

RES FORUM

A vision for 2035

London 13th June 2024
KPMG Canary Wharf

Mastering **New Work** with

SAFE(R)

GLOBAL MOBILITY

RES
connect

in association with


SilverDoor
APARTMENTS

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

Agenda

12.00 – 12.40	DE&I in GM – strategic enabler or missed opportunity? - David Enser, <i>The RES Forum</i>
12.40 – 13.20	Oh the places you'll go! Positioning mobility for success when you're expected to do more with less - Alison Shipitofsky, <i>GMS</i> and Roop Vohra, <i>KPMG</i>
13.20 – 14.00	Buffet Lunch
14.00 – 14.20	Insights into global market trends - Pauline Houston, <i>SilverDoor</i>
14.20 – 15.00	Anticipating future workforce structure - 2035 view - Kevin Basmadji, <i>KPMG</i>
15.00 – 16.30	Realising potential despite circumstances - Dr. Iain MacRitchie and Peter Hopkins, <i>MCR Pathways</i>
16.30 – 17.00	Roundtable discussion, key learnings and summary - David Enser, <i>The RES Forum</i>
17.00 –	Drinks and networking

DE&I in GM

Strategic enabler
or missed opportunity?

David Enser
The RES Forum

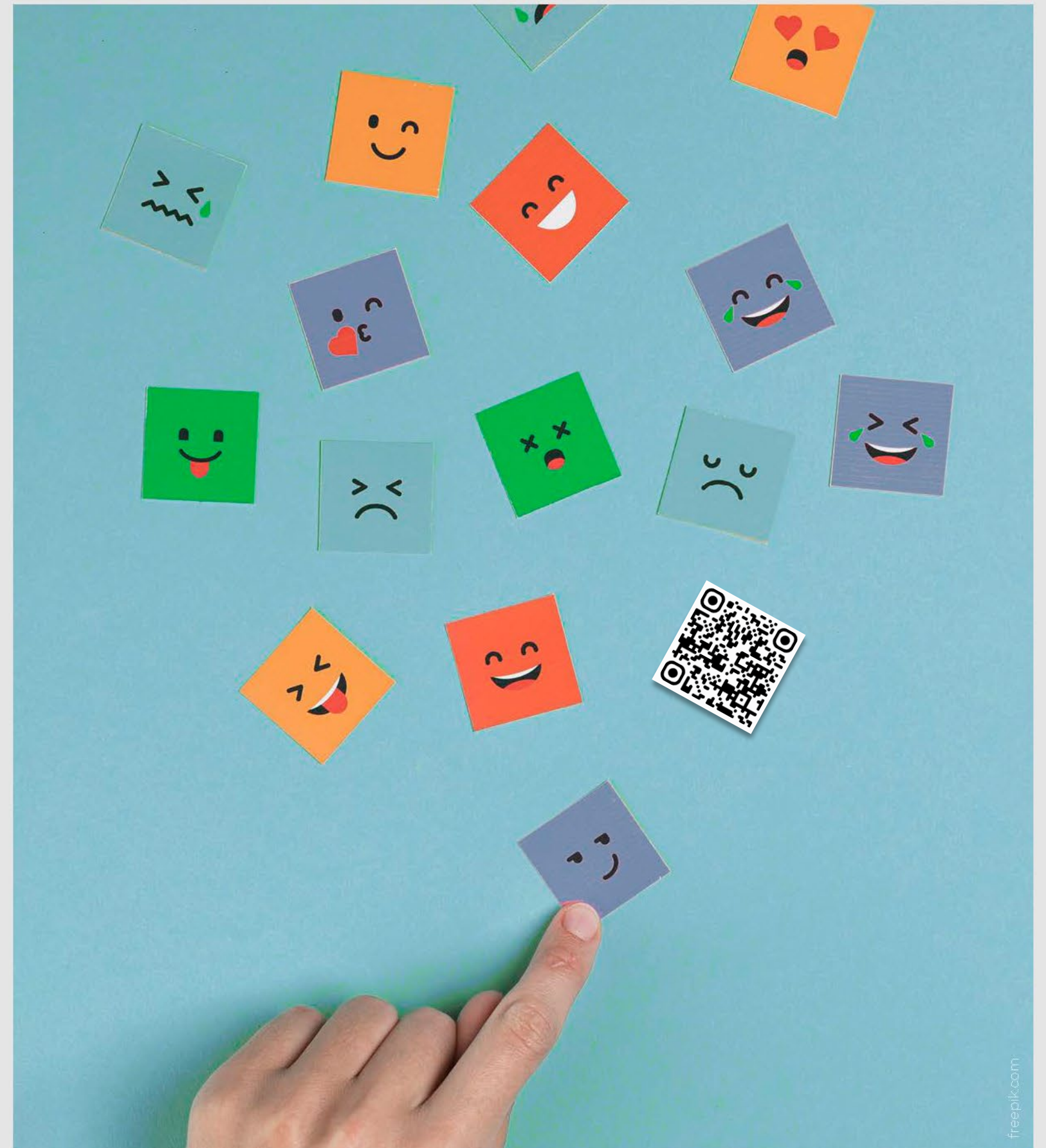
SELF-ASSESSMENT

BUILDING A CULTURE OF INCLUSIVE CORPORATE RELOCATION.

Any organizational change must begin with clarity of your current situation. To move towards a culture of inclusive corporate relocation, you need to assess where you stand on the key areas we outlined in the recommendations section of this report:

- **Transparency**
- **Network**
- **Training**

Our simple self-assessment tool takes each section in turn and invites you to review your organization's attitude and approach. With this insight in hand, you can take the first steps towards a more diverse, equitable and inclusive GM programme.



For each of the following, please rate your organization from 1 (strongly disagree) to 10 (strongly agree).

TRANSPARENCY

My company prioritizes transparency in posting international roles companywide (intranet, ERG groups, etc)

1	2	3	4	5	6	7	8	9	10
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My company prioritizes job postings that include explicit encouragement for employees from diverse backgrounds to apply.

1	2	3	4	5	6	7	8	9	10
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My company makes GM policies available for applicants to read in full (assignment terms, benefits and support services).

1	2	3	4	5	6	7	8	9	10
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My company regularly revises GM policies to consider the needs of diverse employees.

1	2	3	4	5	6	7	8	9	10
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NETWORK

My company connects diverse corporate expats with ERGs and other networks.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

My company aligns values between diverse employees, hiring practices, relocation policies and office locations so diverse employees have trust in the overall organization.

1	2	3	4	5	6	7	8	9	10
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My company works with third party vendors who also prioritize inclusivity throughout the supply chain.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

DEI TRAINING

My company offers DEI training, specifically for Global mobility teams.

1	2	3	4	5	6	7	8	9	10
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My company works to increase DEI integration across departments, including GM.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

My company works to increase supply chain diversity.

1	2	3	4	5	6	7	8	9	10
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Oh the places you'll go!

Positioning mobility **for success**
when you're expected to do more with less

Alison Shipitofsky
GMS

Roop **Vohra**
KPMG



Oh the places You'll Go!

RES Forum

—

13 June 2024



With you today

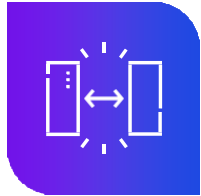


**Roop
Vohra**



**Alison
Shipitofsky**

Objective and purpose



Go beyond the “gap” analysis



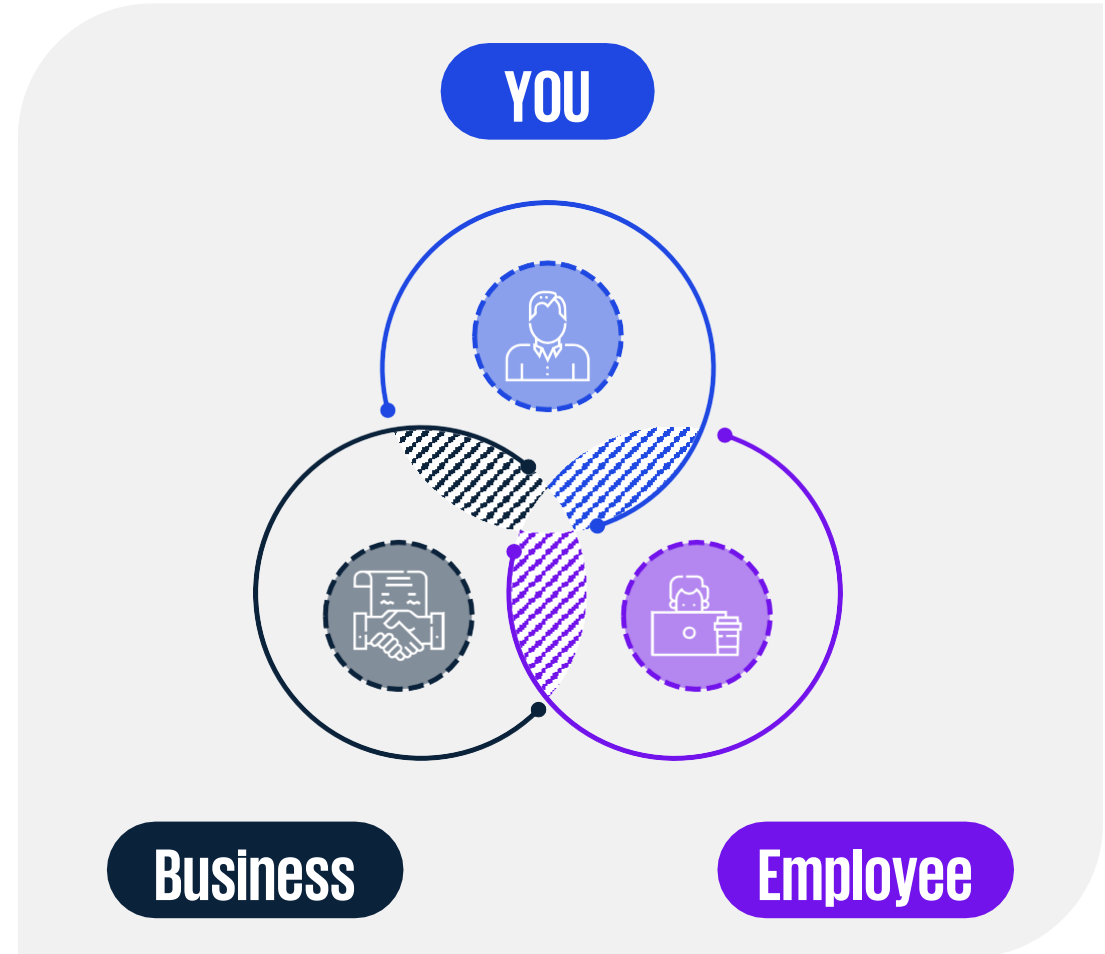
Understand success through three different lenses



Recognize needs



Determine what results you need and then how to do more with less



Agenda

Description

Module 1
Defining success

Module 2
Evaluate activities

Module 3
Determine objectives and maturity model

Module 4
Bringing it all together

Wrap up



Module 1

Success Lens



What does success mean to

Answer...

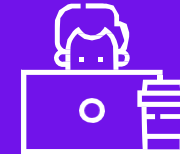
YOU



Business



Employee



Module 2

Expected or Appreciated

?

Hero Activities

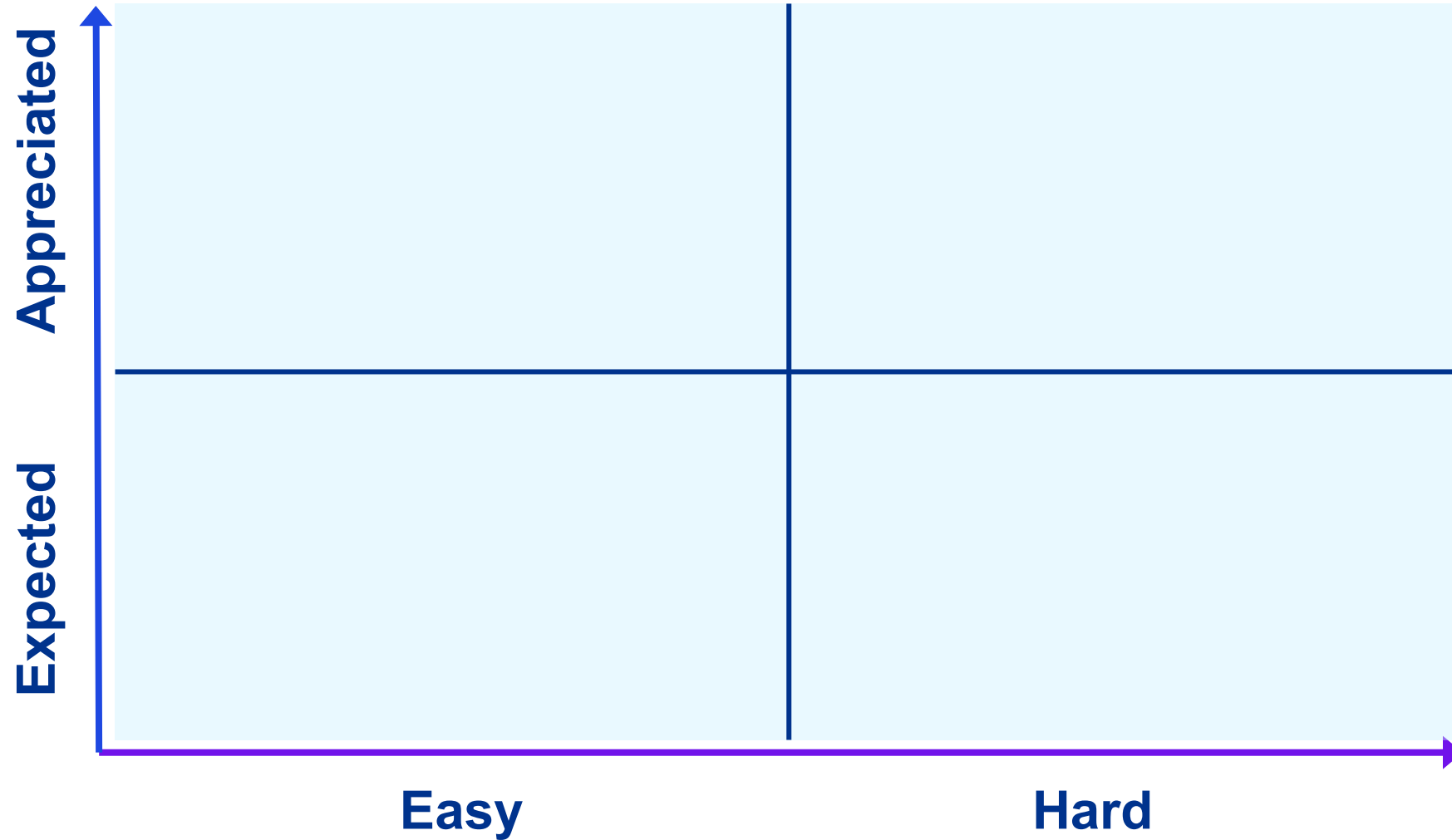
Appreciated and recognized builds
credibility

Zero Activities

Expected and result in negative
perceptions when not delivered



Evaluate activities



Module 3

Maturity Model







?

Where is your mobility department now?
Where do you want to be?

What is holding the department back?



Global Mobility Maturity Model

 Service Delivery Model	GM decentralized across BUs/globally	Autonomous GM functional, e.g., objective setting at BU level; Part-time HR GM responsibility	BU GM reporting into BU management; increased HR GM responsibility; some SSC processing support	Strong alignment with group leadership (hard dotted); GM function established HQ/ regional levels; some outsourcing of low value, high volume transactions	Central GM advisory guidance, local implementation; increased outsourcing support	Centralized GM function at HQ/regional levels; All GM risk/ admin processes aligned to responsible stakeholders	Optimized/ Centralized GM Function
 People	GM administrative/ transactional support	Low volume, assignment case by case determination and support	Reactive, ad-hoc assignment package determination/partial risk analysis	Increased business acumen and GM knowledge; assignment policies developed	Insightful analysis; candidate assessment; budgeting/ cost/ risk analysis standardized	Constructive challenge; policy alignment to business need; integration of GM and Talent Mgt	GM strategic advisor/ business partner
 Process	BU specific	Disaggregated GM processes and responsibilities, multiple systems	Low degree of GM standardization and automation across divisions	Recommendation for common GM methods, processes and reference data	Standardized GM processes across BUs; key non-GM stakeholder role awareness and alignment	Standardized processes across BUs for core GM assignment lifecycle processes; established technology leverage	Standardized and optimized
 Technology	Incompatible systems	Multiple systems, tools and manual interfaces	Unified consolidation framework, multitude of enterprise wide systems w/ interfaces	Standardizing GM systems, interface layer and recommended data models	Standard GM tools/ applications on multiple occurrences; internal and external vendor sources	Standard tools and applications on single occurrence for assignee tracking and reporting	Harmonized systems
 Data/Reporting	Inconsistent and decentralized data models and reporting	Non-integrated data models and reporting; reporting is highly manual	Application-specific data models and reporting (Excel)	BU/Segment-specific data models and reporting	Consistent standards/ guidelines for data models and reports; reports are rationalized	Harmonized data model (one primary system) supports fully integrated reporting across organization	Harmonized data model/one version of truth
 Governance/ Controls	Informal	Reactive. Reliance on manual detective controls; no formal GM governance	Regular reviews of controls and policies, some analysis; limited GM governance in place; decentralized	Risk-based, near real-time control execution with some automation (travel data; time entry data)	Use of systems-automated controls and analytic tools; GM global governance standards - Tax, Legal, GM roles	Automated, risk-based preventive controls integrated into existing systems; cross-functional GM governance structure	Centralized, automated and preventive

Success Exercise + Maturity Model Aspirations

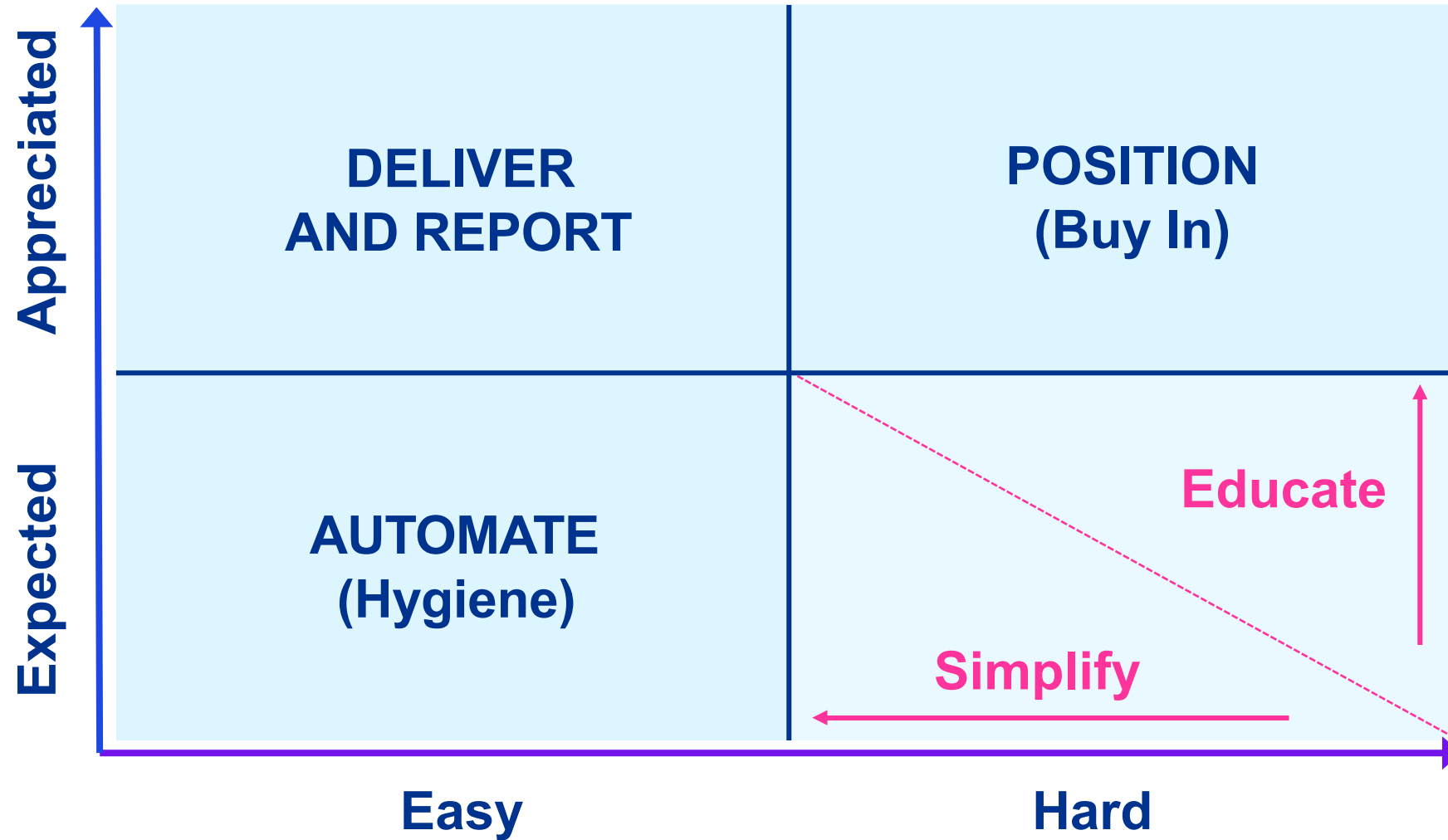
?

Are the aspirations for your mobility department really the recipe success?

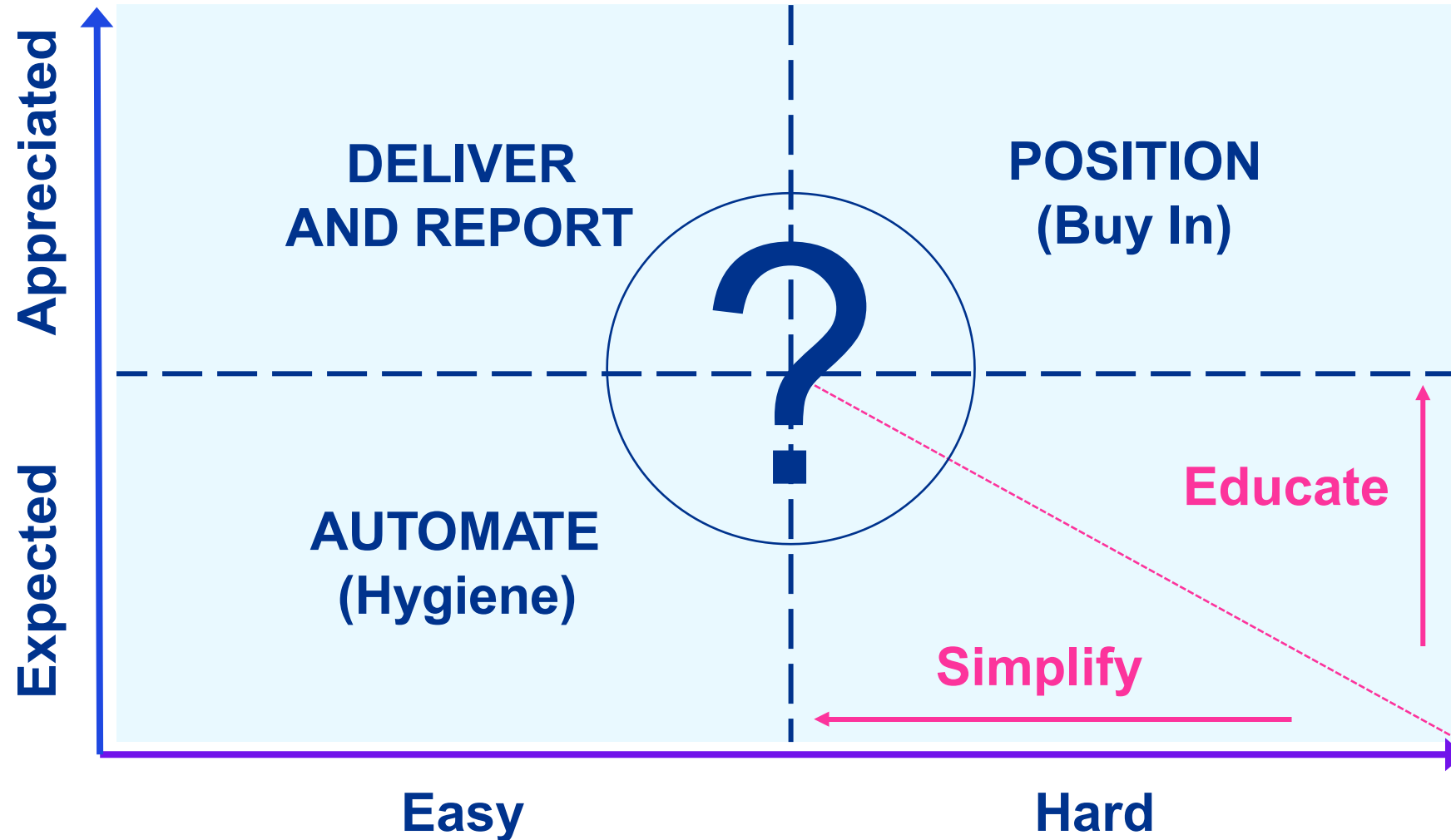


Module 4

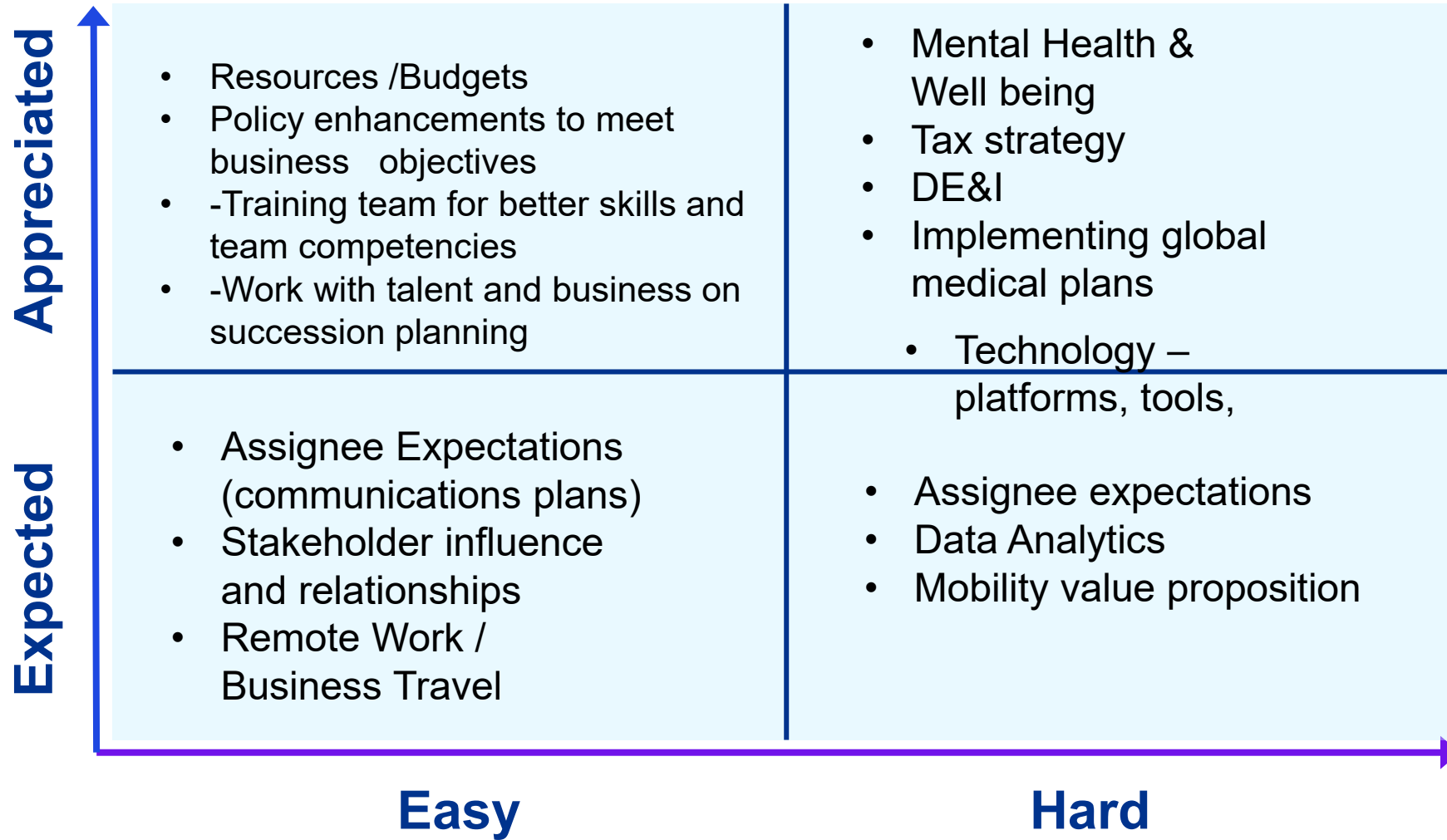
Practical application



Wherewould it be? What would you do?



Evaluate activities: Example

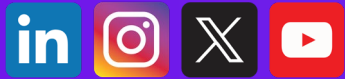


Bringing it all together

- **To position mobility**
 - What do stakeholders want?
 - Know where you are and how important is change to the success of global mobility in your organization?
 - Then determine where and when you can do more with less (e.g. automate, outsource etc)



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RES FORUM

Lunch



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RES FORUM

Insights into

global market trends

Pauline Houston
SilverDoor



SilverDoor
APARTMENTS

Insights into Global Market Trends.



with

Pauline Houston

Senior Vice President of Business Development
SilverDoor



The Current State of Global Mobility.

Average Length of Stay

↓ **18.75%**

Global average length of stay has shortened by 9 nights YoY (since Jan-Apr 23) from 48 to 39

Rates and Spend

↓ **4.95%**

Global average daily rates (ADR) are down 4.95% YoY



ALOS in APAC is

80%

longer than in EMEA

ALOS in the Americas is

69%

longer than in EMEA

India...



Business travel spend has increased by

18% ↑

Paris...



ADR are spiking during the Summer Olympics

60% ↑

USA...



New visa law passed for the 2026 FIFA World Cup

What are the Current Travel Trends?

Shift away from home working:
demand for apartments close
to the office

Apartments that allow relocation
guests to use the address for local
registration

Traditional apartment models for
extended stays with fully-equipped
kitchens and in-unit laundry facilities

Reserved housing agreements
to protect against seasonal rate
spikes

Untangling Technology in Travel.

What do clients want from their suppliers?



**Investment in
technology**



**Simplified
integrations**



**Live booking
capabilities**



**Seamless
booking
experience**

Achieving Sustainability Goals.



93% of businesses risk failing against their emissions goals without substantial efforts to improve their carbon reduction initiatives

Mark Corbett, Thrust Carbon



How do we ensure we hit our sustainability targets?

Education of suppliers, agents and bookers

Providing tangible and reliable data

ESG accreditation

Transparent accountability

Trust in the cost curve reducing (just as it has with solar panels!)

So what next?

1

Necessary standardisation and regulations across the serviced apartment sector

2

Enhanced OBT development for serviced apartment integrations

3

Generative AI and its potential to make or break travel programmes



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APARTMENTS

Business. Accommodated.

Anticipating

future workforce **structure**
2035 view

Kevin Basmadji
KPMG



Anticipating Future Workforce Structure 2035 view

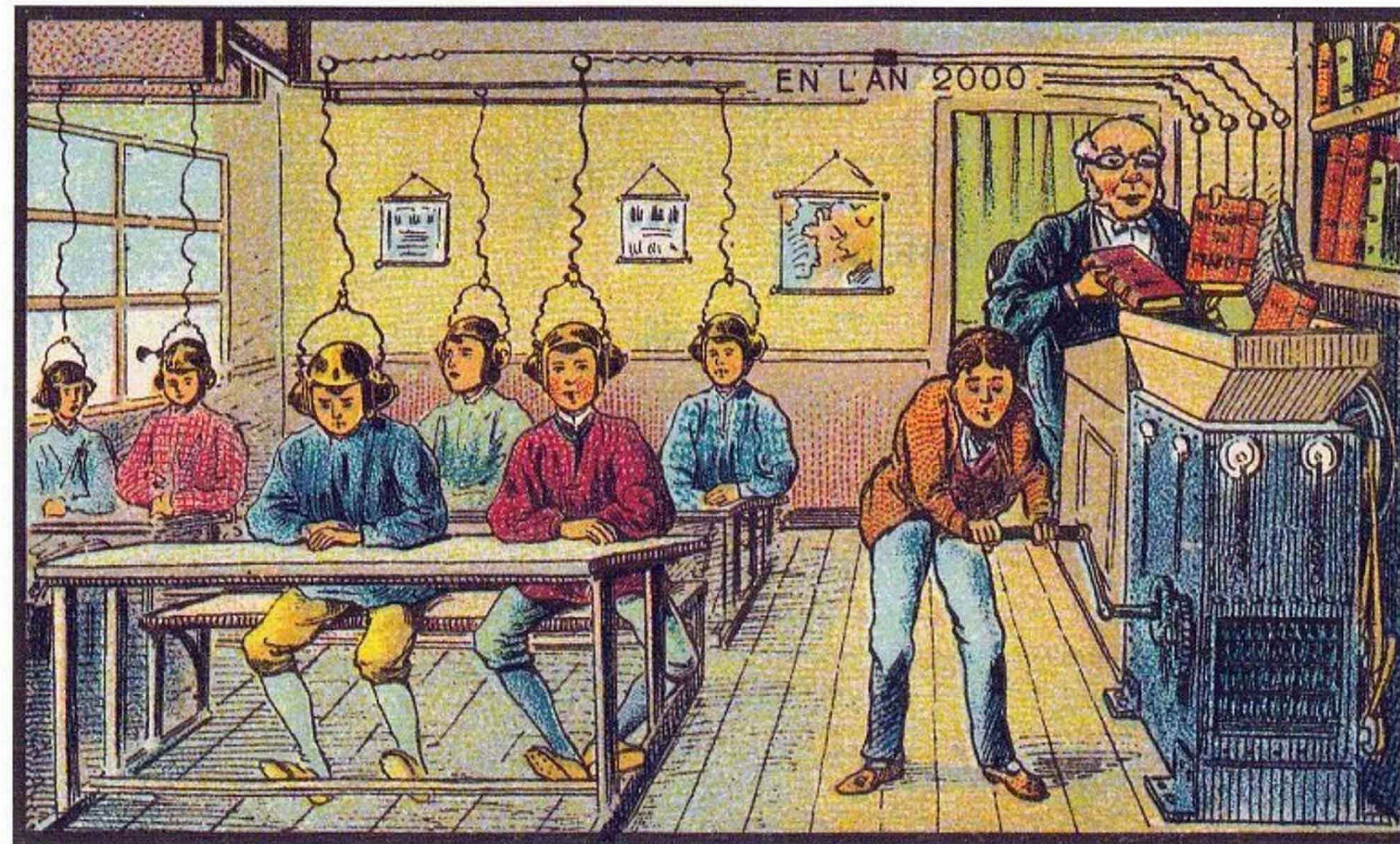
Kevin Basmadji

June 2024

Where we are today?



Current challenges to workforce structure?



At School

Skills, Learning, Agility....?

From the individual perspective?



Flexibility, Wellbeing, Independence?

How far will flexibility go in the future of workforces?



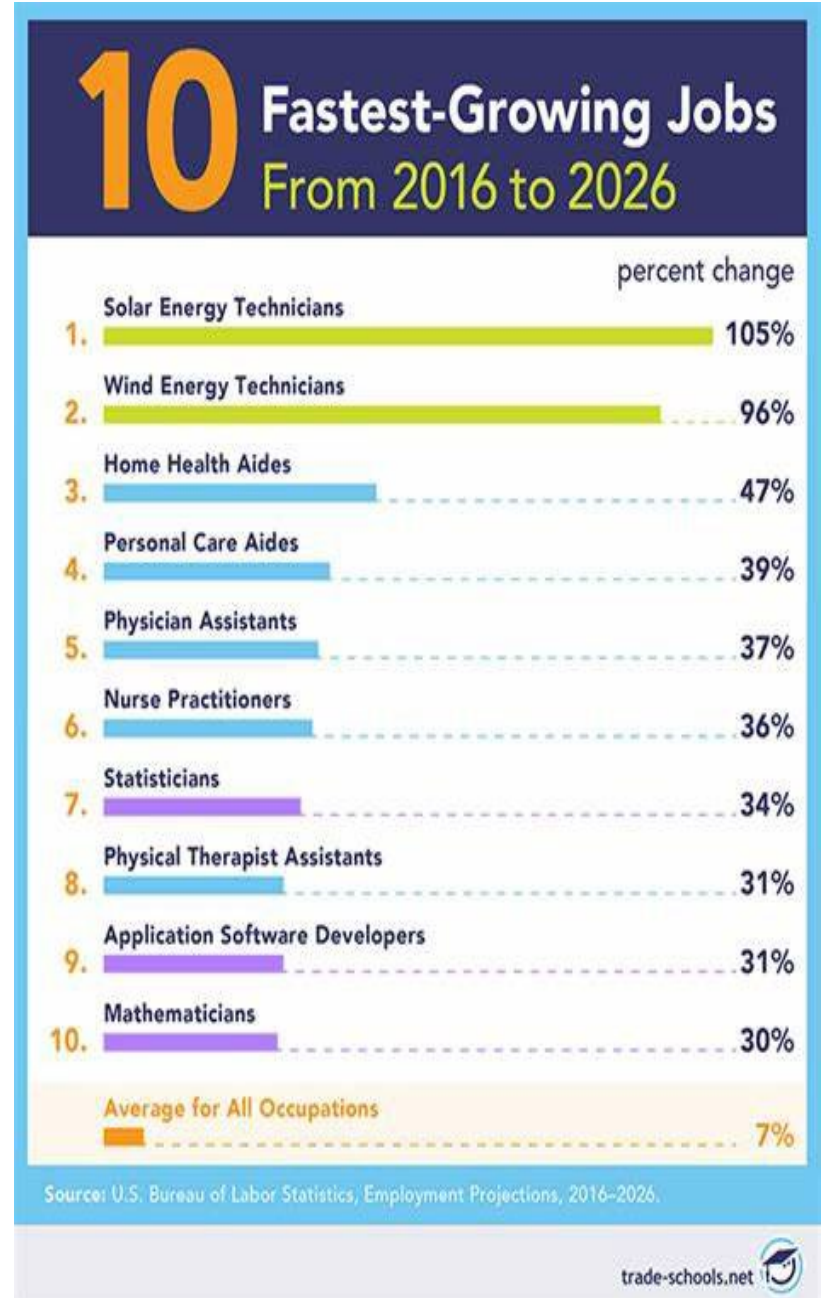
A study/recent poll/reports says that by 2035....

How to prepare? What are we preparing for?



TOP 10 JOBS THAT WILL DISAPPEAR BY 2035

▶ WATCH NOW



Realising potential

despite circumstances

Dr. Iain **MacRitchie**
MCR Pathways

Peter Hopkins
MCR **Pathways**



Realising Potential Despite Circumstances

Iain MacRitchie
Peter Hopkins
13 June 2024

Agenda



-
- **What is Social Mobility?**
- **The UK Landscape**
- **Genesis of MCR Pathways - Why?**
- **Breakout Session**
- **Plenary**
- **MCR Pathways Today**
- **Call to Action**
- **Q&A**



What is Social Mobility?

Social mobility refers to change in a person's socio-economic situation, either in relation to their parents (inter-generational mobility) or throughout their lifetime (intra-generational mobility).

Social mobility is linked to equality of opportunity: the extent to which people have the same chances to do well in life regardless of the socio-economic background of their parents, their gender, age, sexual orientation, race, ethnicity, birthplace, or other circumstances beyond their control.

Social mobility and equality of opportunity can be measured in terms of earnings, income, or social class, but can also be understood to encompass other well-being dimensions such as health and education.

<https://www.oecd.org/stories/social-mobility>

What is Social Mobility?



...change in a person's situation



....equality of opportunity

....education

What is Social Mobility?



Why is equality of opportunity important?

- ❑ Unequal opportunities.....undermine economic and social prosperity
- ❑ People who are most concerned about their chances in life are also less happy
- ❑ 2022 OECD Survey, 27 countries, 80% felt more should be done to ensure equal opportunity



So how can we promote equality of opportunity?

Current UK Landscape

The country is deeply divided. There are those who are getting by and there are those who are not

DURING LOCKDOWN: Calls to a domestic abuse helpline rose 700 per cent.

DURING LOCKDOWN: A household became homeless every three minutes.

DURING LOCKDOWN: 86 per cent more people sought help for addictions.

<https://www.centreforsocialjustice.org.uk/the-social-justice-commission>

Current UK Landscape

Economic Vulnerability: Work is not worth it

Unsafe Streets: Crime is the worst thing about where people live

Fractured Communities: Housing is poor, communities are torn apart by addiction and small charities are being hollowed out

Fragile Families: Family breakdown hits the poorest families the hardest

A Challenging Start: Children are struggling and still suffering from the scars of lockdown

<https://www.centreforsocialjustice.org.uk/the-social-justice-commission>



Why?

Are you sitting comfortably...

Glasgow, early 2000s....

Genesis of MCR Pathways....



Break Out

How can mentoring be used by your organisation to influence social mobility on your communities?

(20 minutes, table discussions)



Plenary



Thoughts?

Ideas?

Actions?



Our Vision

**That every young person, irrespective of their circumstances, gets the same
Education Outcomes, Career Opportunities & Life Chances**

We measure success by looking at young people's:

- Attendance
 - Educational attainment
 - Post-school destinations
- Increased confidence and engagement
 - Wellbeing

Mentoring helps build confidence, motivation, commitment & resilience.

MCR Pathways Today



- ❑ Award winning 'Young Talent' programme
- ❑ Young people defined by talent, not circumstances
- ❑ Secondary schools across Scotland and SE England
- ❑ Volunteer Mentor helps build confidence and self-belief in young people
- ❑ Simply spending 1hr/week can be transformational



MCR Pathways Today



2000

3600

56000

22

132

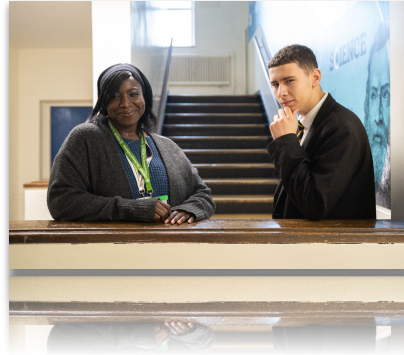


Power of Mentoring



Harry and Patrick

Carlos and Oby



Call to Action



THANKYOU!!



mcrpathways.org



Roundtable discussion

key learnings
and **summary**

Everyone

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