

# *Sustainable Global Mobility*

Introducing the CHESSE Framework

Written by Professor Michael Dickmann and Dr. Benjamin Bader



2022 / 23  
paper





*“ I think we’re going to find, with climate change and everything else - things like global warming and goodness knows what ... that things are going to become very complicated ”*

*- King Charles III of the United Kingdom of Great Britain and Northern Ireland.*

Ask any global mobility professional what trends they have seen in the last five to ten years and you will most likely hear, amongst other things, that they have seen a decrease in Long Term Accompanied Assignments and an increase in Short Term Assignments. We have also seen the creation of more and more assignment types such as Rotators, Fly-In-Fly-Out, Frequent or Extended Business Travellers and several others.

These assignment types have grown to enable businesses to address some of the issues that we have all come across, such as split families, dual careers, split roles and increasing cost.

This has created a big change in Global Mobility (GM), as we once knew it. For the most part, these developing assignment types have addressed the issues that they were created to address, but they have done nothing to support Environmental, Social and Governance (ESG).

However, with government regulations requiring organisations to be more transparent in areas such as diversity, equal pay, modern slavery and carbon emissions, this makes ESG efforts critical to long-term value and growth and has already started to impact GM.

# A change of direction

Mark Ethelston,  
Head of Global Mobility  
A.J. Gallagher

[ajg.com/uk](http://ajg.com/uk)

# A change of direction

We are hearing from clients that key stakeholders are increasingly making decisions based on ESG credentials. Consumers, investors and those procuring services are choosing brands and partners based on their ethical behaviour and their record on climate change, favouring businesses with robust ESG frameworks.

As unwelcome as the pandemic has been, it has given us insights into how we can achieve a sustainable business. That said, this hasn't manifested itself as less mobility. Talking to our clients, and others in the industry, it's clear that many of those who deal with GM are busier than ever. This indicates that the virtual environment, that many of us have become used to, is not the solution.

As businesses move towards net-zero we are being asked to support client's GM programmes to be more sustainable and to formulate more sustainable GM policies.

In a similar way that companies are tying business leader's compensation to environmental targets, we have been exploring ways for our clients to incentivise assignees to act and make decisions in a sustainable way.

In addition we have been helping clients review partners and suppliers to ensure they meet criteria around sustainability.

It will be interesting to see if the traditional, Long Term Assignments become more popular again as the requirement for overseas assignments grows but the appetite for frequent air travel and hotel stays shrink to meet environmental targets.

It's certainly an exciting and challenging time but we can be sure that we will see GM trends change again as these targets and initiatives grow.

# Introduction

King Charles III was still the Prince of Wales when he warned of difficult times ahead. By then, he was already widely considered as someone who genuinely cared about the environment and sustainability. Although, he has always been more realist than idealist when it comes to the consequences of (environmental) unsustainability. And he is certainly right when he predicts a complicated future. Things are not going to get easier.

Even before Greta Thunberg announced that 'our house is on fire' (Davos, 2019), many corporations were conscious of the challenges posed by sustainability in its various guises, including global climate change and overall resource (mis)use.

Of course, senior managers and companies around the world could not ignore the importance of sustainability and many have developed sustainability statements (or mission statements that include sustainability elements). Some leading ones, typically embracing a triple bottom line of **people, planet** and **profits**:

**adidas** - We are a global organization that is **socially and environmentally responsible**, that embraces creativity and diversity and is **financially rewarding** for our employees and shareholders.

**Chevron** - Our company's foundation is built on our values, which distinguish us and guide our actions. We conduct our business in a **socially responsible** and ethical manner. We respect the law, support universal human rights, **protect the environment and benefit the communities** where we work.

**McKinsey** - We recognize our responsibility to help **protect the planet**. We are committed to minimizing the impact our firm has on the environment and supporting **those who are working to improve global environmental sustainability**.

Protecting the environment is key to sustainability. But let us be honest, it is easy to use flowery words and be normative in mission and vision statements. For instance, one of the world's largest tech companies manages to name the environment seven times in its eight guiding principles. Whether they live up to these standards is not for us to judge. However, we can say that it is a long road from lip service to genuine action.

With this in mind, we ask:

- What actually IS a good approach to sustainability?
- How do effective sustainability approaches look in organizations?
- What are the levers and limits to sustainability approaches in GM?

This report does not simply argue that sustainability must move from the platitudes of a corporate mission or sustainability statement to become part of the DNA of a corporation. Of course, it must- this much is abundantly clear. However, companies (and all individuals) must live consciously and be **aware** and **enabled** to take sustainability action.

Our report goes beyond this principled stance and develops the CHES Framework of corporate sustainability in GM. In particular, we explain the five dimensions of this framework and delineate what they mean for GM. Presenting five dimension of a broad sustainability framework, we explore the meaning of sustainability in GM. And we introduce the CHES Framework self-assessment tool- a brief questionnaire to help gauge your GM team's stance regarding the importance of sustainability.



# Introducing the CHESS Framework

Derived from the latest empirical and theoretical research around sustainability, we created a model that is unique to GM.

## **The CHESS Framework** ©

**C**ultural Sustainability

**H**uman Resource and Corporate Sustainability

**E**nvironmental Sustainability

**S**ocial Sustainability

**S**ustainable Financial and Macro-Economic Goals and Actions

These five dimensions set the scene for assessing and successfully managing sustainability in a GM context.

## *Cultural Sustainability*

**Cultural Sustainability** puts sustainability at the centre of people's thoughts and actions. This means that fairness, equality and justice are at the core of the organizational culture. In addition, diversity should be endorsed and its positive forces – respect, multiplicity of viewpoints, more innovation – should be fostered. Some organizations have started to appreciate their employee's eco-careers and have implemented rewards for environmentally sustainable behaviours, such as a (small) bonus or additional time off. Overall, a small survey amongst GM professionals has shown that this sustainability dimension is seen as highly important.

## *HR & Corporate Sustainability*

**HR and Corporate Sustainability** addresses the opportunities that corporations must embrace to create a win-win talent management approach. Long-term workforce planning and a strategic approach to creating an attractive Employee Value Proposition (EVP) that addresses the needs and interests of current and future employees, are valuable, especially in a global context where GM is a gatekeeper. Access to good employee development, opportunities for skills training and employability augmentation, as well as career structures that invest in people and allow them to be the very best they can be at work, are important. Flexible working arrangements that include an appropriate use of [\(international\) remote work](#)<sup>1</sup> are fundamental to sustainable HR. In addition, the overall organizational culture – reflected through elements such as leadership and teamwork – are critical to shaping the success and long-term sustainability of the organization.

<sup>1</sup>RES Forum Research - 2021 / 22- International Remote Working, the emergence of a new paradigm

## *Environmental Sustainability*

Unsurprisingly, **Environmental Sustainability** is central to our CHES Framework. Especially when it comes to (international) travel and relocations, this dimension is potentially significant for GM. Crucially, while many sustainability initiatives in organizations are limited to this dimension, we argue that the other four elements of the CHES Framework are also highly important.

## *Social Sustainability*

**Social Sustainability** addresses compliance issues beyond labour regulations. In essence, it concerns the engagement with intra-organizational stakeholders and involves the work of and relationship with employee representatives. Organizations must ensure that they have fair and equitable approaches to employee participation, staff voice and dialogue. In addition, organizations have a Duty of Care to their employees and must consciously manage health and safety issues, as well as focussing on wellbeing and work-life balance.

## *Sustainable Financial and Macro Economic Goals & Actions*

Resources are finite, and this applies as much to natural resources as to financial resources. Most organizations are balancing several pressures to ensure long-term survival and financial return. Within their competitive approaches, sustainability considerations – resource depletion, production (or service) delivery and its impact on the environment and society at large – need to be integrated. Indeed, organizations are not islands: external partnerships are important for many firms and their overall impact, as well as (business) continuity planning and stability. What we have seen recently is that major geo-political (the war in Ukraine) or health (COVID-19) issues can impact decisively on the supply chains of corporations, on societies and on overall sustainability. Some research indicates that **Sustainable Financial and Macro-Economic Goals and Actions** are highly important to GM experts.

# A natural evolution

Global Mobility Leader  
in the technology sector

Global mobility policies and procedures already form a melting pot of organization wide strategy and policies in the delivery of assignment programs. So it follows that the inclusion of ESG in our thinking and actions is a natural evolution of how we work.

Some of the ESG agenda simply codifies areas we have already been working on. I also see the changing global mobility expectations in our employee base, alongside those same employees' expectations around environmental areas, create an additional dynamic that requires careful thought to avoid tension between competing objectives and aspirations.

For example, the Social Sustainability aspect (using the CHES Framework terminology) is already at the forefront of policy creation and assignment support in terms of duty of care, health and safety, and the general well-being of assignees and their dependants. Plus, increased awareness in the C-suite on the social responsibility aspect may create new opportunities. Specifically, revisiting policy positions, where the company should be providing more support than previously possible, when it was viewed purely from a cost perspective.

# A natural evolution

When we turn to HR / Corporate Sustainability and Environmental Sustainability we can see immediate tension between the growing aspirations around “work from anywhere” work patterns and the increased environmental footprint from travel arising from these work patterns.

It would be perverse to limit or end home leave trips for assignees, which are widely recognized as important for wellbeing and supporting successful repatriation, due to environmental concerns whilst at the same time enabling temporary international remote working or nomadic work arrangements for another set of employees.

Additionally, there are increasing concerns about the impact on real estate markets / housing availability for local communities caused by housing being withdrawn from the long-term housing market in favour of short term lets used by nomadic workers.

Returning to the broader range of subjects set out in the CHES Framework, as we see a greater awareness and interest in recognizing that ESG is about more than the environment and climate, this paper sets out a clear and succinct roadmap for global mobility teams get started or further develop their approach in this area.

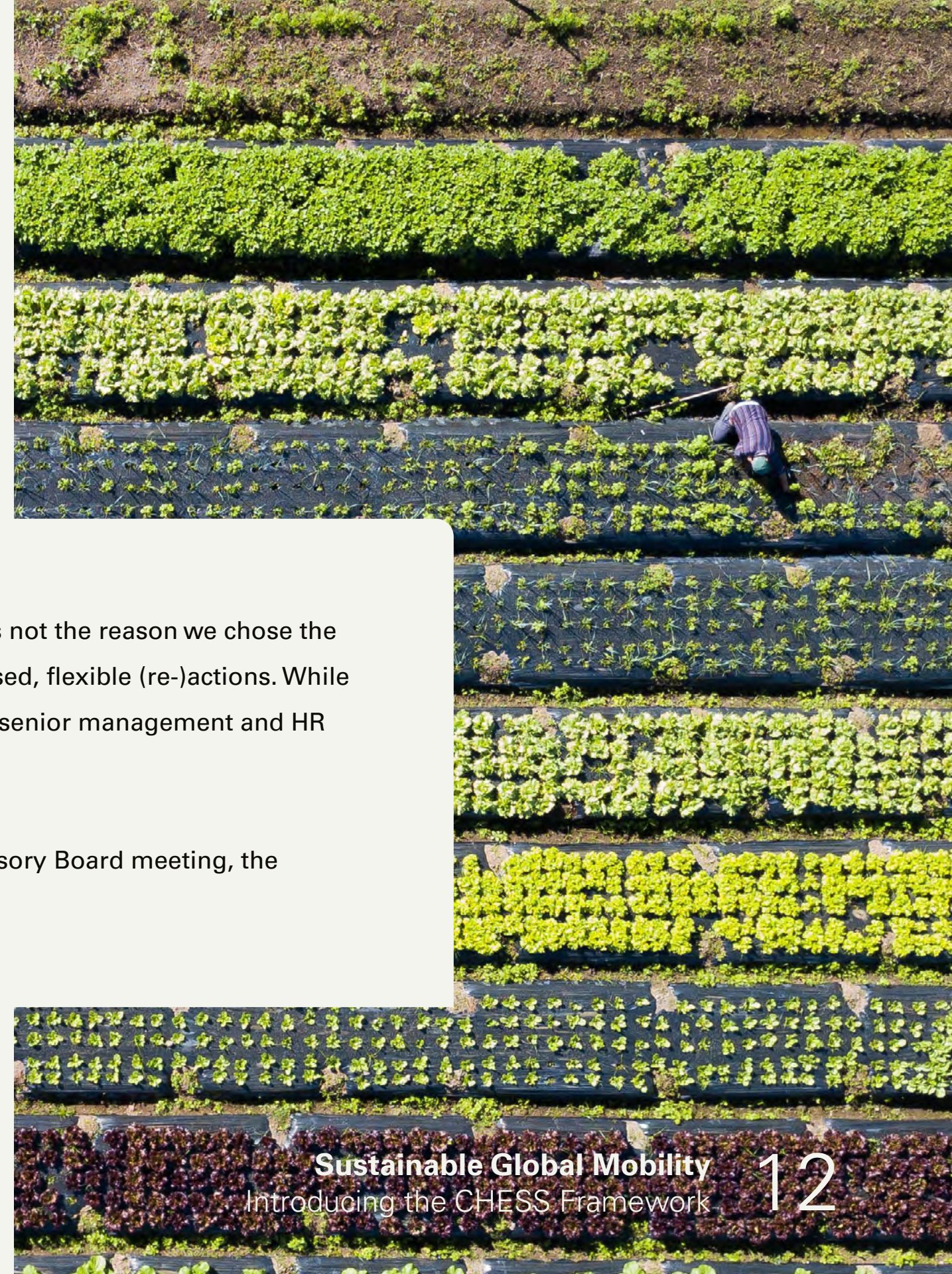
From networking groups, I have heard of opportunistic cuts to policy items citing environmental concerns, so viewing the approach in the round will help push back against inappropriate changes that are more about cost-cutting.

As I have commented above, there will inevitably be tensions between the competing priorities within the overall strategy, so this is an excellent opportunity for global mobility to lead the thinking on what to prioritize and how to mitigate the impact on assignee well-being and the overall EVP whilst helping their organization deliver on its wider strategy and remain consistent with its values.

# Applying the CHESS Framework

The CHESS Framework of corporate sustainability in GM is, indeed, like a game of chess- although, this is not the reason we chose the acronym. Much like a game of chess, success relies on strategic planning, sensitive operations and focussed, flexible (re-)actions. While many business units consider how to be more sustainable, and notwithstanding the enormous impact of senior management and HR leaders, the role of GM is clear.

Based on intensive discussion with GM leaders, as well as a workshop during a RES Forum Strategic Advisory Board meeting, the following section details the application of our CHESS Framework in corporate reality.



## *Cultural Sustainability*

In terms of a culture that endorses and enhances sustainability, issues such as equality, diversity and inclusion, as well as respect and tolerance, are paramount. Many of our contributors shared with us that, while these issues are important, they're not yet fully reflected in their processes. However, without truly implementing such qualities, issues such as disengagement, a lack of motivation and effort, more conflict, and a lack of cohesion, are likely. When it comes to cross-border work and within highly diverse teams in particular, success relies on a culture shaped by appreciative enquiry, willingness to learn, respect and tolerance, and an openness to other cultures and different ways of living and working. For this reason, the GM function can be key to building and strengthening Cultural Sustainability. In addition, this can be supported by conscious HR action that fosters and rewards eco-friendly and other sustainability-enhancing behaviours.

## *HR & Corporate Sustainability*

Much research over the last two decades has shown that a sense of purpose, autonomy, freedom to pursue own ideas and the ability to shape one's own work times and patterns has become increasingly important for individuals. An organization that allows its employees a higher degree of freedom in such areas is likely to have more engaged and committed employees, with better employee retention. Thus, creating flexible and individually adjustable work patterns and flexible working arrangements is good for corporate sustainability. Studies have also indicated that – on average – assignees have more autonomy and a higher ability to implement their own ideas.

It is good for sustainability if GM programmes take this into account and continue to foster the entrepreneurial instincts of their international assignees. In addition, investing in tailored employee development programmes and employability skills will likely result in a range of positive outcomes, including a higher degree of sustainability. Given that assignments are a particularly strong developmental intervention, GM has an important role to play. Lastly, leadership and teamwork quality have an immediate effect on organizational climate and the way that individuals identify with their work, colleagues and leaders. Considering that many assignees are promoted 'on their way out' to their host country and their subsequent new responsibilities, a wise choice of leaders in the selection process is important.

## *Environmental Sustainability*

There are many ways an organization can critically look at its production and operating processes to save resources, use renewables and effectively (and safely) deal with waste. And let's face it, long-distance travel and international relocations do not have the best impact on an organization's carbon footprint, which offers additional opportunities for improvement. However, many of the key elements are beyond the direct influence of the GM function and are more likely to fall under the remit of senior leaders or production managers. That aside, a mindset of ecological friendliness and sustainability is crucial – this can often be more effectively shaped by top management and HR leaders. Nevertheless, decisions regarding the selection of local or overseas managers to fill a vacancy have environmental aspects as assignees are more likely to fly – or to travel longer distances by other means. There are, therefore, some areas that GM departments can analyse and shape to move towards more sustainable eco-approaches.

## *Social Sustainability*

Duty of Care and other elements, such as strong employee participation and social dialogue, are core to Social Sustainability. Employers have an important Duty of Care, and it is well-known in HR circles that this obligation is particularly strong in GM, especially when international assignments do not go according to plan. Where assignees and their families, as well as local employees, are in hostile environments, the onus on the company to inform and prepare them, to protect them and to mitigate crises is particularly strong. Many GM professionals have witnessed the impact of the Ukraine war and / or the Covid pandemic and plenty has been said about both – the RES Forum has published several reports that address these experiences and pressures. Beyond the confines of Duty of Care considerations, it is a good idea to enhance activities aimed at fairness, justice, wellbeing and a good employee work-life balance, as these are connected to positive HR (and human) outcomes.

# *Sustainable Financial and Macro Economic Goals & Actions*

The United Nations' Grand Human Challenges imply that organizations should look at a triple bottom line. This means going beyond profits to include the wellbeing and interests of people, as well as considering the planet and its current and future resources. In the grand scheme of things, organizations want sustainability strategies based on these 3 Ps. In terms of strategies these should incorporate external partnerships that further sustainability aims. In addition, organizations must shape operational activities and encourage everyday behaviours that value the three elements of people, profit and planet.

Within this macro-environment, GM departments are faced with an array of local and economic pressures. For instance, different inflation pressures will influence the spending power and living standards of local employees and global assignees. Resource access and prizes – e.g., gas needed for production processes – have a direct impact on how the organization is operating and what human resources are needed in specific locations. Geo-political conflicts – such as the war in Ukraine – have consequences beyond actual physical threats in that transport is inhibited, talent supplies are reduced and access to food, water, health provision etc. is impacted. To work towards business continuity, GM professionals play a significant role.

Paul Barnes,  
Inspire Global Mobility Consulting  
igmobility.co.uk

# Out of your comfort zone

The start of a new challenge, whether in business or life, can be full of mixed emotions, as ultimately, we are being taken out of our comfort zones! ESG is a term used for sustainability reporting and is relatively new to much of the Global Mobility world. For this article I will use the term sustainability which has a wider meaning. There has been a growing interest in doing the right thing when it comes to sustainability, across multiple stakeholders from corporate mobility program owners and administrators to the multitude of different service providers.

The common challenge is where to start?

- Should we all be highly educated with academic knowledge and insight?
- Have a wider knowledge of how each element of the mobility world works?

Of course, we need to understand the context of sustainability and the meaning of ESG, which is the buzz word of the moment, but a common goal is:

- How to advance the speed of positive change.

# Out of your comfort zone

Finding the correct balance between knowledge and moving forward with a strategy that delivers well thought out initiatives is key. This is where collaboration – working on initiatives with a group of people that have common goals, but different levels of sustainability knowledge within a defined framework – is a perfect place to advance yours’ and others’ sustainability initiatives. This collaborative approach will ensure initiatives are questioned and worked through to mitigate unintended consequences.

A key goal of sustainability strategy should be to understand all stakeholders’ interactions, systemic behaviours, and potential barriers to understand how positive systemic change can be achieved. For example, you may have a new sustainable policy element or service option, but if stakeholders’ systemic behaviours aren’t challenged by reasoned debate and communication on the value of the outcomes, then it will have limited acceptance and may even fail.

A powerful ally in the circular economy is the ability to build in value for all stakeholders at the design phase. I highly recommend spending 15 minutes on [ellenmacarthurfoundation.org](https://ellenmacarthurfoundation.org) to understand the importance and power of the circular economy in your business and personal life.

It is essential to understand your companies’ sustainability (ESG) goals and align your initiatives with them. Your sustainability goals can then easily take on a sense of common purpose within your company, which can be highly engaging and encourage participation from a wider audience. The speed of development can ultimately push us all outside our comfort zones. Which is where we need to be at certain stages of developing and implementing sustainable practices.

Where do you start when there is endless terminology and approaches to developing sustainable practices? The ideal solution is a framework aligned with Global Mobility that allows a controlled systematic approach to debate and plan the actions that you need to take.

This is where I was intrigued by the CHES framework research from Professor Michael Dickmann and Dr Benjamin Bader, and the RES Forum, all of whom have a long association with the Global Mobility industry.

Importantly CHES recognises the broad scope of sustainability (ESG) with the social and environmental elements referenced by the 3 ps, People, Planet, Profit, within its framework.



# Conclusions and recommendations

So, what can we conclude from this report and how can organizations successfully manage their GM sustainability on all fronts? Firstly, we recommend completing the CHES Framework self-assessment tool included in this report. It will help GM professionals gauge the priorities of all areas of the organization. While the tool will not indicate current success, it can guide GM experts towards those dimensions already in the limelight, as well as those they need to focus on in the future.

In the second step, we recommend assessing each dimension in turn, to understand the extent to which the GM function is already meeting the standards outlined in the CHES Framework. To be honest, this may be a somewhat complex task, especially considering that several experts have argued that all direct CHES responsibility in their organizations falls outside the GM department. However, we consider this a great opportunity to engage and collaborate with other functions and departments to compile the information needed and map the status quo against best practices. Putting GM at the heart of sustainability is likely to help future-proof the activities of its leadership.

This shows that not everything is or will be in the control of GM. GM experts must accept a limited influence, and that other senior managers may need to be lobbied. Moreover, we recommend approaching implementation of the CHES Framework as a marathon, not a sprint. GM experts may find some quick wins, but many elements will demand a great deal of time to take effect.

# *10 recommendations to help guide GM professionals*

1. Sustainability must be at the core of your business / GM strategy. Work towards resilient business / GM strategies, governance and management approaches that consider everything your company does through a sustainability lens.
2. Think in terms of human resource flow and use. Talent sourcing will benefit from having an EVP that embodies sustainability.
3. Use transport and production / service generation in a sustainable way (e.g., be conscious of the carbon footprint and resource use).
4. Foster equality, diversity and inclusion worldwide and across all GM work. Factor in cross-border sustainability issues – such as resource use – when making staffing decisions.
5. Invest in the training and development of staff to cope with the massive change that sectors are experiencing and to exploit emerging opportunities.
6. Develop sustainable assignee working patterns (e.g., encouraging home office work, part-time and flexi-time work; encourage virtual work) that keep people engaged and productive.
7. Influence the wider business / GM community to be more responsible and sustainable.
8. Consider sustainability issues in terms of social trends, shifting generational interests, teamwork, leadership and worker participation.
9. Analyse and integrate diverse macro-economic and financial trends to remain attractive to assignees and local talent through sensitive and flexible reward systems.
10. Understand hostile environments and permanent, as well as emerging, threats so that working abroad for your organization is sustainable and you are managing the risks.

# Can you walk the walk?

LeAnne Stefl, Practice Leader,  
Multinational Benefits & Human  
Resources Consulting, A.J. Gallagher

[ajg.com/uk](http://ajg.com/uk)

The world changed dramatically in 2020 due to COVID and the many social justice and political events impacting us around the globe.

As the world shut down, many organizations were forced into a work-from-home situation for all of their employees, excluding those considered “essential.” Employees took advantage of this opportunity and chose to move out of higher cost cities and into the lower cost locations (whether a different state or country). They established schedules that balanced their personal situations with their work commitments. As the world moves from a pandemic phase to an endemic phase of working and living, organizations are forced to adapt to hybrid / agile working arrangements in order to attract and retain their talent.

Employees are also demanding more from their employers to acknowledge and support the important social movements, including Diversity, Equity & Inclusion (DEI) and ESG. These topics are at the forefront of many of our clients global total rewards strategy.

Employers need to do more than state they have a DEI and ESG strategy.

They need to show proof in outcomes through business growth, measuring results and increasing their brand within the community. Building the strategy that includes a diverse organizational leadership team, a robust communication strategy and a solid action plan will enhance not only the employee experience of an organization but also an organization’s reputation in their industry and surrounding community.

# The CHESS Framework

self-assessment tool

The below tool incorporates the triple bottom line of **people**, **profits** and **planet** to help assess your organization's sustainability situation through the CHESS Framework. Please rate each statement based on how (un)important it is in your organization.

The combined results will highlight and rank the GM sustainability priorities in your organization. Issues in the 'unimportant' half of the scale may be used to analyse the effects of sustainability, as well as further business and HR impact. Please note that the RES Forum has a longer, more complex tool available to allow for a deep dive into your sustainability efforts. Get in touch for more information.



# How important are the following elements in your organization?

Very unimportant	Unimportant	Somewhat unimportant	Somewhat important	Important	Very important
------------------	-------------	----------------------	--------------------	-----------	----------------

Cultural Sustainability	Very unimportant	Unimportant	Somewhat unimportant	Somewhat important	Important	Very important
Fostering equality, diversity and inclusion across all staff and all locations						
Investing into the care of the environment by fostering eco-careers and behaviours						
HR & Corporate Sustainability	Very unimportant	Unimportant	Somewhat unimportant	Somewhat important	Important	Very important
Investing in tailored employee development programmes & employability competencies						
Enabling staff choice through flexible working arrangements						
Environmental sustainability	Very unimportant	Unimportant	Somewhat unimportant	Somewhat important	Important	Very important
Conscious and effective use of (renewable) resources in production / service provision of organization						
Minimizing environmentally unfriendly forms of transport use (e.g., in GM fewer flights or more local position filling), as well as associated waste (temporary accommodation, home moving, etc.)						
Social Sustainability	Very unimportant	Unimportant	Somewhat unimportant	Somewhat important	Important	Very important
Enhance fairness and respect through employee participation and social dialogue across the worldwide jurisdictions of the organization						
Run a highly effective Duty of Care, well-being and health and safety approach in all areas of the organization						
Sustainable Finance and Macro-Economic Goals and Actions	Very unimportant	Unimportant	Somewhat unimportant	Somewhat important	Important	Very important
Developing a corporate strategy that aims at the triple bottom line (profit, people, planet)						
Designing GM reward systems that are sensitive to inflation and macro-economic developments						

# In association with



A global leader in relocation and moving services, offering solutions for the employee relocation industry. With 77 locations servicing 190+ countries, we offer an unparalleled global footprint supported by extensive product offerings and robust technology solutions that support organization's global and diverse workforces. From relocation and household goods to commercial moving and storage, our portfolio of Brands provide a superior relocation and moving experience to both corporate and consumer clients.



A global cooperative network of moving companies and destination services providers, upholding strong family values through generations of heritage, brought together in one truly global and solid infrastructure, providing the same level of high quality services, local expertise and personal commitment, the world over.



As part of Gallagher Multinational Benefits and HR Consulting, our Global Mobility advisory teams are specialists, who can help clients translate intent into practice, by simplifying the complex, fast moving, costly and time consuming world of Global Mobility. We work with our clients to identify opportunities for implementing the most practical approach for their company when redefining and developing agile strategies.

## **Linda Smith**

Chief Commercial Officer

**T** +1 800 341 5648

**E** linda.smith@sirva.com

**W** bgrs.com | sirva.com

## **Paul Bernardt**

Managing Director

**T** +31 294 415 012

**E** p.bernhardt@harmonyrelo.com

**W** harmonyrelo.com

## **Carla Foden**

Growth Leader, Global Mobility Advisory

**T** +44 7513 707 063

**E** carla\_foden@ajg.com

**W** ajg.com/uk

# The RES Forum

The **RES Forum** has the tools, knowledge and community to help **mobility professionals** keep pace with **changes** in the industry, and help the **industry** keep pace with the **needs** of mobility professionals

Through research, analytics, eLearning, events, and policy templates and consultancy, we provide support and guidance to help mobility professionals navigate the ever-changing GM landscape.

We enjoy the exhaustive knowledge of our consultants, academics, Strategic Advisory Board and Technical Partners, as well as our international community of senior in-house HR and GM professionals, which includes 1,000 members in over 45 countries.

In conversation with leaders and experts from across the industry, our academics study the most pressing topics within the world of GM and cross-border working. Then we share their collective insight to provide clarity, tools and advice to help our members through the many challenges they face.

The RES Forum is an independent organization. We are not influenced by external parties or third-party vendors.



**Professor Michael F. Dickmann**  
**Professor of International Human Resource Management,**  
Cranfield University, School of Management United Kingdom  
**Strategic Advisor** to the RES Forum



**Dr. Benjamin Bader**  
**Senior Lecturer (Associate Professor) in International Human Resource Management & Deputy Head of Leadership, Work and Organisation Subject Group,** Newcastle University  
Business School, United Kingdom  
**Strategic Advisor** to the RES Forum

*Written by*

**T** +44 (0)20 7127 8075

**E** office@theresforum.com

**W** theresforum.com

**RES FORUM**

With thanks to everyone who contributed their insight and knowledge. Without you, this report would not have been possible.