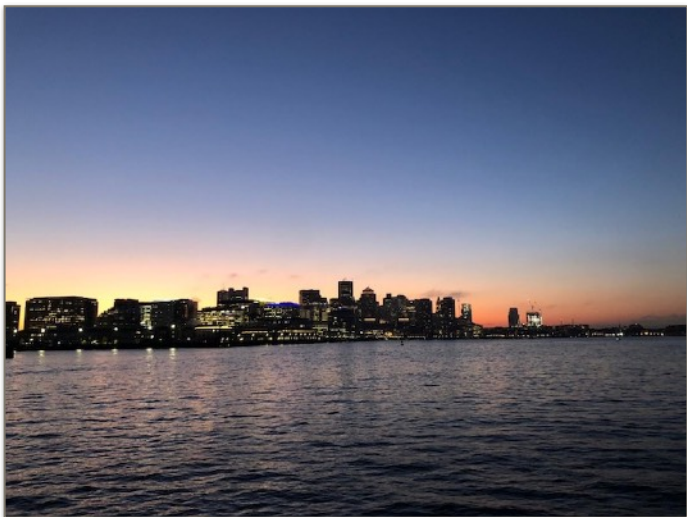
Reloc8 Asia Pacific Group celebrated 20 years of partnership as the relocation industry's leading alliance in the APAC region.

The Group were thrilled to host a sunset boat cruise in Boston Harbour last month to thank their clients, partners and friends for their continued support. Guests were treated to delicious local fare against the backdrop of the Boston skyline.

During the past 20 years, Reloc8 has built a tradition of excellence in destination services delivery across Asia-Pacific. Understanding that customers want providers they can trust, Reloc8 partners exemplify that trust through offering value, winning confidence and never compromising on quality.



"Reloc8 Asia Pacific Group was founded with partners from 8 countries across the region. As small, independently owned DSPs in our respective countries, we had this funny idea to create an alliance. We never expected it would turn out to be such a success and so widely respected in the industry. Today we are proud to have 11 countries represented across our diverse and beautiful part of the world. I'm so proud to represent Reloc8 which has really become a brand that the industry knows and trusts. As we held our first meeting in Boston, we were delighted to recognize this milestone with a celebration here" said Yonjoo Oh, Reloc8 President.



Reloc8 Asia Pacific Group Celebrates 20 Years!

About Reloc8 Asia Pacific Group



Reloc8 Asia Pacific Group is an alliance made up of independently owned and managed Destination Service Providers.

Consistently recognized as industry leaders, Reloc8 Partner awards include the Cartus Cup and Cartus Platinum Awards, BGRS Innovation Award, NEI's Own It Award and many more. Reloc8 Partners are proud members of EuRA and many have achieved EuRA's Global Quality Seal, the industry hallmark of quality based on ISO 9001. For more information contact Anna Kavelj annak@relocationcentre.com.au www.reloc8asia.com

Contact: Anna Kavelj

Email: annak@relocationcentre.com.au

Phone: +86 2 9955 3300



COPENHAGEN RELOCATIONS TAKES THE **GOLD!!**

Copenhagen Relocations is pleased to publicize our:

Cartus Global Network
Commitment to Excellence Award

Gold

in the Destination Services category.

Thank you Cartus for our

#RelocationRecognition



Feature:

“Cost projections: the great challenge for HR clients and opportunity for vendors”

Content

Projecting the costs of employee relocations is an essential part of the process for all global mobility specialists but this process is often difficult, expensive and time-consuming for the human resources professionals. The improving nature of mobility technology is changing this, however, and the intimate local knowledge of destination services providers (DSPs) is the key to the improvement of cost projections as a whole.

The great challenge

Cost projections are comprised of many different estimates from across the relocation spectrum, from salaries and cost of living allowances to flight and housing costs. All of these come together to provide the final number, but small inaccuracies throughout can lead to big problems at the endpoint. This is why having a high

overall quality of data is key for these calculations.

At present, most HRs opt to use third-party providers, either in terms of their data or calculations, but there are multiple problems with this current model. Firstly, these services can be extremely expensive, and prohibitively so for many smaller companies that are just beginning to explore the possibility of implementing their own mobility programs.



Not only this, but there can be a significant disconnect between the original source of the data and the end-user, meaning that the veracity and age of the data are often unclear, raising the potential for miscalculations and misguided results.

Also, many of the processes and services used by HRs

only offer a relatively slow turnaround time of days, or often weeks, over which period mobility plans can easily change, making the cost projection currently under formation outdated or even irrelevant. In these cases, changes to the estimate can ultimately be even more expensive and time-consuming to receive.

Technology changing the market

Thankfully for the mobility professionals that deal with these cost projections, technology is now coming to market that takes these currently expensive, unclear, and time-consuming processes and democratizes them for everyone in the industry. By integrating these projections and calculations as tools into the platforms that HRs and service providers use, the whole process can be not only more efficient but more accurate, as the data can now come directly from the

chosen providers within the same mobility ecosystem.

This new way of performing cost projections and calculations ensures that the process can be performed cheaper, faster, and with a clearer view on exactly where the information is coming from, which is a great proposition for all global mobility professionals. Such a system also makes it possible for repeated tweaks and recalculations and the click of a button, instead of the need to go backwards and forwards with requests for weeks.

Where do DSPs fit in?

With the complexity of cost projections in mind, where can DSPs fit into the process? They may seem a little far removed to some eyes, but in reality, DSPs hold a unique and powerful position of knowledge that often isn't marketed effectively to their clients. In fact, vendors are best placed to provide the expert knowledge required for accurate cost projections and calculations because they are the ones dealing

with the day-to-day reality of relocations on the ground.

As a service provider, you should always be looking for ways to market and sell your knowledge, whether it be directly to your corporate clients or indirectly through your chosen technology provider. You're the boots on the ground, and as such have the most up-to-date and accurate information that it's possible to get, which is a powerful tool for anyone needing to project the costs of upcoming relocations.

It may seem unlikely, but many corporate organisations also fail to track their actual and hidden costs effectively after the projection process has finished and the assignment has started. This is also an excellent opportunity for you to insert yourself into the process and make sure your clients have the real figures that ultimately matter. In short, always be looking for opportunities to contribute your knowledge.

Not only will your information contribute to the overall success of your network, but it's a great way to win more business and access additional cashflow opportunities. Whether it's selling your knowledge directly or using the quality of your insights to further promote your company, ensure that you fully realise the value of what you have to offer your HR clients.



ReloTalent, Sebastien Deschamps - ReloTalent
seb@relotalent.com
website www.relotalent.com

Soon in Sevilla!

Dominic Tidey - EuRA C.O.O.

Preparations are well underway for our 22nd EuRA International Relocation Congress being held in 2020 in the glorious Andalusian city of Seville.

We have just held our Autumn board meeting where the final programme is agreed and thanks to everyone who submitted session ideas. Our SC for Intellectual Content Peggy Love joined us and will be overseeing the sessions from now on. After our Munich conference delegates told us they had too much choice of great sessions, so next year we are reducing the number of sessions running concurrently so we couldn't accommodate even a quarter of the submissions we received. The final selected candidates will be told over the coming weeks and a fully completed programme will be online by the start of December.

The EuRA Congress is very popular and the Melia Hotel Sevilla is very nearly fully booked. We have also had a record take up of early bookings so we are likely to be closing the event to new delegates well before Christmas.

As well as a stellar programme we have two amazing venues for our Gala and Party Night. Our Gala will be held in the Hacienda San Miguel de Montelirio, a stunning venue also home to the largest collection of antique horse drawn carriages anywhere in the world. Seville and horsemanship are synonymous with each other and our guests will have the chance to browse the collection with a glass or two of bubbly before our spectacular gala dinner. Our "Fenomenal Friday Fiesta" will close the conference in the wonderful Mercado Lonja del



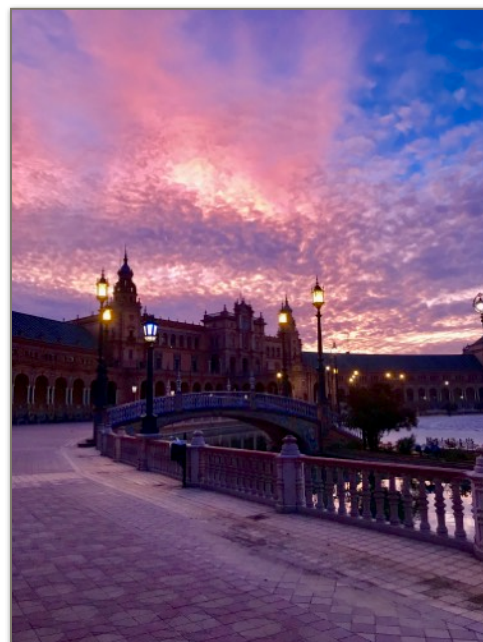
Barranco where guests can choose from stalls serving over 20 types of cuisine and dance the night away on the terrace down by the riverside.

We also have our three networking lunches, our exhibition and of course our Welcome Reception on Wednesday evening which, weather permitting, will be held on the pool terrace of the Melia Seville, overlooking the outstandingly beautiful Plaza D'Espana.

For the first time we are building wellness into the programme and hope to have slots for some yoga, a charity fundraising run around the city and of course we will have a full Sevilla Guide on our App. See you there!

Seville 2020

*recognition
reputation
revelation*



Words of the Week

Dominic Tidey - EuRA C.O.O.

On our social media platforms over the past few months, we've been taking a look at words and phrases in languages across the globe, that don't really have direct translations into English. Here are just a few!

"Di nihau"

This fantastic Vietnamese term means "meeting with friends to have a cheap beer at a street stall, eat small snacks and chat"!

Plug!! We're running our EuRA Global Conference 2019 in Ho Chi Minh, 20-22 November



Hiraeth

This is a term that sits at the very heart of Welsh culture and translates as the longing and nostalgia for the homeland. Wherever the Welsh travel in the world so they create a new society largely due to hiraeth.

"I know the meaning of the Welsh word - 'Hiraeth'. This has pulled at me all my life. I would happily travel west, but north, south or east was so difficult. I lived in a beautiful

home on the edge of Wales, looking west. The mountains shouted hiraeth, hiraeth! Silently and patiently. One day as my material life allowed I was able to obey the call. Eureka! I now know, yes I know what it means. Hiraeth is in the



mountains where the wind speaks in many tongues and the buzzards fly on silent wings. It's the call of my spiritual home, it's where ancient peoples made their home. We're high on a hill, where saints bathed sore feet in a healing spring and had a cure." Val Bethell, author 2003

Waldeinsamkeit

This German word explains the feeling of solitude and connectedness to nature we feel when being alone in the woods. From Wald meaning forest and Einsamkeit meaning loneliness, despite sounding a term for a sad feeling, it's actually used to express a sense of calm and peacefulness.



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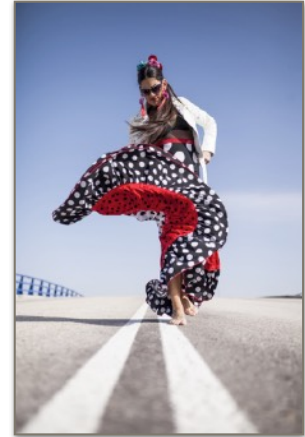
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Duende

This Spanish word refers to a spirit like ghost or goblin but is used in the sense of the awe which art can inspire in a person. Traditionally used in flamenco music, it

describes the mystical power or force given off by a performer to draw in the audience. The poet Federico Garcia Lorca wrote that

Duende "is a power, not a behaviour, a struggle and not a concept." Today Duende is used to refer to a persons' unspoken charm, or allure.



"Lets met de Franse slag doen"

This Dutch phrase translates literally as "doing something with the French whiplash" and means acting in haste, or not looking before you leap!



Who's Who??

Sticking with the theme of recognition, we ran a Throwback Thursday social media competition to see how many of the wider EuRA team (staff, board members and strategic consultants) could be recognised from childhood photos... How many did you get? The winners of two complimentary places for our Ho Chi Minh Global Conference were Klaus

Kremers of Palladium and Johanna Lennartsson of Nimmersion who got the most correct guesses!!



Week 1 - Team Member



Week 2 - Board Member



Week 3 - Board Member



Week 4 - Board Member



Week 5 - Team Member



Week 6 - Board Member



Week 7 - Board Member



Week 8 - Team Member



Week 9 - Board Member



Week 10 - Board Member



Week 11 - Board Member



Week 12 - Team Member



Week 13 - Consultant



Week 14 - Consultant



Week 15 - Board Member



Week 16 - Consultant

W1 - Dom Tidey, W2 Stuart McAlistier (board member at the time of publication) W3 Susana Bourne, W4 Michele Bramstoft, W5 Maree Turner, W6 Pierre Jeronimo, W7 Isabel Cudell, W8 Tad Zurlinden, W9 Alistair Murray, W10 Isabelle Premont, W11 Elisabeth Somer, W12 Briony Horwood, W13 Gordon Kerr, W14 Martina Scharwey, W15 Andrew Scott, W16 Peggy Love



EuRA @ WERC

This years' WERC Global Workforce Symposium took place in the great city of Boston. It was as always a pleasure to meet with our colleagues from around the world and to host our 13th annual US Reception, this year held in the Courtyard Downtown, just off Boston Common. We welcomed 220+

guests and huge thanks to CORT Global Network for their continued support of this event. With the first 100 places booked being offered free to EuRA Members, their support means a huge amount. Our CEO Tad Zurlinden and president Michèle Bramstoft welcomed guests and Michèle reiterated her passion

for getting recognition for our industry via two new projects, our book and blog and our new podcasts which go live next year.

Next years' event will be in Washington DC on October 29th and bookings will be open in June!

[**PHOTO GALLERY**](#)

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VIETNAM BY THE NUMBERS

About 2 million civilians and 1.3 million soldiers were killed or died during the war. One of the world's longest conflicts, and still today it's quite controversial

Around **16%** of the world's species can be found here

The flag consists of a golden star with **5** points to represent farmers, workers, intellectuals, youth, and soldiers. The red background pays tribute to the bloodshed during the wars

16% of the world's total coffee is produced here

45 million motorbikes and only **2 million** cars registered

Nguyen is the most popular family name in Vietnam, used by around **40%** of the population and is also the birth name of the famous Ho Chi Minh

Vietnam is the world's largest exporter of cashew nuts, producing **37%** of the global

SAVE THE DATES!

EuRA Global 2019



Ho Chi Minh 20-22 November



MAY 5TH - 8TH

EuRA USA Reception, Washington DC
October 29 2020

EuRA Global 2020 - San Jose Costa Rica
November 18-20

EuRA International Relocation Congress
2021 April 27 - 30

EuRA USA Reception, Chicago
October 21st 2021