

AIRINC

WORKFORCE GLOBALIZATION



# REVOLUTIONIZE YOUR MOBILITY PROGRAM





# INTRODUCTION

2023 is shaping up to be a significant year for global mobility programs. Seismic changes to the mobility environment have been precipitated by the pandemic, geo-political tensions, societal changes, the environmental crisis, and economic headwinds.

As we enter a new year, many companies are recognizing that fundamental change is needed for their mobility programs to remain relevant and effective. So, what should companies do to ensure their program is fit for purpose in the mid-2020's? Here, we have highlighted five ways in which we believe companies can revolutionize their mobility program:



**Radically design for sustainability**



**Default to flexibility**



**Proactively promote diversity**



**Serve new audiences**



**Leverage dynamic technology**



# Radically design for sustainability:

We all know that sustainability is a top priority at the corporate level. [AIRINC's recent survey](#) highlighted that the majority of companies have not done significant work to bring sustainability into the world of global mobility; however, that is changing – and very quickly. The vast majority of Global Mobility leaders said that integrating sustainable options into their mobility program is a key priority for the next year or two.

The extent to which sustainable options are brought into assignment programs varies. Some companies are tweaking their programs with enhancements like discard and donate support, carbon offsets and stronger governance of their vendor networks. These are all great steps and help move global mobility along the sustainability path.

However, to revolutionize the program, bold actions need to be taken. AIRINC's new Sustainability Assessment Scorecard evaluates every aspect of a policy against market leading and innovative practices to help highlight where meaningful impacts can really be made.

In our work with clients, we have helped develop pioneering sustainability initiatives. Eco-allowances, diverting savings to ESG programs and radically redesigning the housing, shipping and temporary accommodation provisions into a coherent whole are just some examples.

Many companies are anxious to understand the relationship between cost and sustainability initiatives. As we enter into a possible recession, cost is at the forefront of many peoples' minds. Although some sustainability initiatives can contribute to reducing cost, sustainability shouldn't be used as a smokescreen for retrenchment.

It is critical to think carefully about the perceptions created and the behaviors that are being encouraged. Many of the companies we work with are looking at sustainability from a cost neutral perspective: how can the investment in global mobility be smarter and drive down carbon emissions?

By taking a root and branch approach to program redesign with sustainability at the core, it is possible to have a more sustainable, appealing and market-leading mobility program.





# Default to flexibility

Global Mobility has demonstrated great flexibility, acting quickly and creatively in response to a wide range of issues. Recent examples include:



- 1 Successfully retaining talent through parking – e.g., park Russian talent in other countries
- 2 Moving talent quickly – e.g., already have temporary living options lined up for expatriates moving out of countries in crisis
- 3 Offering frequent inflation/exchange rate updates – e.g., advise on ways to protect the employee
- 4 Supporting moves for those who want or need to work in a different location: e.g. domestic remote work relocations in the US

In 2023, Global Mobility has an opportunity to develop innovative solutions that bring this flexibility to the forefront. Time and again, we hear how the business has an insatiable appetite for flexibility. Too often, the response is limited and limiting. Global Mobility can fundamentally change the relationship with the business by driving towards flexibility as the program default.

Our recent client advisory projects have been up-ending traditional notions of business flexibility. Old concepts of a static policy have been thrown out, replaced by tools with which managers build the policy 'on the fly'. While this might sound terrifying, this new approach offers guardrails within which a manager can build the policy, choosing the right approach for the situation at hand. Global mobility guides the recommendation, creating a package of support that is unique to the individual but within a range of similar support.

Instead of flexibility being the exception or prescriptively managed, it becomes the core tenet upon which the program is based.

Flexibility also applies to employees. Employees are demanding the ability to customize their mobility experience. Companies are responding in a variety of ways, from cash lump sums and managed caps to delivery choice and flex points systems. A fundamental repositioning of flexibility to put it at the heart of the program is a key priority for many in 2023.





# Proactively promote diversity

Diversity, equity, and inclusion have been watchwords for quite some time. Many companies have already tackled the basics:

- 1 Policy language has been changed, for example to refer to partners rather than married couples or spouses
- 2 There has been a shift towards more inclusive provisions, for example by allowing assignees to define who accompanies them on their pre-assignment visit, be it their partner, a friend or another family member
- 3 Benefits have been introduced to reduce exception requests and normalize individual needs through in-policy adaptability provisions.



With the low-hanging DE&I fruit addressed, radical action will be required to further move the dial. Radically progressive programs actively support the opening up of mobility opportunities to all, make it easier to opt-in to an assignment, reduce self-deselection and support the talent pipeline.

This action requires collaboration across the organization. Talent, DE&I and Mobility teams have to work in concert, and pioneering mobility teams are forging the relationships and responsibilities to make this a success. For example:

- 1 Appointing someone in mobility whose customer is talent acquisition/ management so that mobility can serve that customer directly
- 2 Defining goals and outcomes for how Talent and Global Mobility work together
- 3 Meeting with a regular cadence to check in on goals and maintain alignment to promote the talent objectives of the organization

Underpinning this are metrics to measure success and a dashboard to record them. This will put Global Mobility in a strong position to react to business needs and adjust its offerings to promote the talent agenda as needed.





# Serve new audiences

Global mobility can make a significant impact across the full gambit of a company's talent agenda. Leading programs are proactively seeking out new ways to empower the business to deploy, acquire and retain talent in a fiercely competitive market.

To achieve this competitive advantage, Global Mobility now supports a series of global mobility opportunities that fuel the global talent strategy. Targeted solutions are purposefully designed to meet diverse mobility needs.

For example, in the area of employee-initiated mobility, it is no longer as simple as a light-touch one-way move. Employee-initiated mobility now ranges from 'workations' where employees pin a week or two onto a holiday to work from abroad, to temporary and permanent remote work requests as well as the more traditional scenarios where an employee may be looking for a permanent change of country. To be an effective advisor in this rapidly evolving area, we are working with leading companies to

put decision frameworks in place to guide the employee and the business. Technology-driven decision frameworks allow global mobility to act in an advisory capacity and as the enabler to facilitate effective employee-initiated mobility.

In contrast, speed is often of the essence from a talent acquisition perspective. The business is looking for solutions that offer rapid deployment. Global Mobility's role is to empower Talent Acquisition with the tools to quickly evaluate an offer (for example, through AIRINC's Salary Evaluation Tool) and to provide simple, attractive mobility support, often in the form of cash or managed lump sums.

Global Mobility has an emerging role in talent retention. Embracing this trend will help to revolutionize how mobility is positioned within the organization. In recent advisory projects, we have embedded mobility as pivotal to talent retention strategically and tactically.

1 From a strategic perspective, embedding mobility in the employee value proposition and offering structured developmental opportunities to advance careers can demonstrably improve retention

2 At a more tactical level, a well-thought-out program can be central to successful group move initiatives during corporate restructuring.

In order to revolutionize Global Mobility, it is essential to understand who the audience is and what their requirements are. Engage with a wide range of stakeholders, understand their needs, articulate mobility's mission and devise solutions that meet their unique requirements.



# Leverage dynamic technology

Technology is coming of age. After years anticipating when technology solutions will actively support dynamic decision making, the time has finally come! Dynamic decision-making tools will revolutionize the mobility experience for key stakeholders like line managers, HRBPs and Talent Acquisition colleagues.

Dynamic technology allows the business to follow guided pathways and make informed decisions in a matter of seconds. For example, in a recent project, AIRINC's AIMS solution

was embedded to the client's Service Now technology. Through single-sign-on, HRBPs are able to get advice on the most suitable policy for an assignment, create a tailor-made package within pre-defined guardrails and get a high-level cost estimate. Global Mobility has complete visibility, but no longer needs to spend significant energy and resources supporting pre-decision scenario planning. This win-win solution radically improves transparency, efficiency, and engagement.

In another example, we have embedded a dynamic International Talent Acquisition tool that allows the Talent Consultant to instantly evaluate the offered salary, prepare a cost estimate and put together a relocation package. Scenarios can be compared and a tailor-made solution offered for that new hire. With response times often critical to the successful acquisition of new talent, Global Mobility is now hailed as an enabler rather than a barrier.



## Final thoughts

Revolutionizing the mobility program may sound dramatic; however, we have all seen Global Mobility transform in the last couple of years. The pace of change continues to accelerate. To keep ahead and offer mobility solutions designed for the mid-2020's, nothing short of radical, innovative change will suffice.