



San Antonio Regional Relocation Council

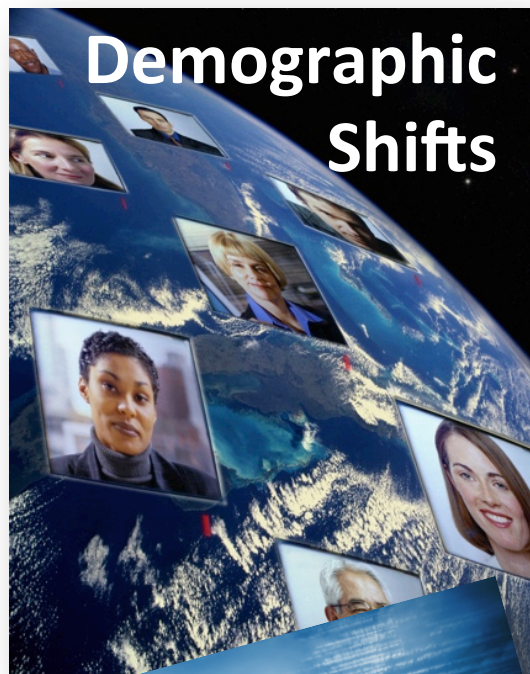
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WORLDWIDE ERC®
THE WORKFORCE MOBILITY ASSOCIATION

Top Global Trends CEOs Say Will Transform Business:



**Resource Scarcity:
Financial
and Talent**



Source: PWC Global CEO Survey

Headcount and Talent Strategies



62%

Say headcount
will increase



93%

Know they need to change their
talent strategies

only 32%

Of CEOs have started or completed
changes to talent strategies



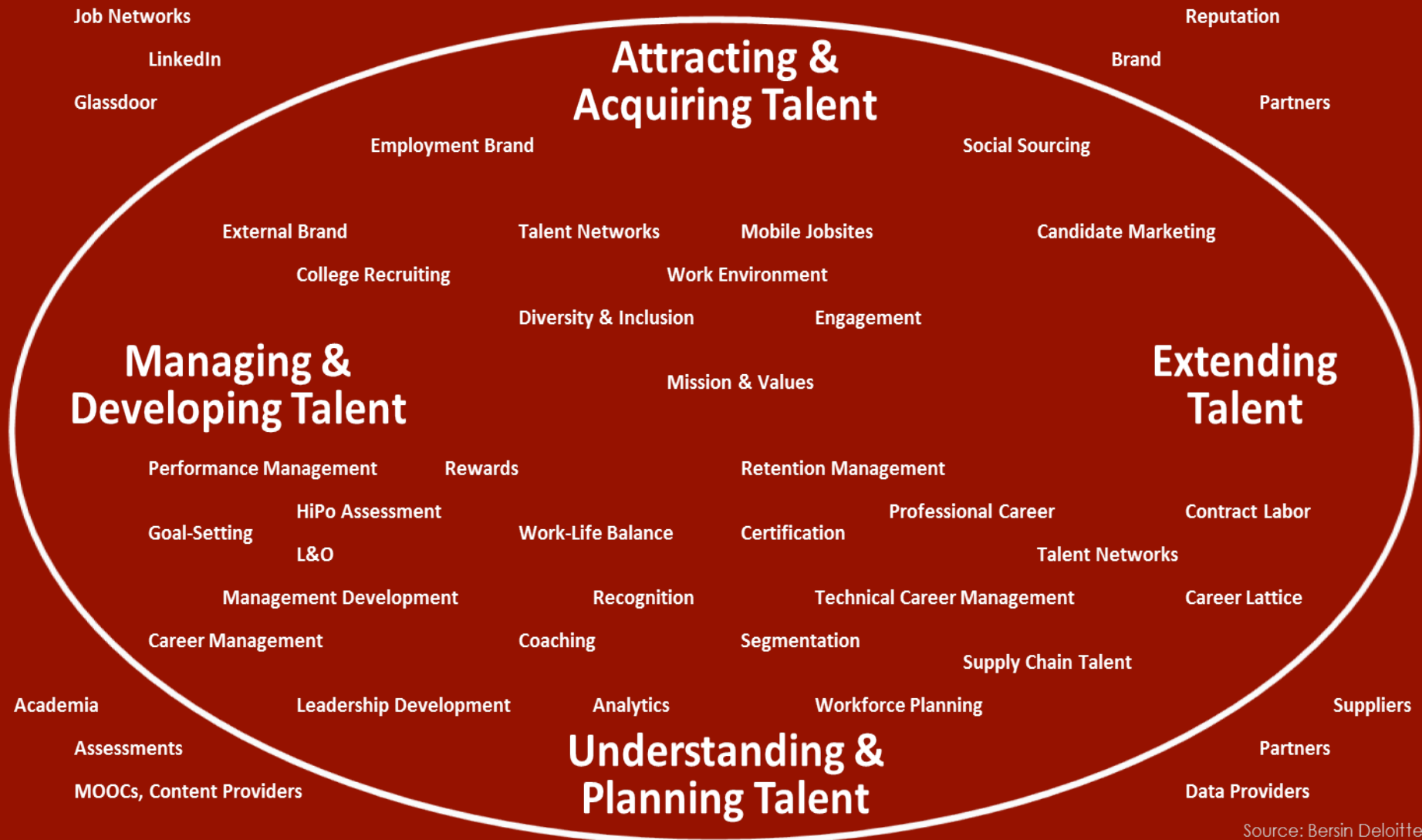
70%

Of CEOs are concerned about the
availability of key skills

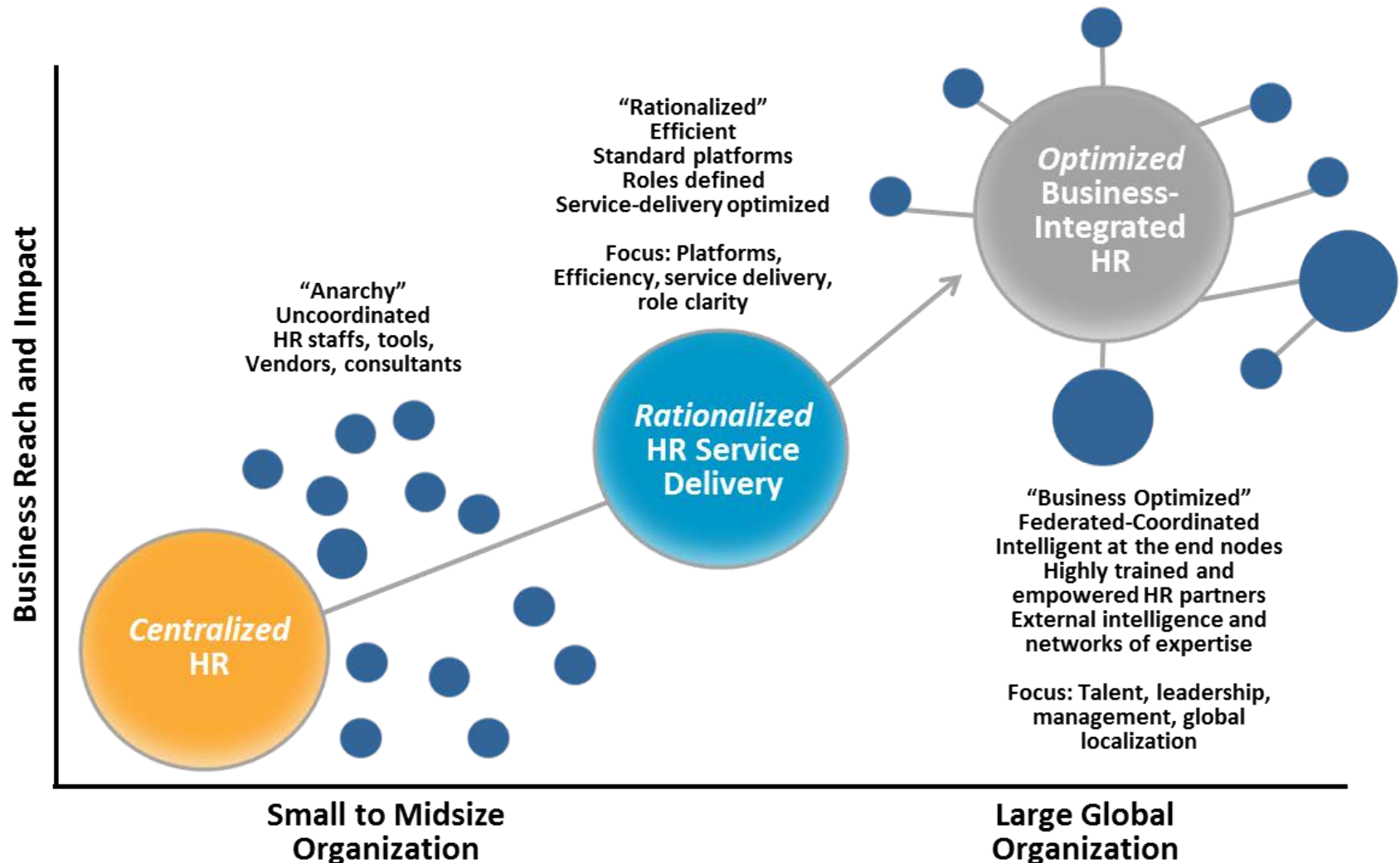
Headcount and Talent Strategies

- **86%** of US CEOs **believe technology advances will transform their businesses** over the next five years
- CEOs = focused on ensuring skills are in place—or will be in place—to capitalize on strategic technological investments
- Demand for highly valued skills is strong; “War for talent” is fierce
- **Addressing the skills shortage is about much more than hiring fresh talent:**
Businesses building up intellectual capital by cultivating the next generation from within can expect a distinct advantage.

The Corporate Talent System



Evolution of High-impact HR



Evolution of High-impact HR

40%+ of global organizations believe their HR teams need significant reskilling.

HR today needs to become a “talent machine” with intense focus on:

- External intelligence, research, benchmarking, new tools, technologies, marketplace and workforce changes, and demographic shifts
- Internal training, certification, development of HR team
- Development of standardizations that prevent “reinventing the wheel”
- A new center of excellence for talent analytics: “center of data” for the talent
- Strong, bold and innovative CHROs

In this optimized role, HR becomes a highly strategic contributor to business success

Transformative Global Trends and Impact on Mobility



Talent Mobility Segmentation



More **mobility**, more **destinations**, more **complexity**

25%
increase in
assignee
levels...
and a
50%
growth by
2020

The number of female assignees
has doubled in the past decade,
from **10%** to **20%**



What does this mean for **our industry**?

A need for...

- **Customization:** Growing focus on customized mobility benefit programs.



What does this mean for **our industry**?

A need for...

- **Compliance:** Adjusting to – and keeping pace with – an increasingly changing regulatory environment.



What does this mean for **our industry**?

A need for...

- **Change:** Technology, generational shifts, skills gap and leadership development needs



We'll continue our **relevance** by anticipating and planning for **what's next**

Board set 3-year strategic direction with four key goals, under which there are twelve core strategies :

1



Goal 1: Engage a larger percentage of the worldwide talent mobility community.

- Increase and expand engagement
- Target non-traditional segments
- Target engagement of those headquartered outside of the U.S.

Three-year **strategic plan**

Goal 2: Maximize Member Value.

- Vibrant, engaged community of sharing, innovation
- Different professional segments, needs
- Gold standard of professionalism

2



Three-year **strategic plan**



3

Goal 3: Enhance and diversify content and learning opportunities.

- “Worldwide ERC® Learning Academy”
- Serve more diverse mobility community
- Enhanced strategic and technical expertise

Three-year **strategic plan**

Goal 4: Enhance and expand brand awareness, recognition and reputation globally.

- Refine brand identity, storyline
- Leverage ROI across paid, owned and earned media
- Long-term plan to sustain visibility



What's Next?

Four key areas were set for prioritization in year two of the three-year plan:

- Research Model
- Europe
- LATAM
- Education and Learning Academy



So now that you know all about what's happening...

How can **YOU** get **more involved?**

**Do what you can, with what you have,
where you are.**

– Theodore Roosevelt

- Multiple opportunities to make the most of the industry's association
- Something for every experience level, age, industry segment, skill and time availability

Contribute to *Mobility* magazine

- Author a **feature article**
- Be interviewed as a **“Designated Driver”** (holders of (S)CRP, (S)GMS, (S)GMS-T designations)
- **Review a business book** and how it has impacted your mobility career



Contribute to *Mobility* magazine

- Provide real estate data for a **Market Summary**
- **NEW** for 2015! Author an “industry insights” best-practice tips feature

**You don't have to go it alone,
editorial help is available!**





- 40 or under? Join the network:
www.WorldwideERC.org/YP40
- Contribute to the YP40 *Mobility* Q&A column
- Attend the receptions during Worldwide ERC® conferences to connect with peers
- Follow events and share news on dedicated Twitter, Facebook and LinkedIn pages

Join the conversations!

- Post your questions or offer tips and advice via **eDiscussion Forums**
- Participate in **LearningZone** or Corporate HR **Peer2Peer** free webinars

Collective Wisdom

IN THE **GLOBAL** BENCHMARKING FORUM:

INTERNATIONAL INTERSHIPS

We are in the midst of creating a new policy and program for international interns coming to the U.S. under a J1 visa. Anything that you might have developed or used in the past that you could share would be extremely helpful, as this is a new endeavor for our company.

WIRE TRANSFER FEE REIMBURSEMENT FOR EXPATRIATES

Do other organizations reimburse their expatriates for wire transfer fees they incur when transferring money between home and host banks? If so, what is the maximum dollar amount allowed per month?

USE OF REALTORS VS. DSP IN CHINA AND INDIA

Do you have any views regarding the use of real estate vendors vs. traditional destination service providers across China and India for homefinding?

I'm interested in obtaining views on real estate vendors regarding scope of service, client experience, relative success, and quality aspects specific to housing selection, check-in, and ongoing property management, as well as pricing model (fixed fee/no fee, commission neutrality, fair market net determination, etc.

BRAZIL CHIA

We are new to sending expats to Brazil. We realize the COLA is very high. Do other companies use the data directly from the provider? Or, are you finding you customize by managerial level of final expat? Or, do you provide some other "make-whole" method to ease the difference in purchasing costs? We provide assistance toward other "normal" expat expenses—housing, dependent education, transportation, etc. Thank you!

NUMBER OF RELOCATION MORTGAGE PROVIDERS FOR YOUR COMPANY

I am trying to find some benchmarking information on how many relocation mortgage companies/banks most companies are using. The information I am receiving is that there is a trend away from single sourcing, but I am having a difficult time finding any data to back this up. Any information on your company or links to data would be great.

Read the answers to these questions and add your comments today. Ask your own questions and share in the expertise of your colleagues around the world. To get to the Communities forums, visit www.WorldwideERC.org/resources/educations/pages/index.aspx. Access to the eDiscussion forums is provided exclusively to corporate and government Worldwide ERC® members who have no commercial interest in education. Not sure if that's you? E-mail membership@WorldwideERC.org or call +1 703 842 3430.

IN THE **US** BENCHMARKING FORUM:

RELOCATION POLICY FOR GRADUATES WITH ADVANCED DEGREES

We are trying to decide what to do about a relocation policy for college graduates. Do you have one policy that is used for both the master's level and Ph.D. level graduates? If you offer them a lump sum, how much do you offer? How is this group handled at your place of business?

INPUT ON DOMESTIC RELOCATION POLICY

I've developed a new domestic relocation policy for my company and am interested in what relocation providers other companies are offering to their new hires and transfers in 2012. I've already solicited benchmarking data from some third-party relocation firms. However, as an additional bit of research, I thought I would ask my corporate relocation colleagues what they offer in their domestic policy.

COMPOSITE SIZING

We're having an issue with one of our employees wanting to purchase a home with composite siding. We've researched several sites and found there are many types of manufacturers that use composite siding and found they are defective (warping, rotting and general unpleasantness like fungus). Has your company added this to your list of ineligible homes to be sold or purchased?

NOB WEIGHT RESTRICTION

Do any of you have a restriction on how much you will move? If you do, what is the amount, and do you find yourself expediting decisions? If not, how does your company define "normal"?

We currently offer shipment of "normal" household goods. We previously had a 15,000-pound limit on goods, but revised our policy about three years ago because we were having too many exceptions. We recently had a situation where an employee's move was estimated at over 44,000 pounds!

EXTENSION REQUEST

I'm wondering how other companies are handling extension requests from their relocating employees. At [our company], we have never had an employee ask us to gross up their HMO in case the IRS does not allow the exclusion, but there's always a first!

Given this economy, I am curious if employers are helping their employees out when this issue comes up. In addition, if your company offers extensions, do you automatically gross up for all benefits?



Learning Opportunities for seasoned pros...



Global Mobility Specialist (**GMS**)[®] -
Modules 1, 2 and 3 now all online!
In-person training opportunities available too

Global Mobility Specialist –
Strategic Talent Mobility (**GMS-T**)
**(Remember that optimal HR Talent Mobility
model...?!)**

Learning Opportunities

for newcomers or those not 100% in relocation

- **Relocation 101: U.S. Workforce Mobility Essentials**—great onboarding tool or comprehensive explanation of domestic mobility process

A promotional graphic for 'Relocation 101' training. On the left is a large red circle with the text 'SPECIAL OFFER!'. To the right, the background features a red and white chevron pattern. The text 'RELOCATION 101!' is prominently displayed in large red letters. Below this, the text 'Register by December 5th for great training AND an Amazon gift card!' is shown, with a small '12' and a red 'x' over the '5'. To the right of the text is an image of an Amazon.com \$10 gift card. At the bottom right, a red arrow points to the right with the text 'Sign up now!'.

SPECIAL OFFER!

RELOCATION 101!

Register by December 5th for great training
AND an Amazon gift card!

Sign up now!

amazon.com \$10

And, 2015 marks another important
industry milestone:



Worldwide ERC's
Certified Relocation Professional
(CRP®) designation turns **25!**

Celebrate this exciting milestone and be part of the
25th anniversary class by earning **YOUR CRP®** on
May 6, 2015!



www.WorldwideERC.org/Pages/CRP15.aspx

Other Key 2015 Calendar Events: Global Workforce Summits



UK

Global Workforce Summit:
Talent Mobility in **EMEA**
Lancaster London Hotel
London, UK

February 11-12



CHINA

Global Workforce Summit:
Talent Mobility in **APAC**
Pudong Shangri La Hotel
Shanghai, China

March 26-27



BRAZIL

Global Workforce Summit:
Talent Mobility in **LATAM**
Sheraton São Paulo WTC Hotel
São Paulo, Brazil

September 9-10

2015

2015 Key Calendar Events: U.S. Conferences

National Relocation
Conference:

May 6-8,
Las Vegas



Global Workforce
Symposium:

October 7-9,
Boston

Questions?



www.WorldwideERC.org

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