

GLOBAL MOBILITY WELLBEING RESOLUTIONS 2024



“Culture eats strategy for breakfast”¹.

If you start with creating a culture of wellbeing, it will naturally follow that your HR/GM function thinks of wellbeing as a priority.

What’s our culture?

Listen and question what the organisation is doing on wellbeing. What is your organisation is doing to provide wellbeing solutions?



Build data and context

What evidence (data and anecdotal) is there to understand wellbeing for international work arrangements?
Are we looking at all dimensions of wellbeing?
Who are the stakeholders to build the profile?
(Line managers, international talent, talent acquisition, reward/benefits/local/regional HR? External suppliers?)



Develop the case for change

Identify how this aligns with culture and good people practices.
Partnering with Global reward/benefits, HR and external partners to deliver evidenced based metrics to demonstrate performance improvement, e.g. levels of absenteeism, employee experience measures.
Has it enhanced talent acquisition rates?
Measures that matter to you, may also matter to external investors, and mitigate potential duty of care claims.
Protect international talent.
Protect the organisation.
Protect Global Mobility teams.

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	Activity	Actions
1	Clarity on what wellbeing means for the organisation.	<ul style="list-style-type: none"> • Are employees engaged and contributing to the framework of wellbeing in the organisation? • Who owns wellbeing and what data is available?
2	Communication and education.	<ul style="list-style-type: none"> • How is wellbeing built into your international work arrangements? • Is it explicitly included in the GM programme, from a philosophy, policy, process and within the scope of services for relocations and assignments? • Does the business and HR recognise that it is also a valuable employee benefit that supports talent acquisition?
3	<p>Current state review of internal wellbeing benefits and tools available.</p> <p>How easy is it for those on international work arrangements to access long wellbeing interventions in host locations?</p>	<ul style="list-style-type: none"> • Do these provide a consistent employee experience? • Have you mapped the arrangements for wellbeing on a local/host basis and validate ease of access to wellbeing arrangements and tools? • How have you defined your baseline of what employee experience really means for your organisation and internationals? • How does it enhance the employee experience and for the family unit? • Determine tangible measures/metrics for co-developing and embedding these with your relocation stakeholders (internal/external). • Establish GM team as a wellbeing 'safety buffer', for new and existing employees undertaking international work arrangements.

GLOBAL MOBILITY WELLBEING RESOLUTIONS 2024



4	<p>Establish formal mechanisms for regular check-in with internationals</p>	<ul style="list-style-type: none"> • Do you have a formal check-in mechanism for <u>all</u> phases of the relocation or international secondment/work arrangements? This might include commuters, cross border remote workers. (They may have chosen to work remotely but has this created unforeseen/expected wellbeing issues? e.g., isolation – work and home). • Identify specific points of the process or role or relocation process, which are often identified as stressful, then pinpoint communication milestones and potential resolutions • Create live examples of wellbeing issues, log them, and then communicate back to say it is being tracked for a long-term solution. Solving every issue there and then can drain resources and be ineffective, several issues could have the same solution if approached with a more holistic approach. • Follow up – knowing their issue has created a purpose for others being treated better, gives buy in, this kind of impact creates a sense of ownership towards the organisation and their role within it. <p>Notes.</p> <ul style="list-style-type: none"> • In smaller organisations, the HR function is possibly more likely to have connection with the employee and their family on assignment – but not always. • While many GM programmes focus on getting the employee relocated from ‘A to B’, this is the start of the journey and GM, or their outsourced relocation partner should/could play a more systematic role in regular monthly contact with the employee or international hire.
5	<p>Continue to champion diversity and inclusion with Talent Acquisition and leadership.</p>	<ul style="list-style-type: none"> • Do your global mobility policies reflect today’s reality? • Do your talent processes and policies provide accessibility to all employees or do they inhibit inclusive access to international work arrangements. • How can GM become more involved in the talent acquisition and business planning processes (if not already)?

GLOBAL MOBILITY WELLBEING RESOLUTIONS 2024

6	<p>Should there be a mandatory allocation of resettlement allowances dedicated to wellbeing interventions?</p>	<ul style="list-style-type: none"> Where the organisation provides a resettlement/discretionary allowance to support employees/families to settle in the host location, could part of this be a mandatory element, re-allocated from within the allowance? <p>Delivered in a tax optimal way, based on the host country regulations.</p>
7	<p>Identify more flexible approaches to relocation support and recognise that the family unit in 2024 requires a more comprehensive approach to relocation provisions.</p>	<p>Educate line managers and executives, that while cost constraints remain a priority for many organisations, the relative cost of enhancing employee and family experience by creating the right financial, mental, emotional, and social buffers are a relatively small investment to create a successful work arrangement. (See also the research conducted by iNetExpat/Mercer Care/Flex research 2023).</p> <p>The EY & Net Expat 2023 Relocating Partner Survey 2023 - highlights that shared decision making should be encouraged by the relocating family and not merely involved. The statistics show that the number of dual-earner couples has been increasing steadily, even higher for millennials, 90% of whom have a working partner. Consequently, families are grappling with whether they are willing to reduce family income by moving abroad².</p>
8	<p>Are there different talent mobility solutions that could open mobility and talent development opportunities to a wider, more diverse population?</p>	<ul style="list-style-type: none"> Do your existing talent processes facilitate accessibility to all employees within the organisation? Where personal circumstances impinge on the employee's ability to undertake a traditional international work arrangement, can the organisation accommodate more flexible arrangements. Engage key stakeholders to insight and innovation sessions to explore the dimensions. This could include assessing what additional support can be provided to LGBTQ employees considering an international work arrangement to a country where this may provide challenging personal or even criminal risk in accordance with the host country laws.
9	<p>Explore hybrid talent mobility options with the Talent Acquisition and Leadership development teams.</p>	<ul style="list-style-type: none"> Explore how those with family/extended family (which may be parents or grandparents) commitments, who will undertaking international work arrangements. Defining the business and talent purpose and outcomes, the operational and potential compliance risks/incremental costs may not be a complete barrier to achieving what the organisation wants to achieve but delivered in different ways.
10	<p>Establish metrics that matter.</p>	<p>To assess wellbeing as part of the business/ROI review against original objectives.</p>

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Further organisation level, Wellbeing Guidelines– recommendations for Employers Source: Chartered Institute of Personnel and Development.³

- **Ensure that senior leaders are aware of the importance of workplace health and wellbeing**, and that they embed actions to ensure that it's taken seriously across the organisation.
- **Train line managers to manage people well.** Line managers are key to employee wellbeing and should ensure people's workloads and deadlines are manageable. They should provide clear objectives and give constructive feedback, as part of a trust-based relationship with people. They should have the confidence to have sensitive conversations with people and offer support and flexibility if a team member needs adjustments to help manage their health and work.
- **Provide early access to occupational health support** and other specialist sources of help, such as counselling or physiotherapy.
- **Develop an evidence-based understanding of the causes of absence** and unhealthy practices in your organisation, such as 'presenteeism' and 'leaveism'. Unless the underlying issues prompting people's attendance and behaviours are addressed, efforts to improve health and wellbeing will be short-lived.
- **Tailor policies and practices to organisational and employee needs.** There is no 'one-size-fits-all' approach to designing an effective employee wellbeing strategy – its content should be based on the organisation's unique needs and characteristics, and of course those of its employees.
- **Build a robust organisational framework to promote good mental wellbeing** and foster a culture where people can talk about mental health and seek help where needed.
- **Carry out a risk assessment or audit on work-related stress** across the workforce, as part of a preventive approach to identify its main causes.

1. Professor Peter Drucker. [Peter Drucker - Culture Eats Strategy - Strategies for Influence](#) 2. NetExpat: [Surveys and Research \(netexpat.com\) 2019- 21](#) NetExpat/Mercer: Care/Flex research 2023. 3. [Employee health and wellbeing | CIPD](#).