

International Employee Mobility in the New Decade





Executive Summary

“The only thing constant is change.”

Heraclitus said it (or something very much like it, in Greek) sometime between 535 and 475 BC. Accepting this is true, it seems that the only way to deal with change is to greet it enthusiastically and address it promptly.

During the first quarter of 2010, Brookfield Global Relocation Services (Brookfield GRS) conducted in-depth interviews with sixteen senior international mobility leaders in Europe and North America in a number of industries in order to discuss what was changing for them regarding international employee mobility practices and what they expected to be their top concerns over the next five to ten years. Included were the financial, pharmaceutical, manufacturing, consumer products, information technology, logistics, and oil and gas sectors. There were many issues put forth, covering everything from evolving business requirements to employee and family factors to geographic influences. In the end, there were several key areas these global leaders expected to focus on:

At the top of almost every list is **linking talent management and employee mobility**, in one form or another. It means different things in different organizations, but almost all agree that the changing nature of temporary assignments casts a spotlight on how to get the most benefit from the experience over the long term, which is at the heart of the talent management mandate. The main focus has been the alignment of the components of employee mobility with those of talent management; for example, integrating internal candidate pool development and external expatriate recruiting with the company’s recruiting function. All agree that early involvement with business leaders regarding the strategy of international assignments is a critical element.

Cross-border commuters are a growing sector of the international employee mobility portfolio. The key components include the use of commuting as an alternative to international assignments or extended business trips, incorporating commuters from elsewhere in the organization into the mobility program (previous ‘stealth’ commuters), developing policy and effectively addressing needs and processes that are very different from traditional mobility approaches.

Emerging markets can mean different things to different people, but in the world of employee mobility it generally means new destinations where companies are transferring their employees; and by new, most companies mean more challenging. Western-oriented policies have held the ground for fifty years, but the playing field is changing now that assignees are being recruited in larger numbers beyond North America and Europe. As global organizations increase the number of non-traditional locations for assignments, programs and policies must be adapted to meet different circumstances than those they were designed for. Emerging markets are typically assumed to be geographic, but they can be demographic as well. Younger employees, such as Gen Y or Millennials, present different priorities and expectations to their companies when it comes to international mobility. Current approaches – policy types, structures, components and services – are being evaluated in terms of their ability to serve these business needs in the future.

Many organizations are looking at **metrics** – measurements that quantify results. With an investment as costly as international employee mobility, the ability to evaluate the outcome objectively is gaining more focus. Global mobility leaders are beginning to see progress on this front. A closer relationship with business unit management and corporate leadership is bringing the global mobility function into strategy development as well as service delivery. This means that there is an opportunity to get definition and consensus on objectives and meaningful measurements; a key ingredient of a successful metrics program. Integrated systems for international employee mobility provide a tool that enables the capture of information on a global scale and provides for consistent and high-quality data to analyze.

We found an interesting mix of topics that were at the top of the list for the companies we interviewed. Some are more strategic, others more tactical. Some are new ways to address old things, others are new things entirely.

Key Areas of Focus

- Linking talent management and employee mobility
- Cross-border commuters
- Emerging markets
- Metrics

Linking Talent Management and Employee Mobility

Talent management, “a conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs,” [sic]¹ is a top priority for international employee mobility leadership. The leaders we spoke with see the integration of talent management and international employee mobility as one of the key issues they will grapple with in the next 1-3 years.

The reasons for this development are many, including:

- Recognition that the cost/benefit of an assignment may not be measurable solely during the course of the assignment, making post-repatriation value a critical element of the assignment experience.
- As companies recognize that they have cut as much ‘extraneous’ cost from their assignment packages as possible, attention is turning to why they send people on assignments.
- More companies have fewer assignments to/from headquarters but more assignments into/out of locations elsewhere. Employees who take these assignments do not necessarily receive the natural visibility that the headquarters employees have.
- The increasing availability of regional talent - again, these employees may not be part of the mainstream and their international experience may not be maximized by the company.
- The development of global leaders has become a priority and companies need to plan and nurture the global education of their high potential employees.

At the same time companies are considering why they send people on assignments and how they maximize their return on the assignment investment, employees, too, are considering the value of international assignments for themselves. By and large, individuals view international experience as critical to a larger role in a global organization – they just do not necessarily think it has to be the organization that sent them on the international assignment. The reason for this is of our own making: most employees report that the positions they received post-repatriation do not recognize the value of their international experience. The Brookfield GRS 2010 Global Relocation Trends Survey notes that 38% of employees leave the company within one year of repatriation – in line with industry estimates that range between 25-45%. Given the fact that this is a population the organization has invested heavily in, this outcome represents a significant loss. Companies are beginning to see the integration of talent management and international assignment mobility as a strategy to turn this loss into a competitive gain.

Our company does a good job on candidate selection. We include the spouse and provide a full day of assessment as well as a full day of pre-departure orientation. In addition to aiding long term success, this has had two immediate results: it has slowed the move timeline way down so we have fewer quick moves that tend to be the ones that go awry and we have set up the selection/assessment process in a way that allows people to say ‘no’ for personal reasons without it being a career-breaker. These two evolutions have improved success of assignments.

- Logistics company

On a tactical level, talent management is “the recruitment, selection, identification, retention, management, and development of personnel considered to have the potential for high performance.”² Given this description, it is easier to see where the integration of talent management and international employee mobility occurs. Mobility leaders shared where they are in the process of linking talent management with international employee mobility:

- Focus on the strategic elements – developing assignment objectives and parameters with (or for) business units that address why the proposed assignment is critical to business goals and providing a program that aligns with these parameters.

¹Derek Stockley
² BNET

- Provide support prior to assignment to ensure good selection and preparation and establishing assignee candidate pools.
- Consider post-assignment position prior to, or early in, assignment.
- Align with performance management and succession planning programs.
- Involve an HR and a business unit sponsor for every assignment to provide mechanisms for staying in touch during assignments and working to find an appropriate position post-assignment.

If we were to put all the pieces together, the integration of talent management and employee mobility might look like this:



Company-wide we have one global performance management tool. The approach is the same on all levels and addresses both job performance and job behavior. It is connected to international employee mobility so that the past performance of those being considered for assignments is addressed.
 - Consumer goods company

For those who went out for the right reasons, have the right experience and the right objectives, repatriation is easier.
 - Pharmaceutical company

What can we expect in the next decade? As talent management establishes a stronger foothold in organizations, international assignment objectives become more strategic and international assignment management becomes more HR and less compensation focused, expect to see more organizations making more of the connections between talent management and international employee mobility to ensure that the benefits of these significant investments are realized.

Two years ago we moved from the Compensation and Benefits group to the talent management group. As much as it was natural to be part of the money trail in C&B, being part of the talent groups helps us feel more connected to why people are selected and we better understand the talent agenda, not just the numbers.
 - Pharmaceutical company

Cross-Border Commuters

North America, Europe and Asia have had cross-border commuters for years. But in the last ten or so years, commuter assignments as an alternative to short term (and even long term) assignments have begun to take a larger role, primarily in Europe. Looking forward, more companies are seeing cross-border commuter assignments as a viable component of their mobility program. Over half of the companies we interviewed acknowledge that they have cross-border commuters, that responsibility for these 'assignments' is transitioning into international employee mobility and that there will be a significant focus on this assignment type in their companies over the next decade.

We are definitely seeing increase in business commuters, and this is an initiative I have become involved in. They are mostly in Europe, and come about because it is geographically possible and an alternative to the high cost of an assignment. We think there may be hundreds of employees who commute across borders. Right now Tax and Local HR share the responsibility for cross-border commuters, but we are looking to see what the benefits are of transitioning that into Mobility. Since many of the services such as housing payments and per diems are the same as for assignments, and Mobility has a tracking process in place to reduce the risk of non-compliance, it might make the most sense.

- Financial services company

Our primary commuter plan accommodates employees who do not want to move for personal reasons. Our parameters are that commutes are typically 1-2 hours. When these started out, managers were looking at commuter arrangements as a cost-savings opportunity. But we needed to help them see beyond this. Is it clear that there is not a need for the employee to gain the experience of living in another country. We also need to consider if the person is resilient enough to do this.

We also have a second group – those with regional responsibilities who are in our regional headquarters one day a week. This program started as a work-life balance initiative with some cost advantages over relocation. It came about by evaluating exceptions and recognizing a need. This group has a different plan. For example, they receive an incentive. We have 20-30 employees on this plan now. These assignments usually last up to two years and are typically for promotional reasons. For this group in particular, there is a lot of similarity between them and the frequent business traveler.

- Pharmaceutical company

Bringing cross-border commuters into international employee mobility involves several issues:

- **Differentiation between temporary and permanent (or indefinite) commuters.** Of the two, it is easier to see temporary cross-border arrangements as a type of international employee mobility assignment. These are more likely to be offered as an alternative to a short or long term assignment. They typically include some relocation-style benefits. They may have objectives similar to short term assignments. Permanent cross-border commuters are more like remote workers – employees who live in one place but work in another. Like remote workers, these are typically not managed via the international employee mobility program though there are critical factors, such as tracking and compliance, that lead companies to do so.
- **Administration of this program is disproportionately high as compared with short or long term assignments.** This is similar to the inverse relationship between administration and short and long term assignments. It seems the shorter the assignment, the more administration is required. The staffing implications are notable. Just as more companies are outsourcing more of their international employee mobility functions and reducing their internal staff, this new assignment type – which is costly to outsource, due to the high touch service required and limited in other services to offset these fees – requires more staff attention, probably internally.

- **Compliance, compliance, compliance.** The discovery of 'stealth commuters' whose work arrangements are not effectively tracked for immigration and tax compliance is one of the main reasons those interviewed give for incorporating cross-border commuters into their international employee mobility programs. Most mobility programs have a system in place to track time out of country and other critical factors for assignee compliance, so expanding it to include cross-border commuters makes sense.
- **Policy similarities.** About half of the companies interviewed do not yet have a cross-border commuter policy, and cite the development of one as a key initiative in the near-term. The good news is that when a company puts a cross-border commuter policy together, it is surprisingly similar to their short term assignment and/or extended business trip policy (See below: Policy Elements). The bad news is, some companies find that having a documented and effective program costs more than they were spending for their cross-border assignees without a formal program.

Policy Elements: Cross-Border Commuter vs. Short Term Assignment (STA) or Extended Business Trip (EBT) Policy		
Typical Policy Elements	Cross-Border Commuter Policy	STA or EBT Policy
Distance requirements	✓	✓
Duration maximum	Sometimes	✓
Tax consultations	✓	✓
Medical exams	✓	✓
Letter of assignment	Sometimes	✓
Policy orientation	✓	✓
Work permit assistance	✓	✓
Cross-cultural training	Rare	Sometimes
Language training	Rare	Sometimes
Home housing maintenance	Rare	✓
En route travel	✓	✓
Miscellaneous allowance	Sometimes	✓
Trips home	✓	Depends on duration of STA
Destination services	✓	✓
Per diem	✓	✓
Host housing	✓	✓
Host transportation	✓	✓
Medical coverage	If business travel policy inadequate	✓
Social insurance assistance	If duration necessitates	If duration necessitates
Tax equalization	✓	✓

Our commuter program is combined with our short term policy. We have three levels: short term extended, short term and commuter. This works because all three meet a lot of the same talent requirements. For short term assignments under 12 months or commuter assignments, we are focused to ensure tax compliance and application of treaties. To maintain cost expectations, manage complete calculations in advance based on duration and frequency of trips. Our goal is to align our programs to talent needs and try to give the business enough choices. It does create a level of administrative complexity. We still have challenges and exceptions, though we have gotten some traction on that.

- Information technology company

What can we expect in the next decade? Addressing the growing pool of cross-border commuters is a developing issue for many of the interviewed international employee mobility leaders. Some already have a plan in place, but have recently recognized that there are many other employees within the company who fall into this group but are managed elsewhere in the organization. As a result, their plan will need to accommodate other employees and address their financial, personal and career-related needs.

A commuter plan can apply to employees eligible for long term, short term, extended business trip or indefinite assignments. It is intended to address family needs where it is preferred by the family for the spouse and/or children to remain at home for work or schooling reasons. The program was just formalized this year – we went from guidelines to procedures. Local decision-making still applies to some components, such as the frequency of trips home, per diem or other form of payment. So far so good.

- Pharmaceutical company

Emerging Markets

Perhaps even more so than talent management and commuter assignments, the arena of emerging markets is set to expand significantly in the coming decade. The difference? While the first two topics are fairly well understood and poised to grow, albeit in expected ways, emerging markets, as they pertain to international employee mobility, look to be headed in a new direction.

In international employee mobility the term ‘emerging market’ has traditionally referred to the new destinations where companies are transferring their employees. Top destinations vary by industry, company business objectives and global reach. Brookfield GRS’ 2010 Global Relocation Trends Survey points out that emerging locations run the full spectrum of countries – from those that are long-time assignment destinations to those that are just this year appearing as locations for expatriate assignments.

Emerging New Locations for International Assignments³

(Ranked showing percent of companies identifying them; last year’s rank in parentheses)

China (1)	7%	Saudi Arabia (NA)	4%	Netherlands (NA)	2%
Singapore (4)	6%	Brazil (7)	3%	Turkey (NA)	2%
United States (19)	5%	Australia (6)	3%	Hungary (NA)	2%
India (2)	5%	Germany (12)	3%	Mexico (NA)	2%
U.A. Emirates (5)	4%	Qatar (NA)	3%	Sweden (NA)	2%
Canada (10)	4%	Bahrain (NA)	2%	Russia (3)	2%
United Kingdom (9)	4%	South Korea (21)	2%	Poland (8)	2%

Further, many of these established and up-and-coming locations make the top ten list of challenging locations for both expatriates and program managers:

Ranking as a Difficult Location for Expatriates and Program Managers³

Ranking	Expatriates	Program Managers
1	China	India
2	India	China
3	Russia	Russia
4	Saudi Arabia	United States
5	United States	Saudi Arabia
6	Brazil	United Kingdom
7	Mexico	Brazil
8	U.A. Emirates	U.A. Emirates
9	United Kingdom	Poland
10	Turkey	Singapore

The focus in programs has, until now, been on sending employees from established markets into emerging markets. The issues they face, including tax, security, local regulatory environment, cultural challenges and living conditions, are related to how the emerging location compares with the programs that are in place for established locations.

Global mobility leaders acknowledge that both established and emerging locations present challenges as described above and that these are the challenges they are dealing with now. What was notable was how they expect the issues of emerging markets to develop over the next few years and how they will need to adapt to be effective in those markets.

³Brookfield GRS 2010 Global Relocation Trends Survey.

As one pharmaceutical industry mobility leader noted, “*the traditionalist in you would say that you need to have very traditional packages to move people from established to emerging markets. But we need to turn that around and ask what do emerging markets expect?*”

Mobility patterns are changing, as they always have. And companies always had to adapt some of their approaches to differences in local conditions in the destination location. This was somewhat simpler when companies – even global companies – approached mobility in a more decentralized way. In the era of centralization and global service providers, global talent management initiatives and global policies, meeting the needs of emerging markets as both assignment and recruiting locations is more complex.

Our challenge is that our packages are built out of Europe and America, so they are designed to meet the needs of the West. Even the idea that all employees should be treated equally is a Western concept. We need to consider locally organized packages that are more attuned to local interests and needs.

- Consumer goods company

International assignment management is typically Western by nature, meaning established Western markets – the world through the eyes of Brits, Americans and established European countries. When you look at the world through the eyes of Latin Americans, for example, they can not understand how you can have a policy and immigration regulations that preclude them from taking their maids and housekeepers with them. And Indian assignees are surprised that what they consider close family members the West considers extended families. I think it will be interesting to make ourselves see the world through other people’s eyes and determine if what we do still works.

- Pharmaceuticals company

Clearly, then, one of the challenges posed by the expansion of emerging markets is the development of policies that address the needs of employees from emerging markets as effectively as they do for employees from established locations.

Another emerging market challenge these global mobility leaders are addressing is globally effective service delivery. Company presence and knowledge, country regulatory environment and practices and service provider capabilities all influence how well international employee mobility needs can be met in emerging locations, and therefore impact how well the company can meet the needs of its changing expatriate population.

Moving people between offices – London, Singapore, etc., is not a problem. Operations and project office locations are more difficult. We rely on HR reps in these locations, who offer the advantage of local knowledge. But since they end up working closely with in-country leadership, we find that approaches and policy tend to evolve to the needs of leadership rather than other expats or the company and we find ourselves in conflict over who knows best.

- Oil and gas company

Looking forward, we want to be more involved earlier in the decision-making process with business leaders, especially as it pertains to emerging markets. Based on our recent experience in Russia, we realized it would have been better if we had been able to be on board earlier to set expectations and share knowledge.

- Pharmaceutical company

The term 'emerging market' is location-oriented for most of the leaders we spoke with, but one pharmaceutical company took it in a new direction as the company looks ahead to the challenges of emerging markets. Does an 'emerging market' have to be geographic? Might a company's emerging market be demographic? In addition to considering what is needed to be done differently in new regional markets, companies need to consider what needs to be done differently to provide up and coming demographic groups – Gen Y – with successful assignments. And, of course, not just Western Gen Y employees, but those from emerging geographic markets as well.

What can we expect in the next decade? Emerging markets is a broad topic, and one that has deep resonance for forward-looking global mobility leaders. The need to overcome barriers to mobility for employees from non-Western countries is a critical issue for many companies. So, too, is the need to ensure international employee mobility meets the needs of younger employees whose expectations are different from the generation for whom current policies were designed. At the same time, the list of new countries, cities, towns and villages where global corporations need to send international assignees is ever-expanding and, for the most part, these locations defy the experience of traditional markets and require new approaches, some not yet even invented.

Metrics

Metrics is a dichotomous topic in international employee mobility. We have arrived at the point where we recognize that there are two aspects to metrics in our field: the first is to measure the effectiveness of mobility services and the second is to measure the effectiveness of assignments. With the advent of global assignment compensation programs, external service providers and global mobility programs, the first has become de rigor in the practice of international assignment management. It is the latter – measuring the effectiveness of assignments as a business investment—that global mobility leaders see as a key topic in the next decade.

We run a relatively tight global management function, split into strategy and delivery, though global mobility is still pretty operational in nature. We get feedback from our external service delivery partner surveys, which has been excellent. Now we are focusing on getting ahead of the curve in other areas. For example, we have been doing a better job of tracking costs. As a result, we were able to help a division – a key group that moves a large number of people albeit in a low margin business – determine how they could do their moves more cost-effectively. As a result of having the data and a methodology for evaluating alternatives, we determined that in fact the only way to achieve significant cost savings was to move fewer people. The savings over alternatives to current programs was not significant enough to merit changing the program. This was the type of strategic support we are looking to provide.

- Pharmaceutical company

Using cost tracking programs to provide information and analytical services is a high priority for most of the global companies interviewed. It is a first step in crossing the bridge from service delivery to strategic advisor for the international employee mobility function.

Global companies have long wanted to be able to calculate the return on investment (ROI) that assignments generate. To do this, it is necessary to know specifically what outcomes (business objectives) are desired as well as to know how to measure the input (assignments). It is something that so many in our industry want to learn from each other. The irony is that because the outcomes are so particular to each company, as are the programs and systems of each company's mobility function, it is very difficult to 'take away' more than lesson-learned knowledge.

That said, there are some metrics being developed or being tried out in several of the companies interviewed that may provide the seed for calculating ROI in the future. Interestingly, it is not unusual to find the initial focus on talent management related measures:

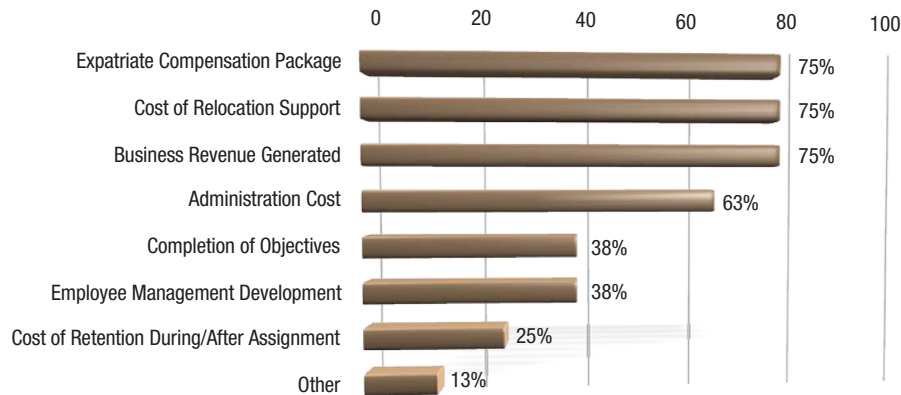
Six months ago we rolled out an International Work Profile attached to each person's record to capture their experience. Among the things asked are what factors drive your decision-making for assignments – kind of self-selection. This has taken hold really well – we had a 60% response rate by day two! This has been great for our proposals department and for business development, and it is a first step for linking career pathing and talent management to mobility. Now we are looking to roll out evaluative resources to project managers regarding impact of assignment so we can get metrics around perception of value to project managers. Part of what makes this possible in our organization is that the person I report into is a supporter and sits on the executive committee, so there is support all the way up.

- Oil and gas company

Brookfield GRS 2010 Global Relocation Trends Survey examined some of the measures factored into companies' return on investment calculations:

Some of these factors are more easily measured than others – for example, expatriate compensation package and cost of relocation support are elements that expense and other financial tracking systems can collect and report on. What is interesting to note are the other factors, such as completion of objectives, employee management development and cost of retention during/after international assignment that require companies to first determine what data can be used to evaluate these factors and then to collect it in a uniform way so it can be used as an effective metric.

Measures Factored into Return on Investment⁴



*We have established priorities in three areas to focus on, one of which includes looking at assignments as investments. One change we have already seen is that we now have assignee **candidates**, not just assignees. Now we need to focus on investment strategies, for example: For professional development, what measurement criteria are applied? Did the assignee go into a better job? For business development, was the customer need met? This will take us from a one size fits all to analyzing the impact of assignment depending on strategy.*

- Information technology company

What can we expect in the next decade? “Getting a handle on metrics” came up as a frequent theme for global mobility leaders looking at what they will be grappling with in the next few years. The greater visibility of international assignments in organizations – particularly as a result of the integration into talent management strategies – has provided mobility services with the stamp of strategic value needed to cross the border from relocation management services to management advisor. These companies are finding that both are critical functions and metrics are key to both.

We have three things on tap: talent management, the expatriate experience and business outreach. We are looking at activities that we do or do not do currently to determine what little things could be done that would make a big difference. For example, reminder calls will help increase oversight. We will engage focus groups to tell us where it hurts the most. We will use this information to improve the whole process and the way we communicate the process. We look to better transferring data from one supplier to another. And we are also looking at programs that support our business goals. All of this leads into our fourth priority on the list, and that is metrics and ROI. Getting a handle on metrics is key for us. We expect the hardest part to be figuring out what the helpful metrics are.

- Information technology company

Effective utilization of metrics is a critical component of getting to the strategic level in a corporate environment. Within the world of international employee mobility, it means determining what the business means when they say “assignments are a business investment,” a statement that is further complicated by the fact that different business functions have different goals and objectives. This means that mobility may need to develop different metrics for different business units – quite a challenge when there has not even been one set established yet.

⁴Brookfield GRS 2010 Global Relocation Trends Survey.

Conclusion

The changing world of international employee mobility is what keeps us learning and growing and it is essential that we keep up with – and even get in front of – the change in order to serve organizations in the best way possible. Certainly a glimpse into the future – via the topics shared by sixteen leading companies – is one way to be prepared for these changes.

I expect our biggest challenges in the next 3-5 years will be to take a more consultative approach with line managers, to help the business appoint the right people (candidate assessment), to establish short and long term objectives for assignments, and to help the business determine if an assignment is the right approach for their need.

- Financial services company

Looking forward, I see the next few years focused to:

One. *Work smarter. This will include reviewing internal processes and determining what to outsource/offshore/keep in-house. Also, we need to prepare for growth.*

Two. *Balance administrative and consultancy roles. On one hand, a lot of mobility work is technical – compliance, contracts, pensions, etc. On the other hand, we need to develop our consultancy role to help managers make mobility decisions and to best support employees programmatically.*

Three. *Shift from traditional mobility to growth in other assignment types, including extended business trips, local transfers and commuters. These new types of assignments are critical to meeting business and personal needs, but they are more resource-heavy than traditional assignments and we will need to adjust our model to accommodate them.*

We are looking to embed ourselves in the organization and the goal is to integrate our function with talent management, talent acquisition, recruiting and our business partners. We want to get them passionate about mobility. We have a good basis now and we are ready to take on new challenges.

- Pharmaceutical company

The dynamics of international employee mobility are intertwined with global business growth, human resources management and personal matters – all of which are constantly changing. New generations of workers present new expectations. New assignment locations require changes to existing approaches. A focus on cost-effectiveness and the cost-value proposition of assignments necessitates new strategies and systems.

For the next decade, or at least a good part of it, mobility can look forward to devising ways to address the topics raised by the global leaders with whom we spoke – linking talent management and employee mobility, supporting new assignment types such as cross-border commuters, meeting the needs of emerging markets, and becoming a more successful metrics-oriented practice.

For all the years we have been involved in this field things have continuously changed and we have worked hard to serve our practice and our organizations by developing ideas and implementing programs that meet the needs of this changing world. The next decade looks to promise more of the same.

About the Authors

Gill Aldred

Gill Aldred is the Sr. Director, Consulting Services, based in the Brookfield GRS London office. Gill has more than 20 years experience in international HR management and assignment administration in both corporate and consulting environments. Gill's experience includes implementation project management; policy development; compensation and benefits management; recruitment and cross-cultural training.

She has lived and worked in the United States, the United Kingdom and the United Arab Emirates and spent over four years living in Nigeria. In addition, Gill has been involved in implementing and managing international HR projects in North and South America; South East Asia; Africa; Australia and the Middle East.

Jacqueline Hauser

A recognized expert in global employee mobility policy and program design, Jacqui has worked with hundreds of multinational organizations over her 26 years in the field. Prior to her position as Principal, Global HR Strategies Group, she held the position of Vice President, Consulting Services and leader of the consulting practice at two global mobility management services companies.

In addition to her work with organizations on issues ranging from mobility program design to talent management integration to group moves, Jacqui's work has been widely published and she is a frequent speaker at international and national conferences. She has received several awards for her work, as well as designations including GPHR from the Society for Human Resources Management, CCP from WorldatWork, and CRP from Employee Relocation Council.

About Brookfield GRS Consulting Services

The Consulting Services Group at Brookfield GRS draws its expertise from serving a diverse cross-section of global companies as well as individual practical industry experience. Our seasoned Consulting Services Group works with clients to identify improvement opportunities within their policies and programs and constantly seeks creative ways to help our clients provide cost-effective international employee mobility programs that achieve high levels of employee satisfaction and retention.

The Group is able to address a wide variety of issues in a practical and proactive manner, bringing an impressive combination of outsourced management and corporate experience to bear on each project.

Relocation and Assignment Management Program Consultancy

Analysis of a company's mobility activity, program structure, process and service feedback from transferring employees and assignees, benchmark studies and data from industry resources are utilized to provide contemporary program review and recommendations.

Global Policy Consultancy

Utilizing the latest industry survey and trends data, as well as engaging the Brookfield GRS client base, benchmark studies and policy analyses provide valuable information ranging from individual policy components to entire global mobility policy structures.

Group Move Program Consultancy

Every group move is complex but the additional dimensions involved in any group move, including cross-border group moves, require careful assessment and management. The Consulting Services Group is able to draw on direct experience and resources to provide focused and business aligned support in the project planning, policy development and execution of any group move.

Thought Leadership

The Consulting Services Group is dedicated to bringing the latest mobility industry information to the forefront. Whether through articles, white papers and survey reports, facilitating webinars or roundtable sessions, Consulting Services works directly at the source to bring latest insights and tips to the international employee mobility leaders.

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