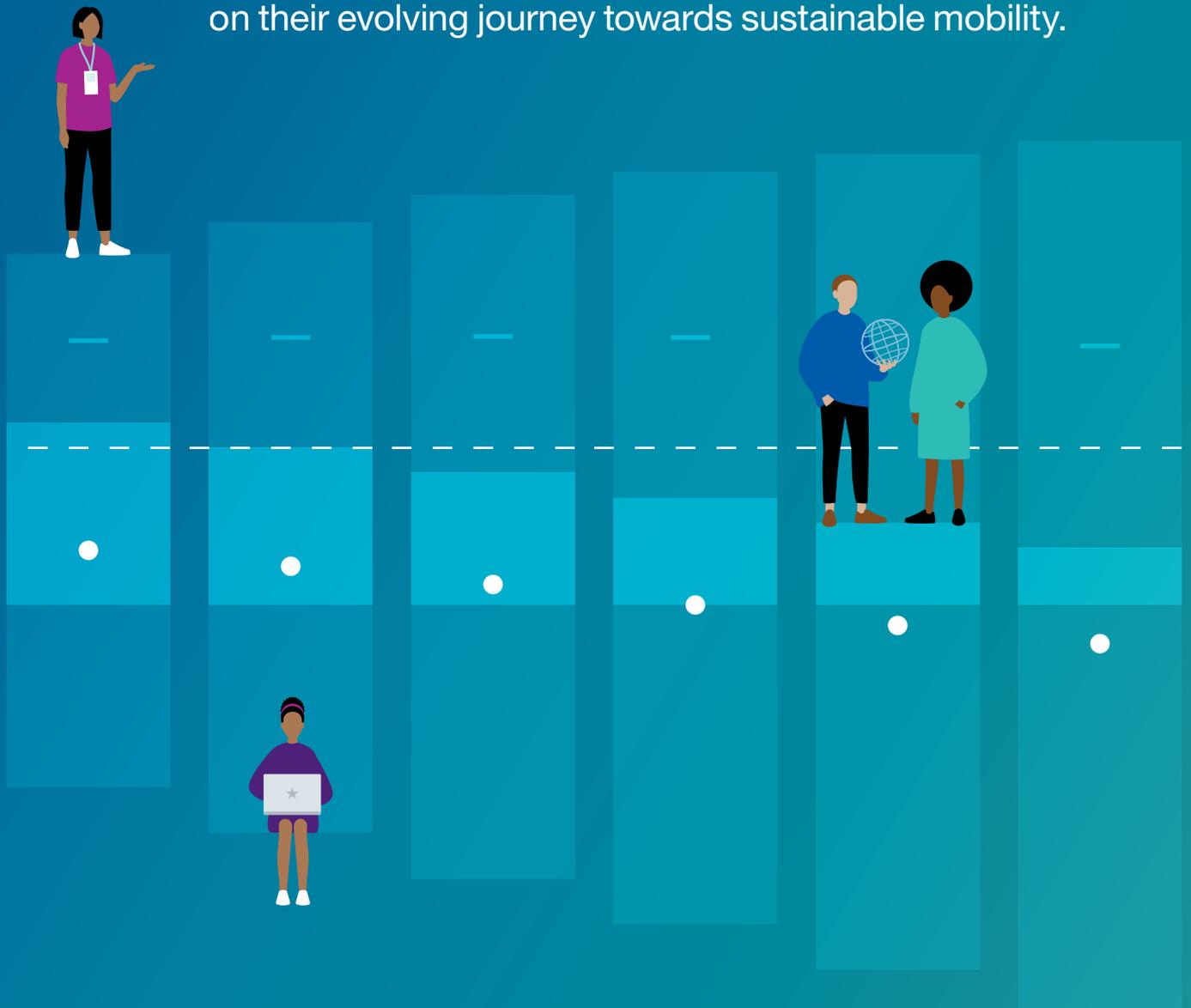


GMS2022/23

## Reshaping Global Mobility 03

# Sustainable mobility — measure, collaborate and educate

Key learnings from a diverse range of industry organisations on their evolving journey towards sustainable mobility.



## Executive summary

### Context

**The environmental, social and governance (ESG) agenda has increased in its importance and influence in all dimensions of society, and indeed the ecological sustainability of planet Earth. Many governments, global agencies and multinational corporations have declared a public commitment to achieve net zero emissions targets.**

For some sectors, the pandemic (dramatically altering how the world thrived) deflected leadership focus from the ESG imperative. Still, they are back on track<sup>1</sup>. At a macro level, many organisations have invested in ESG teams, with leadership-led groups taking action across their whole portfolio. In turn, post-pandemic, board-level focus on Global Mobility (GM) is increasing. ESG is a broad subject, and in this report, we focus principally on the E—Environmental, while recognising governance forms part of consistent change. We explore key learnings and insights from different sector organisations on their evolving journey towards a sustainable mobility programme.

### Scope

Between February and March 2023, ten global organisations were interviewed on the theme of sustainable mobility. GM, senior ESG and procurement leaders were invited to share their insights on their progress and the alignment of their organisation's ESG strategy with their GM programme. Sectors represented were FMCG, pharmaceutical, logistics, manufacturing, financial services, environmental and energy. Combined, these organisations have revenues of €227Bn, employing more than 530,000 people with a mixture of privately owned and publicly traded enterprises.

In parallel, we conducted an open online survey of more than 80 organisations to add further dimension and quantitative data—using a set of eighteen questions to assess progress with policy and other ESG supply chain interventions. Salient statistics are incorporated throughout this report.

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1. Sustainability action report, Deloitte US, 1 December 2022.

## Key headlines

### **For the most part, Global Mobility is conservatively embracing ESG within sustainable mobility.**

77% of organisations reported they have an organisation-wide ESG strategy, and 80% reported that executive leaders are driving ESG. It is noteworthy that only 2% reported that finance and procurement functions are driving it at the organisation level, and only 4% of organisations are driving GM ESG initiatives.

Executive leaders and cross-functional working groups drive the ESG agenda, not procurement or finance functions. But they are likely to be mandated to implement supply chain changes that will require them to be informed about the financial, resources (time) and people (duty of care) implications.

Only 35% reported that their organisation is focused on ESG within GM, with a further 33% considering, and 27% not focused at all.

*Early adopter* GM teams (29%) are looking to invest in change, while 71% are weighing up their options or not planning (yet) to revise policies, processes or supply chain practices.

In our survey, we asked, “How would you respond to proposed sustainability options that could lead to increased cost and possibly reduce employee choice?”. 69% of respondents reported that they should either modify their proposal documents (manage expectations) or educate and communicate with their internal stakeholders to ensure better awareness of the trade-offs associated with sustainable mobility.

In the context of organisations that initiate a *request for proposal* (RFP tenders), procurement teams may be mandated by their leadership to deliver sustainable partners without necessarily understanding the complexity associated with the dynamics of cross-border work arrangements in Global Mobility.

For example, availability of accommodation, choice of travel, implications of not shipping household goods (and policies that in turn, do not pay for storage), duty of care and critically, a data-driven understanding of the business case for undertaking an assignment and valid carbon emissions comparisons for shipping personal effects, renting furnished accommodation (where available), or purchasing furniture.

GM professionals are also aware of the challenges and opportunities for their supply chain in facilitating sustainable mobility, in response to: “What do you think your Global Mobility suppliers are struggling with?”. 74% responded that the biggest challenge for the GM supply chain is the conflict between rising costs and the expectation of reducing fees by organisations using GM relocation services. 55% stated governance of sustainable practices in local and regional offices is a challenge.

While GM is a relatively small subset of an organisation’s activity, it does involve cross-border mobilisation of people which attracts a carbon footprint—as does international business travel. The opportunity for GM teams will be to deliver sustainable mobility while moderating carbon emissions and still deliver on business objectives by continuing to mobilise talent globally. These interdependencies are illustrated on the following page, which shows the complexity of factors to consider and stakeholder engagement required to achieve an optimal sustainable mobility programme.

Collaboration between GM teams, their internal stakeholders and their global supply chain partners is essential to create sustainable change without impinging on the mobile employee experience and their families undertaking multiple forms of international work arrangements.

## Key headlines *continued*

Responses within the survey indicate that GM teams are building expertise, awareness and comprehension of the scale of change required to implement a fully sustainable mobility programme. As science-based targets and other data sources become embedded into GM programmes as the platform for decision-making on which policy elements to modify or eliminate, balanced decision-making will erode the temptation to make *quick-win* policy decisions that might create a negative impact elsewhere in the mobility process.

While other recent reports suggest *quick wins* could include the elimination of personal household goods shipments, the respondents to our survey do not reflect this as a practical reality of their current GM practices, but may form part of their future plans, when data and options have been fully evaluated. A fuller analysis of progress made with policy elements can be found in the key findings section.

No action		Reviewing
44%	Lump sums in lieu of shipment.	32%
55%	Reducing household shipments sea and land.	32%
52%	Reducing household shipments by air.	32%
77%	Renting only locally produced furniture.	18%
63%	Purchasing host location furniture and only providing air shipment.	28%

## The business case for cultural evolution

### **Embedding ESG into talent mobility business cases. While 64% report they provide a business case, only a small group (23%) include ESG metrics.**

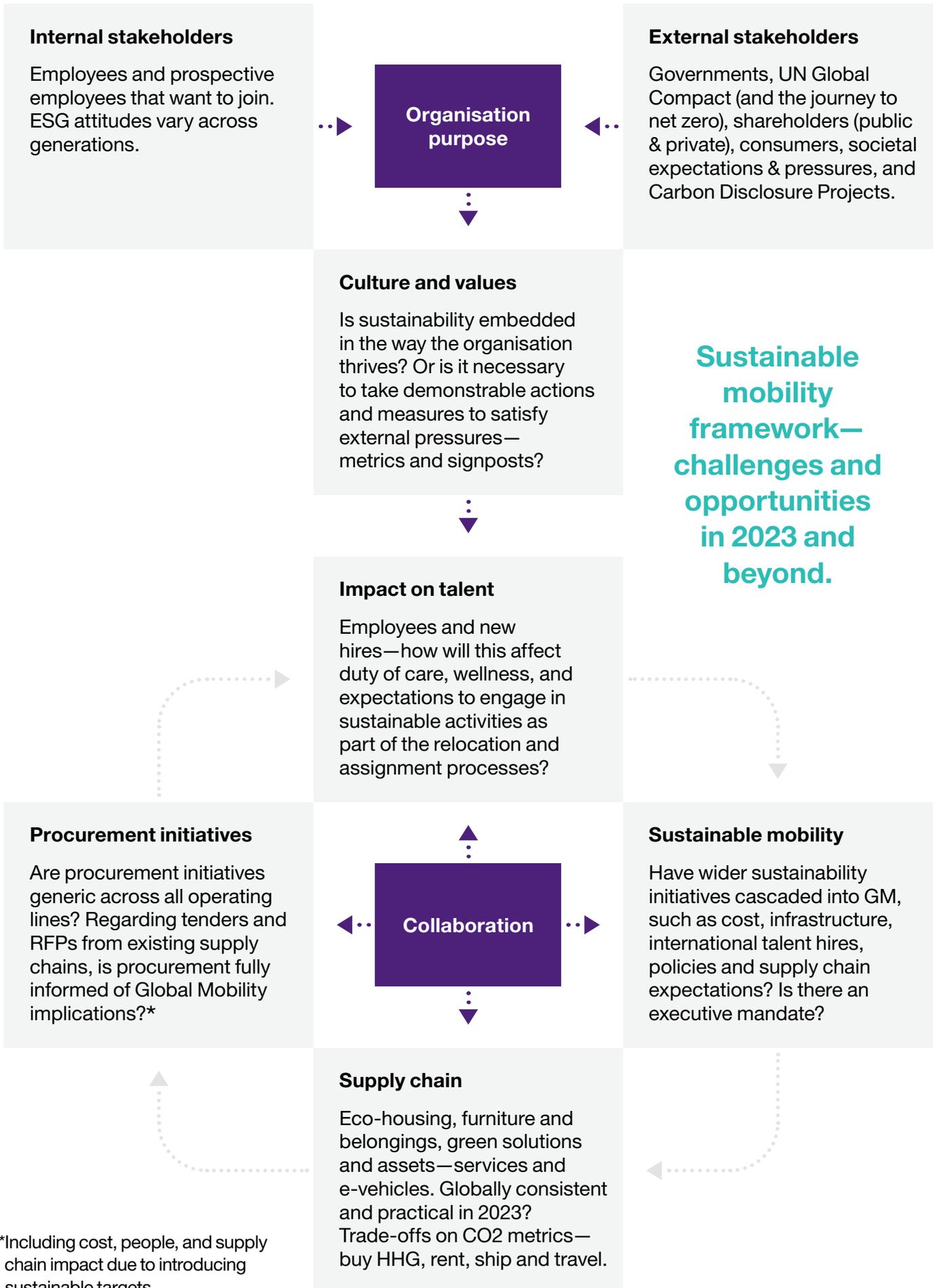
Surprisingly, 44% do not intend to use these metrics, and the remaining 29% are reviewing them. This is an evolutionary process, and with data comes an informed and more objective assessment of how the best delivery of thoughtful, sustainable mobility can be enabled for organisational development.

#### **“Change by preserving” was a striking quote by one GM/reward leader.**

Their organisation’s cultural DNA empowers departments to identify better processes while preserving quality. It highlights the definition of sustainability<sup>2</sup> made in 1987: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

GM’s sustainable journey must be based on determining suitable relocation options that have been objectively assessed for CO<sub>2</sub>, social impact and practical host location viability will enable GM to thrive.

**Fig. 1. Sustainable mobility—measure, collaborate and educate.**



## Key findings

### 1. Overall ESG strategy

**77% of businesses reported that they have an organisation-wide ESG strategy. In terms of focus on ESG within Global Mobility, only 35% are actively engaged.**

#### Survey analysis

Predictably, at the enterprise level, 80% reported that ESG is an executive initiative or may be driven by a cross-functional working group. However, at the GM level, HR Executives are 25% more involved alongside executive leadership and cross-functional groups. Strikingly, only 2% reported that finance and procurement is driving it at the organisation level, and only 4% driving GM initiatives.

#### Organisation insights

Some interviews included GM, ESG and procurement heads. All organisations interviewed had robust, short- and long-term plans to deliver on their overall ESG strategy. All (apart from one) described key areas of focus for their enterprises' overall strategy and how it was being delivered.

Feedback from the interviews provided the most illuminating information. There was an overall recognition that their company's wider ESG goals had not yet filtered down to the mobility function. This is possibly attributable to GM teams being part of a bigger department, part of bigger personal roles or compared with the wider organisation, a relatively low priority to allocate resources to deliver ESG initiatives. Of the ten interviewed, only one had prioritised action within the global mobility team. The others did recognise that before the end of 2023 there will be more focus on their GM function, most likely to be instigated by executive leadership via procurement.

Procurement will be expecting GM teams to innovate sustainable solutions, requiring substantial supply chain collaboration. There are various industry methods being used to measure progress, for example, the carbon disclosure project, EcoVadis (a licensed ESG compliance tool), science-based targets initiated (licensed net-zero, certification tool). These tools and certifications provide third party expertise, where technology can support teams to drive process improvements and monitor change through the supply chain carbon reduction strategies, ultimately bringing down their own corporate Scope 3 emissions. Scope 3 emissions are the largest part of most enterprises' emissions, found mostly in the supply chain.

## Key reflections

At a GM level, this is a complex area and while CO2 and science-based target measures could be seen as the route map for investment decisions, there are more connected consequences.

Compared with the macro-organisation ESG perspective, the significance of sustainable mobility is yet to register with leadership. Global mobility leaders have an opportunity, as they did with hybrid/remote working, to proactively catalyse engagement in this important topic.

While GM and procurement teams may wish to pursue greener initiatives, it will require collaborative education of leadership to understand what is realistically achievable as part of the overall organisational drive for sustainability throughout their value chain.

For example, the consequences and trade-offs from making policy and supply chain changes that could impinge on the employee experience and the retention of critical talent resources.

## 2. What do you think your GM suppliers are struggling with?

74% Conflict of rising costs and expectation of reducing fees by clients

55% Governance of sustainable practices in local and regional offices.

43% Valid data to demonstrate CO2 cost.

43% Governance over their own supply chain.

27% Investment in electric vehicles (household goods).

27% Shortage of eco-friendly housing (short and long-term).

### Survey analysis

1. Increasingly, this suggests there are organisation or corporate expectations of reducing supplier costs, yet costs are increasing, particularly those which are more sustainable relocation solutions. For example, a shortage of eco-friendly resources such as housing and transportation, which may be more costly.
2. As more legislative measures are imposed on GM suppliers, for example, the Corporate Sustainability Reporting Directive (CSRD) in the European Union, the challenge is to embed effective governance of global and local supply chain necessitating.
  - Clear policy, frameworks and access to accurate, meaningful and more comprehensive carbon emissions data.
  - Measurement in the sphere of social sustainability (for example reduction of poverty, access to education, and community engagement).

### Organisation insights

The responsibility to effect a reduction of carbon emissions through supply chain was reported as being principally owned by procurement and sustainability teams. It was recognised that while, in many cases, the annual GM spend is substantial, it is likely to be a relatively small part of the organisation's total procurement spend.

There is an expectation from the procurement function that their existing supply chain needs to deliver their sustainable targets to remain a partner. Timescales varied, as did expectations of progress. GM leaders recognised they will play a role in communicating with their internal business and procurement or ESG peers. These sustainable changes in Global Mobility will have consequences that could impact talent choices and employee experience.

Examples in the interviews looked at the following consequences: availability of housing options if eco-friendly alternatives are mandated—likely to come at a price premium and withdrawing household goods shipments by purchasing furniture or renting furniture in host location may not be practically feasible, or less carbon-friendly or deliver on employee expectations.

### Key reflections

Global Mobility professionals recognise the challenges they are potentially placing on their supply chain, while still tasked with delivering talent mobility operations.

There is a tension between desiring increasingly sustainable solutions—that may come with an increased price tag—and for many organisations, a procurement goal to reduce mobility costs.

Better education and data-led briefings will enable more collaborative dialogue between all internal stakeholders and supply chain.

This is a complex set of options and trade-offs, with duty of care, cost and resource implications. This makes sustainable solutions difficult to actualise in the face of reducing investment in some policy areas, for example, in assuming that there is a trade-off between not shipping personal effects and being able to buy or rent furniture in the host location. These potentially also impact employee experience and duty of care whilst not always being more environmentally friendly..

This highlights a difficult balance between the ambition to contain cost whilst not impacting quality, and the present need for more sustainable practices.

### 3. How would you respond to proposed sustainability options that could possibly increase cost and reduce employee choice?

38% We accept, and we might have to modify our proposals.

31% We accept initially, but we will educate and communicate.

17% We accept, and we might have to defer to another time.

7% Do not accept, and we have an executive mandate.

#### Survey analysis

In the context of *request for proposals* (RFP tenders), procurement teams may be mandated by their leadership to deliver sustainable partners without necessarily understanding the complexity associated with Global Mobility dynamics.

#### Relocation examples

Availability of accommodation, choice of travel, implications of not shipping household goods (and policies that in turn, do not pay for storage), duty of care and critically, a data-driven understanding of the business case for undertaking an assignment and valid carbon emissions comparisons for shipping personal effects, renting furnished accommodation, or purchasing furniture.

#### Organisation insights

Apart from one organisation, all interviewees recognised that to implement sustainable changes; there is potential for associated cost increases. For illustration: direct—capital spend on changing vehicles, operational spend on eco-friendly housing budgets (shortages in an area, availability of suitable temporary accommodation, sustainable aviation fuel flights) and indirect—increased time to find suitable accommodation, longer journeys, e.g. overland rather than air, reduction of choice in services and potentially further distances from workplace or schools (which is the opposite to the desired eco-outcome).

Procurement expectations will vary. For example, one organisation reported they expect the highest levels of carbon reduction strategy whilst delivering demonstrable pricing competitiveness. Most of the other organisations acknowledged there would be a trade-off between sustainable change and potential cost implications.

Specifically, two organisations identified that change *was not a free ticket* and would invest in solutions that proved to reduce emissions, with one of the two advising, *It's ok to get it wrong, as long as we are making progress* when questioning the reliance on data-driven solutions and the time it takes to deliver them.

*I say we use the word investment instead of cost. We have to spend money or decline because there is no, I should say, free ticket for this.*

**Director of International Mobility**  
Global FMCG

#### Key reflections

This highlights the greater organisational mandate for blanket cost reductions without necessarily being fully informed on these supply chain issues.

There is a recognition by some, if not all GM professionals, that a thoughtful, collaborative approach is necessary for implementing sustainable mobility. Whether it is restricting choices that impact employee experience or expecting supply chain to deliver such sustainable solutions at the same or lesser pricing is understandable but may not always be achievable.

Over the long term, it is reasonable to expect that supply and demand of sustainable housing and innovative relocation solutions will see a *levelling* effect with more suitable solutions at cost-optimal pricing.

*Quick wins* can be found in collaboration; sometimes getting things wrong is natural when paving the way and walking it at the same time, however, to ensure that quick wins build into greater long-lasting success, it's important to work with your supply chain to understand their effectiveness.

*It's OK to get it wrong, so long as we are making overall progress' when questioning the reliance on data-driven solutions.*

**Category Procurement Lead**  
Global Manufacturing

#### 4. What tangible progress have organisations made with sustainable mobility?

### **Less than one-third of GM teams, 29%, have already implemented reductions of certain high carbon impact types of assignment, e.g. commuters and short-term business trips.**

#### Survey analysis

48% are still evaluating their options, and a small group of 14% for whom this is not their agenda. Reflecting on this; currently, those making policy changes are in the minority. One-third, 33%, have re-defined policies that impact CO2 elements. 18% have re-defined criteria for supply chain partners to demonstrate ESG commitment. A further 32% have reported limited progress. See Fig 2. on the following page for further details.

#### Organisation insights

It was reported that only limited practical relocation progress had been made in this area of sustainable mobility. In line with the survey, a particular area for improvement and discussion is reducing pre-departure trips. Two of the ten interviewees, in contrast to the survey were providing cash allowances or host location furniture rental household goods in lieu of household goods shipments (underpinned by a focus on cost savings).

Where services were revised or being reviewed within policy, cost was an associated element, combined with a secondary benefit to the wider organisation's ESG programme.

Overall, interviewees recognised that supply chain collaboration and joint innovation were critical to the long-term objective of achieving sustainable mobility. This is a two-way process; organisations acknowledged that solutions would flow with their supply chain and guidelines for sustainable improvements would filter down from procurement and their wider organisational initiatives.

### **Holistically, there is a need to have solutions-based conversations rather than relying exclusively on compliance accreditation or certifications.**

#### Key reflections

In areas where leadership have more organisation-wide involvement and visibility, such as business travel, there has been more progress in assessing and downgrading the class of travel.

However, looking at assignment-related mobility services— apart from 30% encouraging use of public transport from host accommodation to the workplace—without exception, respondents report that they are either reviewing the policy changes or taking no action—and the two combined represent three-quarters of responses.

Reflecting on why this might be the case, we have highlighted recognition of the tension between supply chain challenges on cost of services and the need for sustainable innovation. GM transformation is an evolutionary process, given the potential impact on employees and their families' choices and the relocation experience.

There is an ongoing global war for talent, so organisations and their Global Mobility teams may progress more cautiously with sustainable mobility interventions, balancing progress with practical realities of attracting and retaining key talent. The interviews highlighted that where ESG is embedded in organisational culture and macro commitment to sustainable change, Global Mobility also has a greater impetus for change.

**Fig. 2. Detailed responses about respondents' organisations' progress towards sustainability.**

<b>Business travel and other incentives</b>	<b>Done</b>	<b>Under review</b>	<b>No action</b>	<b>Personal household goods shipment</b>	<b>Done</b>	<b>Under review</b>	<b>No action</b>
Encouraging less business travel	51%	28%	22%	Lump sum in lieu of shipment	24%	32%	44%
Downgrading flights	40%	16%	44%	Reducing household shipments by sea and land	14%	32%	55%
Less annual home leave trips	10%	21%	69%	Reducing household shipments by air	17%	32%	52%
Paying transportation allowances in lieu of host country vehicles	24%	32%	44%	Renting only locally produced furniture	5%	18%	77%
<b>Housing and utilities</b>	<b>Done</b>	<b>Under review</b>	<b>No action</b>	Purchasing furniture host location and only providing air shipment	9%	28%	63%
Encouraging use of public transport from rented housing	30%	27%	42%	<b>Supply chain</b>	<b>Done</b>	<b>Under review</b>	<b>No action</b>
Enhanced housing budget for greener properties	6%	25%	69%	Only using suppliers with ESG initiatives	13%	41%	46%
Mandating green utilities	11%	20%	69%	Virtual assignments	24%	36%	39%
Lower utility budgets to encourage more efficient usage	11%	20%	69%				
Renting furnished accommodation	14%	20%	56%				

## 5. Talent

### Survey analysis

In the GMS 2022/23 Report<sup>3</sup>, we highlighted that GM teams are now more visible and engaged with leadership and HR leaders on talent planning as hybrid and remote working are incorporated into cross-border work arrangements. Sustainable mobility is set to have the same impact on GM teams as they become accountable for reviewing, delivering and reporting on progress.

**As part of your organisation's talent strategy, does ESG play a role in regional/host country talent options, e.g. before searching for the right candidate to undertake an international assignment?**

41% Unsure (not involved in talent discussions).

20% No.

20% Depends on the assignment purpose.

11% Yes.

**When it comes to diversity and inclusion when selecting employees for international or work arrangements, does your organisation run any tangible initiatives?**

49% Do not run tangible initiatives.

41% Do run tangible initiatives.

**Should your organisation provide financial or other incentives, e.g. time off in lieu, to motivate participation in societal and sustainable activities?**

33% No.

29% Yes, we do already.

27% Yes, home and host business should fund.

2% Yes, host business should fund.

This is certainly a more positive picture and is an innovative method for mobility to create value for their organisations while also demonstrating a compelling reason for more mutual collaboration of engagement ideas to their talent and HR peers. Incentivising or introducing KPIs around sustainable mobility could encourage greater adoption of *green* practices.

### Organisation insights

Only one organisation reported looking at talent (employee and hires) relocation and ESG through the same lens.

### Organisation insights *continued*

These findings highlight a strong business case to invest in sustainable mobility—alignment with broader organisation objectives and potentially an important talent enabler. Generically, to embed a more sustainable mindset within the relocation arena and, specifically, in widening the available talent pool to attract those with more sustainable expectations from their employer.

### Key reflections

Looking slightly further ahead, it was reported in an article by Forbes in 2021, *Why corporate strategies should be focused on sustainability*, using research data from Nielsen, reported that 40% of millennials have taken a job because of the company's sustainability initiatives.

Given the key implementation of DE&I initiatives as a key talent lever, this is a massive opportunity for GM teams to enhance both their profile and influence in the ESG arena.

It is recognised too, that even if GM professionals desire to be proactive, the lack of awareness of sustainable mobility remains a barrier to be eroded through measurement, collaboration and education.

3. Global Mobility Survey (GMS) reports, Santa Fe Relocation, 2022/23. **Click to view online.** 4. Why corporate strategies should be focused on sustainability, Forbes, 10 February 2021, Talal Rafi, Council Member. **Click to view online.**

## 6. Building a sustainable mobility business case?

As part of your organisation's talent strategy, does ESG play a role in regional/host country talent options, e.g. before searching for the right candidate to undertake an international assignment?

	Yes	No	Planning	Other
Business case.	64%	18%	12%	5%
ROI/total cost estimate.	61%	21%	14%	8%
Talent and cost investment plan for each assignment.	37%	34%	21%	8%

Have you revised this to include Environmental and Societal factors in the approvals process (e.g. carbon footprint for the policy elements—travel, personal and household effects, cost of buying/renting furniture in the host location, green accommodation, and utilities)?

44% No.

29% Considering but No action yet.

23% Yes.

**In line with other trends, less than a quarter of respondents have included early adoption of green elements in the talent investment case. This may be associated with the need for more data-based evaluation before making representation to leadership for inclusion. Evolution, not revolution.**

### Organisation insights

Equally, while this was not a prime question in the interviews conducted, only one candidate mentioned it and alluded that this would not be a priority for them as there is more knowledge gathering to be undertaken.

### Key reflections

Business case, ROI measures and talent investment tools have progressed at varying pace of change over the past decade.

GM teams have already assumed responsibility for remote/hybrid working in their portfolio and sustainable mobility adds another critical activity.

It would suggest that the inclusion of ESG measures into the talent investment scorecard will make this additional work easier to influence, measure and control.

All businesses thrive on data, insights and recommendations to effect change. Otherwise, they are more likely to remain only opinions.

This evolution requires holistic thinking to ensure there is a balance between sustainable practices, cost management and duty of care. International work arrangements are dynamic, emotional and complex. They are not a tangible product on an assembly line.

## Conclusion

### “Culture eats strategy for breakfast”

Professor Peter Drucker

Sustainability at the organisation level is a priority for leadership. Interestingly, an unexpected insight from the interviews with GM leaders and their Executives responsible for sustainability—indicatively there is a marked difference between those global businesses that were privately owned from those that were publicly traded. The mindset for global privately owned organisations reported *that is part of how we function and expect our ecosystems to be an integral part of that*.

The public organisations, however, described a need to demonstrate action and tangible evidence of progress and indeed compliance with the various global requirements such as the UN Global Compact or the EU CSRD (Corporate Sustainability Reporting Directive).

This does not conclude that unilaterally all public organisations do not embed sustainability passion to the same level as private organisations. It does, however, highlight the critical role that culture plays in embedding sustainable attitudes and harnessing a collective desire and responsibility to act, in a thoughtful, collaborative and sustainable manner.

There are many publicly traded organisations that commit and convey the same passion and demonstrable ESG commitment in everything they do. They may have additional compliance reporting pressures from a variety of sources—government, shareholders, environmental pressure groups and social media.

GM is in the spotlight due in large part to the continued demand for cross-border talent deployment and hiring. At the same time, sustainability is also at the forefront of organisation conscience and practices. Over the next 12 to 24 months, as there is greater assimilation of ESG practices into GM, the benefits from a talent attraction and engagement perspective will become more evident.

It is therefore imperative that global mobility professionals develop a strategy and plan to implement sustainable practices as part of global mobility. There are some *quick wins* in practical aspects of revising policies and practices. In Fig. 1, pg. 4, we highlighted that it is not a simple black-and-white decision-making process.

**Focus on establishing valid and reliable  
data sources, look at all options and *trade-offs*,  
collaborate with all your mobility supply chain  
and use the evolving knowledge to educate  
and report to leadership the progress made  
on the sustainable mobility journey.**

**The goal is not to  
avoid mobility; it is  
to make mobility  
more sustainable.**

**Without a strategic plan, policies,  
and processes, a disproportionate  
amount of time could be consumed,  
compared with the needs of the vast  
majority of employees, presenting  
organisations with potential risk.**

## Key takeaways

### **1. In the main, executive leadership, owns and is driving ESG agendas.**

It has been embedded into organisational purpose and core values. While there is pressure externally to report and demonstrate progress, this forms part of the holistic business process and is not a *greenwashing* exercise.

### **2. Post-pandemic, the ESG agenda at the enterprise level has gained momentum.**

For the majority of GM respondents, the pace of change has been slower with sustainable mobility. A small group of early adopters lead the way in reviewing policies and implementing greener measures. Many more report they are assessing the situation and there are likely to be a more significant percentage of organisations implementing greener GM over the next 12-24 months.

### **3. Sustainable mobility is not a black-or-white decision.**

GM teams should adopt a balanced approach when evaluating the trade-offs; analysing talent needs (family unit, seniority, special needs), high volume relocation hot spots, and host infrastructures in tandem with balancing cost, well-being and carbon impact will lead to optimal long-term progress, while maintaining employee engagement.

### **4. Education and collaboration.**

This will be part of GM teams' quick wins, underpinned by reliable, valid data to educate internal and external stakeholders on the impact of greener relocation options and personal life implications of sustainable policies and processes. Ambition to deliver sustainable change requires strong expectation management to maintain a realistic roadmap.

### **5. ESG is a long-term strategy.**

Having an overall strategy and engaging key internal stakeholders—line management, talent management, talent population and external supply chain is vital and not a piecemeal, reactive approach. This is a dynamic ecosystem and change is the only constant in a volatile global relocation market.

### **6. Who pays for being more sustainable?**

Many developments made within mobility policies are very likely to influence the cost. Some drivers for sustainable development may be seen as cost reductions rather than investment opportunities. This highlights two conflicting thought processes—one identifying reducing or removing household goods shipments due to cost and impact, and those maintaining the status quo and continuing to invest and assure wellbeing.

### **7. Business case.**

Develop a data-driven balanced scorecard that assesses three factors: cost, well-being and impact on carbon emissions. This feeds into the more traditional elements: purpose and benefits for the organisation, seniority, family size, intended assignment duration and home/host location logistics. It also provides an audit trail of the sustainable decisions made to develop trends analysis for future green evolutionary work.

### **8. One size does not fit all.**

The removal of personal shipments and the provision of lump sum cash allowances or furniture rental/purchase may not improve the long-term emission reductions. If large mobility programs have assignees buying or renting a property of new furniture in each location, it could be a case of shifting one type of emissions to the production of another. A closer look at policy and population type needs to be looked at rather than blanket measures, which ultimately will involve measurements, collaboration and communication with all stakeholders.

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Global Mobility made easy



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