



**SHANGHAI WORKSHOP**  
**FUTURE-PROOFING TALENT: GLOBAL MOBILITY**  
**STRATEGIES FOR CHINA AND BEYOND**  
**DISCUSSION SUMMARY**

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**sirva**

# FUTURE-PROOFING TALENT: GLOBAL MOBILITY STRATEGIES FOR CHINA AND BEYOND

BY ECHO LEI, DIRECTOR, GLOBAL ACCOUNT MANAGEMENT AT SIRVA

Sirva's workshop was designed to help global mobility and HR professionals, who are based in Shanghai, China learn new ideas and best practices to enhance their mobility programs and develop strategies to optimize program cost, enhance employee experience, and achieve both business and talent objectives. The purpose of the workshop was to collaborate and ideate solutions together, identifying areas of mobility programs that must be future-proofed, so the Mobility function remains relevant to the new generation of mobile workforce.

We started with an overview of how *global trends are impacting your business and mobility function*, then we broke into smaller groups to identify ways that organizations are leveraging strategic global mobility to *attract, retain, and develop* talent.



Attract Top  
Talent



Retain Valuable  
Employees



Develop Employee  
Skillsets



Breakout Session: In what ways does your organization leverage strategic global mobility to attract top talent, retain valuable employees, and develop employee skillsets for future success?

Attract	Retain	Develop
<p><b>A global chemical company:</b> Offers commuter assignments, where an expat works in a Tier 2 or 3 city, while his/her family stays in a Tier 1 city and travels to the family frequently. This allows the family to have access to world-class dependent support and services, e.g., international schools for the children.</p> <p><b>A biopharma MNC:</b> Created a Future Leaders Graduate Program (FLP) for early talent with career development and support.</p> <p><b>A Singaporean conglomerate:</b> Enhanced their existing relocation package to attract talent back to China post-pandemic.</p> <p><b>A global fragrance company:</b> Companionship is viewed as important after the pandemic, as such, pet relocation has been added to their relocation package.</p>	<p><b>A biopharma MNC:</b> On assignment, older generation expats are entitled to adequate insurance coverage and family-related support such as flight ticket allowance and dependent visa.</p> <p>Upon repatriation, assignees who are usually baby boomers or generation X are offered local packages with additional support such as insurance, tax, and family benefits such as securing schools for the children.</p> <p><b>A European energy company:</b> Targets single or mature families for assignments with simpler policies due to its huge volume of such assignees.</p> <p><b>A global travel provider headquartered in China:</b> With a workforce made up of mainly early career employees with one to three years of experience, the company leverages international and domestic assignment opportunities to retain talent and fulfill their project-based business requirements. However, they have tight cost control with support like visa assistance, home finding and moving services only as optional services.</p>	<p><b>A biopharma MNC:</b> FLP also focuses on professional and personal growth for future leaders.</p> <p><b>A German pharmaceutical company:</b> Prioritizes assignee satisfaction and development over cost-saving measures. e.g., spouse support has been added back into their relocation package.</p>

In addition, we also uncovered some common themes and challenges that service providers and Global Mobility owners can work together to address:

Challenges	Solutions
Updating legacy expat policies	Work with Sirva’s Global Advisory team to uncover inconsistencies between old and new policies or regions. Review to ensure policies are up to date and relevant for the current workforce.
Retaining talent post assignments	<p>Talent and Mobility working together more closely to align on career trajectory and assignment objectives for career advancement or skills development is a great way to encourage retention of talent.</p> <p>Sirva’s Intercultural team offers Repatriation programs that address many of the psychological and practical assignee and family issues when returning from assignment. These programs also serve to help the assignee manage elements of their own career to own the new skillsets and position them in the wider organization upon their return.</p>
Balancing policy complexity with volume	Engage Sirva to create diverse solutions for a diverse workforce, e.g., consider a Core-Flex model that can simplify a large and varied suite of policies for different needs. Provide a consistent core and allow the business or assignee to select itemized elements to add to the package to suit needs, budget, or priorities. Once designed and set up, a Core-Flex program can be a consistent, simple approach that serves a large move volume, but also adapts to individual and business priority needs.

Challenges	Solutions
<p>Rebuilding China’s image for expat assignments post-pandemic</p>	<p>To attract talent into China, we have taken different approaches to support our clients, including:</p> <ul style="list-style-type: none"> <li>• Compensation—hardship allowance, relocation premiums.</li> <li>• Additional relocation support, e.g., home air filters/purifiers, welcome baskets upon arrival, language and cross-cultural training.</li> <li>• Internal support—e.g., faster payroll set-up, issuance of company phone (with pre-installed helpful apps), on-the-ground expat buddy systems, company expat WeChat group community.</li> <li>• ‘Selling’ China through virtual city tour video guide that shows the location more vividly and attractively.</li> <li>• Using more traditional generous expatriate policies as opposed to localized or streamlined packages.</li> <li>• Clarity and reassurance around emergency evacuation and health/safety protocols, as well as enhanced duty of care responsibilities.</li> </ul>

## Case Studies

In the second workshop session, we shared case studies of *creative package designs and cost-saving solutions*, through looking at *policy design, destination services (DSP), and moving services*, including:

- Creative use of temporary accommodation for those repatriating to France during the 2024 Paris Olympics, where accommodation supply is scarce and expensive.
- Securing low-cost rental housing for early career assignees relocating into Singapore through group briefings and bookings.
- Developing a comprehensive destination guide and checklist for an urgent group repatriation during peak season.
- Managing group move in a short period of time by offering package flexibility and cost control through favorable bundle services.

## Workshop Highlights: Five Key Takeaways

This workshop highlighted a critical shift in global mobility strategies for China. Here are some key takeaways:

- **Strategic direction:** Global Mobility has taken a more proactive approach in China through being more involved in program design and talent planning. With key decision-makers now based in China, a deep understanding of local needs can be leveraged.
- **Partner with business:** Global Mobility is crucial for Chinese companies. Mobility teams should proactively collaborate with business units to develop project plans and prepare and support talent who are relocating to challenging or new locations on short notice. Roll out policy coherence to avoid confusion and enhance employee experience. Provide internal coordination and coaching to help businesses recognize the long-term benefits of mobility.
- **Localization is key:** U.S.-centric programs are no longer effective. Benchmarking and tailoring programs to the current Chinese workforce, as well as new generation of in-bound assignees, are essential.
- **Investing in the future:** Attracting and retaining young talent requires program design to focus on long-term career development and leadership opportunities.
- **Domestic relocation:** There is a huge market for domestic relocation in China. Solutions and best practices are needed to address this growing demand.

By addressing these challenges and opportunities, Global Mobility and HR managers can establish a more robust and competitive strategy for the global workforce in and out of China, fostering a thriving and future-proof talent pool.





<https://landing.sirva.com/rs/265-GNT-197/images/Charting%20the%20Course.pdf?version=0>

The Asia Pacific is one of the most progressive regions, involving the most innovative tech and early adoption of digital tools always starts here! Be bold and courageous. Let's take our learnings and put those learnings into action and build the momentum and see where this will take us together!

THANK YOU!

## ABOUT SIRVA

Sirva Worldwide, Inc. provides HR and mobility professionals with the resources, guidance, and support they need to achieve the best possible relocation for talent, and for the companies that move them. As a leading global relocation management and moving services company, we bring together personalized program solutions, expansive global reach, innovative technology, and an unmatched supply chain to transform businesses of any size and empower talent moving to their next opportunity. From corporate relocation and household goods to home sale and commercial moving and storage, our portfolio of brands, (including Sirva, Allied, northAmerican, and Global Van Lines, Alliance, Sirva Mortgage and SMARTBOX) provide everything needed to move talent and deliver experience.

Learn more: [sirva.com](https://sirva.com)

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