

PULSE SURVEY:

SUSTAINABILITY AND GLOBAL MOBILITY



SUMMARY

The world's attention is squarely focused on the issue of sustainability. Many organizations are declaring ambitious sustainability goals at the corporate level, **but have these commitments reached Global Mobility, and are they affecting the way companies deploy talent globally?**

This pulse survey aims to answer these two important questions as well as exploring what comes next for sustainability in Global Mobility.

Embedding sustainable practices into the global mobility program is widely recognized as an important priority by the respondents. **Some companies have already taken the initial steps to build sustainability into their mobility program. However, for the majority this is still an emerging area of focus.**



THE ORGANIZATION HAS A TEAM DEDICATED TO SUSTAINABILITY, AND WE HAVE COMPANY-WIDE SUSTAINABILITY AND IMPACT GOALS [TO] TIE INTO OUR GLOBAL MOBILITY FUNCTION IN THE FUTURE.
– TECHNOLOGY COMPANY


Addressing sustainability can often appear overwhelming and part of the challenge for Global Mobility is that many of the practices associated with talent mobilization come with a heavy carbon footprint. **However, this challenge also presents an opportunity as there are also many ways to positively impact the sustainability of the program.** Tactical opportunities include addressing relocation, travel and transportation. Strategically, significant impacts can also be achieved through broadening the range of options available to the business to deploy talent creatively, using emerging policies such as remote and virtual project assignments.

A powerful tool in Global Mobility's armory is the influence it can exert on its global supply chain network. **Many companies see leveraging the supply chain as a core element in their mission to improve sustainability.**



CURRENTLY WE LOOK AT OUR RMC AND VENDORS FOR SUSTAINABILITY EFFORTS BUT NOT DIRECTLY IN OUR PROGRAM/POLICY - BUT THIS COULD CHANGE IN THE NEAR FUTURE – PHARMACEUTICAL COMPANY

Communication is also key to empowering the business and assignees to make informed decisions. Effective communication relies on sharing information about the implications of decisions that are being made. However, that information is currently in short supply. Despite the limited opportunities to quantify the greenhouse gas emissions associated with mobility, it is anticipated that emerging tools and measurement techniques will soon be widely available, helping us to fill this information deficit. Indeed, **measurement capabilities will be critical to meet future reporting obligations, successfully drive improvements and track progress effectively.**



WE ARE CURRENTLY FOCUSED ON THE DATA REPORTING AROUND SUSTAINABILITY, E.G., MEASURING CARBON FOOTPRINT. THE IDEA IS TO BRING AWARENESS TO THE BUSINESS AND ASSIGNEES. – LIFE SCIENCES COMPANY

Although Global Mobility rarely shapes the sustainability agenda, as corporate goals cascade through organizations Global Mobility soon expects to be called upon to do its part.

SUSTAINABILITY FOCUS



Today...

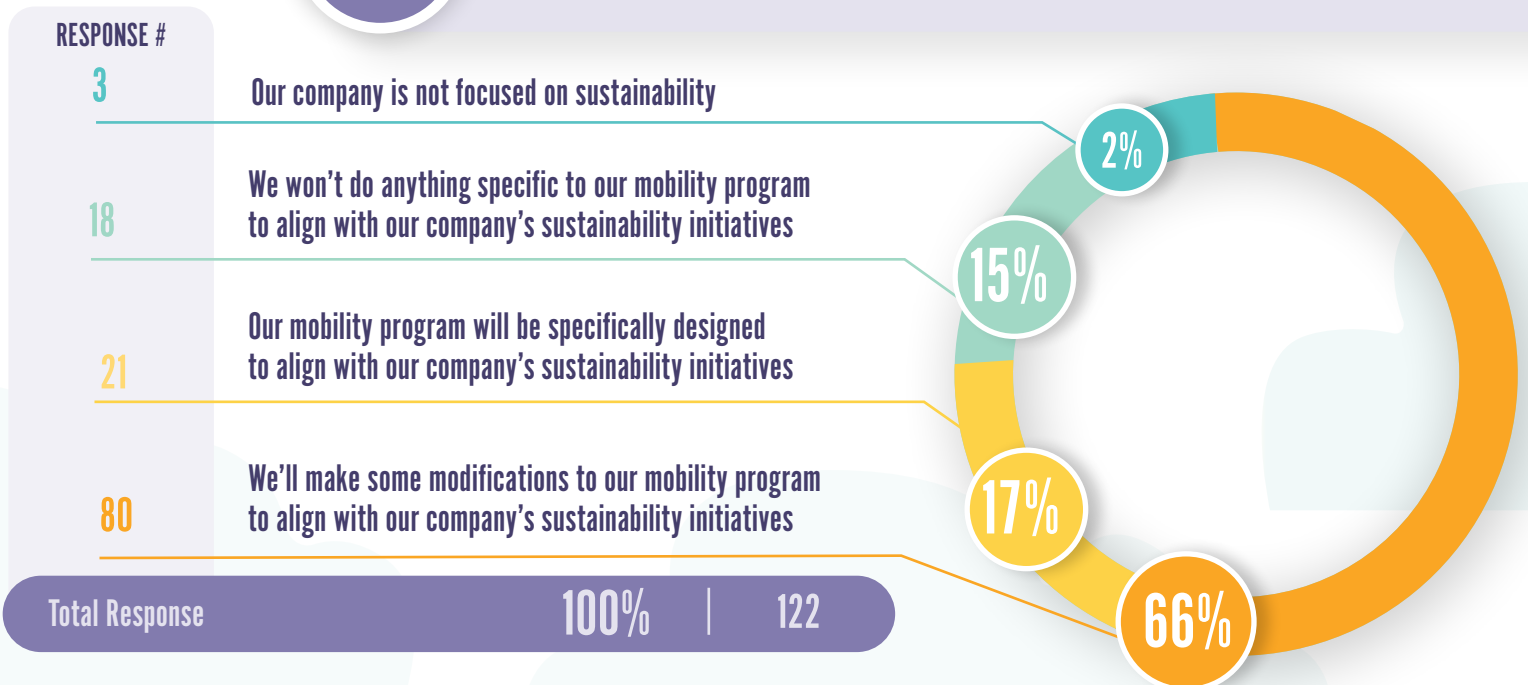
Currently, how focused on environmental sustainability initiatives is your Global Mobility program?



Tomorrow...



In the next 1-3 years, how focused on environmental sustainability initiatives do you expect your Global Mobility program to be?





FIRST, [WE] PLAN TO TACKLE POLICY LANGUAGE AND TIPS THAT PROMOTE GREEN ACTIVITY; NEXT LEVEL IS TO EXPLORE GREENER OPTIONS; THEN [BUILD GREEN CREDITS/POINTS INTO SOME OF THE FLEXIBLE PACKAGE ELEMENTS]. STILL IN PLANNING STAGES.

- PROFESSIONAL SERVICES COMPANY



Which areas of environmental sustainability are/will you focus on in your Global Mobility program? Check all that apply.

	RESPONSE #	RESPONSE %
Relocation, e.g., optimizing shipment options and assisting with responsible disposal/recycling of goods prior to relocating	77	63%
Travel, e.g., encouraging less business travel, fewer flights	63	52%
Information, e.g., providing information to the business and employees about the environmental impact of different aspects of the package	44	36%
Transportation, e.g., providing a public transportation allowance in lieu of a car	37	30%
Housing, e.g., encouraging employees to live in eco-friendly accommodations	22	18%
Utilities, e.g., paying a lower utilities budget to encourage efficient use	20	16%
N/A, our mobility program is not focused on sustainability	19	16%
Other	11	9%

Other Comments

- ✔ Car rentals: use of hybrid and electric cars
- ✔ GHG [greenhouse gas] compensation, having a green budget, etc.
- ✔ Integrating our sustainability targets into our provider agreements
- ✔ Introducing new policies which are more ecologically sustainable (e.g., virtual assignments)
- ✔ Move For Hunger (donate unused food)
- ✔ Considering building carbon footprint modeling per assignment
- ✔ Not sure how we will address yet



WE ENCOURAGE EMPLOYEES TO TAKE ADVANTAGE OF DISCARD AND DONATE SERVICES PRIOR TO SCHEDULING HHG SURVEYS. THIS SERVICE IS COVERED AT COMPANY COST IF MANAGED BEFORE DEPARTURE. EMPLOYEES CAN STILL USE THE SERVICE UPON ARRIVAL AT DESTINATION – BUT AT THEIR OWN COST AS IT DOESN'T REDUCE THE SHIPPING COST/CARBON IMPACT OF THE MOVE AFTER RELOCATION.

- CONSUMER GOODS COMPANY

PROMOTING SUSTAINABILITY

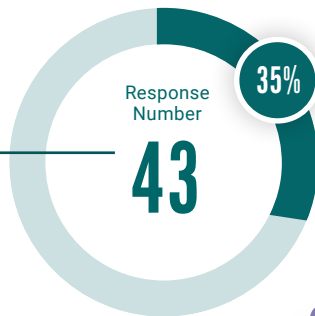


Is Global Mobility taking any of the following steps to promote sustainability?
Check all that apply.



Global Mobility is not taking any specific steps

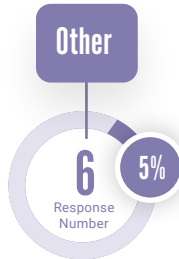
Vendor selection, e.g., using vendors that are committed to sustainability



Using different types of policies, e.g., fewer commuter assignments and more remote/virtual assignments



Measurement, e.g., establishing the carbon footprint of the program



Are you currently tracking or measuring Global Mobility's effectiveness in addressing sustainability? Check all that apply.

	RESPONSE #	RESPONSE %
No, we encourage sustainability but don't intend to track it	40	33%
No, we would like to track sustainability, but don't have the tools available	32	26%
No, we would like to track sustainability, but don't have the capacity to add this to our workload	25	21%
No, but we intend to start tracking in the next year	14	12%
Yes, we are actively tracking	5	4%
N/A, we're not focused on sustainability	13	11%
Total Responses	129	



Are you currently requiring your suppliers to meet sustainability requirements?

	RESPONSE #	RESPONSE %
No, but sustainability credentials are taken into consideration when selecting vendors	44	36%
No, we don't consider sustainability credentials when selecting vendors	34	28%
No, but we intend to include sustainability in vendor contracts in the next year	20	16%
Yes, sustainability targets are built into our vendor contracts	14	11%
N/A, we are not focused on sustainability	10	8%
Total Responses	122	100%

GLOBAL MOBILITY'S INFLUENCE



Does Global Mobility influence sustainability decisions more widely in your organization?



ABOUT THE SURVEY

122 leading organizations participated in the survey

Headquarters Region:	RESPONSE %
Europe	44%
North America	36%
Asia	13%
Australia/New Zealand	6%
South/Central America	2%
Total Responses	100%

Top industries represented



Below is a partial list of participants:

Adidas	Fisher & Paykel Appliances	Resolute Mining
ADP, Inc.	Fonterra	RHI Magnesita
Agence Française de Développement	Ford Motor Company	Richemont International SA
AIA	Funplus	Roche
Air New Zealand	Genentech	Saint-Gobain
Anadolu Efes	Gerson & Grey	Salesforce
Aon	Groupe Renault	Sapura Energy Berhad
ASMPT	Hapag-Lloyd	Schneider Electric
Atlas Copco	Honeywell	Scotiabank
Baker McKenzie	International Citizens Group, Inc.	Seagate Technology
BAT	Intuit	Servier
Bayer	Jaguar Land Rover	Shell
BD	Kellogg	Slalom
Bechtel Corp.	KWS	Snowflake
BMW Group	Lam Research	ST Engineering
BP	LEGO System A/S	Sustainable Promise LLC
Brown Forman	LIST SOTHEBY'S INTERNATIONAL REALTY	Takeda
Chevron	Lululemon	TD Bank
Coca Cola Europacific Partners API	Mandarin Oriental Hotel Group	Thales
Colgate-Palmolive Company	Mavenir Systems Pvt Ltd	The Clorox Company
COTY	Micron Technology Inc	The Walt Disney Company
Credit Suisse	MOL Plc.	UBS
Dalton State College	Nestlé	Unity Technologies
Dell	Netflix	UPS
DENSO International Europe	Newcastle University	Viasat
Deutsche Bahn AG	OMV	Walmart Inc
Environmental Resources Management Limited	Pearson	Weatherford
Equinor ASA	PETRONAS	Xella International GmbH
EY	Pfizer	
Ferring Pharmaceuticals	QIAGEN	
	Repsol	