

RES Forum Research Reports 2019 - Data Sources and Methodology

The first four publications from the RES Forum in 2019 are based on one large RES Forum survey that gathered data in Autumn 2018. The broad member base and the fact that the same companies answered the various questions relating to the SAFE global mobility (GM) approach constitute a substantial strength.

SAFE stands for:

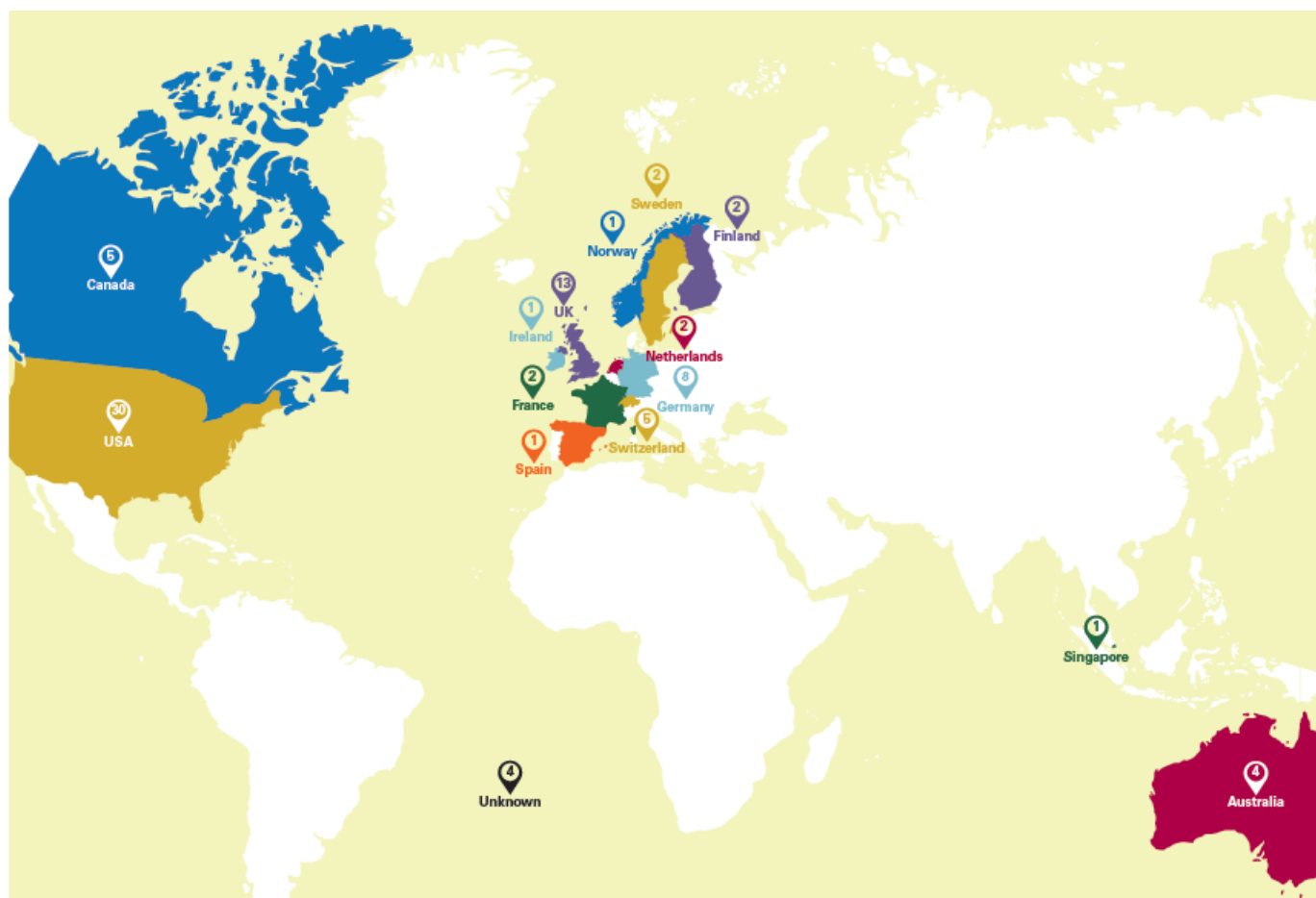
- **Smart** global talent development
- **Agile** GM strategies, policies and practices
- **Flawless** GM compliance
- **Efficient** reward package design (RES Forum, 2018)

The RES Forum publications in 2019, therefore, build on the insights of prior research that allowed us to design a leading-edge global mobility (GM) model that covers the evolving role of GM practitioners and shows how the function can add most value.

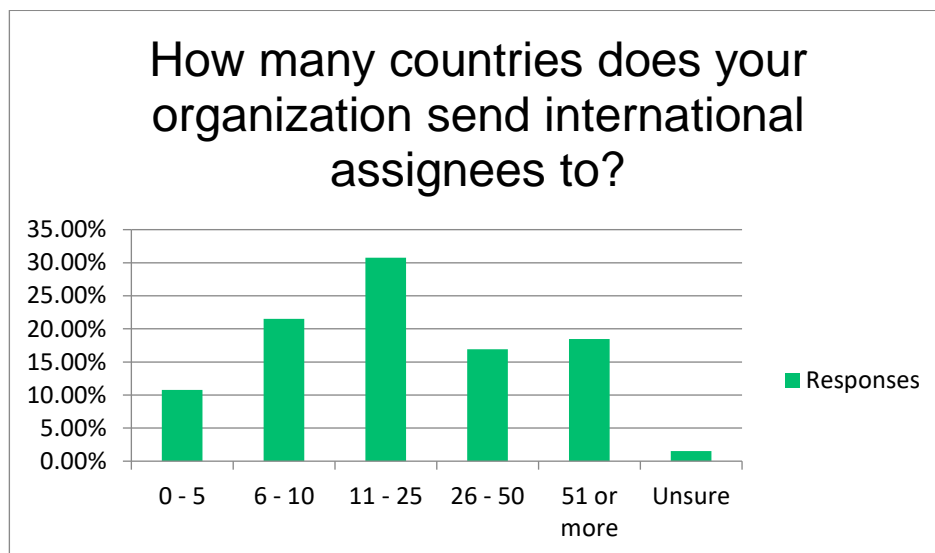
The strengths of the SAFE chapters and the methodology used are outlined below:

- **High Quality in the areas of SAFE.**
- **Wide Coverage.** 81 multinational corporations (MNCs) filled out our questionnaire. These include well-known companies headquartered on several continents such as America, Europe, Asia and Australia and operating on all continents possibly with the exception of Antarctica. As with other research on transnationality, the countries where these firms are headquartered are predominantly in a small number of key countries.

Geographical Distribution of Head Offices of Respondents' MNCs



- **Wide industry spread among respondents**, including firms from the Aerospace & Aviation, Banking & Finance, Chemical & Pharmaceutical, Construction, Consulting, Energy, FMCG, Healthcare, Manufacturing, Professional Services, Retail and Technology sectors.
- **Key GM Leaders.** The RES Forum Annual Survey is aimed at key global mobility deciders. The respondents were overwhelmingly the heads of GM or heads of global rewards in their organizations. At times, people responsible for global talent management also contributed to the data set. Thus, leaders responsible for all areas of the SAFE GM model were represented. They are at the leading-edge of GM strategy formulation, the development of innovative GM policies and overseeing practice implementation.
- **Predominantly Large Companies with substantial GM programmes.** Nearly 60 percent of the MNCs employed more than 25,000 staff with only one respondent working for a company that had less than 1000 employees. The majority of these MNCs operated in more than 10 but less than 50 countries. However, these companies often had a global footprint in that more than a third of MNCs operated in more than 50 countries. One in seven even had operations in more than 100 states. Subsequently, sending international assignees to more than five countries was extremely common. Almost one in five firms have global assignees in more than 50 countries.



- **A Wealth of GM Experience and Successful Approaches.** As is often the case, the large organizations which represent the bulk of the respondents have a long and successful history of international expansion and operation. MNCs such as Siemens, Banco Santander, Merck, Boston Consulting Group, HSBC, Jacobs, Skanska, Caterpillar, Walmart, E.ON, SAP, TetraPak, Avery Dennison, Delta Airlines, ANZ or PepsiCo have decades, sometimes more than a century of experience with global workers. Through the combination of a long history and operations in many countries around the globe, these MNCs have been able to fine tune their GM. Thus, much of the data that is presented in the various chapters of the RES Forum 2019 report is based on successful, tried and tested GM approaches.

Thank you RES Forum members from the following 81 organizations who responded to our 'SAFE' survey. Without you, our research would not be possible.

Aberdeen Standard	Caterpillar	International Paper	Rockwell Collins
Adidas	Colt Technology Services	Jacobs	RSA Group
Adobe	Continental Gold Inc.	JT International SA	SAP
ADP	CooperVision	Keller Holding GmbH	Schneider Electric
AECOM	CSG International	Kelly Services Inc.	Sealed Air
Akamai Technologies	Daniel Swarovski Corp.	Mayer Brown	SEW-EURODRIVE
Albemarle Corporation	Delta Air Lines	Merck Group	GmbH & Co KG
Alfa Laval	Diageo	Mettler-Toledo International	Shawcor
ANZ Bank	E.ON	Micron Technology Inc.	Shopify Inc.
Arthur J. Gallagher & Co.	ENGIE	NBC Universal	Siemens
Arup	Equinor	NCR Corporation	Sika AG
Aspen Insurance	EY	Nokia	Skanska
Avery Dennison	Gallagher	NTT Data	Syngenta
Banco Santander	Gap Inc.	NXP Semiconductors	Tetra Pak
BCLP	HSBC	Outotec	TomTom
BHP	Illinois Tool Works	PAREXEL International	Walmart Inc.
BMO Financial Group	Iluka Resources	PepsiCo	Wood PLC
Boston Consulting Group	Infineon	QinetiQ	
BRUSH Group	Ingersoll Rand	RLG	Unknown x 8

Further research for the RES Forum 2019 research publications...

...is based on tailored surveys, interviews with expatriates and GM professionals and is, as ever, informed by current GM literature sources. All chapters are based on solid research and innovative thinking. The data is analysed, presented and the implications on how to design an attractive GM / assignee value proposition are formulated.

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