

Global Mobility In Times Of Disruption: 3 Ways To Minimise Global Mobility Programme Risk

Global Mobility is at its inflection point. Midway through a second year with the pandemic as the backdrop and a war in Europe, GM functions, stakeholders and the ecosystem at large, continue to see the downstream impact that socio-economic and geo-political disruptions have had and will continue to have on operational and strategic models of workforce mobilisation.

Disruption brings about innovation; during the last two and a half years we've seen how companies have been equally empowered yet pragmatic about the future of Mobility in order to create intentional yet transformative Talent Mobility strategies enabling location-agnostic models of work.

Proactivity, Flexibility And Agility In Times Of Disruption

The benefits of having proactive and flexible mobility policies remains critical to ensure business continuity and resilience in times of crisis. As the employee purpose shifts to demand a truly borderless workforce, companies will need to be intentional in the design of the mobility, policies, programmes and experiences.

We'd posit that with the cumulative downturn seeing national economies around the world at a deficit, and with rising unemployment rates there will continue to be a political shift towards nationalistic approaches in workforce recovery, with increasing focus on how immigration pathways support the upskilling and employability of local labour markets and increased government scrutiny on the hiring practices and the local-to-foreign national make-up of workforces.

These ecosystem changes will have a significant impact on business investments and job creation efforts globally. At the micro level, all stakeholders vested in global workforce strategies, can preempt these barriers with a targeted workforce analysis approach.

Compliance In A Complex World Covid-19 has been a watershed moment for global mobility. Whilst Covid-19 related

entry and travel bans have, for the most part, been lifted, the ways in which we cross international borders and work overseas has fundamentally changed - with new post-pandemic immigration, tax and social security rules to navigate. Indeed, a recent survey carried out by our Global Mobility team showed that 16% of respondents anticipated an increase to the geographical footprint of their organisations in allowing employees to work from wherever they like.

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With the acceleration of remote work and other bespoke cross-border mobility patterns, tax authorities are revisiting legacy treaties, as they are no longer sustainable. The OECD initiative to examine further the taxation of mobile employees is likely to trigger more/other regulatory changes in the mobility ecosystem. It is imperative for organisations to be compliance focused for these imminent

regulations. Companies will be ahead of the compliance curve by having a robust technical (taxation, immigration, payroll, social security) and operational infrastructure - one that is adopted enterprise-wide from the onset of workforce planning. Over the last two years of global disruption it has been clear that in times of heightened uncertainty and urgency the ideal governance model is one which, there is a greater sense of urgency to remove the internal and external silos, and accelerates an integrated risk management model.

Risk And Workforce Transformation

Over the past 26 months the question of risk and cost undoubtedly entered the conversation. The guidance remains to lead with the view that the cost of compliance is not solely a monetary value. Industry standards are advancing conversations around an organisation's risk governance models and is at the core of how that risk is being assessed, managed and governed. Reputational and financial implications as well as the ability to source talent become exponentially more challenging if appropriate risk management is not part of a mobility strategy.

The barriers to hire and mobilise quickly are historically fragmented and task based. Often underscored with reactive planning and lack of forecasting (particularly for out of scope assignment benefits, attrition, succession planning and regulatory costs). The possibilities exist to create your GM roadmap that considers all of these factors with the new segments of mobility. This strategic forecasting serves to help the business quantify and qualify the size of the programme, and address the risk dependencies by location and or mobility segmentation.

Recommendations

So what now?

With the world continuing to be unpredictable, here are three recommendations for global mobility leads to help increase your programme's resilience going forward:

- 1. After Action Reviews:** Perform an audit of your programme and talent mobility by segments. What are the patterns that emerged?
- 2. Knowing your workforce and scenario mapping:** Having reliable data on your

people (who they are, where they are and what they're doing) is central to crisis management. Following the After Action Review, put to test your insights through scenario planning: This would include:

- a. Location analysis and common fact patterns can help set budgets and risk models increasing preparedness and reducing costs in times of disruption; and
- b. Identify the risk exposure relative to high-traffic locations and segments of your programme.

3. Collaborate with your internal stakeholders (including total rewards, procurement, immigration, policy and external mobility vendors): breaking silos and increasing genuine collaboration makes for strong mobility programmes that support innovative and agile workforce transformation.

How We Can Help

At Vialto Partners we believe that your business deserves boundless growth. Our teams can help you design and implement thoughtful mobility strategies that adapt in real time - from cross-border transfers to remote work and business travel.

Contact Us

Please reach out to your Vialto Partners contact to discuss the above and how we can help.



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