



Tomorrow's workforce: data driving mobility

2015-16 Global Mobility
Effectiveness Survey





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Mobility is poised to move to the next level: actions to take



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Foreword

Mobility is poised to move to the next level – how will your organization make the most of it?

How businesses collect, organize, analyze and use information binds nearly every aspect of global mobility planning, oversight and strategy. That's the finding of EY's 2015-16 Global Mobility Effectiveness Survey report entitled *Tomorrow's workforce: data driving mobility*.

Our outlook also suggests that continued global economic instability, political challenges in Europe and the implementation of the Organisation for Economic Co-operation and Development's (OECD's) Base Erosion and Profit Shifting (BEPS) guidelines are going to further increase pressure on mobility and mobility functions.

Mobility-related concerns range widely across industries, regions and individual businesses. Our survey investigated the gulf between available data and needed data as well as attitudes about corporate policies. It also explored specific operational and regulatory areas of interest to survey participants. In addition, we asked participants how well they think companies are executing on their current policies and structures.

Three findings from the survey are worth highlighting:

- ▶ 52% of respondents said they don't have access to the data to bring insight to their mobility programs
- ▶ 72% of respondents are not tracking the success of international assignments
- ▶ And – with the increased regulatory pressure at local and national levels, short-term business traveler programs currently face the highest mobility risk rating.

What do these results tell us about how global organizations are handling immigration laws, tax and compensation policy, deployment costs, and reporting and corporate governance? What are the perspectives that can contribute to a clear, practical and applicable view of achieving operational excellence? We will answer these questions throughout the report.

Our review also goes back to basics by providing insight into traditional challenge areas and identifying links in the communications and process chain. We've incorporated the views of knowledgeable EY people from our global People Advisory Services and International Tax Services teams to weave practical analysis into the findings. We've also included case studies and focus areas that illustrate the challenges and barriers and highlight policies that work in a complex global environment.

Previous EY Global Mobility Effectiveness Surveys examined the link to business strategy and talent management. Now we see that mobility data can be used more effectively in international workforce planning, policy and cost effectiveness using predictive or descriptive analytics. Mobility is poised to move to the next level – how will your organization make the most of it?

Mobility programs are under unprecedented pressure to deliver value and they need to flex more than ever with the changing regulatory landscapes. It will require a significant change to move the Mobility practice to the next level, including upgrading mobility controls; establishing and embedding sustainable methodologies; sourcing the right data; and upskilling significantly. At EY, we partner with our clients, their business and their people to resolve the complexity of their global journeys.



Nick Pond
EY Global and Asia-Pacific
Mobility Leader



Kevin Cornelius
EY EMEA Mobility Leader



Leslie Fiorentino
EY Americas Mobility Leader

Survey highlights

52%

do not have sufficient access to relevant data to identify or forecast important mobility trends.

46%

of respondents either don't know or feel local teams have insufficient knowledge of assignee payroll reporting, yet not all appear to be responding with formal processes to validate or reconcile payroll outputs against instructed amounts.

29%

perform no checks that payrolls are correctly processing equity or long-term incentive payments.

58%

listed compliance and regulation as their biggest challenge in managing their mobility program.

“Mobility functions are under pressure to deploy people in a smarter way.

Harnessing the data collected around mobility and asking the right up-front questions can help find answers about a variety of issues that provide real value to the business.”

76%

stated that they either have a formal policy in place to manage short-term business travelers or intend to implement one.

35%

experience challenges in securing the right talent for mobility.

42%

said that cultural fit is not usually considered in the assignee selection process.

Tracking the success or failure of an assignment is at least somewhat important to

93% of respondents. Despite this, 72% are not tracking the success of their international assignments

– Gareth Paine

EY People Advisory Services Director

18%

have robust technology in place to support assignment cost analysis for decision-making.

45%

report having very little or no technology to support decision-making for talent management.

Business traveler activity is the

#1

perceived risk faced by survey respondents.

75%

admit needing greater insights into their global compliance risk.

Outlook for 2016 and beyond

The 2015-16 Global Mobility Effectiveness Survey offers valuable insight into where mobility is and where it is going. It is important, therefore, to reflect upon the 2016 environment to which our insight and conclusions of the survey are to be applied.

Economic environment

Uncertainty and volatility are the new norm, and that means organizations and their mobility functions need to be more nimble and flexible to deal with talent needs, cost pressures and increased compliance obligations. Certain sectors, such as oil and gas and mining and metals, have been particularly hit by falling commodity prices; the EU is under huge pressure especially on its economy, its borders and the UK referendum on its membership; governments, meanwhile, continue to seek new tax revenue and impose more restrictive immigration rules. All these factors and many others combine to create pressure, and mobility functions needs to react.

Integrated mobility

While global or centralized mobility functions are traditionally responsible for managing the move of assignees, package and tax compliance, many organizations still manage compliance of social security, immigration, business travelers and so on, on a localized basis. This means that there is no central corporate governance of critical and costly compliance demands when governments are looking precisely at these areas for new revenue or control. Equally, much of the data used by mobility centrally, or provided by assignees for tax compliance, can be reused more efficiently for these other compliance areas, leading to consistency and less time spent finding and supplying data. Integrating these compliance areas leads to significant benefits to mobility as well as the assignees.

BEPS

The G-20/OECD review on BEPS led to the publication of guidelines in October 2015. It is explained in more detail later in this report. However, the true implications for organizations are only now becoming clearer, bringing greater responsibility for mobility. Key data on mobile employees, be they assignees or business travelers, will be needed for country-by-country reporting, enhanced transfer pricing documentation and permanent establishment compliance or risk analysis. Everyone involved with mobility should understand BEPS and prepare for additional demands from the business.

Data

Our survey report finds that data is increasingly important for everything that mobility does and needs to do in the future. Our outlook reflects that sentiment even more. Data and data analytics are essential for nimble and flexible decision-making, cost management, integrated mobility and the emerging demands of BEPS.



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2015-16 survey introduction

The buzzword

“Data analytics” refers to the practice of turning raw data into information and information into actionable insight.

Data analytics gives you:

Visualization

What has happened.

Insight

Why it has happened.

Foresight

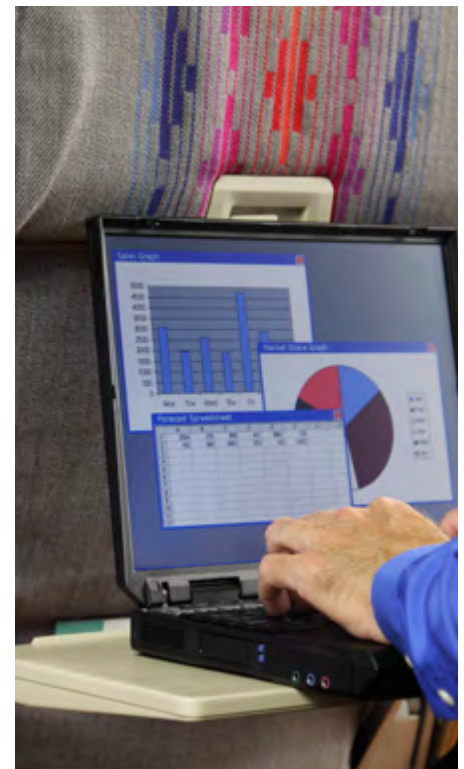
Where it will go.

Managing the impact of today’s global economy and adapting to market disruption from imminent demographic changes are major challenges for businesses determined to mobilize their workforce to succeed.

More than ever, businesses are eager to put the right people in the right places at the right time to operate effectively and profitably. However, EY’s 2015-16 Global Mobility Effectiveness Survey finds many are struggling to deploy their human resources, contain costs, ensure policies are followed, comply with a myriad of regulations and manage risks associated with short-term business travelers.

The survey also finds many businesses believe they could meet these challenges if they could smartly leverage the many forms of data they collect as part of those processes. Yet more than half (52%) of survey respondents said they don’t have access to the data necessary to bring insight into their mobility programs. Some 45% said they have very little or no technology to support decision-making for talent management and just 18% said they have robust technology in place to support assignment cost analysis for decision-making.

Across the board, it comes back to data and analytics. Data and analytics can help businesses standardize processes, improve compliance and identify inefficiencies; all important steps in achieving operational excellence. This report examines these issues broadly while focusing more narrowly on the potential impact data and analytics can have if properly utilized – taking it to a strategic application.



Our respondents cited the following policy types in force within their organization:

Short-term assignment **85%**



Long-term home-based assignment

75%



Permanent transfer

58%



Localization

55%



Tax equalization

70%



Business traveler

54%



International local hire

51%



Long-term host-based assignment

51%



Commuter assignment

35%



Fly in, fly out assignment

5%



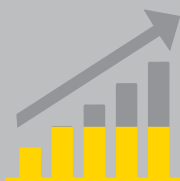
Other or none

2%



Developmental assignment

32%



Closing the gap between policy and process

Our previous surveys have shown businesses striving to improve or implement more sound mobility processes, policies and infrastructure.

The 2015-16 survey shows some progress in this area, but plenty of gaps remain. For instance, more than 20% of respondents said they handled global mobility duties in addition to primary day-to-day responsibilities such as payroll, tax, remuneration or generalized human resources functions. And while the majority of respondents feel their global mobility team is at least functioning effectively, almost 50% say they are understaffed.

Finding the right balance and staffing mix is never an exact science. As with our earlier surveys, it can still be said that with the ever-changing regulatory landscape, companies across all industries and geographies are highlighting a need for dedicated global mobility resources internally with a breadth of knowledge and operational know-how.

Tapping into additional resources will help bridge the gap and provide the necessary links. However, these roles are becoming more than just ensuring compliance obligation for home and host tax filing, social security and immigration. They are increasingly seeking a broader management skill set and demanding fresh, creative opinions and a new use of the mobility data at hand to continually drive program improvements and weed out operational deficiencies.

Another gap lies in ensuring mobility-related policies and processes are followed. Just 1% of respondents said they lack robust and thoughtful policies, but the survey indicates policies are frequently overlooked or are not properly applied when decisions have to be made to deploy individuals quickly. Exceptions are made in order to reduce expense (such practices often increase costs instead by trying to circumvent the processes which were designed to create cost efficiency); personal deals are made between management and candidate; processes and sign-offs are arduous or there is a lack of serious thought given to talent management and true candidate selection. Connecting these dots and mandating user-friendly processes is critical.

Employees are becoming more globally mobile and agile in some regions. Is it a sign of the times? Generational shifts and advancement in technology allow organizations to take advantage of employees' want and willingness to move for work.

We asked respondents where they see the future of assignment types and policy. In general, organizations continue to look at localizing or using short-term assignees to upskill local employees. Developmental assignment policies are still becoming more popular. So too are short-term assignments of less than one year.

Data analytics can assist in correlating the use and purpose of mobility policy with success drivers for future planning.

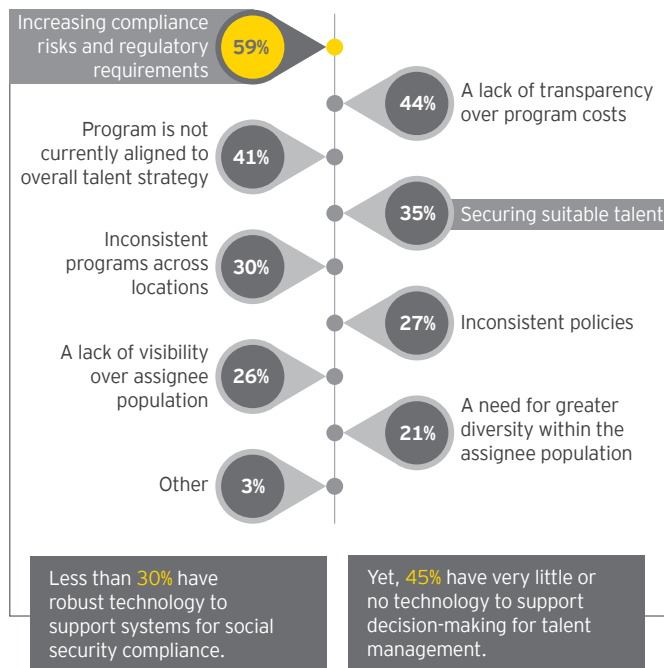




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Compliance and risk management

Challenges faced in managing mobility programs



Increasing compliance risks and regulatory requirements are key issues that continue to concern respondents. Nearly 58% listed compliance and regulation as their biggest challenges in managing their mobility programs, while 74.5% are seeking greater insight into understanding and managing global compliance risks.

Recognizing the need for corporate governance and the preservation of corporate reputation, many respondents say their organizations apply internal controls to minimize and mitigate risk and exposure. Risk around compliance in personal income tax, payroll withholdings, social security, immigration, employment law and corporate tax is considerable, and many respondents cited an additional focus on cross-border global equity reporting and requirements and getting a better handle on business traveler activities.

More companies are checking the data being processed by payroll for compliance purposes. This is particularly the case for equity awards, as the associated risks are increasing due to ever-changing tax rules and the fact that the trailing liabilities do not follow traditional assignment timelines. Only 29% of companies do not perform checks that payrolls are correctly processing equity or long-term incentive payments; this, however, tends to vary by industry. In the financial sector, 50% of companies employ a third party to support the calculation of trailing liabilities, compared to only 14% of those in consumer products. This is not surprising, particularly given the complexity of equity awards in the financial industry and its current attitude toward risk.

With a focus on compliance, organizations are centralizing efforts on the technology front to inject additional data and analytics into this space, to help them minimize and mitigate risk and exposure. Most survey participants said they have a robust or medium level of technology available to them in the compliance and regulatory area, yet, they still feel great challenges in managing the regulatory environment. Is it now a question of using that technology to get on the front foot of compliance as we enter a world of heightened regulation and increasing intergovernmental cooperation?





4

Cost reporting, payroll and compensation

Access to total program cost information was described as a hindrance by a majority of respondents.

At a time when most global organizations are seeking transparency and clarity in their operational processes, efficient and accurate cost reporting can still prove elusive. Access to total program cost information was described as a hindrance by a majority of respondents: 52% reported not having sufficient access to relevant data to identify or forecast important mobility trends. In addition, income tax and social security reporting and withholding obligations continue to be a challenge in managing expatriate compensation, as indicated by 75% of respondents who said they would welcome additional insight in this area.

Knowing how best to manage compensation data for assigned employees is another problem area identified by respondents.

Better data processes can revolutionize the ability to properly collect, assess and process global compensation data, **whereas data analytics can revolutionize the insight from that data, leading to better decision-making, that impacts cost management, return on investment, policy efficiency, and talent and mobility strategy.**

More than 40% of respondents said it was difficult to establish effective global processes and data controls when managing assignee compensation, which is consistent with prior year surveys. Without a robust and regular compensation data collection process in place, and lacking controls to validate data accuracy, it is unlikely that correct and complete program data can be achieved.

Reporting difficulties also persist elsewhere, particularly in the area of payroll. Nearly 43% of respondents feel their local payroll groups lack sufficient knowledge to properly handle and report the more complex compensation data of assignees. However, too many organizations have not addressed this gap of data, knowledge or skills with formal processes to validate or reconcile payroll outputs against instructed amounts: 37% indicated they have no formal process to validate that compensation is being accurately reported through payroll, and we suspect that many others have only partial processes in place. This is one of the key sources of cost and risk for many organizations around the world as tax authorities seek to enforce compliance and increase revenue.

Many respondents did, however, indicate that they are beginning to take steps to address these knowledge gaps, a trend we expect to continue. According to the survey, 31% of companies are investing in regular and ongoing training for payroll, an increase over previous years. The traditional high-level tax information sheets are still widely used by 47.5% of respondents, but many companies now recognize that these do not bridge the gap between knowing one has to perform a task and knowing how to perform it.

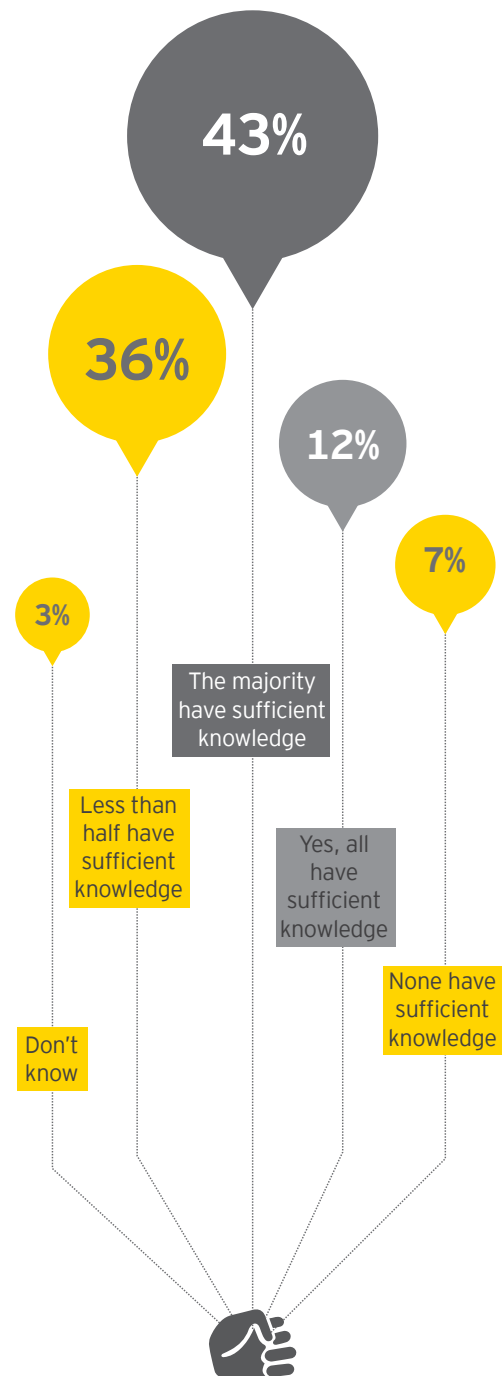
46%

of respondents either don't know or feel local teams have insufficient knowledge of assignee payroll reporting, yet not all appear to be responding with formal processes to validate or reconcile payroll outputs against instructed amounts.

Top 3 business challenges in managing assignee compensation are:

- 1** Accessing total program cost management information
- 2** Compliance with country payroll reporting and withholding obligations
- 3** Establishing effective global process and data controls

Do your local payroll and mobility teams have sufficient knowledge of assignee payroll reporting?



Note: Percentages may not total to 100% due to rounding.

Employment law and mobility

HR Legal Directors are increasingly aware of the immigration and social security ramifications of mobile employees but not necessarily of their employment law ramifications. In a rapidly changing and globalized economic environment, the increase in mobile employees creates additional complexity which may lead to unanticipated employment law issues, in particular where national and local employment laws are usually not adapted to cross-border issues.

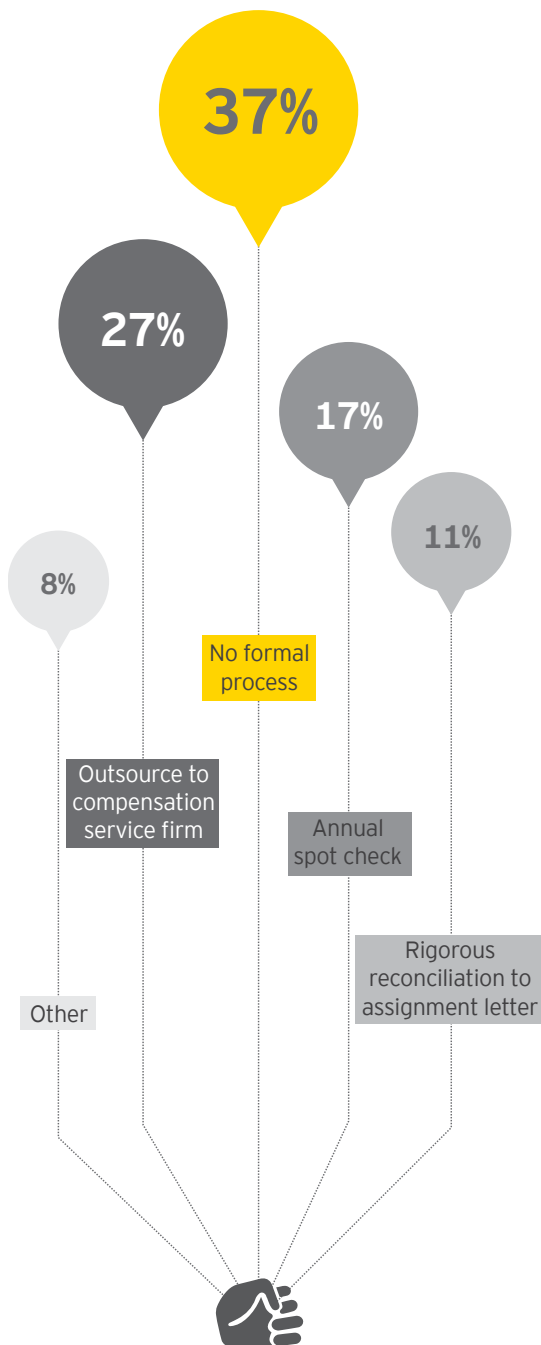
This internationalization of the workforce, which is more and more part of the HR business model of multinational companies, is raising scrutiny and has forced authorities to act, for example, to avoid abuse of inbound workers or the “social dumping” of cheaper offshore workers undermining home employment. This is particularly true in the EU, where the last regulation increasing the constraints on posting of workers was passed in 2014 and is currently being transposed at this writing, sometimes with more stringent requirements being implemented by national legislations. The EU directive 2014/67/EU concerning the posting of workers in the context of provision of services is notably applicable to intra-group mobility and provides for additional employment law requirements and control measures and reinforced cooperation between member states.

Awareness of the employment risks related to mobile employees is important in order to mitigate the immigration, social security and tax non-compliance risks. In particular, recent recommendations by the OECD aimed at combatting BEPS used talent issues as a criterion to redefine international tax structure of multinational companies. Shared liability, co- or joint employment, illegal leasing of employees, termination of employment, country social security and pension contributions, transfer pricing and permanent establishment are some of the risks and costs which must be proactively managed ahead of any international assignment. Aligning employment law with immigration, social security and, increasingly, tax is a key challenge for multinational companies in this new stringent environment.

– Roselyn Sands

EY Global Labor and Employment Law Leader

How do you validate that all compensation is being accurately reported through payroll?





5

Short-term business travel trends and risks

“Many organizations rely on people traveling for short periods across borders. These business trips can create risks around immigration, corporate, employment and individual taxes, depending upon the journey locations, length of visits and activities undertaken. These risks are regulatory, reputational and financial and can also damage the ability to do business in some regimes. Yet many employers cannot track where people are and what they are doing. But there is an increasing number of sophisticated technological tools that can help.”

– Ian Hopkinson
Partner
People Advisory Services
Ernst& Young LLP

Our survey results indicate that short-term business traveler issues have the highest mobility risk rating. In fact, the top five risks are stated as:

1. Business traveler activity
2. Income tax reporting and withholding
3. Immigration compliance
4. Corporate tax (e.g., permanent establishment and recharge)
5. Social Security reporting and withholding

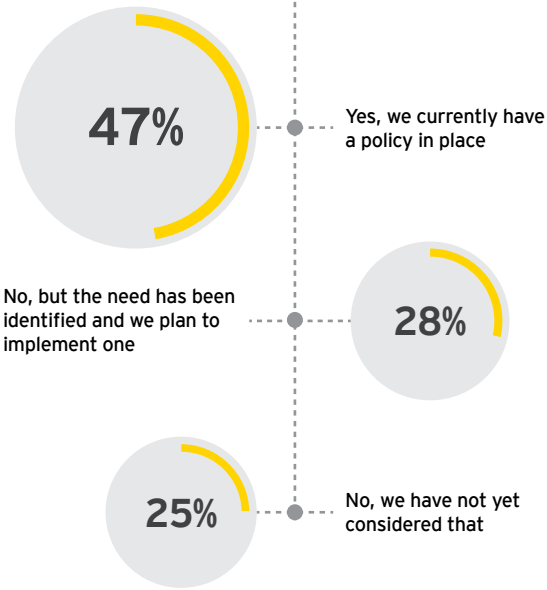
It is therefore not surprising that we have seen a spike in client activity recently dealing with this issue and implementing policies and procedures to mitigate short-term business traveler risk. In fact, 76% of respondents stated that they either have a formal policy in place to manage short-term business travelers or intend to implement one. The figure is even higher for financial services and oil and gas sectors, at 90% and 81%, respectively.

Given that the risks generated by short-term business travelers are driven by various factors (personal income tax, payroll withholdings, social security, immigration, employment law, corporate tax and the actual activity of the individual), there is no blanket solution for managing and mitigating such risks. Risk tends to take on different attributes and unique challenges for each organization. However, the value of data and data analytics applies to all risk areas across all organizations.

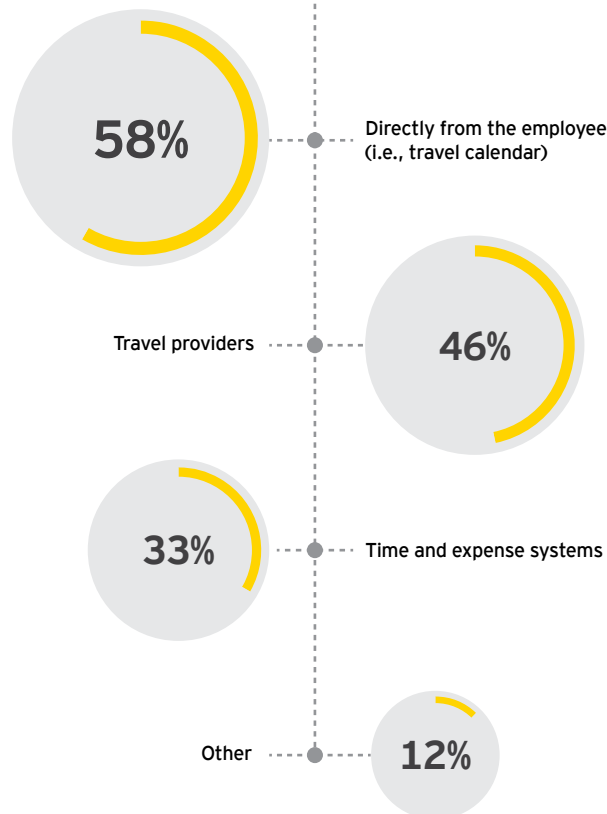
Expense systems, travel agent reporting, turnstile data and employee-provided calendar information are example data subsets that can help bring more certainty to the risk management process and ease administrative burdens. Such data sources predominantly identify risks post-assignment, after the travel has occurred and the assignment is being analyzed from a tax perspective. What is not currently widely used is a pre-travel system of analysis to determine, for example, immigration risks. We expect to see companies implementing a more holistic approach to risk mitigation and management in this area by using data and data analytics both pre- and post-assignment.

With BEPS reporting at front of mind, there is no doubt that those organizations that don't have a system or process for managing short-term business visitors and travelers will have to give this some serious immediate thought and attention.

Do you have a formal policy in place to manage short-term business travellers?



How do you obtain travel data to determine if an employee has triggered a tax obligation?



Note: percentages may not total to 100% due to rounding.

Transparency and talent: the hidden depths of the Base Erosion and Profit Shifting (BEPS) project

The G-20/OECD BEPS project arguably represents the most profound set of suggested changes to the international tax architecture since the notion of a double tax treaty was invented almost a century ago.

The BEPS recommendations are reverberating through all functions in organizations, affecting strategy, operations and infrastructure. Talent issues underpin success in each of these areas, and many company tax departments are reshaping themselves to meet the short-term demands of change. Having the right tax function talent in the right places at the right time to manage BEPS-related changes has become more important as the pace of change increases and the first obligations loom. Likewise, increasing the tax function focus on intercompany relationships can help increase the visibility of corporate actions that may have unconsidered or unintended tax consequences.

The requirement under Action 13 for companies to submit country-by-country (CbC) reports containing a range of tax and financial information is one of the most concrete global outcomes of the BEPS project. In preparing these reports, companies will need to consider how to document their mobile workers, including who to include and how to source the necessary personnel data to include in the reports. Action 13 allows multinational groups some latitude as to where and how employees are included in CbC reporting. This means that companies can take a variety of approaches when reporting short-term business travelers (as well as longer-term assignees), provided there is consistency across tax jurisdictions and years.

Action 7 of the BEPS project spotlighted the notion of permanent establishment (PE), with many countries already taking a broad interpretation of revised definitions coming out of the BEPS project. As a result, business travelers operating outside formal expatriate assignment policies are increasingly at risk of creating unintended tax obligations, and large companies with an internationally mobile workforce may be at a higher risk of tax noncompliance and resulting controversy than ever before. New PEs mean additional tax filing obligations and increased potential for controversy, including financial penalties and interest, personal financial risk for the employee and reputational risk for the enterprise.

Finally, companies with short-term business travelers may be impacted by the changes in the treatment of services and intangible assets set out in BEPS Actions 8-10, which would result in a range of potential consequences. For example, skilled employees with specific knowledge or expertise who move short-term to another country may be considered to provide services, know-how or other intellectual property to related companies in that other country. Consequently, short-term business traveler costs may need to be recharged or a compensation may be due.

These are just some of the people aspects of BEPS. Leading companies understand that BEPS is more pervasive than just the 15 action items that were recommended in October 2015. They are taking a more holistic view of the impacts, proactively putting in place the tools and processes – including mobility data analytics – that will help them protect the enterprise in this new era of scrutiny and challenge.

– **Hanne Jesca Bax**

EY Accounts Leader
Europe, Middle East, India and Africa

– **Matthew Mealey**

EY International Tax Services Leader
Europe, Middle East, India and Africa



6

People management

“Where immigration plays a part in a global mobility strategy, future business success will not be measured by, or achieved with, historical information about speed to deployment and costs alone. Connecting and analyzing disparate data that encompasses, for example, personal and corporate risk factors derived from assignment duration in respect of taxation, social security and visa compliance can reveal hidden trends and patterns. This can establish a platform for more confident decisions to support organizations’ future strategic business, talent and mobility goals. Inevitably, discovering the ‘devils in the data’ enables informed action to deliver true competitive advantage.”

– Wayne Parcell

EY Global Immigration Oceania Leader

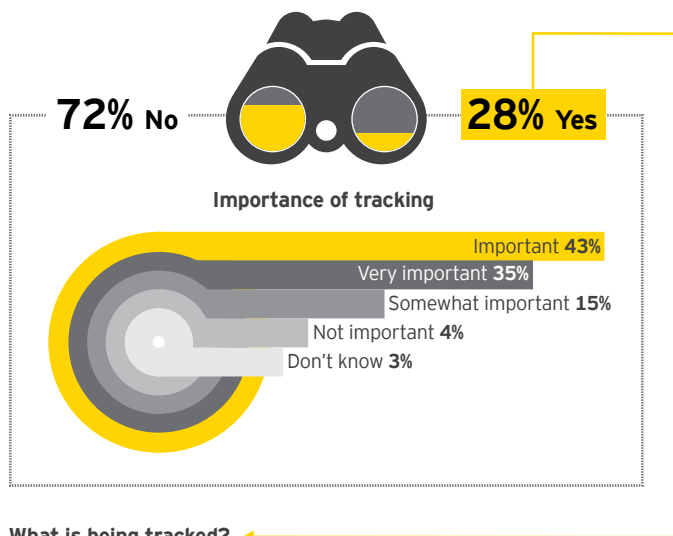
Mobility program owners are under increasing operational and financial pressure to deliver the best talent at the right time and on budget. Assignee placement and management are two critical areas that, if not managed appropriately, can seriously undermine an organization’s mobility efforts and long-term strategy. Immigration, talent and cultural factors are assuming an increasingly important role in many countries, such that they should be viewed as an agenda priority when trying to drive the delivery of operational excellence across the mobility space.

Thirty-five percent of respondents said they experience challenges in securing the right talent for mobility. The reasons for this are twofold: many companies are still not linking their mobility programs to their talent strategy, and growing protectionist sentiment and policies in many countries are impacting the ability of organizations to mobilize people. We are seeing that immigration policies, such as regional quotas and time-bound visa limitations, can deter an organization’s ability to grow as rapidly as needed to meet demand in both mature and emerging markets. In fact, speed to deployment was cited as the single most challenging immigration issue faced by survey participants.

Given the current immigration challenges, many companies are beginning to shift their approach to immigration from purely local operational to a core element of global mobility strategy. Almost a third of survey respondents use a combination of central, regional and local country programs to organize their immigration services. In order to achieve a competitive advantage in this space, companies will need to connect and analyze disparate data to support operational and strategic global mobility decisions.

The talent agenda continues to be an area organizations struggle with. Mobility programs are not aligned to the talent strategy and, in turn, there is a noticeable lack of sufficient pipeline for securing suitable talent for international positions. For those where attrition in mobility comes unexpectedly – and it is not a small population – this undermines the mobility process, particularly when speed to deployment is required. For this reason, emergency needs processes need to be factored in to the overall mobility program.

Current tracking of success and failure of international assignments



- 73%** Assignee has met the business objective that he or she was assigned.
- 60%** Assignee stays for the anticipated length of the assignment.
- 46%** Assignee has met or exceeded KPI or other performance measurements for his or her role during the assignment.
- 11%** Assignee has met or exceeded a 360-degree assessment, especially with respect to assignee's subordinates and team colleagues.

There are also significant challenges from an assignee management standpoint. Language proficiency is always cited as a key component of the mobility management process, yet it should not be the only one. A more significant issue is whether a candidate possesses the cross-cultural skills needed to understand cultural differences and has the ability to leverage that knowledge to achieve the assignment's overall objectives. Despite this:

- ▶ 42% of respondents said that cultural fit is not usually considered in the assignee selection process.
- ▶ Fewer than 35% of respondents say they have cultural training or coaching before assignments.

A lack of cross-cultural awareness and training prior to an assignment can adversely impact efforts to localize strategy in regard to teaming, leadership and consensus-building relevant to assignment success.

Almost all respondents were in agreement that tracking the success or failure of an assignment is at least somewhat important. Despite this, 72% of respondents are not actually tracking the success of their international assignments. Companies need to utilize data and data analytics to understand and assess the value of assignments in order to improve mobility strategy and efforts. Not surprisingly, making sure that an assignee stays until the end of an assignment is considered important – of the 75% of survey participants who actually track assignment success, 80% (60% of total participants) see this as a key success factor (although you could question whether simply staying until the end should really be considered a success when in itself).

Coupled with succession planning, being able to thoroughly assess and link talent to mobility is key to developing truly globally minded leaders.

“Having inconsistent policies may indicate the rapid growth of some Asian HQ companies, and they may not yet have a strong policy framework to manage the growth in their assignee population. This may also be a function of the challenge in attracting talent, and individual packages being agreed.”

– **Julia Palmer**
EY People Advisory Services
Executive Director
Ernst & Young LLP

Asia-Pacific: meeting growth market talent needs

Reflecting the wider findings of this survey, Asia-Pacific respondents similarly indicated that the key issue faced in managing their global mobility program is increasing compliance risk and regulatory requirements. Compounding the struggle to deal with these growing demands are the challenges around consistently applying policies and securing suitable talent in the area.

It can be challenging to attract the right talent to certain Asian locations. The shortage of skilled talent leads to many organizations in these growth markets using foreign local hires to fill particular technical skill gaps or “flexing” policy to secure the right candidate. Organizations need to consider implementing different talent and compensation and benefit strategies.

In addition to getting the right people in, it can be difficult to encourage local employees in some Asian countries to take an international assignment. This may be due to perceived job security, extended family considerations, and/or cultural and education issues in the new country. Allowing unaccompanied assignments and adjusting benefits such as home leave and other family-related allowances and incentives is one way organizations are addressing this.

Asia-Pacific respondents also agree that the processes for collection and use of data and building a system of data analytics for more effective program planning and management are posing a problem. Having access to personnel data to understand a range of “best-fit” criteria, such as location preference, appetite to relocate, career development opportunity, etc., will help organizations identify talent from across business lines and regions.



7

Mobility is poised to move to the next level: actions to take

Throughout this report, we talk about data and analytics supporting better business decisions and insight to provide the following: process improvement and efficiencies, corporate governance, reporting oversight and risk management, and attracting the right talent. Building these foundations, coupled with the knowledge and know-how mobility functions now have in their cache, will directly imbed into big-picture business strategy.

The strategy

1 Upgrade mobility controls

A robust mobility framework begins with having a clear mobility strategy and supporting policies that are endorsed and supported by leadership. Establishing global standards and process integration right across the mobility life cycle and across business functions provides efficiencies and enables operational excellence.

A key component of this is understanding that data, when used properly, can shape and sustain successful global processes. The up-front analysis determines which data should be used to properly identify and forecast trends in a mobile employee population, create insights for securing the right talent and foster continuous improvements.

2 Establish sustainable methodologies

Data integration can help reduce tension levels around corporate governance. Consider replacing traditional tracking and reporting methods with descriptive analytics of mobility compliance across tax, immigration, social security and payroll to better manage compliance risks and exposures. This will improve insights into status, efficiency and risk and increase confidence that organizations are meeting regulatory requirements.

3 Ask the question and source the data

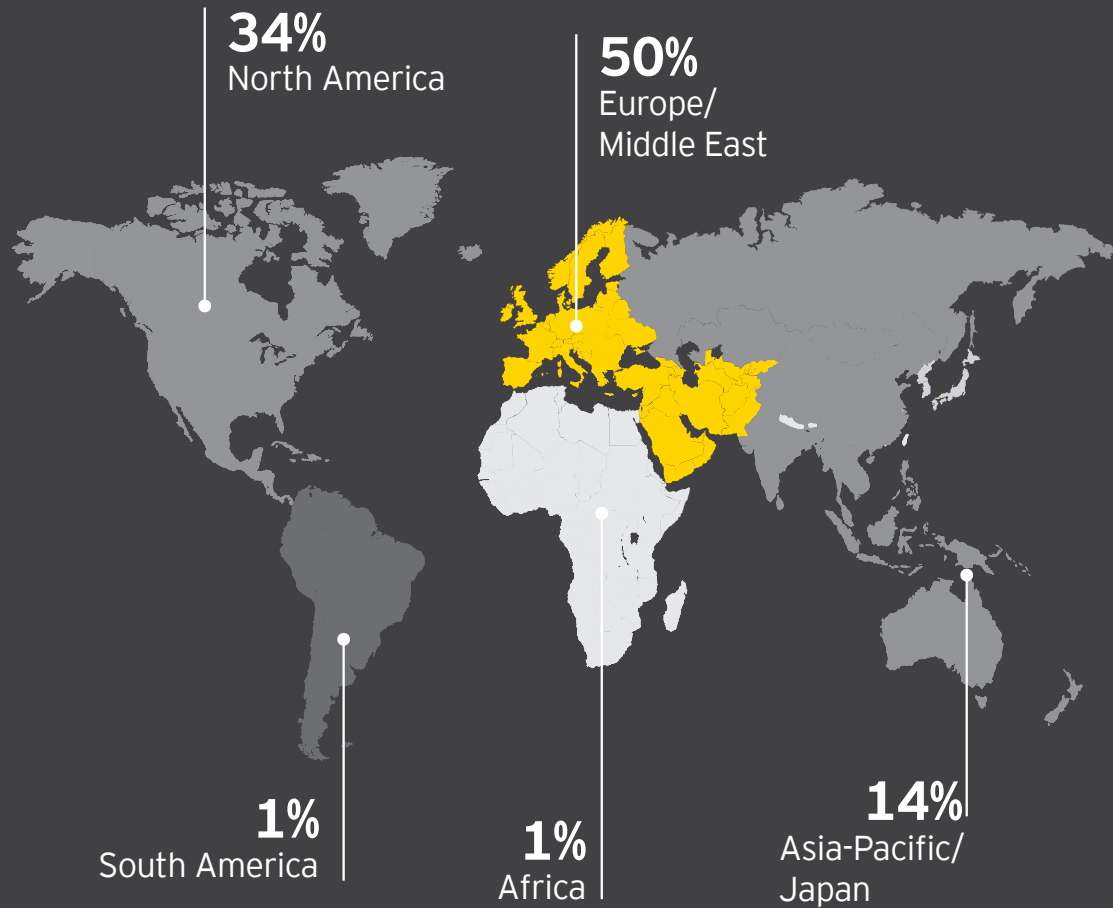
Access to detailed, high-quality data is critical and needs to match and provide insight to answering your questions. However, before organizations can harness data into something that will create insight, they first need to identify the questions they want to answer and the insight they want to achieve. Only then should the data be identified, such as data relating to mobile employee tracking, assignee selection process, talent management and compliance for tax, social security and immigration, to effectively support decision-making and drive mobility planning and management.

4 Upskill internally

Given the power of data across operational effectiveness, assisting in meeting the challenges for regulation and helping to drive strategy, the mobility role is changing to explicitly include responsibility for data integrity and quality. Understanding the role of data, the use of analytics and the ability to generate actionable insight are becoming part of a successful program's skill set. Adding these duties and measurement criteria allows mobility to truly partner with the business and provide a different point of view through data. Appropriate data and technology, coupled with the know-how to use them and understand how they interlink, will enable mobility functions to move from operationally focused to strategic in nature.

Survey participants

Breakdown by geography



and methodology

Breakdown by industry



Our survey was conducted online between July 2015 and August 2015. Respondents included more than 200 representatives from organizations in 35 jurisdictions and more than 13 industry sectors.

Note: percentages may not total to 100% due to rounding.



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EYG no: 00825-163GBL

1507-1748226

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