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# THE ★ **EURA**<sup>®</sup> **pean**

November 2016 [www.eura-relocation.com](http://www.eura-relocation.com)



## Welcome to EuRA Cape Town!

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# EURA BY THE NUMBERS

**683**

Delegates at the Malta Conference

**1**

New Team Member

Dani Davis  
Social Media Coordinator  
[danielle@aura-relocation.com](mailto:danielle@aura-relocation.com)

**501**  
Members in  
**114**  
Countries

**81**

Offices of EuRA Members  
Certified under the Quality Seal

**58,145**  
Number of Seats in Warsaw Stadium, Party Venue

**2**

New Board Members  
Isabel Cudell  
Alistair Murray

**1,523**  
Members undertaking MIM Training

**11**

Number of EuRA Receptions in USA

**91,392.59**  
€s raised for charity by the EuRA Foundation

**1189**  
Glasses of Prosecco drunk at Welcome Reception 2016

**14,890**  
Number of Steps walked in a day by Tad filling Conference Bags in Porto

## The EuRApean

### Contact Details:

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, Editor [dominic@aura-relocation.com](mailto:dominic@aura-relocation.com) or Maria Manly, Deputy Editor [maria@aura-relocation.com](mailto:maria@aura-relocation.com) or get in touch on +44 (0) 1379 640883

### Disclaimer:

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

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## Editorial - Dominic Tidey

In my last editorial I talked about the looming prospect of the UK referendum on the EU. In all honesty I didn't believe that the UK would vote to leave, but like many people feared the worst which was confirmed on that sunny June morning. At the meeting of the Board in June, we discussed the notion of EuRA being run from outside the union (I would very much support an office in Malta!) and like many other organisations looking to the future, we have to gauge our most valuable assets and weigh up the costs. We have a

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## Save the Dates



### Cape Town November 2016

Last places available - join us for the first EuRA Event in Africa!

[To book click here](#)

### EuRA Warsaw 2017

Our International Relocation Congress will take place 25th to 28th April 2017 in Warsaw - Booking online now. Full details Page 17

To book your place [click here](#)



are that matters, but who we are. Our industry now has a pivotal role in supporting the many many people and companies, who will be affected by the referendum result and we will do all we can to support our fantastic membership in rising to that challenge.

## WEDNESDAY 23RD NOVEMBER

09:30 - 17:00

### MIM Training Day One

"The Mobility Industry in Context"

**Trainers:** Tad Zurlinden CEO, EuRA  
Dominic Tidey, COO, EuRA

*Dr Carmelina Lawton Smith, Director of Education, EuRA  
This module looks at how our industry is structured and the logistics of delivering mobility services. We look at the complex supply chains and networks that exist between corporate clients, Relocation Management Companies, Destination Service Providers and other mobility specialists. The module also examines HR policy and regional and global variations on the delivery of mobility services. This training day is open to pre-registered delegates only.*

19:00

### Cocktails

19:45

### EuRA Inaugural Africa Gala Dinner

Westin Hotel, De Gama Diaz Ballroom

## THURSDAY 24TH NOVEMBER

All plenary sessions are in the Westin Hotel, De Gama Diaz Ballroom

09:00 - 10:00

### Keynote Address

10:00 - 10:30

### Morning Coffee

10:30 - 12:00

### Immigration Across Africa - Challenges & Opportunities

**Moderator:**

Andreas Krensel

**Speakers:**

Charles Pommerade, CEO Maroc Integration  
Kunle Obebe, Managing Partner, Bloomfield Law  
Paa Kwesi Hagan, CE Globetrotters Legal Africa  
Paula Brandberg, Managing Partner Moving-ON Mozambique

*This session will look at the challenges that face relocation and mobility suppliers and corporates alike in adhering to the strict rules on compliance in all areas of business. It will focus on anti-corruption rules and local business customs and look at how to overcome barriers to mobility across the continent and what companies need to understand to streamline their global mobility programmes.*

12:00 - 13:30

### Networking Lunch

13:30 - 15:00

### Compliance in Emerging Markets

**Moderator:**

Rene Stegmann, CEO Relocation Africa

**Speakers:**

Steven Powell, Forensics Executive ENSafrica  
Marie O'Neill, Executive Expatriate Relocations

*This session will look at the challenges that face relocation and mobility suppliers and corporates alike in adhering to the strict rules on compliance in all areas of business. It will focus on anti-corruption rules and local business customs.*

15:00 - 15:30

### Afternoon Tea

15:30 - 17:00

### Mobility Across Cultures - The Thrill of the New

**Moderator:**

Isabel Cudell, CEO Moving-ON Mobility

**Speakers:**

Coralie Pringle, InTouch Relocations  
Dr. Marius van Aswegan, Industrial Psychologist  
Shinaaz Montgomery, HR Specialist Global Mobility Africa

*InterCultural competence is at the heart of the relocation profession and is never more important when working across a continent as diverse as Africa. This session will look at African cultures both in terms of society and business.*

18:00

### The Grand Retro Beach Party

The Grand Africa Cafe & Beach

# Cape Town Programme

[To Book Your Conference Click Here](#)

## FRIDAY 25TH NOVEMBER

09:30 - 17:00

### MIM Training Day Two

"Excellence in Service Delivery"

Westin Hotel Cape Town

**Trainer:** Dr Carmelina Lawton Smith, Director of Education, EuRA

*This module examines the complex psychological interactions that the delivering mobility services involves. We take an in depth look at change and change management and examine how this process impacts not just the transferees but relocation professionals. Anyone holding a current WERC GMS or CERC CGMP certification can take just this module and qualify for the whole*

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# Cape Town Must Sees

Cape Town is an incredible city and we can't wait to welcome you! Even if you only have a few hours to visit, here are our best recommendations of what to see... The Top 10

### 1 Table Mountain

If you could only do one thing while in Cape Town, it would have to be a trip up Table Mountain. A world heritage site and one of the "New Seven Wonders of Nature" this



landmark dominates the Cape Town landscape and can be seen from all parts of Cape Town. Named Table Mountain because of its 3 kilometre plateau, the top is often shrouded in a layer of cloud fondly referred to as "The Table Cloth". The Table Mountain National Park is the richest floristic region in the world. To get to the top you can take a ride on the Cableway, which offers spectacular views on the way up. Beat the queue by buying your ticket online beforehand and also check that the cableway is running as it is sometimes closed due to weather conditions. www.tablemountain.net. For the more adventurous, you can hike up Table Mountain or follow one of the many hiking trails within the Table Mountain National Park.

### 2 Robin Island

Take a tour of the Island where Nelson Mandela was held prisoner for 28 years, and learn about South Africa's fascinating history.



The tour begins with a ferry trip to the island. Ferries depart three times a day from Nelson Mandela Gateway at the V & A Waterfront. The ferry trip offers a stunning view of the cape peninsula, however it can be unpleasant in high seas and rough weather so be sure to choose a clear day. The tour takes 3.5 hours including the ferry trip to and from the Island. The tour includes a bus trip around the island and visits to the significant sites such as the maximum security prison, and is guided by former political prisoners.

### 3 Cape Town City Bowl

Take a walk around Cape Town's City Bowl, experience the vibe of Long Street with its many shops, restaurants and night spots. Pick up some souvenirs at the craft market at

Green Market Square. Cruise down Bree Street and grab a bite to eat or a cocktail at one of the many vibrant eateries. You can see why Cape Town was named the world Design capital 2015 when exploring the carefully curated shops and galleries in this region. Bo-Kaap, the traditional home of Cape Town's Muslim community, is one of the most colourful suburbs in Cape Town. With its colourful Victorian terrace houses and cobble streets, as well as its Cape Malay cuisine, a visit to Bo-Kaap is sure to be a unique cultural experience.

### 4 Cape Town Beaches

St James beach is famous for its colourful beach huts and is great for sheltered swimming, if you don't mind the chilly Atlantic waters. Boulders Beach is home to a large colony of African Penguins, much loved by locals and visitors alike. Camps Bay, probably Cape Town's most famous beach, offers visitors the perfect blend of beach café; tanned, beautiful



people; stunning scenery; sand and surf. Camps Bay's Victoria Road strip is often likened to San Tropez and is a great spot to sip a cocktail, or perhaps some local sparkling wine and fresh oysters, whilst watching the sun set over the ocean.

### 5 Cape Town Gastronomy

The Cape Town restaurant scene keeps pace with global food trends and can truly compete with any major city in the world. 2 of Cape Town's restaurants recently made it onto The Worlds 100 Best Restaurants list - The Test Kitchen at 22, and La Colombe at 76. Luke Dale Roberts is also behind The Potluck Club, The Shortmarket Club and Naturalis. Dinner at The Test Kitchen consists of a multiple course dégustation menu, with wine or tea pairing, and is a truly special gastronomic experience.

### 6 The V&A Waterfront

Just a short walk from the Westin, the V&A Waterfront is a complex of shops, restaurants, hotels and apartments centred around a working harbour. There are many restaurants overlooking the harbour, ideal for a pleasant lunch. The new Watershed Market is an excellent place to shop for



South African treasures, showcasing a curated collection of crafts, fashion and design. Ride the Cape Wheel, a giant observation wheel that offers a spectacular 360 degree panoramic view of Cape Town.

### 7 Constantia Wine Route

The Western Cape of South Africa is a world famous wine producing region, with most of its wine estates spread out to the north of Cape Town in the Stellenbosch, Paarl, Franschhoek areas. The Constantia Valley offers a terrific experience, only 15 minutes from the Cape Town city centre. Steeped in history and tradition, Simon Van der Stel founded Constantia's first wine farm, Groot Constantia in 1685 and the heritage buildings at this estate are fine examples of the Cape Dutch architectural style. Sample award winning wines and delicious seasonal food at wine estates like Groot Constantia, Klein Constantia, Buitenverwagting, and Constantia Uitsig.

### 8 Neighbourgoods Market

This award-winning market features over 100 specialty traders every Saturday, creating a weekly platform for local farmers, fine-food purveyors, organic merchants, bakers and distributors, grocers, mongers, butchers, artisan producers, celebrated local chefs, and micro enterprises. The market is housed in an old sky-lit brick warehouse and courtyard at the Old Biscuit Mill in the industrial neighbourhood of Woodstock, Cape Town. It is as much a source for farm fresh as well as organic foods and locally produced specialty goods, as it is a meeting point to enjoy community, swap ideas and stories, and become educated about what we buy and eat by going directly to the source.



### 9 Chapmans Peak

Chapmans Peak Drive offers a breathtaking view around every bend. The road is also a feat of engineering and has been closed several times since it was first built due to rock falls. However it has remained open since 2009 and is considered safe, except during extreme weather conditions and heavy mists. Chapmans Peak Drive is a tolled road and a pass costs about R40. Take Chapmans Peak Drive from Hout Bay to Noordhoek, and beyond, stopping at the many viewpoints along the route.

### 10 Hop On Hop Off

A great way to explore Cape Town's many wonderful tourist attractions at your leisure. There are three routes available, depending on which sites you would like to see and you can choose to hop off and explore any one, or all of the attractions. Stops include Table Mountain, Camps Bay, V&A Waterfront, Kirstenbosch Gardens, District Six Museum, Castle of Good Hope and Imizamo Yethu Township. Tickets cost R170 for a one day pass.

[To Book Your Conference Click Here](#)

# Warsaw Have you Booked?

We are really looking forward to welcoming you to Warsaw, Poland's historic capital. Known as the Phoenix City, Warsaw has risen from the destruction of war to become a true world city. Our 2017 conference, "The Power of Challenge" will inspire, challenge and hopefully delight

This is our 19th annual international relocation congress and we are very much looking forward to a week of events, learning and networking.

Bookings are now open on the website and we have already got nearly 200 delegates confirmed, which is a record for this time of year. As in previous years the conference is limited to 650 delegates and we have sold out for the last five years running. If you think you might want to come, book now. If we have a waiting list (which we've had for the last five years) there is no charge for cancellations. Our early booking rates end on December 31st - this means the standard member fee rises from €500 to €800, so book early for your best price. Full details of how to book are on the website along with a film explaining all of the conference add-ons so you can tailor your experience to best fit your time scales and needs. Our venue is the beautiful Sofitel Victoria hotel right in the heart of the old downtown area.

We have found two fantastic venues for our Gala Dinner and Party Night. The Gala Dinner is being held in the Warsaw Palace Arkadia in the very centre of the old town, close to the Sofitel. The Party Night is being held in the National Stadium, just across the river from the Old Town. This amazing building holds huge sporting events, massive stadium concerts for artists as diverse as Madonna, Coldplay, Rhianna and AC/DC. For the first time we will be able to have a EuRA Family Photo, with all our guests sitting in the stands.



**BOOK YOUR  
CONFERENCE  
PLACE**



## Our Hotels

Our primary venue for 2017 is the Warsaw Sofitel Victoria, a splendid 5\* hotel in the historic downtown area. Just a two minute walk from the Royal Route with all its history, shops and restaurants, the Sofitel is an ideal base not just for our event, but exploring all Warsaw has to offer. The hotel has 300+ rooms and will sell out fast so book your room as soon as you can. Rates start at just €100 and go up to €140 for a fully flexible, no penalty rate.

[To Book Click Here](#)



We also have rooms in the incomparable Warsaw Bristol, a Starwood Luxury Collection Property. This is Warsaw's oldest grand dame of a hotel, which underwent a complete renovation in 2014. In our opinion it is one of the jewels of Warsaw, with incredible art deco interiors, flawless service and the elegance of a bygone era. Situated on the Royal Route, The Bristol is an easy 5 minute walk to the Sofitel. Room rates start at €145.

[To Book Click Here](#)



## MIM+ Points for Sessions

We have really expanded our breakout programme for 2017 with 12 sessions to choose from on Wednesday and Thursday and our plenary and keynote programmes on Friday, we have the best programme ever. You can now add to your MIM+ total by attending our breakout and plenary sessions at the conference. Please just ask the room usher for the session for a form to sign to prove your attendance.

## Warsaw - The Phoenix City

Warsaw's modern history casts a long shadow over its citizens, the Varsovians. In 1940 the Nazis turned a huge area of mid town into the Jewish Sector, the ghetto. Within a year the population was over half a million souls. Between July and October 1942 the ghetto was "evacuated". 300,000 people were killed in the Nazi camps and the 70,000 that remained were employed as slave labour to the German army. In 1943 the Nazis undertook the final destruction of the ghetto and the ensuing uprising was mercilessly put down

***There is much to see and do in Warsaw, so here are a few of the highlights...***

### The Old Town

Just steps from the Sofitel the meticulously restored, beautiful Old Town is testament to the passion of the Varsovians for their beautiful city, destroyed in the war as a symbol of the Nazi's desire to wipe the Poles off the face of the Earth.

### The Royal Route

From the Royal Castle and Castle Square to the suburban residence of Wilanow, the Royal Route is an elegant, restored thoroughfare housing the Presidential Palace, the Bristol Hotel and the University. A great place for coffee and people watching.



### Royal Castle

The 14th century Royal Castle has had a turbulent history. The grand palace underwent significant expansion under the reign of Sigismund Vasa, during the time of the Swedish empire but was destroyed in the middle of the 17th century during the Swedish wars. Rebuilt under the Saxon Wettin dynasty it became a European hub for the arts, attracting resident

and the area was burned to the ground. The Warsaw uprising of 1944 was again subjugated without mercy and Heinrich Himmler ordered the destruction of the city. For 63 days and nights Warsaw was bombed to the ground. The only building to survive intact on the Royal Route was the Bristol hotel which had been commandeered by the Nazi party. By 1944 800,000 citizens, 60% of the population, had been killed. Any buildings that remained were systematically destroyed by Nazi engineers, the plan being to

artists such as Canaletto. It's thanks to this period of enlightenment that the old city has been so accurately rebuilt according to the paintings of Canaletto which are displayed in large glass frames along the Royal Route.

### St John's Cathedral

The most important church in Poland is located on Jezuicka Street that leads from the Royal Castle to the Old Town Square. The cathedral was the centre of resistance during the 1944 Uprising and was subsequently blown up by the Nazis in retaliation. The cathedral was rebuilt and reconsecrated in 1960 and the tombs, which were spared the worst of the destruction, still house the interred remains of the great and the good of Poland.

### Hotel Bristol

One of our conference hotels, the Bristol was built in 1900 and quickly became the residence and dining experience of choice for the aristocracy of Warsaw. Used as the HQ for the Nazi Chief of the Warsaw District it was the only building to survive the systematic destruction of the city. If you're not staying here for the conference, drop in for a cocktail in the stunning Bristol Bar, or an indulgent confection in the Cafe Bristol.

### Lazienki Park

This is a wonderful place to escape the haste of the city and is a hugely popular destination for couples and families on a sunny spring day. A wonderful lake and free Chopin concerts all summer make this a must see.

turn Warsaw into nothing more than a military transit point. The engineers placed particular emphasis on destroying historical monuments, Polish national archives and any buildings of Polish historical importance.

So when you walk out into the meticulously restored old city, just spare a thought for what this means to the people of Poland and how the national identity of a people destroyed has been able to flourish again.



### Warsaw Uprising Museum

Understanding quite how much the people of Warsaw suffered during the war is important for all visitors and the Uprising Museum is the place to start. The Uprising of 1944 was one of the biggest rebellions of its kind in history and was brutally subjugated. The Museum, opened in 2004 in an old tram power station, takes the visitor on a truly interactive journey from pre-Uprising occupation, culminating in a state-of-the-art 3D aerial film of the total destruction of the city.



### Wilanow Palace

This is Poland's Versailles and as Wilanow remained virtually undamaged after WWII, it's a rare and wonderful example of Poland's royal history. The Royal Route actually runs all the way from the Royal Castle to the ancient summer home of the royal court, a walk of around 10km. The gardens are also well worth exploring.

# Letter from the President

Anita Meyer - *am&pm*



Dearest EuRA members,

The Indian summer as we call it in Europe, being a September-October mild Autumn climate, did us EuRApeans a lot of good. Some extra sunny vitamins stored safely for the Winter.

Unfortunately, the EuRA team has seen the colourful Autumn scenery merely through the office window, as they've been extremely busy these days.

Barely had they managed to wrap up the Malta conference, the biggest and most successful one in EuRA's history, and the EuRA board came up with a plan for the internationalization of the European Relocation Association, to be materialized in the first ever EMEA conference to be held in Cape Town from November 23 to 25. It's going to be a marvellous first venture in a non-European location. The enthusiasm of our African and other members has translated into over 80 subscriptions today and rising.

In between, the EuRA CEO Tad Zurlinden has been addressing the relo-savvy crowd at the CERC and Graebel conferences in October, while we all had a great time at the EuRA cocktail held at the WERC Washington conference in between. The WERC was great, the exhibition area was astonishing, but the closing "stand-up comedian" act was outstanding, brought us to tears - with laughter of course.

Cape Town is coming close, and the fabulous Warsaw conference - "The Power of Challenge" - is around the corner. We're ready to deliver for you, our dearest members, yet another fabulous professional networking and learning experience.

I'd like to congratulate our newest MIM Fellow, Sara Pomerol and encourage you to follow in the footsteps of the Fellows and look at using our new Mentoring Programme to achieve this highest level of EuRA Certification. I have used the Mentoring programme myself and have now submitted my Case Study for grading. It was so much easier to complete with someone helping me!

I'd also like to acknowledge and congratulate our newest EuRA Global Quality Seal holders and all those who have re-qualified recently. As someone who has been through the process, I know how much effort it takes.

See you soon, *Anita*



Tad Zurlinden

Our Warsaw International Relocation Congress has the theme "The Power of Challenge" and our next, hugely exciting challenge, is the first EuRA Africa Conference which takes place in Cape Town in November.

This is an adventure into new directions for us and we're delighted that our expectations in terms of delegate numbers have been met. We hoped for 50+ delegates and we have exceeded that which means the event will break even. If you would like to join us, places for the conference and dinner are now limited and our training programmes are fully booked. I have to extend a huge thank you to all of the EuRA Members in Africa and the board members who have put a great deal of hard work into structuring the content which is not only relevant for all relocation professionals in Africa, but to anyone looking at the continent in terms of future strategies. I would also like to thank our generous and supportive sponsors for the faith they have placed in us and whose contributions will make the event not just relevant and fun, but which will create memories for every attendee for years to come... you were at the very first EuRA Conference outside Europe!

We are also holding our first event in Asia! On the evening of March 2nd we will be holding the inaugural EuRA Asia Gala Dinner in Penang.

## CEO Report

Details will be on the website shortly, but like the US Reception, there will be no charge for EuRA Members. Numbers are limited to 60 so if you would like to pre-register, please email me directly - [tad@europa-relocation.com](mailto:tad@europa-relocation.com) We are delighted to be running this event alongside the IMC Conference also taking place in Penang on the 28th February and March 1st and 2nd. Full details of the IMC event can be found at <http://www.imcworld.org/>

Dominic and I attended the Canadian Employee Relocation Council's conference in Vancouver where we were invited to deliver a session about EuRA and our commitment to Conscious Capitalism. The CERC conference is always a great event and this year was exceptional. We jointly launched the research paper "The Future of Talent Mobility", a huge meta study of all the research on mobility undertaken since 2010. It is a fantastic piece of research and we were delighted to be involved. The white paper is available free to all members as of this week, see page 22 for details.

The Board and I were delighted to welcome over 200 guests to our annual US reception in the nations capital alongside the WERC Global Mobility Symposium. As in previous years, it was an excellent event but this year attendance was well up, with 1800 delegates in attendance.

It was an interesting time to be in Washington with the country gearing up for a presidential election that has voters spilt like never before. I had many conversations with people regarding the seismic shifts that appear to be happening in politics, from the shock of the Brexit vote to a presidential campaign dominated by how alienated voters feel from the political process. Of course uncertainty is never good for business, but as our Warsaw conference will

examine, there is power in challenge and we have some challenges to face over the coming years.

Our legal team recently ran an update webinar on where we are and Dominic Tidey summarises the session on Page 19. We are all gearing up to face what a post-Brexit Europe will look like, but at this stage there are more unknowns than certainties. In our second Brexit webinar held at the end of October, our legal team at Morton Fraser attempted to shed light on what will happen over the next few months. In their opinion we are looking at a "hard Brexit" which will involve restrictions on EU - UK free movement of people which will result in limited access to the single market. This will have far reaching implications for our industry especially in terms of changes to visas and access for global companies wanting to manage their talent in the UK. It may also impact on investment decisions for the next few years. However, where there is change there is opportunity and we will follow this closely as it begins to impact on the UK and world economy.

Myself and the EuRA Board met with our EGQS team to develop the standard for 2017 and incorporate changes as a result of our annual satisfaction index drawn from EGQS holders and our auditors. Certified companies will be relieved to know that not too many changes have been made! The new standard will be distributed to members in February and will take effect for all audits taking place after July 1st 2017.

We were delighted to welcome Danielle Davis to the team during the summer. Dani takes responsibility for our social media profile so if you haven't followed us on Twitter, liked our Facebook page, checked out our YouTube Channel or joined us on Instagram, now is the time!

## Quality Update

Congratulations to our newly certified EuRA Global Quality Seal Members;

[Prime Relocation LLC](#)

[Schmid Relocation GmbH](#)

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

[Dwellworks LLC](#)

[Auris Relocation AG](#)

[Newcomer's Immigration & Relocation Sweden AB](#)

[Inter Relocation Kft](#)

[Relocation Scotland](#)

[Clearview Relocation Ltd](#)

[Relocation Support Services Ltd](#)

[European Relocation Services](#)

[Copenhagen Relocations APS](#)

[Harsch Relocation](#)

[Donath Relocation GmbH](#)

The annual EGQS Standard review has just taken place and the new standard will be sent out to members at the end of January. The 2017/2018 version will only apply to audits taking place after July 1st, unless you choose to upgrade to the new standard prior to that date. We know how much effort and time achieving the certification takes and we salute our EGQS qualified Members.



# Advertise in the EuRApean - Raise Money for our 2017 Charity

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

We try to think of value driven, innovative ways for members to help. Sunglasses in Malta and baseball caps in Warsaw, silent and live auctions and now, for the first time, 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 doing some serious good for children and families in Warsaw.

## Prices:

Full Page - €150

Half Page - €75

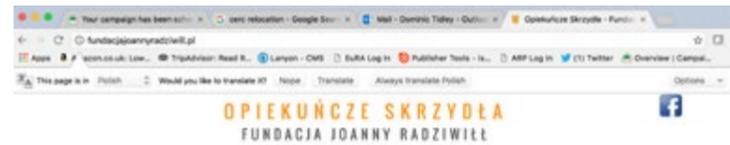
Quarter Page - €40

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 Protecting Wings,  
With thanks,  
Tad Zurlinden, CEO  
Anita Meyer, President



## EuRA Foundation Charity 2017

### Protecting Wings

Protecting Wings helps families and children in crisis. When children are placed at risk as a result of parents with drug or alcohol issues. Protecting Wings provide safe houses for children where they can learn, study and play in a home from home atmosphere away from the toxic environment that makes them so vulnerable. Right now, Protecting Wings have just been given a house from the local authority and need money to renovate it to make it a further safe space for the children they support. We would very much like to help them achieve this goal by raising money for the renovation of the building. For more information check out Protecting Wings at <http://fundacjaJoannyRadziwill.pl/>

# The ARP Celebrates 30 Years



At a glittering party in June, it was my great pleasure to welcome 120 guests to London's Lansdowne Club to celebrate the 30th anniversary of the UK's ARP. I have been so fortunate in my career to have worked with some great people and it is as a direct result of those connections to the ARP, the SNPRM in France and other bodies that EuRA was



Each year the ARP celebrates excellence among the network with a small awards ceremony. This years recipients were:

Specialist Provider  
RoomserviceByCORT

Serviced Accomodation  
The Apartment Service

Removal Company  
Bishop's Move

DSP of The Year  
R3Location

formed as the supra national body for mobility in EMEA. Celebrating with us was our current president Anita Meyer and several of EuRA's past presidents as well as many ARP members and past and present Council Members. It has been a huge privilege to have built my career in this industry and as was proved yet again at this event, it is made up of exceptional people from all over the world. One reason to celebrate milestones such as this is to take a step back and look at the networks and relationships that shape us all in terms of our work, and for me it's so clear that the relocation industry in particular is forged from the basis of long lived relationships.

We will be celebrating a milestone for EuRA in 2018 - 20 years since the association was formed and

our first conference in Barcelona. 120 people in a small three star hotel on the Avenida Diagonal, for a day of industry sessions and a dinner. In 2018, we will be in a 400 room 5 star hotel for a four day event and much celebration! We look forward to marking that milestone.



School & Education Consultant  
ISL London

Property Finder  
Stacks Relocation

Outstanding contribution to the UK Relocation Industry  
Tad Zurlinden  
Gordon Kerr

Newcomer  
Gabrielle Peters - myBPOS

**FOR PHOTO GALLERY CLICK HERE**



## EuRA at WERC

The WERC Conference in Washington

More than 1800 delegates flocked to the nation's capital to share knowledge, network and learn. Held over three days, the WERC Global Mobility Symposium is the largest event in the mobility calendar and attracts delegates from all over the globe. This year's theme, "Mobility Reimagined" looked at how our industry is changing and how innovation can enhance the process of relocation for companies and individuals alike. Mike Ebeling of "Not Impossible" labs gave an

inspiring keynote address and can be found on YouTube talking about how limitless thinking can lead to global solutions to some of the great challenges facing mankind.

This year EuRA held its 11<sup>th</sup> annual USA reception during the symposium. Over 220 guests joined us in the large mezzanine foyer of the Marriott Wardman Park hotel to share conversations, some excellent food and a drink or two. We have to say a huge thank you to our sponsors,

CORT who gave guests a gift of a blossom inspired Washington DC canvas bag and to the Global Immigration Network, who welcomed guests with a great poem by network member, Elaine Hery. Without their support we would not be able to offer free places at this event. We look forward to seeing you next year in Chicago!

## [Photo Gallery](#)



## EuRA at CERC

The Canadian Employee Relocation Council held their annual conference and trade show in the beautiful city of Vancouver in British Columbia at the end of September and Tad and I were delighted to represent EuRA for the fourth year.

EuRA and CERC have built a strong collaborative relationship over the years and in 2016 we jointly commissioned an important research white paper, analysing all of the data on global mobility from the last 6 years. "The Future of Mobility Research" is an essential toolkit for relocation providers, setting out predictions for the growth of our industry and how it will need to diversify over the coming years and is available to all members, [click here for details](#). The 2016 conference took its

lead from the research and with the theme "Global Mobility; Building a Better Model", sessions focussed on innovations in policy, delivery and business practice improvement. We were thrilled to meet Canadian Olympian swimmer Hillary Caldwell who attended the event and enjoyed three superb keynote addresses. The conference content was as strong and relevant as ever and we will bring Tony Chapman, the closing keynote speaker, to Warsaw in April. His insightful and

moving address looked at how marketing is shifting away from product information into story telling and how this has meaning for our industry in particular.

EuRA participated in the trade show, spreading the message of the excellence of our members to the corporate world in North America and I was delighted to deliver a session on Conscious Capitalism at the conference. Thanks to all of the team and volunteers at CERC for another excellent event.

Feature:

# “This May Hurt a Little Bit”

## Jon Harman Global Account Manager - CORT

*We’re not so good at change, we humans. Change brings uncertainty. Uncertainty triggers threat alarms in the brain and so we are inclined to lean away from, rather than toward, change.*

Consider the time, effort and money that companies spend promoting corporate change initiatives, or the potentially greater sums paid annually for the Change Management expertise of consulting firms. If employees were eager to break their routine, adapt to a new CRM, or embrace the latest in performance review procedures, why hire Accenture? A corporate change initiative is actually the sum total of the changes made by individual employees. Corporate change is people change, and it is in our nature to resist the uncertainty that accompanies change.

Still need convincing? Imagine going home tonight and asking your partner to change sides of the bed. Which response do you think you are more likely to encounter: a compliant, “Sure!” as he scoots to the other side of the bed, or a suspicious “Why?” as she pulls the covers up a bit higher?

In 1967, psychiatrists Thomas Holmes and Richard Rahe conducted a detailed analysis of the records of more than 5000 medical patients in an effort to determine how stressful events might influence health and precipitate illness. Their work established a clear relationship between stressful life events and getting sick, often seriously so. Supporting research has validated their findings repeatedly, even across cultures.

The resulting Holmes-Rahe Scale, assigns a point score to each item on a list of stressful life events and uses the aggregate score for the events that an individual has experienced over the past two years to determine their likelihood of developing an illness.

Another name for the scale is the Social Readjustment Rating Scale, which might also be read as Social “Change” Rating Scale. Indeed, the units of measurement used in the Holmes-Rahe Scale are called “Life Change Units.” Holmes and Rahe were analyzing the impact of stress on human health. What their work tells us is that Change = Stress.

Relocation professionals like to point out that moving is one of life’s most stressful events. Holmes-Rahe explains why. Relocation, especially international relocation, is a bonanza of change. Because change and stress are equivalent that makes relocation a bonanza of stress.

This perspective opens up a variety of avenues to understanding the assignee experience and what we might do to make it better. For one, it highlights the vital role that expectation setting plays in our work. When we are able help an assignee accurately anticipate what will happen during the relocation process, we reduce uncertainty and, therefore, stress. While we are in no position to eliminate all change related stressors, we can help the assignee anticipate the changes and in so doing mitigate the stress.

Whatever professional role we play in the relocation process, we all have the opportunity to review our approach to service delivery in an effort to identify touch points where we might reduce stress by increasing certainty.

I’m not sure what happens in other parts of the world, but in the U.S. it is common for a doctor to say to a patient, “This may hurt a little bit” before administering a shot. This bit of expectation setting helps the patient in two ways. First it prepares her for the coming pain. Second it helps her ease any anxiety she may have about the extent of that pain.

If a doctor sees fit to set a patient’s expectations before delivering the prick of a needle, would it not make sense for a corporation to deliver their own version of the “This may hurt a little bit” message before asking an important manager to move from Zurich to Dallas?

We all know that international relocation represents a significant investment on the part of the employer. Achieving a return on that investment requires that the assignment be a success and that the assignee remain on as an employee after the assignment. Just as the



challenge of the relocation and at the same time ease their anxiety about the move. Proper expectation setting offers the relief that accompanies knowing.

Stress, like pain, occurs in the brain. As a result, it is subjective. Our unique, individual responses to stress are the product of an indeterminate mix of genetics and experience. None of us will react to the same stressors in exactly the same way. Demands that send Martin over the edge may barely register with Martina. Change the stressors and now Martina is struggling while Martin maintains his balance.

Knowing that we are all wired a bit differently when it comes to our stress response, one would hope that employers are doing their level best to identify suitable candidates for international relocation. Yet even the best qualified assignees are still human. This means that they have brains that are hard-wired to be on the alert for potential threats and to avoid the risks of uncertainty.

Keeping in mind the fact that “normal” daily stressors (dealing with an aging parent, addressing marital difficulties, implementing a new CRM at work) do not stand on the sidelines while assignees navigate the challenges of relocation, it is a safe bet that at some point during the relocation--when the property she was dead set on is rented by someone who made a higher offer, when delivery of his household goods shipment is delayed another month, when her teenage daughter calls her at work to tell her that this move is ruining her life--even the most suitable candidates for relocation will approach, even pass, the tipping point.

The objective of pre-move expectation setting would not be to intimidate or dissuade potential assignees, but rather to prepare them for what they are about to experience. It would put them in the proper mind-set and enable them to identify signs of stress. A well-planned and professionally conducted pre-move conversation on relocation related stress would be a proactive first step toward a productive and successful international assignment.

Research has shown that one of the most effective cognitive strategies for managing stress is the elegantly simple step of “Labeling.” Naming our emotions “I’m hungry” or “I’m frustrated” or “I’m disappointed” actually diminishes the related threat signals in the brain, reducing stress and improving cognitive function. It is a simple solution that is surprisingly effective.

By preparing assignees for the stress they are bound to experience during relocation, we are putting them in a position to recognize the stress when it hits and to label their emotions as something to be expected considering the dramatic life changes in which they are

immersed. Proper expectation setting can help an assignee to maintain perspective. Sometimes, nothing helps us feel sane more than knowing that our crazy feelings are normal.

Having always worked on the supplier side of our industry, I may not be aware of the efforts that corporations make to prepare their employees for the challenges of work related relocation. Still, I feel safe in assuming, that most companies are not taking these steps on behalf of assignees. Employers appear to be inclined to focus on the benefits that an international relocation offers an employee at the expense of any genuine consideration for what assignees are being asked to sacrifice.

Some of the most impactful life changes on the Holmes-Rahe Scale arrive unplanned and unwanted--death and divorce, for example. It is common for people to get counseling to help them through these changes after they occur. Relocation is a stress-inducing life change that we choose and plan for, which gives us the opportunity to get preparatory counseling in advance of the actual experience. Unfortunately, this unique opportunity goes unrealized in the vast majority of cases.



If getting buy-in for a new branding effort or the reorganization of the manufacturing group is worth writing a fat check to a management consulting firm, then preparing a key manager for the potentially life altering stress you are asking him, and his family members, to withstand during a corporate relocation should be worth a few hours of expectation setting in the form of coaching or counseling. If we want to improve the assignee experience we might take a hint from the friendly family doctor and let assignees know that, “This may hurt a little.” Then we can offer the assurance that it will be worth it.

# Legal & Tax: Critical Update



Gordon Kerr



Stuart McWilliams

For a variety of good reasons, the main focus of this Report is on Brexit. From a relocation industry viewpoint, Brexit will create serious challenges for some and opportunities for others. A wider perspective, which not everyone may agree with, was provided earlier this month by the International Monetary Fund: "Brexit may be the start of a growing revolt against globalisation and technological advance in the developed world, threatening to depress living standards. Weak growth is unleashing negative economic and political forces that are fuelling protectionism in Europe and the United States as well as Britain." In trying to make sense of what Brexit is likely to mean for our industry, I am joined in this Report by my colleague, Stuart McWilliams, an immigration lawyer. Away from Brexit, the legal world continues to turn and we also highlight some recent developments in data privacy which affect relocation firms and draw your attention to the dangers of getting too chatty with your competitors!

## A Hard Brexit's A-Gonna Fall (with apologies to Bob Dylan)

Gradually, we are moving on from mere speculation about what Brexit means to some clearer indications on how the UK Government plans to move forward. Then again "it takes two to tango" and the UK's view of a post-Brexit relationship is unlikely to be shared by Brussels. Nobody is predicting anything other than long and protracted negotiations.

So what do we now know? The UK Government recently announced that it will start the formal EU withdrawal process (called "Article 50") by March 2017. This process is due to be completed within two years, meaning that the UK's exit from the EU should take place by the summer of 2019.

We also know that the UK is placing a higher priority on control of immigration than continuing membership of the EU Single Market. The types of arrangement which the EU has agreed with Norway and

Switzerland, which involve free movement of people, are off the agenda as far as the UK is concerned. Instead, it is believed that the UK Government will seek to negotiate a unique form of tariff-free access to the Single Market, which is not linked to "free movement". Importantly, the UK will also attempt to maintain the "passporting" rights (i.e. EU-wide access for financial institutions) which are so important to the many global banks and insurance companies which have chosen to establish their European HQs in London.

Unless the UK can pull off a negotiating triumph, it seems likely that we will see a significant exodus of financial sector jobs out of London. If the UK does lose its EU passporting rights, it is estimated that London could lose between 60,000 and 100,000 finance posts. Currently, it looks like Frankfurt is best placed to attract these jobs, but it will face strong competition from Amsterdam, Dublin and Paris.

Away from London and the banking sector, there is also a risk that manufacturing jobs in the UK will be lost to other EU countries. For example, some Japanese car manufacturers have indicated that UK locations will become less attractive if the UK no longer has tariff-free access to the Single Market.

Perhaps the most clear-cut examples of where jobs will be shifting from the UK to the EU are the EU agencies which are currently located in the UK. For example, the EU Medicines Agency is based in London and employs 900 people. Sweden is a leading contender to attract the agency, but currently faces competition from Denmark, Germany, Ireland, Italy and Spain. It is clear that the real prize is not just 900 skilled jobs, but also the likelihood that several pharmaceutical companies will follow the agency from the UK to its new EU location.

So, in terms of post-Brexit relocation activity, several EU countries are already jostling for position in the race to attract jobs from the UK. Clearly this will be good news for relocation companies in several EU countries. It is also good news for immigration firms, which leads on neatly to my colleague Stuart .....

## The Future of EU-UK Immigration

One of the most profound implications of Brexit is likely to be seen in the area of UK - EU immigration, and at this stage there is a distinct lack of clarity in respect of what the future holds, but we can make an educated guess.

Currently EU citizens, and their family members, can move to the UK without restriction and without job offers, while UK nationals hold similar rights in other EU countries. Intra EU assignments are low cost, at least in terms of immigration fees, and offer minimal immigration compliance risks. This is almost certain to end once the UK leaves the EU, as the UK Government has promised to "take back control" of migration and dramatically reduce net migration to the UK. This is likely to mean the UK will not agree to the Norway model, whereby it could remain a member of the single market in exchange for respecting free movement of workers.



Much of the Brexit campaign was based around the possible introduction of an Australian-style, Points Based System for immigration. This had the potential to be particularly problematic for the relocation industry, as different prospects for success and potentially different rules would have applied to different clients, as the system would have varied from sector to sector and from region to region. Fortunately this approach appears to have been ruled out, which is not a massive surprise as the UK Home Office has progressively moved away from a Points Based System since May 2010, which was when, now Prime Minister, Theresa May was given responsibility for immigration law.

At the current time, our best guess is that the UK will aim for a middle ground. EU nationals will no longer have complete freedom of movement but some form of work permit system will apply for skilled individuals and workers in key sectors. This is likely to require some form of reciprocal arrangements for UK nationals travelling elsewhere in the UK. This system is unlikely to be as low cost, or as risk free, as the current system but will hopefully not reach the administrative levels and costs of the Tier 2 visa system which exists for non-EU nationals moving to the UK.

The situation of EU nationals living in the UK, and UK nationals living elsewhere in the EU, is also uncertain and will be a subject for discussion in the Brexit negotiations. However, the latest reports suggest that the UK is preparing for a large number of EU nationals currently in the UK to remain here following withdrawal from the EU, and again reciprocal arrangements are likely to exist.

On a practical level, relocation companies can be working with their clients to identify "at risk" assignees. These will be any assignees who do not have residence documentation and are instead relying on their national passports or identity cards only. In the event of an amnesty programme those with residence documentation are likely to face less administrative burdens. Long term assignees, who have been on assignment for more than 5 years, may have acquired a right of permanent residence and can apply for confirmation of this. Those without a right of permanent residence will be able to apply for registration certificates to confirm their status as international workers.

One area which will not be impacted by the changes is travel between European countries for non-EU nationals. This will, in most cases, continue to be governed by the Schengen agreement which the UK has already opted out of and there are no indications that it is likely to join following the Brexit vote.

Once the Article 50 process is engaged, there will need to be significant discussions regarding the future of EU-UK immigration and relocation companies will need to monitor these closely to ensure they are in a position to respond to a changing landscape.

## Changes to non-EU - UK Immigration

Following the Brexit vote, the UK Government has re-committed to reducing net migration from over 300,000 a year to under 100,000 and this means there are likely to be large scale changes to the non EU immigration rules, some of which will have a significant impact on global mobility programmes.

The first of these changes, due to come into force in November 2016, is the extension of the Immigration Health Surcharge (£200 per person per year) to Intra Company Transfers. This will substantially increase the cost of international assignments, but

these costs will be minimal compared with cost increases in 2017. The UK Government intends to introduce a Skills Charge, up to £1000 per assignee, to all international assignments from April 2017 and this has the potential to have significant implications for clients' mobility budgets. These changes will present significant hurdles to relocation companies, as client companies may seek to make savings elsewhere. However, in turn, this will present real opportunities for relocation providers who can continue to offer high levels of service and value for money when dealing with assignments into the UK.

### Sharing Personal Data of Transferees

The EU-US Privacy Shield, the new legal framework allowing personal data to be transferred from the European Economic Area to the United States, went live on 1<sup>st</sup> August. This has real significance for the European relocation industry, given the fact that personal data relating to transferees and their families is often gathered by "service providers" in Europe and then transferred to a US-headquartered RMC, with the data then being held (or accessed) in the US.

Most RMCs have registered under the Privacy Shield, incentivised by an initial 30<sup>th</sup> September deadline, which allowed early applicants a nine months period of grace to ensure that their external supply chains are also fully compliant with the Privacy Shield rules. Applications submitted after 30<sup>th</sup> September must contain confirmation that the applicant's supply chain is already fully compliant at the date of application.

The practical implications for relocation firms in Europe are twofold. Firstly, when you transfer personal data to an RMC (or other US-based business) which is Privacy Shield certified, you can be comfortable in the knowledge that

the RMC has entered legally binding obligations to manage the data in accordance with EU legal requirements. By contrast, any transfer to a non-certified US business partner should only be made where you are satisfied that there is some other legal basis for the transfer, such as the use of EU Standard Contract Clauses. In essence, the Privacy Shield simplifies the legal requirements for transfers of personal data to the US, whereas special care is required when handling data transfers to non-certified organisations.

Secondly, RMCs are now undertaking revisions of their Service Provider Agreements to incorporate the new data protection obligations arising from the Privacy Shield. These changes are of particular significance to relocation firms in countries outside the EEA, as they impose EU-standard compliance obligations in relation to all personal data which has originated in the EU.

A wider point arises from the Privacy Shield and the new, EU-wide General Data Protection Regulation (GDPR). Will RMCs (and other multi-national organisations) try to standardise their global data processing by, effectively, adopting GDPR as their worldwide data protection standard? Right now, with the EU setting the pace on data protection, this will be on the agenda of many global businesses.

### Be Careful When Talking To Your Competitors!

It seems that every few years, a very old issue rears its head again in the international moving business. A few guys get together and share information on what their companies are planning to do on pricing and maybe have a chat about upcoming tenders. The latest example occurred in Spain and has resulted in the Spanish competition authority fining 15 moving companies for price fixing. The highest fine levied in this case

was 1.5 million Euros, but previous fines levied in the EU have sometimes exceeded 5 million Euros.

The clear message is: do not talk to your competitors about pricing or any other terms of business. If you discover that one of your employees has been communicating unwisely with competitors, you should consider self-reporting your concerns to your national competition authority. This is likely to reduce any fine imposed by the authority and may help to minimise the damage to your business reputation.

Above all, we recommend that you provide your employees with clear guidance on what is acceptable and what is unacceptable in the course of conversations with competitors. Ignorance of the law is never a defence!

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

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# Research Results



## EuRA Index Summary

*Report by Helmut Berg*

### To Know or Not To Know

How is our industry developing? And is this development the same in different regions of Europe and the world or are there regional differences? These two questions should be relevant to all EuRA members because the answers show whether the individual has decoupled from the overall development - positive or negative - or whether one is in general trend.

But who gives the answers to these questions? There is only one reliable source: the EuRA members themselves. Those who take part in the monthly survey on the EuRA Index make a valuable contribution to creating the basis for an analysis of the current development. If you do not take part, you still get the monthly evaluation, but it does not contribute to make it as meaningful as possible. To find out more about the EuRA Index, please go to the EuRA website [www.eura-relocation.com](http://www.eura-relocation.com) and go to the EuRA Index.

And what have we gained since the start of the project in 2010? How has the industry developed? Let us take an example of how the last month is evaluated. The "last month" in this case is August.

The question about the "last month" is the most important in the monthly query, because it gives an image of what has just been experienced. It is not a question of sales or order figures, but the subjective satisfaction with the business development this month. Can be rated with 1 (very bad) to 6 (very good).



2010	4.13
2011	3.89
2012	3.95
2013	4.00
2014	4.02
2015	4.07
2016	4.28

What do we read from the series of numbers? Over the years, the satisfaction with the business in August has progressed in small steps, but continuously upward. In any case, this applies to the participants in the monthly survey. The EuRA office does not control who is taking part and who is not. It is only registered from which country the answers originate. I am convinced that, in essence, they are always the same participants. Their interest in the project makes the answers interesting. However, we do not know if they apply to all EuRA members. Unfortunately, the proportion of the participating members is relatively low.

Nevertheless, everyone can compare their own development with these results. Even if there are no "hard" numbers, they are better than guesswork.

# Brexit - Four Months on... Where are we Now?

We held our second webinar on Brexit and its implications for mobility during October and our brilliant legal team, Gordon Kerr and Stuart McWilliams at Morton Fraser took an in depth look at where things are headed. Dominic Tidey summarises the session...



We are now four months on from the morning we woke up to the news that the UK would be leaving the EU, and although speculation is rife throughout the world's press about what this will mean, there are a now a few predictions we can make with more certainty than we could on that dramatic June day.

The UK has a new Prime Minister, Theresa May who has appointed the ministers who will be responsible for guiding the UK through the transition. The appointment of Boris Johnson to the post of Foreign Secretary raised eyebrows across the UK political landscape as he had been instrumental in the Leave campaign both as an MP and as Mayor of London. Where Theresa May was an ardent Remainer, she took a big political gamble of placing such a high profile Leave campaigner in such a visible global role. David Davis was appointed to the post of Secretary of State for Leaving the European Union and will oversee all the various components involved in deconstructing the UK's links to the Union.

These components involve two major legal challenges. Firstly,

the process of triggering Article 50 which will begin the two year timeline to exit. The government has announced that Article 50 will be invoked by the end of March 2017. This will then launch the 2 year period for negotiating. By April 2019 the UK should have exited the EU but given the scale of the undertaking this may be an unrealistic target.

Secondly, the laws enacted by the EU during the UK's membership all apply to the UK legal catalogue. The UK has to incorporate all this legislation onto its own statute books and then decide which to retain and which to remove or amend. This is a very large task!

Following the governments' decision to trigger Article 50 in March next year, the Prime Minister announced at the Conservative party conference, that they are looking at a Hard Brexit.

Gordon Kerr, Director of Employee Mobility at Morton Fraser explains;

"Hard Brexit means that the UK government will demand to have control over immigration. This means that following the

## UK's departure

there will be some kind of restriction on free movement of people between the EU and the UK. Secondly and as a consequence, there will be restrictions on the UK's access to the single market as it's unlikely that the UK will be permitted to remain part of it. Thirdly there is now significant uncertainty around whether pass-porting rights for financial institutions will be kept in place. This refers to the aspect of EU law which says if a financial institution is based in one EU country, it can operate in all other states without any restriction. If the UK is no longer part of the pass-porting arrangement, it has major implications for the future of London as a financial hub."

Following the referendum, it was widely speculated that the UK would adopt a model similar to that operated by Switzerland and Norway, with partial free movement and access to the single market, but as the UK government started to take the temperature of public opinion it quickly became clear that the primary reason for the Leave vote was immigration.

Norway and Switzerland allow free movement of people from the EU in return for access to the single market, but now that Britain has indicated it will stop free movement, the scale of the difficulty of the negotiations is becoming clear.

Add to this the sheer complexity of the voting system within the EU and the task is daunting for the UK government. All 28 states must agree for negotiations to succeed and taking into account the recent refusal of Wallonia to agree to the EU Canada trade deal, there are some tricky meetings ahead.

The negotiations will be focussed on many areas of the future relationship the UK has with the EU, but also on its future relationships with every other country in the world. The EU negotiates trade deals as a bloc. Individual countries have ceded this power to the EU negotiators and one of the challenges facing the UK is re-establishing this function as a department of government. Not only will the UK have to renegotiate its agreements with the other 27 EU countries, it also has to build new agreements with all of its other trading partners, crucially the USA and Canada, Australia, New Zealand and China.

A further complication comes in the form of the place of EU agencies both in terms of their physical presence in the UK and as regulatory bodies.

Gordon again;  
"One example is The European Medical Agency (EMA) which is based in the UK. With 900 staff, once the UK leaves the EU, those teams will be moved back into the Union. One of the features of these agencies is the 'clustering' that

takes place as a result of where they're based. It makes sense for the big pharmaceutical companies to be based close to the EMA, especially for their drug testing departments. This will represent a large number of people working currently in the UK, migrating to the new base of the agencies they work for or are clustered with."

There is no doubt that markets hate uncertainty and the only certainty about Brexit is uncertainty. The recent unprecedented drop in the value of Sterling on the announcement of a Hard Brexit shows how jittery the markets are. This could have an impact on the kinds of investment decisions multinational companies are making or at the very least, cause them to postpone them which will have an impact on economic growth. However, there was reason for the Prime Minister of the UK to allow herself a big grin when Nissan recently confirmed it would continue to build the new Qashqai and X-Trail models at its UK plant. The Japanese company's commitment to the UK had been in doubt with rumours that it would move production on a Brexit vote, to Romania, so this is a significant vote of confidence in a post-Brexit Britain.

So what does this mean for immigration? At this stage there is still a great deal of speculation, but the original idea of an Australian style points based system seems to have been ruled out.

Stuart McWilliam;  
"The government moved away from a points based system in 2010 and is unlikely to reinstate it. Instead, there are now two options. First is taking the existing Tier 2 visa system we have and applying it to across the board, regardless of



whether the individual is from an EU member state. From a relocation context this is a worst case scenario as it would make getting people in on assignment much harder than it is now. The second scenario is a middle ground, with EU nationals needing a work permit but not requiring a Tier 2 visa. This would still increase the burden on companies relocating staff into the UK from the EU, but would not be as complex as the Tier 2 system which currently applies only to non EU residents."

There were three important questions raised in the session. Firstly, is there any likelihood of a reversal of the referendum vote? In short the answer was no. It is possible that a general election in the UK could lead to a situation where a major political party opposed to Article 50 and Brexit could win, but that would be a very tough political situation to be in. Second, given the €13bn fine levied against Apple's operations in Dublin by the EU, could a non EU UK lower corporation tax to attract inward investment? In short, yes that could and may happen. Lastly, could Brexit lead to Scotland leaving the UK? In short, yes it could. So for every answer right now, there are many more questions, but we will keep members as up to date as we can.

*Dominic Tidey is the COO of EuRA and the editor of the European. Contact him at [dominic@eu-ra-relocation.com](mailto:dominic@eu-ra-relocation.com) or on Twitter @tideyeura*

## Member News



### [ISL](#)

ISL London wins prestigious ARP Award

### [ISL](#)

The Festival of Learning

### [Globe Moving](#)

New Office Address

### [Professional Relo](#)

The Floating Piers - Lake Iseo, Italy

### [Air Animal Pet Movers](#)

Leading pet mover expands to Orlando

### [Oakwood Worldwide](#)

Oakwood Worldwide expands London Offering with three New Locations

### [Move One](#)

Move One helps make a difference in Iraq

### [ReloJapan and Orientations](#)

H&R Group (Relo Japan) acquires Orientations, Inc.

### [Relocation Services Strohmayer GmbH](#)

25 years in Business

### [Bristol Global Mobility](#)

Bristol Global Mobility adds ReloQuest Intelligent Sourcing to Optimise Global Connectivity

### [IOR](#)

IOR Global Services Wins Corporate Responsibility Award from NEI Global Relocation

### [School Choice Int'l](#)

Going Local - What Does it Mean for Expat Schooling?

### [School Choice Int'l](#)

Addressing the Costs of Early Childhood

### [SITU](#)

Rebranding

## Research



The Future of Mobility Research is now complete and available to members at no charge.

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

## Training Programmes



### MIM

*Module 1 The Mobility Industry in Context*

CAPE TOWN

Wednesday 23rd November

*Module 2 Excellence in Service Delivery*

CAPE TOWN

Friday 25th November

[To book click here](#)

### MIM

*Module 1 The Mobility Industry in Context*

PENANG

Monday 27th February

*Module 3 Managing International Assignments*

PENANG

Tuesday 28th February

Details will be on the website shortly

### Oxford Brookes Relocation

#### Coaching Programme

Programme D

Online January 2017

[To book click here](#)

### Webinars

BREXIT UPDATE

*What's Next?*

*Our second Brexit webinar recording is available to all members at no cost and is summarised in the article on Page 19*

Moderator: Gordon Kerr

PLEASE [EMAIL US](#) FOR A COPY OF THE RECORDING

## Member's Focus



COSMOS Consult is a Data Supply Company that services All Components of the Global Mobility Supply Chain.

To read more [click here](#)

## New Members

A very warm welcome to our 17 new Members! [Click here to view all new members](#)



# Congratulations to Our Newest MIM Fellow!



We are delighted to welcome Sara Pomerol from Geneva to the ranks of our illustrious "MIM Fellows". Sara has completed all her MIM and MIM+ training and has successfully submitted her Case Study for grading, gaining her

designation of MIM Fellow and Fellow of the EARP. Sarah has also completed the EuRA Oxford Brookes University online coaching programme and is one of our highest qualified members. You can read her full Case Study, which focusses on positive focus and strategic questioning as tools for relocation professionals below. If you are interested in achieving your MIM Fellowship, we now have a formal mentoring programme in

place, full details are on the website, [click here](#). We have two further candidates waiting for their Case Study submissions to be graded, one of which is EuRA CEO Tad Zurlinden! Full details of the MIM programme and your routes to professional certification are on the website and we will be running a session on how to start your journey in Warsaw. Congratulations to Sara on her success.

## SARA TOWNSEND POUWEROL



Active Relocation is the oldest pure destination service company in Switzerland, serving companies

and families since 1989. The Manager and Owner, Sabine Baerlocher, began her position in 2000. I joined Active Relocation as a Relocation Advisor in 2006. Since 2009, I am a Senior Relocation Advisor and help clients settle in the Geneva and Vaud Cantons as well as in neighbouring France. Active Relocation has been through many changes in the past decade. We have handled group move projects and long term clients with services as broad as Global Mobility Advice, Immigration Assistance, Destination Services, Intercultural Coaching and Training.

The Lake Geneva landscape, with its unique history and its diversity of nationalities, adds complexity and depth to the job of any relocation professional. Be they interns, senior leaders, accompanying partners or mid-career professionals, our clients come with their own stories and add to this tapestry. Because such a variety of people come to the region to work in every sector, coaching, training, and support have been vital to our relocation efforts. The industry has shifted here from

simple real estate and school searches to a more holistic and multi-faceted approach to customer service, including agility and preparedness to handle specific client needs surrounding personal, medical and even emotional support. Over the years of my professional development, during traditional activities like housing and school visits, I was confronted with issues as wide ranging as autistic children, mentally ill young adults, professionally qualified accompanying partners without the right to work in Switzerland or neighbouring France, to potential depression in the family threatening the retention of the relocated employee.

The purpose of this case study is to explore the use of positive focus and strategic questioning in communications with clients and accompanying partners during the relocation process in order to support and encourage a more successful family transition. Based on research about positive focus and inquiry, I suggest that making use of contact with clients and their families on housing and school visits to integrate coaching questions into relocation-related conversations can create positive feelings, anchor motivation to transition successfully, and launch a successful integration process

for clients and their families, potentially leading to higher retention rates. Managing client expectations has never been more complex. As relocation involves changes to lifestyle, family life and typically involves some degree of culture shock, relocation advisors can play a critical role in guiding transferees and families through transition. They can help their clients feel more empowered over the change process. Traditionally, relocation professionals use welcoming behaviors, friendliness, and information-sharing. In the information age, we all need to increase our soft skills and ability to interact on the human side. Details and local knowledge in context will remain important; however, clients have ever expanding access to factual information through web channels and social media alike. Relocation advisors can benefit from training in positivity and strategic questioning in order to keep pace with changes in technology. This concept of creating positive emotion in ourselves and others can be learned and easily blended into current relocation practices. As a step towards stronger soft skills for relocation agents, basic coaching tools can be used without major retraining.



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