

In association with...

• Gateley Plc

**SIRVA**<sup>®</sup>  
Worldwide  
Relocation & Moving

**RES FORUM**

# The Employee Value Proposition and Global Mobility: **Driving Competitive Advantage Through Global Opportunities**

---

## Quarterly Report **November 2018**



**Authored by**

**Prof. Dr. Benjamin Bader** | **Marie Oldenburg, BA**  
Professor of Strategic Management and Organization | Research Assistant  
*Leuphana University of Lüneburg Germany*

# Contact

The RES Forum cooperates with the Leuphana University of Lüneburg. The main goal is to enhance the practical perspective of the RES Forum with a more academic research approach. We aim to match the understanding of pressing issues in HR management with research expertise in order to achieve academic thought leadership in the field of global HR management.

## The RES FORUM

T +44 20 7127 8075  
E [office@theresforum.com](mailto:office@theresforum.com)  
[www.theresforum.com](http://www.theresforum.com)

## About The RES Forum

The RES Forum is an independent, highly engaged and international community of senior in-house International Human Resources professionals with more than 1600 members in over 45 countries. We are not influenced by external parties or third-party vendors. We share information to make our working lives easier and to assist in solving difficult work challenges. We collaborate on shared projects and initiatives, and we learn together. Our agenda, set entirely by our membership, is delivered through a spectrum of services including member information exchange, custom research, professional consultancy and training and a full schedule of events held around the globe.



## Prof. Dr. Benjamin Bader

Professor of Strategic Management  
and Organization  
*Leuphana University of Lüneburg*  
Strategic Advisor to The RES Forum  
T +49 4131 677 1950  
E [benjamin.bader@leuphana.de](mailto:benjamin.bader@leuphana.de)



## Marie Oldenburg, BA

Research Assistant  
*Leuphana University of Lüneburg*



## Acknowledgements

Special thanks to Professor Michael F. Dickmann, Professor of International HRM, Cranfield University, School of Management, UK, for his collaboration and support writing this report.

Thank you also to the following who supported the writing and production of this report:

- Emma Lally and Alex Footman, Gateley Plc
- Taryn Kramer, Brittany Zanczak, Jeff Mills and Lisa Marie DeSanto, SIRVA Worldwide Relocation & Moving
- Andrea Piacentini and Heather Hughes, The RES Forum (for Editorial services)

Thank you to all of The RES Forum Members who took part in the research for this report. Without you, this report would not have been possible.

This report has been produced in association with the following RES Forum Partners:



**Gateley Plc**

Steve Asher  
Director of Global Mobility  
T +44 20 7653 1724  
E [steve.asher@gateleyplc.com](mailto:steve.asher@gateleyplc.com)

[www.gateleyplc.com/services/global-mobility](http://www.gateleyplc.com/services/global-mobility)

**About Gateley**

Gateley Plc is the legal business of law-led professional services group, Gateley. Our Global Mobility service provides forward-thinking business advice on all aspects of international HR, talent management and Global Mobility strategies alongside the commercial advice that you would expect (tax advisory and compliance, employment law and immigration law). We work with a range of international organisations across a variety of sectors, including financial services, manufacturing, technology, defence, and healthcare, to help ensure they can move their people across borders quickly and on budget.



**SIRVA Worldwide Relocation and Moving**

Trevor Janes, Vice President,  
Business Development  
T +44 77 8740 0960  
E [trevor.janes@sirva.com](mailto:trevor.janes@sirva.com)

[www.sirva.com](http://www.sirva.com)

**About SIRVA**

SIRVA is a leading provider of outsourced mobility services, partnering with corporations to relocate their staff globally. SIRVA offers an extensive portfolio of mobility services across approximately 170 countries, providing an end-to-end solution and delivering an enhanced mobility experience in addition to programme control and security for our customers. SIRVA has a portfolio of well-known and recognizable brands including Allied, NorthAmerican, SMARTBOX, and Allied Pickfords.



# Introduction

---

The war for talent means that it is crucial for employers to have an appealing Employee Value Proposition (EVP, also known as an Employer Value Proposition) to attract, recruit, and engage employees. A strong EVP defines the 'essence' of the company. It tells both current and potential employees how the company is unique, what it stands for, and the reasons why its employees are proud and motivated to work there. It may include such things as an inspiring vision and a distinctive culture, but also what an employee can gain 'of value' by working there, with value clearly having financial and non financial considerations.

An engaging EVP does not just offer high salaries or other monetary benefits, but includes other compelling reasons for employees to choose an organization such as career opportunities, a pleasant work environment and conditions, and a desirable location. A well designed EVP is a key tool that organizations can use to attract, engage and retain talent, but in order for this to be possible, an EVP must be relevant, compelling and unique. It must be something that sets an organization apart from its competitors and one that provides compelling reasons for a (potential) employee to make the choice for one organization over another. The best EVPs play a pivotal role in the field of employer attractiveness and talent management, by sharpening the employer's identity, strengthening the employer brand, and successfully supporting recruitment.

However, in today's globalized world, the Global Mobility (GM) offering of an organization should be considered a crucial part of any organization's EVP that can provide a competitive advantage in attracting the best talent. Millennials and Generation Z recognize the advantageous position that they are in with demand for talent far outstripping supply, and employers need to respond to this with compelling EVPs that support potential and actual employees' desires to travel and experience international work. Even if an organization does not operate in the global space, the fact that its competition does could in itself be a point of difference in attracting and retaining key talent.

In recent years, the job market has changed from an employer-centred to an employee-centred market. With demographic changes resulting in fewer qualified candidates on the market, a compelling EVP has become

crucial in enabling employers to hire high potential candidates and outsmart their competitors in the war for talent. More than ever, talented and skilled employees are a desired resource. Employers, therefore, need to offer something that clearly differentiates them from their competitors if they want to obtain these resources; something that proposes value to their (future) employees.

Parallel to the war for talent, increasing globalization and internationalization poses both opportunities and challenges for employers. Due to improvements in transportation and communication technologies, it is easier for people to interact on an international basis, allowing people to travel to foreign places, but also to work internationally. Most large companies have an international corporate network with subsidiaries all over the world and they work with international customers and suppliers. As such, they need a highly engaged workforce with intercultural competencies and a global mindset.

International work experience is almost mandatory for any professional who wishes to climb to the top of the corporate career ladder, and almost every job description for middle or higher management level positions in companies who have even a limited global footprint, emphasizes that international experience is a benefit or even required to fill the position. In fact, many companies actually demand international experience before promotion beyond a certain level is possible. Conversely, international assignments play a big role for high potential employees as well, particularly for younger talents who demand more flexibility and have the motivation and desire to explore the world; international assignments are very important for their personal development.

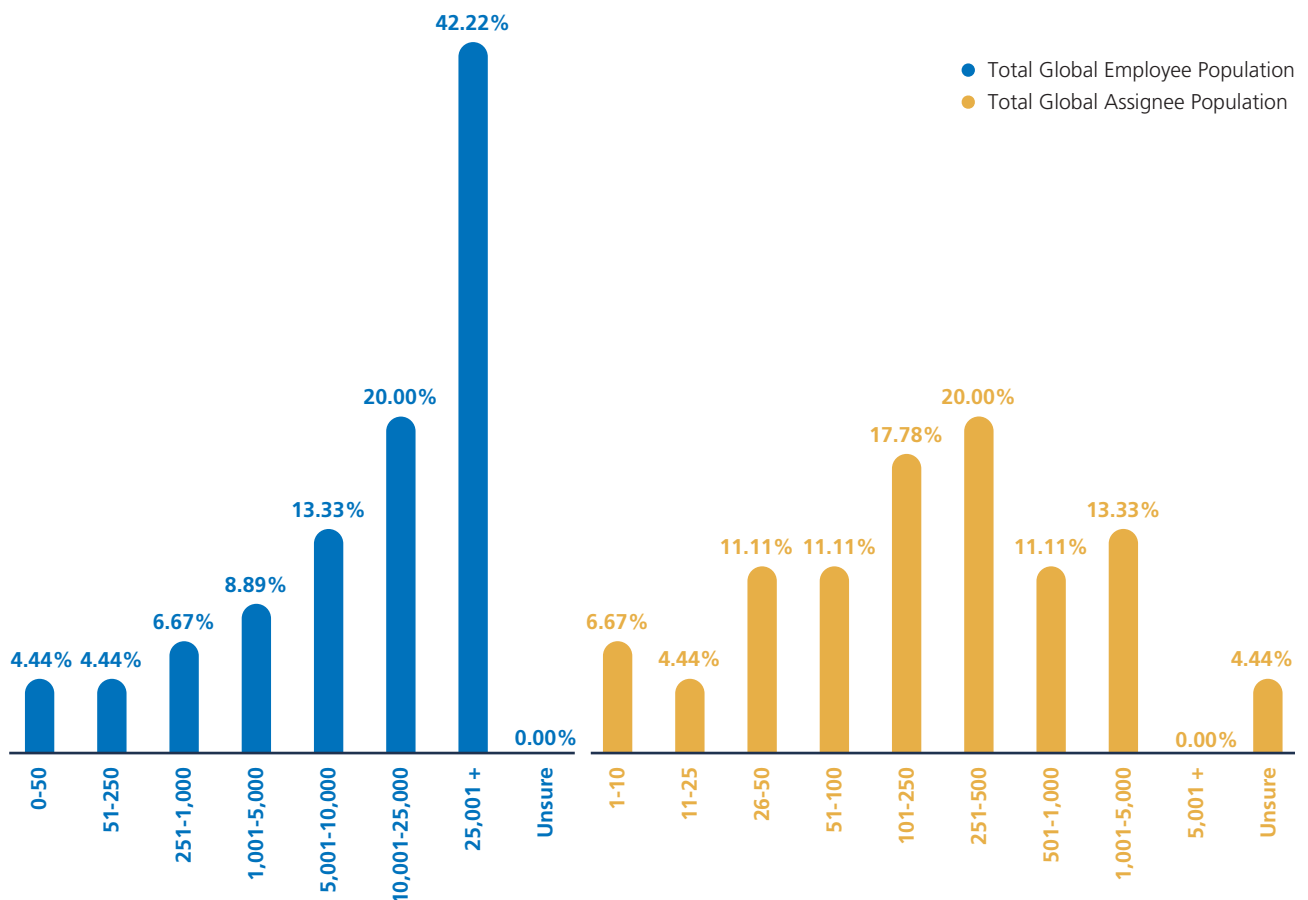
In this report, we address the EVP through the lens of Global Mobility using survey data carried out among RES Forum member companies. This report demonstrates how Global Mobility and international assignments are used to create a competitive advantage in order to attract the best employees. In particular, the report investigates the current characteristics of companies' EVPs and reveals to what degree Global Mobility is considered, integrated, and actively communicated within these companies. Finally, the report develops action steps for organizations to make the most out of their EVP offering in terms of Global Mobility.

# Who participated in the study?

The study draws on a sample of 46 participants from RES Forum member companies in The Americas (21 participants), EMEA (22 participants) and APAC (3 participants). 30% of all participants are Head of Global Mobility. Other positions were Global Mobility Manager (26%), Senior Global Mobility Advisor (17%) or Senior Global Mobility Manager (15%). Nine of the 46 participants work in the Technology sector, eight work in the Banking & Finance sector, and four in the FMCG sector, while the other participants work in a variety of other industry sectors. We also compared the total global

employee population and the total current global assignee population to emphasize our focus on Global Mobility, as illustrated in figure 1. 19 respondents, (41% of the participating companies), stated that their company has a total global employee population of more than 25,000 employees. On average, these companies currently employ between 501 and 1,000 international assignees. In other words, they oversee a large number of expatriates and consequently are well-experienced and qualified to answer our questions.

**Figure 1:** Total Global Employee Population vs. Total Global Assignee Population



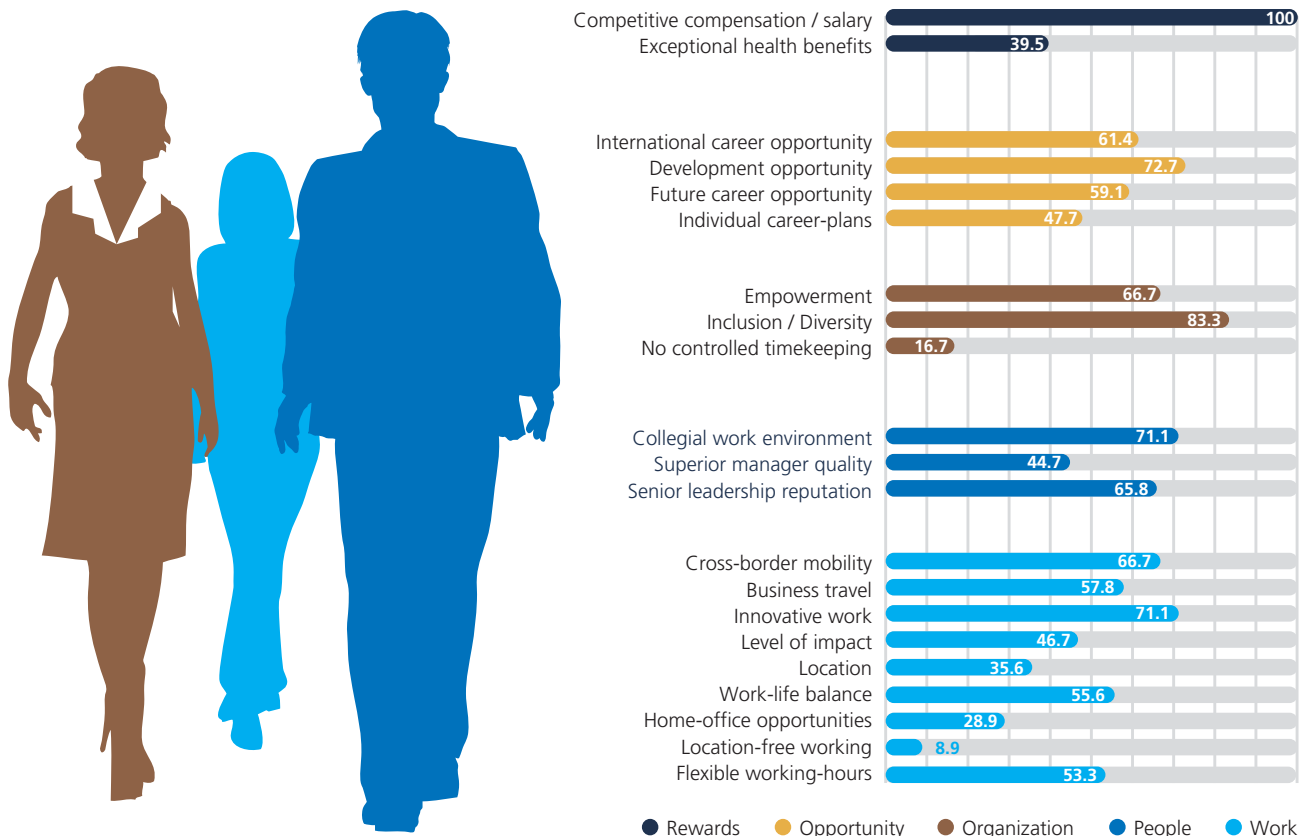
# A snapshot: EVP and its characteristics

The CEB Corporate Leadership Council (2015) notes that EVP is a set of attributes which the labour market in general and employees in particular consider in terms of the value gained through employment with an organization. These attributes can be divided into five categories, namely rewards, opportunity, work, people, and organization. International work and Global Mobility can be integrated into all of these categories, but it specifically has relevance in rewards, opportunity or work.

But before we could understand how Global Mobility forms part of the EVP we needed to look at the current EVPs of the participating companies. We took the

following categories as a starting point and asked Global Mobility managers which aspects within these categories are part of their EVP – we were therefore able to capture a general picture of the EVP offering of today. As illustrated in figure 2, most companies integrate diverse factors from each category into their EVP strategy, and the graphic shows what percentage of the companies surveyed include each element of the five EVP categories.

**Figure 2:**  
Percentage of companies surveyed who include each element of the EVP categories into their own offering



Of course, it is not only important to understand which characteristics are integrated into the EVP strategy of organizations, but also to find out why the companies opted for these aspects. Of particular interest to us as GM professionals is understanding the value and status of Global Mobility within the articulation of EVP from one company to the next.

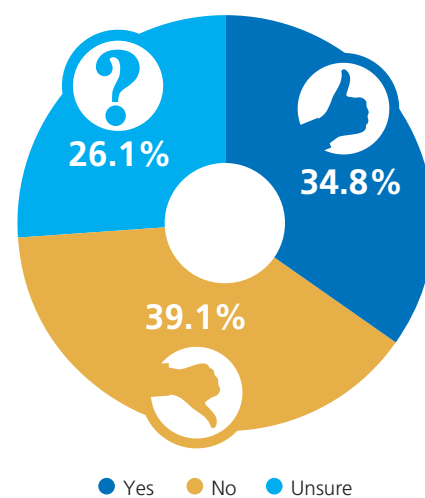
Our participants clearly stated that in a global company, it is important both to hire talent that is interested in international work and travel, and to develop a workforce with a global mindset. LaShell Tinder, an HR Director for Mobility at Skanska USA, Inc, based in the USA commented that this is because “mobility is critical in encouraging knowledge sharing, leadership development, succession planning, and career development.” Consequently, organizations aim to implement into their core values those aspects that attract and retain talent in an internationalized, fast-changing world. Notably, one Global Mobility Specialist in the energy sector revealed that, while their company has no formal EVP, as a global company they need to hire talent that is interested in travel, and they need to provide adequate remuneration to them to enable this. In other words, Global Mobility managers are acutely aware of the requirement for an EVP that includes the possibility to live and work abroad but also to grow actual and potential earnings by supporting global mobility aspirations.

Yet, whilst the majority of participants understand the importance of attracting highly talented employees and also comprehend that those highly talented employees have a desire to gain international experience, few companies seem to actively communicate these international working opportunities to potential employees. In many cases there appears to be a discrepancy between the desires and the requirements of Global Mobility departments and the respective corporate strategy. As can be seen in figure 3, the majority of participants state that there is either no formal communication strategy on the organizational approach to global mobility or that they are unsure if there is one. The reasons for not communicating information on the approach to global mobility are quite diverse. While for companies without a formal EVP these reasons are obvious, other respondents stated that communication relating to international assignment opportunities starts much later when employees have already been hired.

Others state that Global Mobility lacks alignment with recruitment teams and talent management, meaning that the voice of GM teams is just not heard.

**Figure 3:**

Do you communicate international assignment opportunities during the recruitment process?



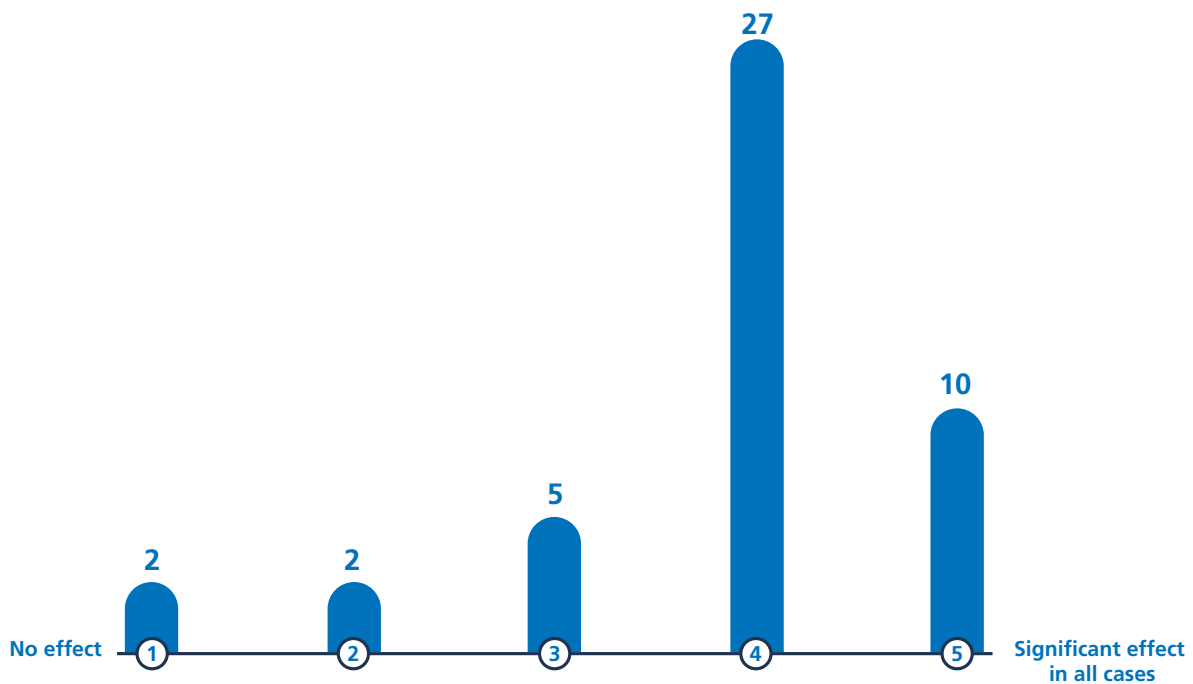
**“Mobility is critical in encouraging knowledge sharing, leadership development, succession planning, and career development.”**

LaShell Tinder, HR Director for  
Mobility Skanska USA, Inc.

However, it is encouraging to see that approximately one third of the respondents state that Global Mobility opportunities are clearly communicated and discussed within interviews. In only a handful of cases it is already part of the job advertisement or the employer brand. Most respondents stated that their organizations share global mobility opportunities much later during the onboarding process, meaning that it is not part of the recruitment process and as such does not play an active part in attracting potential new employees.

A Senior Global Mobility advisor in the energy sector, in a company with more than 1,000 expatriates, states that one reason why companies may not directly communicate the opportunity for international assignments during the recruitment process is that usually they do not send new hires on international assignments. Whilst this logic is entirely understandable, it is a missed opportunity that prevents the company from attracting employees who want to be assured of the possibility of being globally mobile within a company at some point, even if this is a long way in the future.

**Figure 4:** What effect do you think an EVP has on a potential employee when choosing an employer



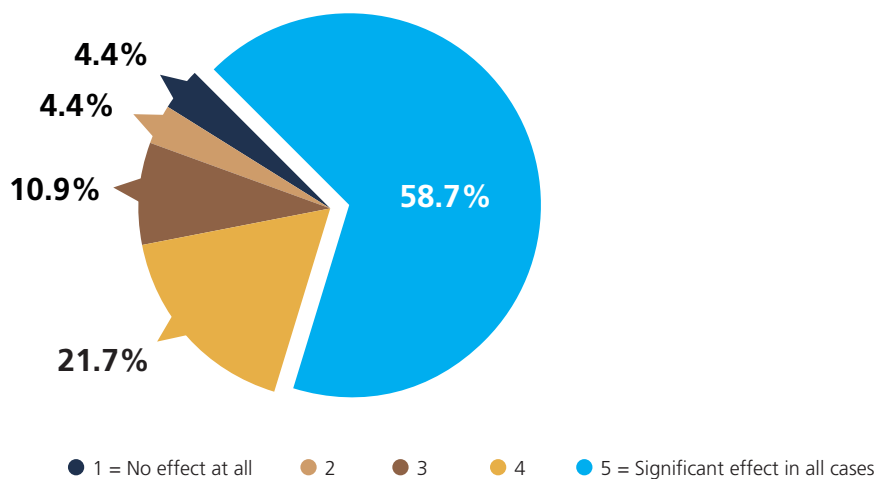


# Attraction, benefits, and costs: What role does an EVP play within the recruitment process?

Given that the war for talent is currently at its peak and employers need to fight to attract, recruit, and retain the best talents, companies need to differentiate themselves from their competitors by offering something that others cannot. The reality of some employees having the opportunity to go on an international assignment is a given in any major company today, but organizations can differentiate in terms of the actual process and design of their GM offering and how this is communicated. For example, organizations may consider communicating exactly what the chances are of being offered an international assignment, what the purpose and career stage of the assignment is likely to be (strategic,

developmental, technical)? They may wish to provide information showing what the organization's repatriation strategy looks like and how an assignment affects post-repatriation career prospects within the organization. These and other aspects are essential, and they should be communicated within the EVP. From the perspective of a GM professional, we wanted to find out whether, where these aspects of an EVP are communicated, does it influence the candidate (i.e. potential employee's) choice. Around 80% of our respondents believe that an EVP has a significant effect on candidates' choice in most or all cases, as shown in figure 5. This is a very strong statement in favour of the value of an EVP.

**Figure 5:** Effects of an EVP on the potential employee, when choosing an employer



However, respondents also state that other factors such as the age generation (e.g. Gen Y, Gen Z, etc.) of the potential employee and the characteristics of the EVP itself can have a great effect on whether the EVP achieves the potential for which it was created. Respondents noted that younger generations demand more flexibility and a stronger ability to identify with their job and their employer, therefore, the communication of related aspects can help to influence their choice of employer. Other participants argue that people decide upon their employer based on salary and compensation packages, meaning that money is the most important element to be communicated. But what all respondents agree upon is that the EVP influences the candidate's choice if the company communicates the right aspects to the right groups of people.

An international or domestic relocation opportunity can add to the career balance sheet of an employee; rather than an additional component of compensation delivered to the employee, the mobility opportunity provides the chance for an employee to enhance their resumé by developing competencies in a new location and/or skill, potentially adding to their marketability.

**Trevor Janes**

Vice President, Business Development  
SIRVA Worldwide Relocation  
and Moving



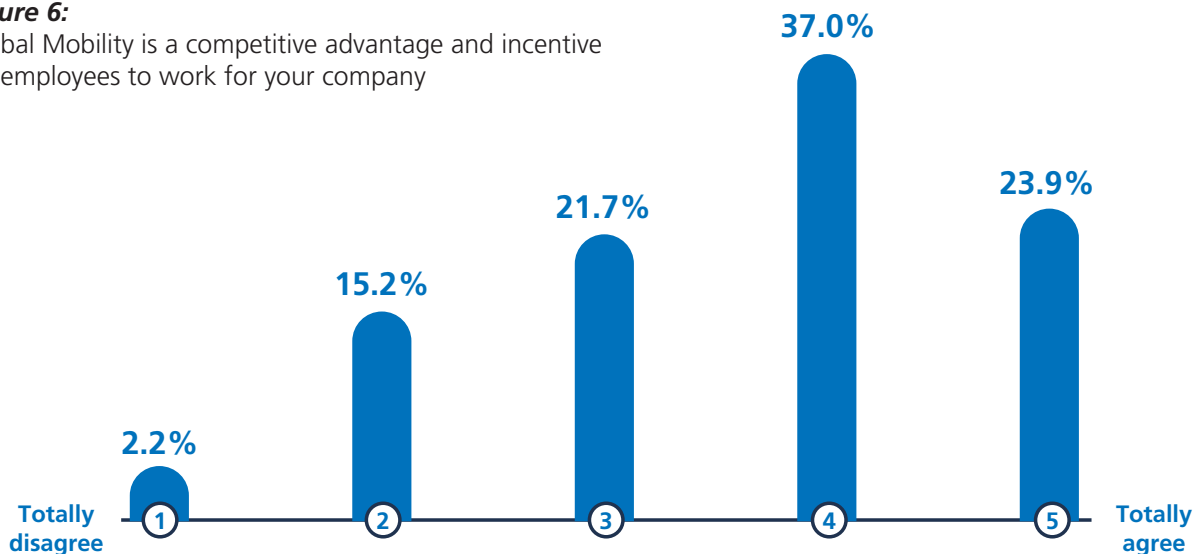
# The merit of international work: Competitive advantage? A must or a 'nice to have'?

Focussing on Global Mobility, we also asked whether Global Mobility and the chance to work on an international assignment might be “the right thing” to communicate actively to potential employees. More than 60% of the participants agree that Global Mobility indeed is a competitive advantage and poses an incentive for employees to work for a certain company, as shown in figure 6.

A 2018 SIRVA Report shows that 48% of companies identify career/work experience outside of an employee’s home/origin location as a key requirement for career advancement within the company. A mature programme that provides support to facilitate the movement of talent across borders is critical to the development of the skills and competencies that an employee needs to manage their career.

**Trevor Janes**  
Vice President, Business Development  
SIRVA Worldwide Relocation  
and Moving

**Figure 6:**  
Global Mobility is a competitive advantage and incentive for employees to work for your company



With regard to a company's overall EVP, it appears that the huge value Global Mobility can add to the EVP is not fully exploited yet. This holds true across all industries. In fact, our respondents gave us quite compelling arguments as to why they believe that Global Mobility should be

considered as part of the EVP. They are already convinced of the importance of offering the chance to work internationally as part of the recruitment process as can be seen by the following comments.

**"Millennials are looking for international travel and flexibility of working practices and will look for companies who offer this."**

Global Mobility Manager, EMEA

**"Global organizations source talent across borders and the ability to attract and recruit internationally needs to be considered appropriately in their EVP."**

Manuela Antunes

Head of Global Mobility & Total Rewards

Swarovski

Zurich, Switzerland

**"More and more people want the opportunity to travel for work or to go on international assignment for personal development purposes and companies need to communicate this to attract the right type of talent."**

Global Mobility Specialist, Americas Region

**"These types of opportunities are important for many employees, so considering it a part of the EVP is critical."**

Abigail Harris

Senior Director, Career Mobility

FIS

APAC region

**"All businesses need talent wherever they can find it, and this inevitably involves mobility."**

Global Mobility lead, APAC Region

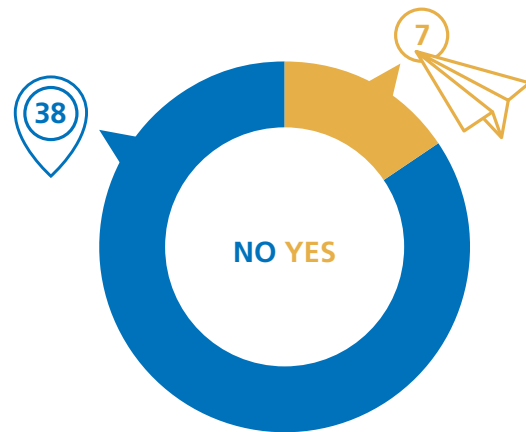
Please note that where names are given, this is with the kind permission of the quote authors.

However, reality appears to differ from the theoretical ideal, at least when considering Global Mobility beyond traditional international assignments. Only 7 participants affirm that their organizations fully embrace the opportunity to work location-free, i.e. from wherever employees choose to work, including across borders.

Although, many organizations claim that they offer the chance to work from home or other locations within a certain area, the opportunity to truly work without borders is seldom given. Very few companies support the concept of the true global digital nomad.

**Figure 7:**

Does your company offer the opportunity to work location-free?



# Employee Value Proposition and Global Nomads

Traditional careers began disintegrating after the global financial crisis of 2007-2008. Its aftermath, along with the impact of digitalisation on the systematisation of routine and repetitive work, has meant that although employers continue to cling to the old-world perspective of international resourcing, the dematerialisation of the traditional international assignment model means a different kind of approach to cross-border projects is needed. At a time when it is becoming increasingly difficult to find suitable employees and to motivate them to accept an international assignment, traditional worldwide resourcing approaches need to accommodate alternative strategies. Global nomads are a growing demographic of workers who prefer to be location independent, often working remotely and over the internet. Although very few of the companies surveyed in this report support the concept of the truly global digital nomad, such employees will often have many of the skills required for successful international work. For example:

- **International work experience;**
- **Cross-cultural knowledge;**
- **Multi-language skills;**
- **Flexibility; and**
- **Willingness to travel.**



Global nomads are likely to include contractors, employees, workers on call and temporary workers. Some may be fulltime employees with an employer that allows them to travel and work remotely; others will be retained on freelance type arrangements.

How can employers create an Employee Value Proposition (EVP) to attract and retain such high quality employees for international work? Global nomads will not be driven solely by financial incentives; they will also need good quality facilities and communication tools. Perhaps the employer could offer 'nomad hubs', enabling international employees to check-in over weekly conference calls and giving them the option of working from a co-working space. To help these workers to stay motivated, companies might also need to offer community managers to support communication needs.

This degree of flexibility, even if not required very often at first, will also help meet the global mobility and career aspirations of millennials as they begin to assume leadership roles. Employers that have compelling EVPs that support employees' desires to travel and experience international work, stand out from the crowd. If a company can show that it understands the value and status of global mobility to nomads, as part of an EVP strategy including cross-border working, it can establish a clear way to differentiate itself from its competitors and take advantage of emerging global nomad resourcing opportunities.

## **Steve Asher**

Director of Global Mobility  
Gateley Plc

# Individual assignment packages or standardized corporate approaches: How are these 'conflicting' requirements dealt with?

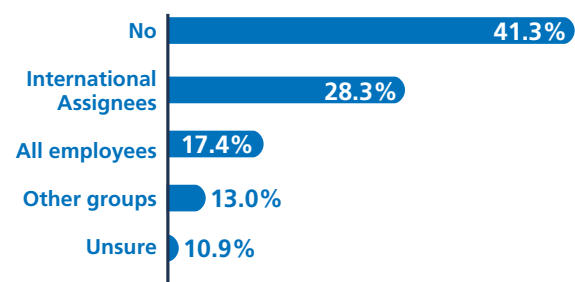
General HR wisdom tells us that offering the "right" package to the "right" person is essential to attract, recruit, and retain the best talent. Depending on their age, their culture, and their lifestyle, people have different needs and demands from their employer and international working, be it a full assignment or regular business travel – it is no different. For instance, with respect to international working, personal drivers, expatriate remuneration packages, and the professional challenge that promotes their careers are most important to early-mid careerists, as well as Generation Y workforce. Partner or family issues, dual career considerations, as well as security concerns are more important to mid-peak or late careerists. Also, cultural differences affect the probability of a candidate accepting an international assignment. People from different cultures have different dimensions that determine their behaviour and decision-making (Hofstede, 1980). Germans, for example, are security-seekers and have a long-term outlook, while US Americans tend to focus on their own individual achievement and personal development.

Although in a globalized world these differences can be quite broad and the need and wants of potential candidates can vary greatly, most companies (55%) run a global approach to their EVP, rather than accounting for local or generational specific approaches. However, according to previous RES Forum research from the 2017 Annual Report, potential international assignees are getting older. Senior managers are more likely to accept longer-term assignments with a strategic focus, while younger expatriates are more likely to be sent on developmental assignments, and it is generally becoming increasingly difficult to find suitable candidates and to motivate them to accept an international assignment. Based on this finding specific to GM, companies should carefully consider whether there

is a need to adapt their EVP strategy more broadly to meet the needs of diverse employee groups.

80% of the participants in this study stated that their company does not offer additional international assignment allowances for employees who travel frequently as part of their job role. One respondent argued, "if frequent international travel is a part of their role, they are compensated through a higher base salary". When it comes to international working that exceeds incidental business travel, 29% of respondents say that their organization offers individualized or flexible assignment packages based on individual negotiation or on a flexible benefits approach. Only 18% of responding organizations offer individualized assignment packages for all transferring employees, while more than 40% do not offer any form of flexible package, as shown in figure 8. Consequently, according to our participants, the different needs and desires of employees are not fully considered by organizations.

**Figure 8:**  
Does your organization offer individualized / flexible benefits packages to employees



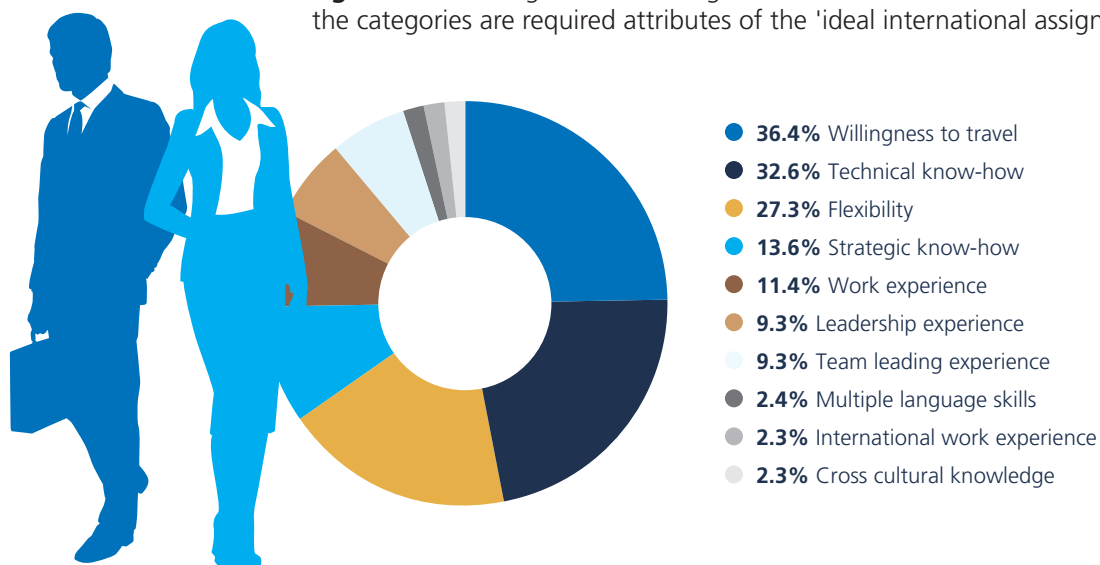
Please note that percentages total more than 100% as respondents were asked to tick all options that apply for their organization

# Requirements, skills, and know-how: What does the perfect international assignee look like?

In an ideal world, every company could attract the talent they truly want with the exact skill set that they need. And, of course, there would be a perfect person-organization and person-job fit every time! Of course that will never become a reality! However, a solid EVP combined with active communication and thoughtful staff selection can be a step in this direction. Obviously, you cannot select “the right staff” without having a clear idea of what actually makes a new hire the “right one.” As such, we wanted to know how Global Mobility professionals actually picture “the perfect talent.” What requirements does their company place upon international assignees, which skills do employees need, and what know-how must they have? Figure 9 illustrates what GM teams believe makes the “perfect candidate” for an international assignment.

Most participants stated that the willingness to travel, as well as technical know-how, are extremely important requirements. Also, work experience, strategic know-how, and flexibility are attributes that every international assignee absolutely must have to be considered “the right one.” It is worth noting that a few respondents argued that there is not “one right profile for an international assignee.” It depends on the specific position, the role, and also their personality. This is of course true, however the combined opinions of our respondents give us a consensus view as seen in figure 9.

**Figure 9:** Percentage of GM managers who indicated that each of the categories are required attributes of the 'ideal international assignee'





In order to present a more detailed picture, figure 10 illustrates how important (or not) the respective attributes of an ideal expatriate are for our respondents.



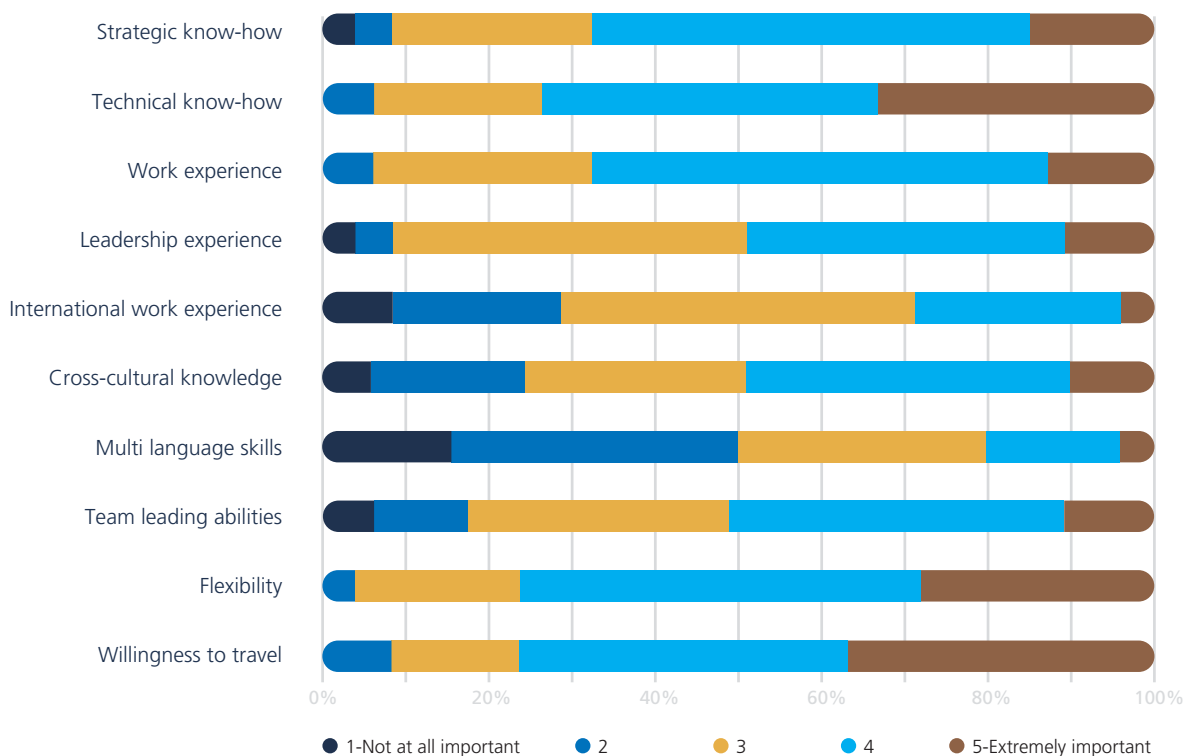
It is imperative that any mobility programme be designed based on the needs of the business and the employee in order to develop a positive brand image of mobility within the organization. If the mobility programme is perceived as lacking in terms of the level and/or nature of support that is provided to the employee, organizations will encounter challenges in deploying talent to meet critical business and/or talent development needs.

**Trevor Janes**

Vice President, Business Development  
SIRVA Worldwide Relocation  
and Moving

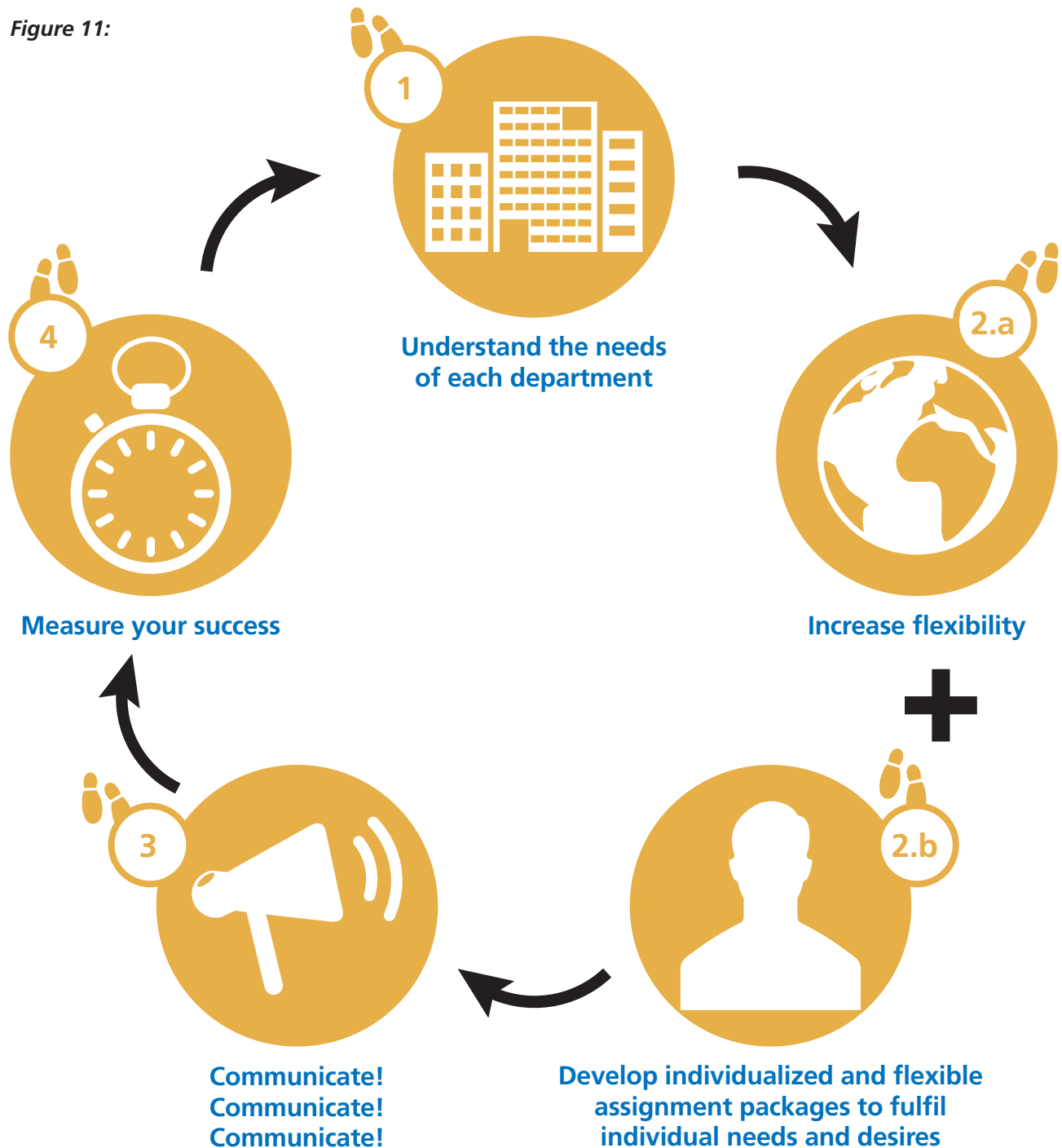
**Figure 10:**

How important are each of the following skills and attributes for international assignees to have within your company?



# Action steps for organizations: How to account for Global Mobility within your EVP?

Figure 11:





## 1. Understand the needs of each department

A deeper understanding of the needs of each department, in particular of the opportunities

that these departments could offer to new employees with respect to international working, can provide a huge competitive advantage in the war for talent. It is important that all relevant departments align their interests and discuss their desired approach to GM as part of the EVP to enable organizations to find a common solution. The specific benefit of working globally needs to be shared with the other departments. Make it clear that the Global element does not replace other departments' needs, but it is a valuable add-on.



## 3. Communicate! Communicate! Communicate!

When you have developed your ideal EVP with strong references to international working, make

sure that you share it with the world! Communicating the opportunities your company offers for international working will attract highly qualified talent with the required skills to apply. Remember too that the most desired employees don't get just one offer, they typically have options to choose from. A solid EVP with strong emphasis on global working can influence the potential employee's decision in a positive way. In order to communicate the EVP and all of its aspects effectively, make use of all marketing channels including job adverts, social media, your website, interviews, etc. – whenever and whenever you can, tell people out there what is so great about working for your organization and about the international opportunities that exist.

A good example is Netflix ([jobs.netflix.com/culture](https://jobs.netflix.com/culture)). Starting out with the statement that they 'put people over process', and have great people working together as a 'dream team', they present themselves in a structured and compelling way. Their EVP surely goes some way towards explaining their success.



## 2.a Increase flexibility

Working from home is a widely offered benefit.

Through increasing digitalization and virtual work opportunities, working from anywhere in

+ the world at any time is possible in many jobs, although cross-border working is not yet a part of many firms' EVP-strategy. This may be due to complex regulatory and tax considerations but companies should not rely on this as an excuse for not investigating the possibilities of offering this to employees. Thinking of the art of the possible, by implementing cross-border working opportunities and explicitly communicating these opportunities, firms have the chance to differentiate themselves from their competitors. Whilst this may not be possible for every position, employers who can offer this will almost certainly attract employees who see the ability to choose their own workplace as a hugely desired benefit.



## 4. Measure your success

Finally, ensure that you incorporate ways to check that your efforts have been successful. Be sure to define success criteria (e.g. number of applications

generated, number of accepted job offers, turnover rate, etc.) and see, how your EVP affects these criteria – this includes the aspects relating to international working. You can also survey applicants and newly-hired employees and find out more about their decisions. They have the answer, you just need to ask them! And don't forget, it does not end there. If you are happy with the success – great, keep it up and see if you still account for the needs of all departments and whether there are more things you can offer. If you are not happy with the success, find out what the problem is, adjust the EVP and measure again. It is a cycle that can benefit from constant improvement and renewal!



## 2.b Develop individualized and flexible assignment packages to fulfil individual needs and desires

Individuals, as the word already indicates, have

individual needs and desires. Global, inflexible assignment approaches fulfil some of these, but may also include benefits that are not relevant to the assignee. An individual who can compose their individualized assignment package that is perfect for them feels individually recognized. Yet this does not mean throwing money away. Often an assignment package that allows employees to select from a range of assignment benefits that are relevant to them can be more cost effective than offering a full range of assignment benefits, some of which may hold no value to the employee.

**CEB Corporate Leadership Council (2015)**  
Introduction to EVP. [www.cebglobal.com](http://www.cebglobal.com)

**Geert Hofstede: Culture's Consequences**  
*International Differences in Work Related Values.*  
Newbury Park, London/Neu Delhi 1980, ISBN 0-8039-1306-0

**RES Forum (2017). The New Normal of Global Mobility – Flexibility, Diversity & Data Mastery.**  
Written by Michael F. Dickmann. *RES Forum, Harmony Relocation Network and Equus Software.* 117 pages, London.

*Main Data Source-*  
**"Global Mobility & The Employee Value Proposition"**  
*RES Forum Survey, July 2018, 46 responses*





## RES Forum's Brand New Virtual Education Programme

Developed in partnership with Knowledge Anywhere, to help GM Professionals become experts in Global Mobility (GM), the curriculum covers the following aspects of Global Mobility and International Relocation:

- Mobility overview
- Assignee journeys
- Employee compensation
- Compliance

Each module includes an assessment to ensure understanding and drive engagement.

For participants who want to take their Learning Lab experiences to the next level, 'RES Accreditation' is a valuable supplementary part of the programme, assessing and providing formal recognition of the knowledge you have acquired on completion of the Learning Lab programme. As part of the supplementary accreditation you will be measured on application of your learnings from the programme with respect to a challenging but real life GM case study.

### Training for Internal & External Teams

The course is designed for, in-house GM and HR Support Functions and in-house Shared HR Service Centres, International Relocation Services Suppliers. Although pitched at entry level, the course is far from basic – in fact some of our most experienced members failed the tests (we promised to not share any names!)

What participants learn Participants will obtain a better global understanding of processes, and their roles and responsibilities within them:

- Improving understanding of the relocating employee experience throughout the process
- Enhancing overall skills, technical knowledge and understanding of best practice
- For vendors in the mobility value chain, better understanding of the voice of the customer, to help improve client relationships

### The course examines mobility from the assignee

perspective therefore enhancing the users' understanding of the employee experience, as well as technical areas of compensation and compliance. It also provides a cost-effective solution for specialist subject training on the complex area of Global Mobility.

### RES Accreditation

RES Accreditation is the industry benchmark in taking HR and GM professionals beyond the basics of Global Mobility management and allowing them to demonstrate their understanding of mobility and HR concepts in practice.

The RES team send candidates a mobility case study and require that they prepare a recorded PowerPoint (including audio) or a video presentation, which builds upon the knowledge acquired through the Learning Lab. The presentation is then sent to our qualified assessors, who are, without exception, current or previous Heads of Reward or Global Mobility.

The assessment will result in either pass or fail – with a pass rate of around 70%. Successful candidates will become 'RES Accredited Class of 2018' and will receive our logo and business card templates for use on their business cards, their email signature and on their LinkedIn profiles. They will also appear in our public 'Hall of fame', allowing employers and clients to see when accreditation was achieved.

Whether pass or fail, candidates will receive a feedback summary of their submission.



**Our network includes the knowledge & experience of over 1,500 in-house global mobility and HR professionals**

**With their help we've created our virtual education programme on Global Mobility, the RES Forum Learning Lab**

**Understand what really matters for in-house global mobility professionals and service providers, by visiting [www.theresforum.com/learning-lab/](http://www.theresforum.com/learning-lab/)**

**LEARNING LAB RES FORUM**  
INNOVATION ◦ EDUCATION ◦ PARTICIPATION

**The RES Forum Learning Lab - Register now**