



**WARSAW REPORT**  
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## ALSO IN THIS EDITION:

- Social Capitalism - New MIM Fellowship Study
- Training Revolution
- Welcome to Dubai!
- History of Dubrovnik
- Warsaw Conference Review
- Legal Update
- Research Update

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of mobility are welcomed for  
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The 19th EuRA International  
Relocation Congress took place in  
Warsaw and it was a pleasure to  
have the EuRA family back  
together again. We were  
delighted to score a rating of 99%  
Excellent or Good for the event  
which is a record equalled only in  
Bucharest 2013. Predictably there

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was a lot of discussion on the geo-  
political events that have reshaped  
our world since we all met in Malta  
and will continue to change the  
landscape of our industry before  
we meet again in Dubrovnik.

We outline the responses to the  
Warsaw event (P.6) and Tad outlines  
our plans for the Dubrovnik  
conference in his CEO Report (P.4)  
as well as looking at our second  
EMEA event taking place in Dubai  
in November. I would like to draw  
your attention to the report on our  
latest joint research initiative with  
our colleagues at the Canadian  
Employee Relocation Council. The  
"Employee Mobility Survey 2017"  
is the third edition of research  
started back in 2011 and reports on  
the attitudes of 10,000+ people in

## Save the Dates

### EuRA DUBAI 2017

22 - 24 November, Jumeirah  
Crescent Hotel Bookings Online  
Now

### CHICAGO 2017

28 September, Chicago  
Renaissance Hotel Bookings  
Online Now

### EuRA DUBROVNIK 2018

24 - 27 April, Dubrovnik Sun  
Gardens Room Bookings Online  
July, Conference Bookings Open  
September 1st



20 countries towards international  
relocation for employment  
purposes. We outline the findings  
in the report on Page 20.

As the UK marches closer to  
leaving the EU, Gordon Kerr looks  
at the impact on European  
legislation especially new data  
protection rules (P.14).

Finally I'd like to highlight our  
expanded networking programme  
for the coming year. Dubai,  
Chicago, and Dubrovnik will all be  
opportunities to build our  
networks, consolidate business and  
enjoy the diversity of our truly  
global industry.

**Dominic Tidey**  
Editor



# CEO Report June 2017

## Tad Zurlinden

So yet another EuRA Conference has come and gone and thanks to the 672 delegates who joined us in the great city of Warsaw. It was a great event and a privilege to welcome so many old friends and record breaking number of new ones.

This time of year is always one for reflection for the EuRA Board and team as we review the year that has gone and plan for the future. It is with true sadness that we say goodbye to Anita Meyer and Klaus Kremers from the EuRA Board. They have been a great President and VP respectively and the energy and commitment they have brought to EuRA has pushed the organisation into new and exciting directions. However, I'm also delighted to welcome Andrew Scott and Stuart McAlister to the roles of President and VP respectively. They have brought great creativity to the Board and will be at the forefront of the implementation of new initiatives. I would also like to welcome new Board Members Isabelle Prémont of The Map Group and Pierre Jeronimo of Geneva Relocation; we look forward to their new ideas.

Warsaw was a venue that pleasantly surprised our delegates, it is a beautiful city with an incredible history. As with any EuRA Conference there are always things we would like to improve and this year I am grateful to the many people who took the time to respond to our call for session submissions. As a result, we had probably the strongest learning programme in our history with industry professionals sharing their expertise on a diverse range of

topics, including quality control, mindfulness, key security, succession planning, mergers and acquisitions, risk mitigation, the time pressures of the digital age, the power of social media and of course our full-on Immigration Symposium. One of the comments we received from delegates was that with so much great content as well as partner meetings and our MIM education programme, they were very much in FOMO ("fear of missing out"). To counter this next year in Dubrovnik, we plan to more accurately identify the target groups for our sessions so people know what is most appropriate for their conference programme.

We are very much looking forward to welcoming our members across Africa and the Middle East to our Dubai Conference in November. We have a great programme lined up looking at the challenges and opportunities for business and mobility in the region and some great opportunities to network and have some fun in the desert. Our venue is the Jumeirah Creekside hotel, in the business district very near the airport and next door to The Irish Village, a great meeting place. Our final night party is limited to just 100 guests and will take place in the stunning Palace Downtown Hotel on a terrace overlooking the incredible Fountains of the Burj Khalifa. If you've been to the Bellagio brace yourself for the Dubai version.

If you have a topic you'd like to bring to our 2018 Dubrovnik event, the theme will be "Embracing Change | Thriving or Surviving?". We won't have the physical space to run as many sessions as in Warsaw, but we still have 12



opportunities for sessions outside of our Friday plenary programme, so if you want to bring a great idea to the Dubrovnik conference, look out for the call for submissions at the start of September.

Next year's hotel is a stunning resort, in our opinion one of the most beautiful venues we have ever used. There are 250+ rooms in the main hotel and another 200+ in the village Residences. Check out [The Leading Hotels of the World](#) website for full details. The Residences offer one bedroom villas sleeping up to four people and two bedrooms sleeping up to six. These offer great value for money for colleagues attending together. Also, if you want your own private meeting space, each Residence, one or two bedroom comes with a fabulous sitting dining area and kitchen. Essentially they are mega suites and located in the hotel grounds, no more than a three minute walk from the main conference area. There are other hotels nearby, but not within walking distance, but with rates starting at €145 we have secured an amazing deal, especially for a hotel of this quality and one part of [The Leading Hotels of the World](#) group. I strongly advise early booking and the link will be online in July. Conference bookings will be online in September.

# Welcome from the New President

## Andrew Scott - Dwellworks

As we head towards the halfway year mark, I'd like to take a moment to reflect on EuRA's recent International Relocation Congress, as well as have a look at what lies ahead for the remainder of 2017.

While in Warsaw, it was great to hear some of the exciting opportunities many of our members were focusing on and there was definitely a strong, positive vibe about the rest of the year to come, even with many of the uncertainties we face in our countries and regions.

We were fortunate to have a full house for the Warsaw conference with 675 attendees, and the feedback I heard and observed was very positive about the additional sessions on this year's schedule. The networking areas were packed, and it seemed that from Tuesday onward, there were frenetic conversations taking place morning, noon, and night. Many attending the event have kindly responded to the feedback questionnaire, and we greatly appreciate the input. This feedback is crucial to us, as we use it to listen, learn, and make the relevant adjustments for the next conference and beyond.

It was also refreshing to see the number of new, and in several cases younger, members at the conference this year. The additional enthusiasm and ideas these new faces and companies have brought to our events and EuRA is a key component of our future success. As the EuRA family grows, we are constantly seeking out ways to increase engagement, knowledge-sharing, and networking within our membership while offering a variety of opportunities for educational and learning experiences. It is this objective which has led to our Dubai conference in November, with the aim of being more "local" to many more members. We have some fantastic sessions lined up, and the networking opportunities will be well worth the trip, especially our final night party overlooking the Fountains at the Burj Khalifa, the world's tallest building. Bookings will be open on our website by mid June but for more details of the conference go to our [Dubai Event page](#).

Extending our access and reach to new and existing members will continue to be a key focus for us and, as with any not-for-profit



organization, we do rely on the tremendous support we receive from members. Without the time, knowledge, and sponsorship they provide, none of the events we host would be possible. I would personally like to thank all for helping make Warsaw a successful event, as well as those whom have stepped forward to assist with the preparations for Dubai.

Wishing you all a safe and productive second half of 2017.

Best regards  
Andrew

# Goodbye from the Past President

## Anita Meyer - The Map Group

When the EuRA board pointed at me a couple of years ago to follow in the footsteps of Patrick Oman – and many other fabulous relocation personalities before him - to take over the presidency of the European Relocation Association, I said thanks but no thanks. It seemed like the kind of responsibility I was not prepared for. I like playing the second violin, not the first. At the end of the 2 year term, I agree with Winnie-the-Pooh: "Goodbye? Oh no, please, can't we go back to page one and do it all over again?"

The EuRA office, steered and navigated by Tad and Dominic, powered by Briony, Maree and Maria, with the support of intern Danny, is all the president needs to succeed. They're always there to listen and give advice to the members, they orchestrate conferences to a point of perfection that is envied by the entire relocation industry, they bring ideas to

the board to improve the association, to optimize the trainings, to maintain the level of proficiency of the Global EuRA Quality Seal, and at the end of the day, what sets apart the EuRA crew from any other crew: they are so nice, so friendly, while being professional at the highest level in our industry.

I admit having a soft spot for Winnie-the-Pooh, when A.A. Milne made him say "How lucky I am to have something that makes saying goodbye so hard." To the board members who were on board 6 years ago and lured me in, thanks for the memories that will last a life time. To the ones that have come on board along the way, and the new recruits who join us this year, thanks for believing in EuRA, thank you for committing to make the association great, greater, greatest.



It's probably an overkill of quotes, but I always liked F. Scott Fitzgerald's one: "Our lives are defined by opportunities, even the ones we miss." Don't miss an opportunity to participate in a EuRA event, you will regret it for ever....

Anita





## EuRA in Warsaw

This was EuRA's 19th International Relocation Congress! From humble beginnings in Barcelona with 100 guests, April saw EuRA 672 members and friends arrive in Poland's beautiful capital for a week of meetings, networking, learning and fun...

Each year we send all delegates a conference evaluation questionnaire. In this comprehensive survey, delegates tell us exactly what they thought and as you would expect, we receive a huge range of scores and comments. This year's responders gave EuRA 2017 an overall rating of 99% excellent or good which is a record matched

only by Bucharest in 2013. Our conferences in Malta and Porto each received 98% and Edinburgh 94%. We held our gala dinner in the fantastic surroundings of the Kubicki Arcades in the Royal Castle and delegates rated the event the same as the Gala Dinner in Malta with a score of 82% and slightly higher than the 7 course dinner in the Sheraton Porto which

scored 81%. Our highest score ever was awarded to the fantastic dinner in Edinburgh's National Museum of Scotland which scored 93%. One of the most polarised scores we have ever received was in response to the question on the networking environment. Warsaw and Porto both scored a high 80% but Malta scored 98%!



## @EuRA\_Relocation #EuRA2017

We take the results in this report very seriously and look carefully at the comments we get back. However, we do tend to get a broad range of opinions. These are both comments in the Conference Overall section; "Hotel was too small for sense of community that we had in Malta for example... people spread out over many hotels and no real hang out space" as opposed to

"Very well organized as always, and the compact set-up at the Sofitel in Warsaw certainly added to everyone's comfort". On the Gala Dinner; "Great location and ambience....and food !" as opposed to "The food was mediocre. The setting uninspiring." Of course with such a large event it's inevitable that we will have a diversity of opinion, but one thing that most delegates were very happy with

was the expanded session programme. Comments we received told us that with so many partner meetings now happening on Wednesday, people were unable to attend the open sessions. So for Dubrovnik we will be more carefully aiming sessions at defined target audiences to try and minimise this issue. If you have any comments you would like to add please let us know!



# Warsaw... What did you miss?

## No FOMO Fears at EuRA!

Each year we try to expand our programme to be more relevant to our increasingly diverse membership and this year was no exception.

We can't film all of our sessions but we have footage of many complete sessions on our YouTube channel so if you missed something you wanted to see, fret no more!

Available are:

### Welcome and Review of the Year

#### Moderator: Frances Edmonds Conference Host

Speakers: Tad Zurlinden EuRA CEO, Anita Meyer EuRA President

Frances led us in song as is EuRA tradition and Tad and Anita looked back over the last year and forward to EuRA's projects for the next. We also congratulated our new EGQS holders and MIM graduates.

#### Opening Keynote Address

##### Tony Chapman - Tell a Story, Sell a Brand

Tony Chapman is one of Canada's leading communication experts. The media has labelled him a Marketing Guru and he is an authority on how to build brands, and sell strategically and profitably in today's volatile marketplace.

#### KISS Your Client - Continuous Improvement in DSP Delivery

Moderator: Kendra Mirasol IOR Global Services  
Speakers: Scott Carrol Odyssey Relocation, Raman Narula Formula Group, Stuart McAlister Inter Relocation, Alistair Murray RSS Relocation  
DSP panelists from multiple regions shared successful process improvements made in conjunction with the EuRA Global Quality Seal certification.

#### Stress Reduction Through Relocation Coloured Glasses; Overcome Challenges Via Conscious Communication & Mindfulness

Speaker: Shana Nadine Ehrlich Intrepid Relocation & Negotiating Calm  
In this session we reimagined our perceptions and awareness during everyday interactions. Looking at mindfulness methods to bring balance and deeper understanding to each individual, from how they operate in the daily workplace, to handling high maintenance/high touch situations and high stress communications.

### How Small Companies can use the Power of Social Media

Speakers: Damien O'Farrell Principal Relocation, Michèle Bramstoft Copenhagen Relocation, Roberta Mura MRS, Shelley Lloyd Celsiusum

This session engaged small business owners regarding the power of social media and how this platform can be used to interact with clients and assignees, augmenting the online footprint of the company and leading to increased visibility of its brand.

#### EuRA RMC DSP Forum - Supply Chain Research, The Results

Moderator: Frances Edmonds  
Speakers: The RMC DSP Forum Members - full speaker details are on the EuRA App available from the App & Android Stores.  
The RMC DSP Forum was formed in 2017 as a discussion group to identify and work through any challenges they identify in the complex supply chains that exist in our industry. This group of six representatives from RMC's and six DSP's have based this session on the results of the survey that was sent to members in February.

#### A leap forward: Automated updates between RMC & DSP

Moderator: Jon Harman CORT  
Speakers: Ronald Huiskamp Relocation Online, Meredith Kennedy Dwellworks; Brad Stevenson AIReS; Richard Tucker Cartus  
Suggestions from Porto and Malta have become reality today as RMCs and DSPs move toward automated service updates. The panel share why this development is critical, what the benefits are, and how they are implementing it. Additionally, we explored what else is possible through the magic of technology.

#### The State of the Industry, Leaders Summit

Moderator: Tad Zurlinden EuRA CEO

Speakers: Steve Cryne CERC, Peggy Smith WERC, Jesse van Sass FIDI

Tad, Steve, Peggy and Jesse looked at the current trends and future directions that they are seeing from the perspective of their organisations' members. Representing a huge cross section of mobility professionals, EuRA, CERC, WERC and FIDI have all been looking to the future and this session examined the results.

#### Clicking Culturally: Challenges, Discovery and Rewards When Companies Come Together

Moderator: Frances Edmonds

Speakers: Bob Rosing Dwellworks, Dean Foster Dwellworks, Dan Sennett IrishRelo, Patrick Oman IrishRelo, Corallie Pringle InTouch, Sebastien Besson InTouch, Beverly Mayhew Orientations, Steve Burson ReloJapan  
When service providers join forces,

there are country and company cultural challenges to address, celebrate...and turn to advantage! This session looked at how to become better service practitioners by dealing, head-on, with challenges our clients and their relocating associates deal with every day...crossing borders, crossing cultures, and learning new ways to work successfully in new environments.

#### Ignite!

Moderator: Isabel Cudell Moving-On

Speakers: Tim Dwyer Schools Choice International, Paul Coleman TERN, Brook Goskowski Impact Group, Erin McSweeney Dwellworks, Lata Patel IOS Relocations, Irina Yakimenko Intermark Relocation, Andrew Elliman AGS-360° Solutions, Yvonne Quahe World Bank  
20 slides, 20 seconds per slide, automatically advanced... this year we had some great topics focussed on challenge and some great speakers too. If you missed it, watch it now and enjoy!

#### Closing Keynote Address

#### Dr Janet Lapp - Bold Leadership Through Transformative Change - Highlights online soon

Former professor, researcher, clinician, and registered nurse, Dr. Janet Lapp was born and raised in Québec, Canada; her PhD is from McGill University in Montreal. Over the past 25 years, she has inspired

over 2,000 audiences around the world from Russia to Argentina to Hong Kong, with clients such as IBM, AT&T, Allstate, New York Life, Toyota, and Kawasaki – to adopt a ChangeFit™ leadership mindset skilled in leading others through disruptive change. She is a dual citizen,

presents in three languages, and regularly consults throughout Europe and the Americas. Now a licensed clinical psychologist and author of five books, she is founder of ChangeFit™ Leadership Boot Camps/ ChangeFit™ Labs, has been admitted to the Speaker Hall of Fame, and one year was rated by Toastmasters as one of the top three speakers worldwide. She is the creator and host of the Emmy-nominated CBS series 'Keep Well,' and has appeared regularly on INN, ABC, CNN, and NBC affiliates.

### To view any of these sessions, just go to our YouTube Channel



# Advertise in the Next EuRApean - Raise Money for the EuRA Foundation

## Raised in Warsaw:

# €25,937.50!!!



Each year we raise money for a charity based in the host conference city. This year we raised over €25,000 for Warsaw based

Protecting Wings to help them convert part of one of their children's homes into a play area. Although we have yet to choose our Dubrovnik charity, we will be raising money from now on, via our #eurasinglasses (get your pic taken in your

EuRA Sunnies, upload it to Twitter and we give €5) and via advertising in the EuRApean. All ad revenue goes to the Foundation so please help, by buying an ad and getting some terrific exposure!

## Live Auction Winners

Many thanks to everyone who kindly donated

WHO WON WHAT

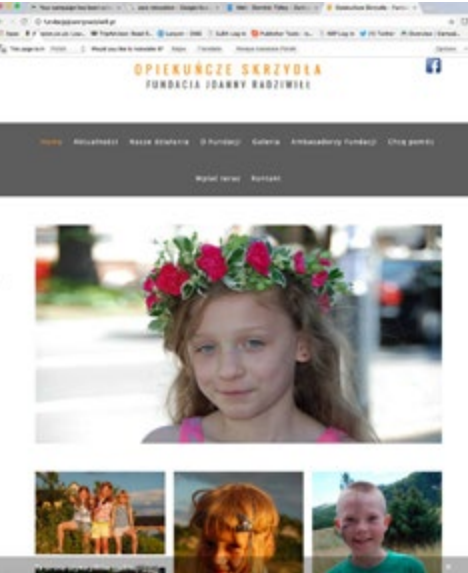
- EuRA VIP 2018 Conference Pass - Isabelle Premont Map Relocations
- Alvaro Aalto Vase donated by Marjo Lautjarvi - Elisabeth Sommer Elisabeth Sommer Relocation
- Chinese Ceramic Plate donated by Pat Ooi - Yvonne Oman Irish Relocations
- Croatia Apartment donated by Anita Meyer - Graham Palfery-Smith Coppergate Int'l
- Original Glass Art made and donated by Ken Barron - Irina Yakimenko Intermark Relocation
- EuRA Hoodies - Melissa Dolezal Coppergate Int'l & Steve Burson Relo Japan

Each year we support a charity operating in the city or country which hosts the EuRA International Relocation Congress.

You can buy an advert in this magazine and every cent will go to the charity.

**Let me repeat that... every cent you spend buying ad space, will go to our charity.**

So if you'd like to reach over 5,000 people who get the magazine direct to their inbox and up to 30,000 via our Facebook Page and Twitter, you will also be helping our 2018 Croatian cause.



Full Page - €100

Half Page - €75

Quarter Page - €40

Voluntary contributions above the prices are extremely welcome!

Help us to help our charity and get some great coverage at the same time!

For details and to book your ad, contact Maria Manly  
Please help us to support the Foundation -

With thanks,

**Tad Zurlinden, CEO**

**Andrew Scott, President**



# Training Revolution!

Over the years we have worked towards making our professional development programmes as time and cost effective as possible, but this year we are starting to roll out a restructured MIM programme... Open Source and fee free!

EuRA has pioneered a new phase in our professional development programmes, redesigning the MIM qualification for delivery completely online.

We've been offering two modules of the programme as a series of online webinars for the past five years which have proved very popular. However MIM V2.0 will move things to another level. This programme will be asynchronous - meaning you can access the content at any time from anywhere and not have to log into a live webinar at a specified time.

We are still tweaking the formats and won't be able to launch the first of the Open Source modules until Q4 when our new web portal comes online.

But the basic structure for each module has been designed and will follow a distinct format.

Each existing Module of MIM training will be split into 7 Components, each comprising 3 Sections. If we take the Mobility Industry in Context Module, the format will look like this:

- Component 1 - Introduction
- S1 - Programme Structure
- S2 - Programme Agenda
- S3 - Learning Outcomes

- Component 2 - History
- S1 - The Why & How of Mobility
- S2 - Geopolitics & Economics
- S3 - Formation of the Industry

and on it goes up to Component 7. Each Section will be a 15-20 minute webinar and presentation by one of our trainers. We have rebuilt each Module to have multiple trainers, each bringing different skills and knowledge.

Each Component will be accompanied by Further Learning comprising of articles, reading lists, web talks, and our expert Talking Heads - EuRA Members and industry figures with specific skills and knowledge to bring to the modules concerned.

Each Component will carry an assessment. Up to this point, the knowledge in each module is free to access to any employee of any EuRA Member. But if a student wants to go ahead and take the test and gain the qualification, then we will levy a small administrative charge and send on the links to the assessments. On successful completion of the tests for each module, students will gain their certificates.

We hope to start rolling this programme out in September



## MIM OPEN SOURCE:

- Free to access for EuRA Members
- Asynchronous delivery
- No fixed timetables for completion
- Pick and Choose
- Only pay when you choose to certify
- Very cost effective
- Not profit making for EuRA
- Existing 4 MIM Modules
- 7 Components in each Modules
- 3 Sections in each Component
- Industry expert led Further Learning



# MIM Fellows

We are thrilled to have welcomed three new MIM Fellows since November last year and we have more MIM+ Students about to start the Fellowship Mentoring process. Each of our latest Fellows has allowed for their Case Studies to be available to all online so if you want to see how it's done, or learn about the topics they have studied, just

click on the titles under their pictures. Becoming a Fellow takes commitment but it's also a great learning experience and given that most of us last wrote a researched essay at school or university, is a great way to reconnect with lifelong learning!



Tad Zurlinden  
"Social Values & Their Impact on Mobility"

# Fellowship Mentoring

We can now offer case study coaching to help you through the process. If you are interested in achieving this prestigious addition to your CV then please contact EuRA to obtain the contact details of an accredited case study mentor.

Everyone is busy and while professional development is a valuable addition to the CV it often gets lost in the daily activities. This service will help you devote some dedicated thinking time to the process and make progress with a minimal time commitment. Having a mentor will help you:

- Organise your thoughts and move forward taking only 30mins out of your day**
- Prepare a draft to get you started**
- Help you understand the submission requirements**
- Advise you on how to meet Harvard Referencing**

We can't do it for you but we can help you plan your work, give you some support and help you schedule the time required.

Case Study Mentoring is a formal programme of support to help EuRA members achieve Fellowship through completion of the required case study.

The service is provided over a maximum of three months and is made up of:

- Three discussions of up-to 30mins each which can happen, by telephone, via Skype or face-to-face**
- Feedback on a case study plan**
- Feedback on a draft case study submission**

**Discussion 1**  
The aim of this meeting is to discuss possible topics for your case study and to create a plan to move forward. After this meeting you will be required to prepare a short summary and submit it to your mentor before the second meeting.

**Discussion 2**  
Your mentor will give you feedback on the plan and help you expand your thinking. The aim is to define specific aspects that will be covered so that you're in a position to produce a draft case study. After this meeting you will submit the draft case study for review before your last discussion can be booked.

**Discussion 3**  
This will be based on a discussion of the draft. Your mentor will help you clarify your main points and aid you in refining the final submission.

The three meetings will be arranged at a mutually convenient time and can be taken in short succession or over a maximum of three months from the date of the first meeting. For a breakdown on fees, please contact Carmelina Lawton Smith, Director of Education.



Anita Meyer  
"The Importance of Understanding Perceptions of Time in the Cross Cultural"



Sara Poumerol  
"Using Coaching Questions to Help People Through the Transition Curve"

# Congratulations to Our Newest MIM Fellow!

We are delighted to welcome Tad Zurlinden, EuRA to the ranks of our illustrious “MIM Fellows”. Tad completed all his MIM and MIM+ training and submitted his case study in December. He chose to focus on Conscious Capitalism and how it impacts on mobility and the work of a non-profit like EuRA.



## TAD ZURLINDEN - EuRA CEO

needs of our members, providers of mobility services who work locally, regionally, nationally and internationally. Providers in the mobility industry are broadly divided into two types; destination service providers (DSP's) and relocation management companies (RMC's). DSP's are locally or regionally based and provide support, information and practical services to local companies who are moving their staff, managers and teams into or out of the area where the DSP operates and also to RMC's as local suppliers to the RMC's corporate clients. RMC's are national or international providers who work directly with corporate clients to structure and deliver global mobility programmes. RMC's employ DSP's to provide on-the-ground services to the staff and families of their corporate clients. At EuRA we represent and promote the work of both sectors through education programmes, networking and knowledge sharing events, forums for communication between the stakeholders as well as direct provision of member services such as support, quality assurance and individual certification. My key role is to coordinate the work of the EuRA teams so that we can deliver services to members and the wider corporate community in the following key areas;

- Quality assurance via the EuRA Global Quality Seal, an independently audited process management certification system for EuRA Members delivering relocation and mobility services
- Individual training and educational certification programmes
- Working with other organisations around the world involved in the support of mobile populations
- Providing opportunities for members to meet and network
- Knowledge sharing with the global mobility industry and the wider corporate community

In this case study I will outline the four main principles of conscious capitalism and its theoretical

journey in Dubai. Congratulations to Tad on his success.



framework. I will also look at how these principles differ from traditional corporate social responsibility, how at EuRA we are becoming a conscious business and how we hope to promote this philosophy out to our wider industry.

I first came across the concept of conscious capitalism where it began, in the USA. As part of our commitment to keeping costs low in order to maximise the development of member services under our existing Corporate Social Responsibility policy, myself and colleagues had rented an apartment in Seattle while attending a conference as opposed to staying in a hotel which was a much more expensive option. Next door to the building was a Whole Foods Market, a supermarket with a huge range of organic foods. The concept of the store was intriguing and it was far a better supermarket than any I had used in many years of travelling in the USA. I went online to learn more about the Whole Foods Market which is where I discovered that the concept had taken off across the US and it was not just a one off store in Seattle. I also learned that the founder, John Mackey, had written a book, “Conscious Capitalism”, which I bought and read. At the same point in time, EuRA was increasing the requirements for certification under the Global Quality Seal and we had just added a requirement for a Corporate Social Responsibility policy. Since this time, I have been researching the processes involved in how businesses become conscious entities and hope to show during this case study, what we have done to implement the philosophy into EuRA and how we hope to bring this concept to our industry. I hope to show in this case study how conscious capitalism can transform the world by integrating profit, good governance in businesses and wider societal values by demonstrating the positive impact it has had on my organisation.

### READ MORE

# Feature: “There’s No App For That”

## Jon Harman Global Account Manager - CORT

I did some fascinating reading in preparation for a recent EuRA session on attention in the digital age. Pausing to consider the all-encompassing advance of technology through the eyes of neuroscientists, social psychologists, journalists, and even a political philosopher was alternatively instructional, inspiring and alarming. The authors had perspectives as varied as their professions, but when it came to our relationship with technology, their work did share at least one theme: proceed with caution.

If the personal computer was the first wave of the digital transformation, the arrival of the internet was the second. This was soon followed by social media, and not long after, the smart phone. Each of these advances has built upon the preceding wave while also transforming our interaction with technology in its own unique way. And now, before we have even had a chance to catch our breath, the next wave is upon us.

As I write this article, [Google’s AlphaGo has just defeated China’s Ke Jie](#), the reigning world champion in the exceedingly challenging board game, [Go](#). Take a big breath and duck. Here comes AI.

Not long after EuRA Warsaw, I found myself at an Expat Academy event in London. One of the presenters, Robby Wogan devoted his session to Artificial Intelligence and the role it might play in relocation. Hold on now! Before you run off to open a bottle of wine and call a friend to grumble over apocalyptic visions of robot DSCs conducting home searches, you should know that Robby's assessment was much more optimistic.

Much of the news about AI focuses on the scary prospect of a massive transformation in the job market and devastating levels of unemployment. The scary stuff sells newspapers, but it is important to note that there are more optimistic visions of work in the future which are not getting as much air time.

In his session, Robby discussed how AI might benefit those of us who work in mobility. Even better, he was able to share a real world example. Robby and the MoveAssist team recently won the 2017 Relocate Award for Technological Innovation in recognition of their work on [Maia](#), the first intelligent chatbot for Global Mobility. Well done, Robby! Maia's capabilities point the way to a future where AI improves our ability to do the important work of helping families to navigate the challenges of relocation.

Imagine a Mobility Manager conducting a meeting in her office when a question comes up about the number of moves to Brazil the previous year. The manager holds up a finger to pause the conversation, tilts her head toward her laptop and asks, “Maia, how many assignees did we send to Brazil last year?” In a few seconds she has the answer.

Imagine a coordinator at a DSP saying to his computer, “Send the final report and invoice for job 28754 and close the file.” How many files could that coordinator close and invoice in a matter of fifteen minutes?

Most of the work we do with keystrokes and mouse clicks will soon be voice activated, providing us with a more direct route to the results we are pursuing. When it comes to reporting and analysis, useful data buried in our various systems will be a will be a well-phrased question away.

What excites me is the possibility (probability more likely) of the computer doing the necessary, freeing us to do the meaningful. What is meaningful work but that which requires us to tap into our uniquely human capabilities of creativity, strategic thinking, goal setting and empathetic connection to others. For most of us, this is the kind of work we wish we could do more of. What prevents us from doing so is the tyranny of the mundane and its demands on our time and attention. What will be possible



when we can turn AI loose on those same mundane tasks?

In the world of medicine, AI has the potential to generate faster and more accurate diagnoses. That said, I don't think any patient would want a robot, no matter how sophisticated, to deliver a diagnosis. Sharing difficult information about a medical condition requires a form of empathetic communication that only humans are suited for. Research shows that patients whose doctors show empathetic concern are more likely to comply with their treatment plan, and therefore experience a more rapid and successful recovery. That same human touch is required to help a family through the emotional challenge of changing friends, school, country and culture.

In her enlightening book *Reclaiming Conversation*, Sherrie Turkle makes the valid and counterintuitive point that, just because technology can fix something, it doesn't mean that there was actually problem in the first place. Telling a patient about a terminal diagnosis is difficult, but it does not mean that we need to develop a robot to do so.

No doubt advances in AI will impact the way relocation services are delivered. It is incumbent upon those of us who care about this work to insure that such developments are truly in the service of an improved experience for assignees and the relocation professionals who assist them. There are some moments, many in fact, when all we need is each other.



# Legal & Tax Report

Gordon Kerr



The Warsaw conference saw greater interest than ever in the legal and other compliance topics which affect our industry and our individual businesses. These topics are diverse, as demonstrated by the Immigration Symposium and sessions on data protection and financial compliance. I have picked out some highlights below.

The challenge of very lengthy Relocation Service Agreements, which can impose challenging obligations on DSPs, has become a real concern for many businesses. I suggest below some areas to watch out for and how to minimise your exposure to unknown liabilities.

Finally, with IT hacking becoming an everyday occurrence, I am sharing some tips on how to improve your e-mail security.

Enjoy your Summer!

Gordon

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**Employee Mobility Unit**  
**Morton Fraser LLP**  
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## Some Hot Topics from Warsaw!

### 1) Immigration

The Immigration Symposium contained a wealth of detail, with high levels of expertise shared on the challenges around "stealth expats" and a dive into African and Asian immigration issues. Inevitably, the session on "Brexit and immigration" produced particularly strong views and a range of very different national perspectives. It seems certain that the UK/EU Brexit settlement will include the introduction of immigration controls for UK/EU movement, but we can only speculate on what these controls will look like - and what this will mean, in practice, for individuals and for businesses. It does seem clear, however, that not only will we

see more business for immigration firms, but it is also highly likely that Brexit will produce at least a short-term boom in relocation activity. Evidence for this projected relocation activity is already being seen in the UK financial sector, with companies such as HSBC and Lloyds Insurance already making announcements about switching some operations from London to Paris and Brussels, respectively. If UK headquartered banks and insurance companies lose their current EU "passporting" rights (i.e. the ability to operate across all EU countries), it is estimated that as many as 50,000 jobs will move from London to financial centres within the EU. Aside from Paris and Brussels, cities such as Amsterdam, Dublin and Frankfurt will be at the forefront of trying to attract these jobs.

An interesting perspective on this issue, highlighted at the conference, is that some cities, such as Dublin, already have such pressures on school places and housing availability, that it may be difficult to take full advantage of the potential opportunities for post-Brexit inward investment. Away from the financial sector, it also seems highly likely that EU agencies, such as the London based European Medicines Agency, will move out of the UK. A wide range of cities, including Barcelona and Stockholm, are reported to be pitching to be the new hosts of these agencies. There was general agreement at the Brexit session that the most pressing priority was to provide certainty around the rights of EU citizens working in the UK and vice versa. This is a major issue for

employers across the EU and even more critical for the individuals and families who are directly affected. The next few months will hopefully bring clarity to this particular issue, but there is a growing view that Brexit negotiations, with a 2 year fixed timetable, are going to be very difficult. For relocation firms, it's a case of hoping that the stormy waters ahead will also create some real business opportunities!

### 2) Data Protection

The Data Protection session focused on what the EU's General Data Protection Regulation or GDPR, would mean for relocation businesses. The GDPR becomes law across all EU countries (including the UK) on 25th May 2018.

RMCs have already been tightening their data protection processes following the introduction, last year, of the EU-US Privacy Shield. This has implications for the whole relocation supply chain and we can expect to see further changes, including new contractual obligations, as RMCs and their corporate clients roll out their new, GDPR-compliant processes in advance of next year's deadline. One reason why so much attention is being paid to the GDPR is the huge increase in the fines which will be imposed for non-compliance. These can now be as high as 4% of global turnover or 20 million Euros, whichever is greater. Eye-watering penalties apart, the GDPR does not really alter, in a fundamental way, the basic legal obligations on businesses to protect personal data. In particular, the overriding requirement to take reasonable measures to keep personal data secure, whether that data is contained in electronic format or in a paper file, remains unchanged. And some new legal requirements, such as those

relating to Data Protection Officers and Data Protection Impact Assessments, are aimed primarily at major data processing organisations and are unlikely to impact directly on relocation businesses.

So, what are the GDPR changes which are most likely to affect the relocation industry? I would highlight four areas:-

1. **Individual consent:** it will no longer be sufficient to rely on "implied consent" and all businesses will need to review the forms of consent currently relied upon to hold and use individuals' data;
2. **Reporting security breaches:** there will be stricter obligations on businesses to report, to the relevant data protection authority, any loss of personal data or unauthorised access to that data;
3. **Handling enquiries from individuals:** businesses must have processes in place to ensure that enquiries from individuals (e.g. to have their data deleted or corrected) are dealt with in a timely manner;
4. **"Privacy by design":** this is a responsibility to ensure that as new processes, software etc are rolled out in a business, key data protection principles, such as inserting a reasonable timetable for deletion of personal data, are built in to the new processes. With under a year to go to the implementation of GDPR, it is worth checking the practical guidelines now being issued by the various data protection authorities across the EU (e.g. the ICO for the UK). There will also be further information from EuRA on this topic over the coming months.

### Service Agreements with RMCs

It seems that RMC service agreements get longer every year. To an extent, this is due to more

complicated requirements in areas such as anti-bribery and data protection. The RMC clearly wants to ensure that its statutory legal obligations are replicated by contractual undertakings from its global suppliers.

But there can be no excuse for the huge ("kitchen sink") Agreements produced by some organisations, which are simply not fit for the purpose of governing the delivery of European destination services or whatever specific services are intended to be covered. For example, we sometimes see clauses in such Agreements which may be relevant to the delivery of US homesale services, but are simply not appropriate in the context of European homesearch. The dilemma is that, having probably spent months trying to win the business, you will not want to allow contractual niceties to get in the way of a new source of income. So, do you accept a badly worded Agreement or do you (or your lawyer) try to make changes? The practical problem here is that you could easily rack up substantial legal costs in "improving" the Agreement only to find that the new client insists on sticking to its "standard terms" and will not budge an inch. An alternative approach is to focus on the specific clauses of the Agreement which you believe could be harmful to your business. These may include:-

- **Financial penalties** related to your "performance" - are these fair? - can you also win bonuses for "high performance"
- Are you clear on the extent of your liabilities if things go wrong? - be very wary about clauses that require you to "indemnify" the client; are you fully insured against your potential liabilities under the Agreement?
- **Payment terms** - what currency are you required to invoice in? are you required to make any advance



payments from your own funds?  
how quickly will your invoices be paid?

- **Data security** - what are the client's audit rights? are you liable for "penetration testing" costs?

- **Choice of law** - is the Agreement subject to foreign law and the jurisdiction of foreign courts?

These points are just illustrative of the clauses which can easily be overlooked in a long Service Agreement. They may appear to be technical, but they become very important when disputes arise.

It may be impractical to have a full pre-signing, external legal check of every Agreement, but it is important to have someone within your business who is able to spot the clauses which can come back to bite you later.

### Tips for Improving Your Email Security

Email is fundamental to how we deliver relocation services. It has made all of us more efficient, but it can also give rise to security problems which can be very damaging to our businesses. Here are some tips to help you manage this risk:-

- Choose a strong, unique password, that is:
  - Different from other passwords you use, such as for banking and personal e-mail
  - Neither so complex that you can never remember it, but complex enough that it will take hackers longer to break
  - Not part of your name, your school, first pet, home address or other personal information.
- Add a second layer of protection
  - "Two factor authentication" is available on most email systems and simply adds a

- second type of identity verification to your account
  - It can be activated when you want to change your password.
- Do not send e-mails to the wrong



person!

- The biggest single cause of information security breaches is mis-sent e-mails - usually caused by the sender using "autocomplete" or "reply to all"
- Always read down the whole email chain before sending - this reduces the risk of unintended information being sent to the wrong person
- Tools such as SendGuard for Outlook prompt you to check the details of the person you have selected to email and can also prevent accidental replies to all.
- Do not click on suspicious links or attachments
  - Check the sender email address carefully and the naming of any attachments
  - Do not log in to other accounts from your email
- Be aware of the risks with public wi-fi
  - The data you are viewing and passwords being entered could be accessed by hackers
  - Avoid accessing sensitive material or logging into business accounts, unless you can access your work network via a secure "virtual desktop".
- Consider encrypting highly sensitive data

- Email is not a secure form of communication
- Some additional security is provided by placing relevant files into a "zip" folder before sending, or password protecting a document
- The problem with better encryption is its impracticality - for further advice, have a look at <https://nakedsecurity.sophos.com/2015/04/17/practical-it-what-you-need-to-know-about-email-encryption/>

*The Legal & Tax Report is produced for The EuRApean by Gordon Kerr, the Employee Mobility Unit at UK law firm, Morton Fraser LLP.*

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# Dubrovnik 24 - 27 April 2018

## EuRA's 20th Anniversary

In 1998, 110 people got together in the Tryp Presidente hotel in Barcelona's famous Avingnuda Diagonal for EuRA's first ever conference. In 2017 672 joined us in the Warsaw Sofitel.

For 2018 we have chosen one of Europe's leading hotels to host our very special event. The **Dubrovnik Sun Gardens**, a Leading Hotel of the World property, is a beautiful resort set in stunning manicured gardens. Boasting 5 restaurants, an onsite supermarket and one of Europe's largest spas offering treatments with all natural ingredients, this is a hotel you will want to stay on in. The hotel is a 20 minute taxi ride from Dubrovnik Old Town, but there is a taxi rank, a hotel shuttle bus, regular bus connections from just outside the hotel and a boat transfer twice a day. However, the nearest alternative hotels are a cab ride away, not within walking distance so be sure to get your room booked.

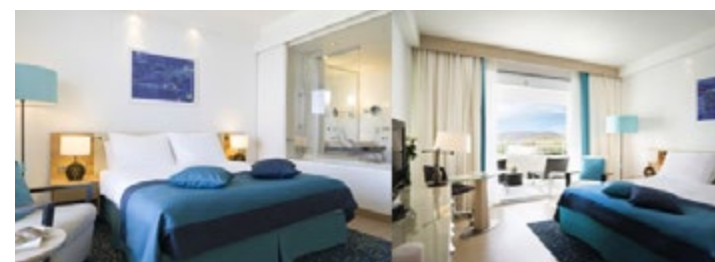
We have secured fantastic room rates starting from €145. Book your hotel room EARLY!! In order to accommodate everyone in the hotel and at our networking events, delegate numbers are STRICTLY limited to 600. Each year you tell us not to make the conference any bigger and each year we have more and more people on a waitlist, so don't be disappointed, book early - we have been sold out by the end of January for the last five years so we strongly suggest you book before Christmas.

We will hold our gala dinner in the hotel's stunning ballroom and out on the terrace overlooking the Aegean Sea. Our party night will be a full on Beach Party in the centre of the city.

We can't wait to welcome you to this amazing city in beautiful Croatia.  
**ROOM BOOKINGS ONLINE JULY**  
**CONFERENCE ONLINE SEPTEMBER**



*The incredible resort has 5 restaurants, two pools, a huge spa, beautiful gardens and a choice of types of accommodation*



*Rooms in the main building are spacious, each with a balcony and sea view*



*One and Two bedroom residences have terraces or balcony's, sitting dining areas and kitchens, perfect for private meetings. All have access to all hotel facilities and are a maximum 4 minute walk from the bar!*



# EuRA EMEA 2017 - Dubai

Our second EMEA Conference will take up where we left off in Cape Town. With Dubai and the Middle East poised for even more growth over the coming decade, what implications might this have for our industry across the region and the continent?

We will use our programme to look at the economic and cultural challenges that face people relocating to the Middle East as well as how compliance impacts on the mobility supply chain. What exactly are the complexities of working in the region with the increased requirements of Privacy Shield and the new EU Data Regulations?

When the work is done, we have built three great networking opportunities into the programme; our Gala Dinner in the Jumeirah Creekside Hotel, the networking lunch during the conference day and our outstanding Party Venue at The Fountains of the Burj Khalifa.

Rooms in the superb 5\* Jumeirah Creekside Hotel cost from €160 plus tax. A booking link will be on the website shortly.

Join us in this amazing city, to share, meet, learn & network.

[For more details click here](#)

## PROGRAMME OF EVENTS

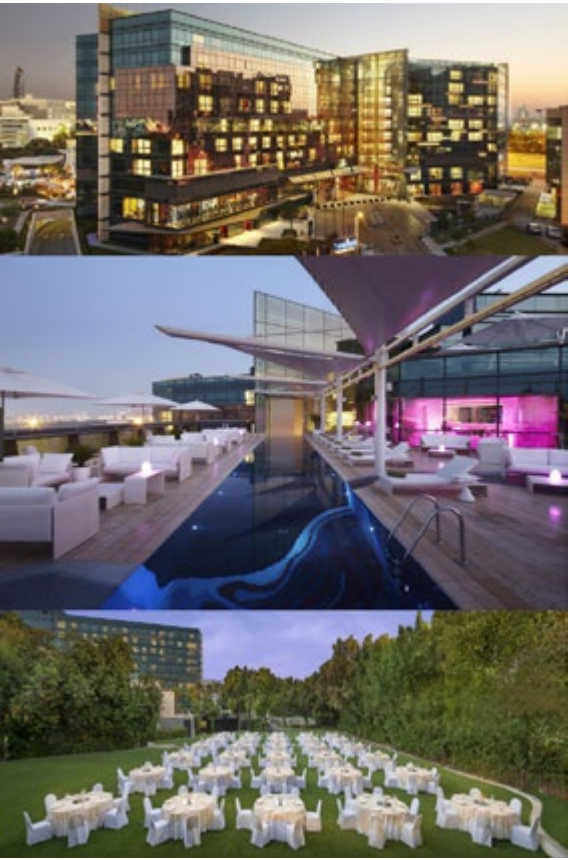
**Wednesday 22nd November**  
MIM+ Training "Myers Briggs Personality Type and its Impact on Mobility"

Gala Dinner

**Thursday 23rd November**  
Conference Day & Networking Lunch  
Plenary Sessions:  
*The Culture of the Middle East*  
*Compliance and the Supply Chain*  
*The State of the Region*

Party Night at The Fountains of the Burj Khalifa

**Friday 24th November**  
Open Sessions:  
*EGQS Drop In Clinic*  
*Pathways to Qualification*



Thursday 28th September  
From 18:30

Chicago Renaissance Hotel  
1 West Wacker Drive two blocks from the Hyatt  
Regency, venue for WERC

Due to unprecedented demand, our 100 places free to  
EuRA members are sold out!

Cost is now €25  
[Book Now](#)

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### Our Service



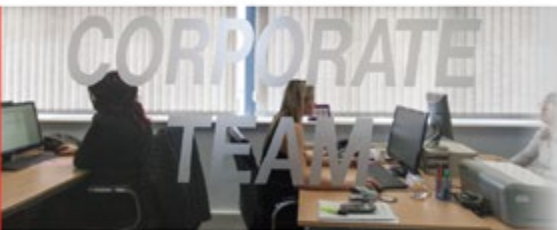
Doree Bonner is one of the UK'S leading Moving Companies and has been moving people across the world for over a century. With our network of branches throughout the UK, together with our Worldwide agents we offer a complete corporate packing, moving and relocation services across the globe.

### Our Values



Doree Bonner has a reputation for quality and service. Our simple service philosophy is captured within our 4 core Customer Values. Our mission is to provide a removals and storage service that is so admired by our customers that they recommend us to others with total confidence.

### Our Customer



"Paul Chesterman, Wendy Dasey and the entire team at Doree Bonner are an absolute delight to work with. They are incredibly responsive, will adapt and change their processes to suit our clients and always put the needs of the customer first."  
Alistair Murray Managing Director of Relocation Support Services Ltd.

**EuRA** AFFILIATE MEMBER **arp** THE ASSOCIATION OF PROFESSIONAL PROPERTY MANAGERS **APPROVED CODE** **FIDI** **FAIR** **EUROPEAN** **ISO 9001** **ISO 14001** **ISO 27001** **DNV-GL**

For more information about our Customer Values and Services please contact Paul Chesterman or Wendy Dasey:  
**01322 552 052** email: [paul.chesterman@dbonner.co.uk](mailto:paul.chesterman@dbonner.co.uk) website: [www.doreebonner.co.uk](http://www.doreebonner.co.uk)  
Covering London, South East, Home Counties, South West, North East, Scotland and Midlands. **Head Office:** International House, 19 Kenner Road, Dartford, Kent DA1 4 QN





# EuRA Global Quality Seal

## Members Re-certified in 2017

Congratulations to our re-certified EuRA Global Quality Seal Members during 2017

- [clapham gmbh](#)
- [Pathfinder](#)
- [Relocation Services Strohmayr](#)
- [International Network Norway](#)
- [Palladium Mobility Group](#)
- [i-mobility](#)
- [Antares Relocation](#)
- [Finland Relocation](#)

## Online Training



EuRA Global  
Quality Seal  
Webinar

Training

RECORDINGS AVAILABLE FREE TO EURA  
MEMBERS

EMAIL [Maree Ninow, EGQS Administrator](#)

This series of three webinars are free to all EuRA  
members and last approximately 1.5 hours each.

We STRONGLY recommend that anyone thinking of  
going through the audit process undertakes training  
in advance, either in person, or via a webinar as the

EuRA Global Quality Seal is a difficult process.

Members who have done the training in advance of the audit have found the process to be  
much simpler than those who did not.

If you would like to view the webinar recordings, [EMAIL US](#).

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.



# News from the Industry

## Movers & Shakers

### [PREMIER SUITES](#)

The 29<sup>th</sup> of June 2017 PREMIER SUITES PLUS  
Rotterdam will open.

PREMIER SUITES PLUS Rotterdam is the perfect base  
to be a temporary resident of this blooming city or to  
explore the many attractions Rotterdam has to offer.  
Guests are able to visit most of the highlights by foot,  
but will most certainly benefit from the nearby public  
transport to get them to any other location.

To read more [click here](#)

### [DT Moving](#) and [Gosselin Mobility](#) Join Forces!

In an agreement finalised this week between Gosselin  
CEO Marc Smet and DT Moving Managing Director,  
Nick Kerr, Gosselin has acquired and merged DT  
Moving with its Gosselin Mobility operating companies.  
The deal brings together DT's UK and France  
businesses under the Gosselin umbrella, creating an  
enlarged European moving network of 51 offices in 34  
countries throughout Western and Eastern Europe,  
Russia, the Caucasus and Central Asia.

To read more [click here](#)

### [Western Union](#)

How are relocation firms impacted by compliance,  
regulations and the process of expense management?  
To compete on the global stage more and more  
organisations need to move their expertise and talent  
across different geographies to support growth. This is  
far from simple, which is why many businesses seek the  
support and help from relocation firms to help them  
and their employees with everything from the move  
itself to finding accommodation and schools. These  
specialist firms are vital to not only getting employees  
settled but in helping businesses navigate the  
regulations and complexities that often come  
managing with overseas assignments.

To read the full article [click here](#)



## Member Focus



*We think International*

LIMES international is a Dutch organization with  
its head office in Valkenburg (between  
Amsterdam and The Hague). LIMES  
international provides their clients (both private  
and corporate) with custom made, efficient and  
practical solutions in order to contribute to the  
success and to add value to their cross-border  
activities. LIMES international is known and  
valued for its pragmatic approach, broad expert  
knowledge and years of international  
experience.

To read more [click here](#)

## New Members

A very warm welcome to  
our 8 new Members!

[Click here to view all new](#)



## Save the Dates!

- CERC - Calgary 10-12 Sep 2017
- EuRA Chicago Reception 28 Sep 2017
- WERC - Chicago 27-29 Sep 2017
- IAM 55th Annual Meeting - Long Beach, California 9-12 Oct 2017
- EuRA EMEA - Dubai 22-24 Nov 2017



# CERC & EuRA Research 2017

EuRA has collaborated with The Canadian Employee Relocation Council (CERC) on the Employee Mobility Survey 2017 in which employees across 20 countries assess employee mobility for a total global perspective - Dominic Tidey outlines the results

At our Warsaw Conference, Steve Cryne, President and CEO of the CERC outlined the results of this huge research project as part of the Leaders Summit session. The full session is on our [YouTube channel](#) and makes for fascinating viewing.

The 2017 Canadian Employee Relocation Council's (CERC) Global Mobility Survey marks the third edition of the ground-breaking survey first conducted in 2011. The 2017 survey, conducted in

partnership with Ipsos Global Public Affairs, reports on the attitudes of 10,091 working women and men in 20 countries towards international relocation for employment purposes. The Ipsos Global @dvisor poll was conducted between February 17<sup>th</sup>, 2017 and March 3<sup>rd</sup>, 2017.

Once again, this report provides a global perspective on the willingness of employees to move to another country for the purposes of employment. Given the growing skills shortages being

experienced in many regions of the world, labour mobility is playing an increasingly important role in meeting those shortages.

Where possible the report has identified certain trends observed since the findings of the 2012 study. The 2017 survey included several new questions relating to immigration, social security and education that were not covered in the 2012 report.



country the foreign assignment sends them to is a major factor in their decision to relocate (or not), down five points from 2012 (42%). Compared to 2012, less say they want to relocate to the United States (30%; -4 points compared to 2012), though at three in ten it remains the top choice in terms of the country global employees most want to relocate to, followed by Canada (22%; +2 points and up from fourth position in 2012), the United Kingdom (19%; -3 points), Australia (19%; -1 point), Germany (17%; +2 points), and Switzerland (16%; no change vs. 2012).

Global employees also report they would be most motivated to move abroad for the new job offer by the following incentives: a guaranteed option to return to their current role after two years, (36%; -9 points since 2012), airline tickets for family visits (35%; -8 points) and immigration assistance for their spouse or partner (35% down 7 points).

## Executive Summary

Almost two in ten (18%) of employees in 20 countries say they would be 'very likely' to take a full-time job in another country for up to two years with a 10% pay increase. By comparison, in 2012, one quarter (25%) of employees said they would be 'very likely' to take a full-time job in another country (a decline of 7%).

The poll of 10,096 employees in 24 countries is the third fielding of the employee relocation survey first conducted in August 2011, and repeated in October 2012.

But while nearly two in ten (18%) employees are ready to make the move, this proportion can as much as double when extra incentives are put in place, specifically, a guaranteed option to return to their current role after two years (36%; -9 points compared to 2012), or if their employer provides the necessary support to enable their spouse to get a job there too (36%; -5 points).

The 2017 survey also uncovered a growing reluctance among employees to move, with four in ten (40%) global employees agreeing 'there is nothing

my employer could do to convince me to take an international assignment', an increase of five points versus 2012 (35%).

In 2017 Global employees were asked about their level of agreement with new statements pertaining to immigration, healthcare, education, social security, taxation, and the economy. Global employees are most likely to agree that they would only relocate to a country that has a high quality and accessible health care system (82% strongly/somewhat agree); is friendly to immigrants (77%) and has a good social security system (77%). Agreement is lower, but still strong, that they would only relocate to a country that has a high quality and accessible educational system (72%); an innovative economy (70%); and a low tax burden (64%).

Global employees from the Middle East and Africa specifically are more likely than employees from all other regions to agree ('strongly/somewhat agree') that they would only relocate to a country that has an innovative economy and a high quality and accessible educational system.

Nearly four in ten (37%) global employees 'strongly agree' that the

## Geography Matters!

Nearly four in ten (37%) global employees 'strongly agree' that the destination country is a major factor in their decision to relocate (or not), down five points from 2012 (42%).

Compared to 2012, less say they want to relocate to the United States (30%; -4 points compared to 2012), though at three in ten it remains the top choice in terms of the country global employees most want to relocate to, followed by Canada (22%; +2 points, and up from fourth position in 2012), the United Kingdom (19%; -3 points), Australia (19%; -1 point), Germany (17%; +2 points), and Switzerland (16%; no change vs. 2012).

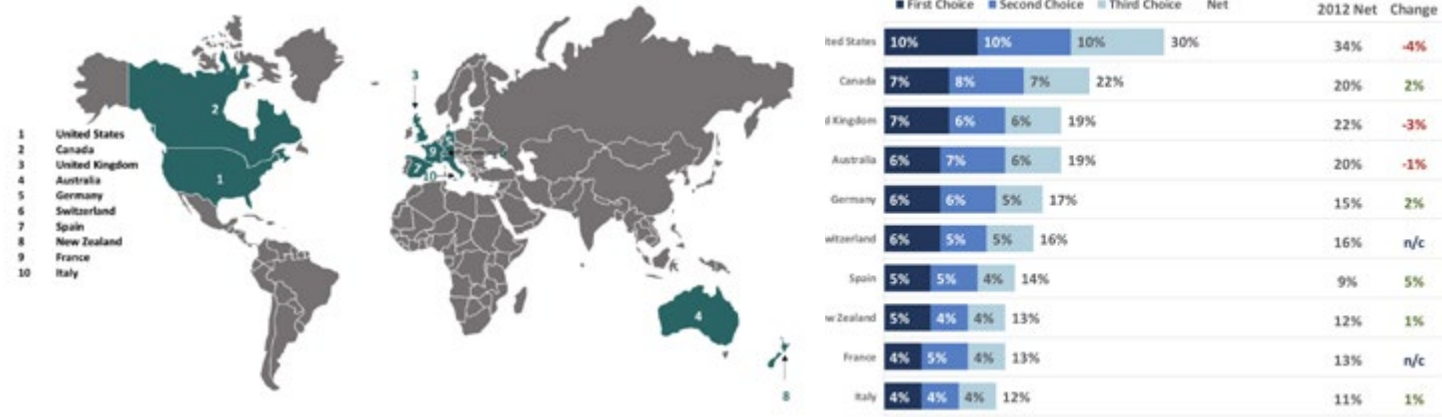
Destination preferences appear to vary little across the globe with the United States consistently ranked as the preferred option across all regions of the world save for North America, among others.

On the aggregate level, North Americans would most prefer to move to Australia (33%; no change vs. 2012) or the United Kingdom (31%; +3 points). Europeans most prefer the United States (24%; -5 points), Germany (20%; +3 points), Switzerland (20%; no change vs. 2012), Australia (20%; no change vs. 2012), Spain (19%; +6 points); or Canada (19%; +1 point).

Those from Latin America would most prefer to go to the United States (35%; -7 points), Canada (32%; +7 points), or Spain (30%; +6 points).

Employees from the Middle East and Africa are still most likely to choose the United States, although significantly less so (36%; -7 points) compared to five years ago, followed by Australia (26%; +6 points), the United Kingdom (25%; -4 points), and Canada (24%; +5 points).

Lastly, those from Asia-Pacific are most likely to choose the United States (36%; -1 point), followed by Canada (23%; +2 points), and the United Kingdom (23%; -1 point).



## Mobility & Policy

New questions were asked in the 2017 survey to gauge how important certain government policies are in the decision-making process for employees considering moving abroad.

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# EuRA Index & Global Index Analysis

*“The purpose of the EuRA Index is to collate information on industry trends from those working in relocation on a monthly basis. We want to have results by country and for all participating countries and regions. This will not only allow us to develop individual country statistics but also to compare countries and regions. In addition it will give EuRA the opportunity to discuss why there are differences between countries and regions.”*

Helmut Berg - EuRA Analyst



It seems that despite the turbulence in economics and politics the relocation industry is on a good path of growth – at least in Europe. Whether this is happening in other continents as well, we do not know. Unfortunately due to the low participation, the data collected do not allow us to draw valid conclusions. Now to the recent figures. **The EuRA Index has raised to 129.5. This is the highest level since May 2010 when we started our monthly analysis. At that time the EuRA Index was at 109.4.**

The EuRA Index in comparable months in the previous years:

Apr May Oct	2010	109.4
Apr May Oct	2011	122.7
Apr May Oct	2012	107.8
Apr May Oct	2013	118.5
Apr May Oct	2014	119.7
Apr May Oct	2015	117.2
Apr May Oct	2016	121.6
Apr May Oct	2017	129.5

## Participation

This month we had 59 participants in the EuRA Index, 12 more than last month. 409 members in the various countries and/or regions could potentially participate in the EuRA Index. For Apr/May/Oct 17 we had 59 participants. 59 represent only 14.4% of the overall potential. Compared to the 11.5% of the last 2 months this is slightly better and makes us hopeful about the future. Many thanks to those who participated. And to those 350 who have not, we would like - once again – to repeat our appeal to invest 3 minutes (at most) to fill in our research next time. We are not giving up! Your participation would benefit the entire association. The more members take part, the better and more meaningful the results will be.

## EuRA Global Index

16 members have participated, same number than in last 2 months. This is by far not enough to enable us to obtain reliable results. Our appeal is that more members join those who are already supporting this project. Thank you to those who participated by answering our 3 questions and investing 2 (or 3 ??) minutes of their time. In order to make this project even more meaningful we look forward to getting more responses from these 6 regions:

- Europe (only RMC input, all other members participate in the EuRA Index)
- North America
- South America
- Africa
- Middle East
- Australasia

It is very unfortunate that the available collated data does not allow a reliable and meaningful picture of the development of our industry. The same applies to the comparison of EuRA Index and EuRA Global Index. A higher participation would allow a much more meaningful analysis. Therefore and once again comes our “mantra”: Please support the EuRA Index and EuRA Global Index by investing 3 minutes (at most) to answer the three questions. Please support “your” EuRA. Many thanks to all participants.

Best regards  
**Tad Zurlinden EuRA CEO**  
**Helmut Berg EuRA Analyst**

To read the full latest analysis [click here](#)

# Dubrovnik - A Short History



Dubrovnik has a long, impressive but also turbulent history. Originally known as Ragusa, the earliest archaeological evidence goes back to the 8th century with the discover of 2007 of a large Byzantine Basilica and was likely under the protection of the Byzantine Empire until the Crusades, when Dubrovnik fell under the sovereignty of Venice, adopting its customs and institutions, but a devastating fire in 1296 destroyed the city. By 1358 the newly rebuilt, planned city was relatively independent though a vassal state of the Kingdom of Hungary. In 1382 Dubrovnik became a vassal state of the Ottoman Empire, establishing itself as an important trade hub for the region. However, the city state had free rule even if it paid for protection of the sultan. Very much ahead of its time, Dubrovnik pioneered modern laws and civic bodies. It was the first state to introduce a mandatory quarantine system to prevent the spread of disease. Given its importance as a trade hub, the numbers of people coming to the city by sea created a threat that was well understood in the aftermath of the Black Death and the original quarantine hospital, the Lazaret is beautifully preserved.

Europe’s first pharmacy was opened and is still open today.

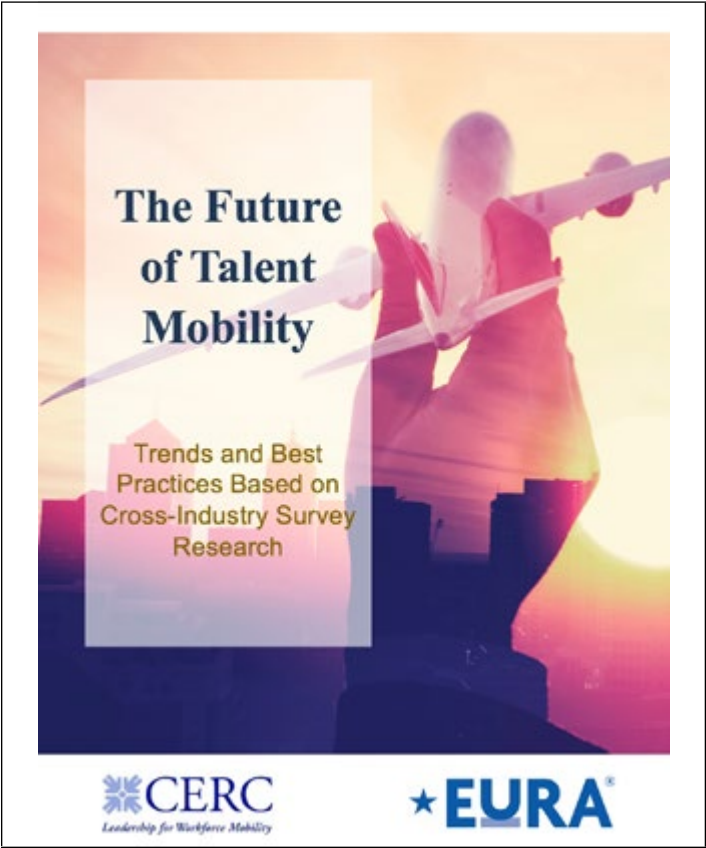
In 1667 a devastating earthquake hit the city killing 5,000 people and levelling many buildings. In 1699 as a result of continued economic decline, the state was forced to sell two mainland parts of the country to the Ottomans preventing a clash with Venice. This is the reason why today, Croatia is split in two as Bosnia still has access to the coast between the two Ottoman territories.

In 1806 Napoleon conquered the city and French forces blockaded the harbour despite earlier assurances of an alliance. In 1814 the city fell to British and Austrian forces and the Hapsburg Empire annexed the city and its provinces in 1815 establishing the Kingdom of Dalmatia. A succession of Austrian mayors came to an end with the election of Rafael Pucic as mayor and the formation of a semi autonomous parliament. In 1918 the Austro-Hungarian Empire collapsed and the city was incorporated into the Kingdom of Yugoslavia. During the second world war, the city became part of the Nazi controlled Independent State of Croatia occupied

first by the Italians and then the Germans from 1943. In 1944 Yugoslav Partisans took control and a communist leadership was established. Under the soviet system, Dubrovnik became part of the Socialist Federal Republic of Yugoslavia where it remained until 1991. Croatia and Slovenia, both states within the Federal Republic, declared their independence in 1991 and Dubrovnik became part of the Republic of Croatia. Between 1992 and 1995 a terrible conflict consumed the region as a result of the break up of Yugoslavia. The conflict resulted in the sieges of Dubrovnik and Mostar. During the assault on Dubrovnik not one building was left undamaged. The International Court of Justice ruling of 2007 cited that Serbia had failed to prevent genocide. In 2005 the United States Congress passed a resolution declaring “the Serbian policies of aggression and ethnic cleansing meet the terms defining genocide”. The BBC series “The Death of Yugoslavia” documents the collapse of the country and its descent into the most terrible conflict in Europe since the war. The full series is available on YouTube.

Today the city is totally revitalised with tourism a huge part of its economy. The people of Croatia are incredibly welcoming and kind, and are so proud of their country and the peace and prosperity that it now enjoys.





The Future of Mobility Research is now complete and available to members at no charge and the new Mobility Survey will be available shortly.

This ground breaking, joint research project between The Canadian Employee Relocation Council and EuRA examines data from over 57 reports involving over 25,000 respondents with the aim of establishing how our industry will develop over the next decade.

The report forms an essential blueprint, bringing together some of the best research from a broad array of sources and gives insights into how our industry can respond to the new realities and challenges that face our changing global workforce.

The research report is free to EuRA Members. Non members will be charged €75. [For your copy please email us](#)



**MIM Fixed Syllabus**  
*MIC - Mobility Industry in Context - The first Open Source online module will be on our web portal in September with all four available by Q2 2018*

**MIM+**  
*We will be running a full day MIM+ programme as part of our Dubai Conference, Wednesday November 22nd. This high level training day will look at the Myers Briggs Personality Type Indicator and its impact on mobility.*



**Oxford Brookes Relocation Coaching Programme**  
We are moving OBU Programme to an open source online platform and we hope to have that ready from the start of 2018  
[For more information click here](#)

**Pod Casts**  
More coming soon in the meantime ...  
PLEASE [EMAIL US](#) FOR A LIST OF RECORDINGS TO DOWNLOAD

WARSAW BY THE NUMBERS

