



GMS2023/24

Reshaping Global Mobility 04 Taking care of global talent

Mens sana in corpore sano

*A healthy mind in a healthy body
Juvenal, Roman poet, 2nd century AD*



Foreword

Why is wellbeing so important?

Wellbeing can be defined as the state of being comfortable, healthy and happy. These states of being can include physical, emotional, social, intellectual, environmental, spiritual, vocational and financial.

Independent *Financial Times* research suggests that wellbeing requires a positive intervention by employers and proactive employee engagement in remaining healthy and capable of sustained performance and collaboration with their peers.

Wellbeing influences employee attraction, retention, engagement, innovation, absenteeism, and productivity. The *golden ticket* is the ability to effectively measure, refine and demonstrate payback to leadership on how the wellbeing resource investments pay dividends and return on investment. Ultimately, while there are altruistic drivers behind the adoption of wellbeing programmes in Global Mobility (GM) programmes, organisations employ and deploy international talent to create value through optimised performance. Is the wellbeing of globally mobile talent more fragile?

Why is it important?

The understanding of stress and mental health conditions has grown exponentially over the last ten years. For example, the increased use and reliance upon technology has affected our ability to switch off. With hybrid/remote working becoming more prevalent, the boundaries between work and life have blurred.

Evidence suggests that organisations with wellbeing rooted at the core of their business achieve more by making the workplace an environment where people feel safe and can achieve based on their own goals and those of the organisation.

A Fast Company article in 2023 supports the business case for investing in employee wellbeing—Why it's good business to improve employees' wellbeing (see Appendix, **Fig. 4**). The Oxford Wellbeing Research Centre team looked at the work wellbeing score of publicly listed organisations alongside the publicly available financial data. Organisations with higher wellbeing show a superior return on assets, generate higher profits and command higher valuations.

GM professionals could use 2024 as an opportunity to play a more visible role in their wellbeing programmes, whether on a global, regional or local level. This requires a holistic approach and while reviewing this report, **Fig.1** provides a high-level reference framework of the actors and stakeholders with whom GM will have to play a more active role in wellbeing.

This report identifies opportunities for Global Mobility to become consciously involved in wellbeing and details the proactive steps to develop a plan during 2024.

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Fig. 1. Integrated wellbeing framework for international work arrangements



How do Global Mobility teams fit into this framework?



Executive summary

International talent wellbeing—the business case for change

Wellbeing has increasingly been recognised and proactively positioned as a critical people pillar to deliver duty of care for the global workforce—and to create a high-performing organisation. In a pressurised world where organisations face volatile markets and geopolitical and economic shocks, there is a continual trade-off between realigning costs and investing in people and resources.

Our research findings clearly show that employee and organisational wellbeing are interdependent. Embedding wellbeing at an organisation's core is essential to achieve a positive impact. This approach acts as a catalyst for performance and talent retention, which drives sustainable competitive advantage. Simply having tools in place is insufficient, as employee awareness and engagement with such tools is the key to a more effective return on investment in wellbeing resources. This must be demonstratively championed by leadership to have a meaningful impact.

Our previous Global Mobility Series report noted how the pandemic fundamentally shifted the employer/employee relationship. In many instances, it has fundamentally changed how we work, where we work, how we thrive and from a psychological/emotional perspective, the expectations of the relationship between employee and employer.

This equally applies to wellbeing—international work arrangements' mental and physical pressures. Historically, wellbeing for expatriates has been managed situationally to individual's circumstances. The pandemic has highlighted the need for more systematic accountability and engagement from organisations and their employees.

Interview insights

Employees are now much more focused on the support they get to manage finances or look after parents or mental health. It's not how much you're paying me.

Global Benefits Director
Industrial Software

We put the wellbeing responsibility on the employee, which is a behavioural shift—it's your responsibility as an employee.

We're also changing the culture of our managers so that it is built into core conversations with quarterly check-ins with all our employees, thus making sure you know that as part of those check-ins, we have wellbeing conversations that managers know how to recognise the signs of anybody that might be struggling with their wellbeing and know how to signpost them.

Executive Reward & GM Director
Industrial Software

We have a culture of *don't show emotions and suck it up*. We work in some tough hardship locations. We get told you need to move person A to country B and that's it. We realised that something's got to change because maybe we're moving the wrong people. We need to better manage the process and change culture. I spend a lot of time talking to our internationals and it puts pressure on my own wellbeing too.

Global GM Leader
Power

While progress has been made to varying degrees, there are still further opportunities for international work arrangements—where Global Mobility has an opportunity—as with hybrid/remote working, to lead the way.

Focusing on global talent engaged in international work arrangements has become more complex.

This wellbeing research highlights that many organisations believe that wellbeing is either very important or important (see Appendix, **Fig 5**). They have invested in many resources (including training, dedicated wellbeing resources/champions and technology tools, including EAP systems (see Appendix, **Fig. 6**); the reality is that these solutions do not adequately support the stresses and pressures of working internationally.

The impact and importance of wellbeing becomes substantially magnified with the pressures of relocating, embracing, and immersing into a new host environment, often with family (whether accompanied or unaccompanied) and the expectation of *hit the ground running* into a new role. The modern family unit has changed, for example, dual careers and elderly/infirm parents, for whom the employee may have responsibility. People's expectations have become more demanding. The era of “the company will look after me and I'll do whatever is asked of me” is increasingly a perspective of older generations, when work patterns were more predictable.

Wellbeing is a two-way commitment—the employee has a duty of care for themselves and their family to keep themselves well. The organisation needs to establish policies, processes and check-in mechanisms to enable international talent to feel they have a safe harbour when required and provide signposts to specialist support, as necessary. It is crucial to have a preventative and positive wellbeing framework, rather than just a reactive response to offer help when something seriously goes wrong.

Help to establish and nurture a collective and inclusive wellbeing mindset.

Out of sight, out of mind?

While our interviews with HR and GM leaders did not highlight significant reference to failed assignments, this is an underlying factor that should be considered where there are accompanying family members and dual incomes, which are more the norm than the exception. While internationals may not be instigating repatriations, equally, they may be under pressure from a wellbeing perspective but persevering, given that organisations have been focussed on downsizing and cost cutting in many sectors.

Executive summary *continued*

Presenteeism—being in the host country or office but not fully performing through wellbeing pressures is often invisible, especially where there is a disconnect between home and host entities and different people systems and processes. GM have an opportunity to develop early warning mechanisms, in conjunction with their HR peers, to ensure this scenario is well managed. The opportunity is for GM to increase their awareness and focus on connecting group and regional initiatives more closely with international work arrangements.

For those working in larger corporations or those where the organisational culture expects self-resilience and as one GM leader said, *suck it up*, it can mean that internationals and their families may need help with their wellbeing. Still, employees may be unclear or unwilling to share this with their colleagues or GM. In some cultures, it is reported that stigma remains over sharing wellbeing issues and their regional initiatives are renamed. GM, therefore, has a challenging opportunity to harness, in many cases, the leading-edge wellbeing interventions being established by their global reward/benefits teams (who often own the initiatives) and identify how they can more effectively embed them into their mobility programmes.

Enhancing global competitiveness

Ultimately, wellbeing underpins unlocking and unblocking international talent and growth opportunities, which drives performance and competitive advantage. It is a collective activity and for international work arrangements, Global Mobility teams can add this to their list of increasingly strategic value contributions, as they cope with increasing work, team and life pressures. 2024 is likely to see Global Mobility teams incorporating wellbeing interventions into their Global Mobility programmes more systematically, with more ownership and engagement with HR peers.

Much of what we are doing generally for Global Mobility populations reflects wellbeing. We're adding information into briefings, making support more robust, e.g., temporary housing. Poor assignee experience is a wellbeing matter. You can feel alone when handed to Talent Acquisition at the beginning of the assignment process. Things take so long, which builds stress, for example, the visa process. Talent Acquisition needs more empathy in cross-border experiences.

Global GM Leader
Pharmaceutical

We invest in delivering wellbeing training for leaders to be accessible to teams with wellbeing issues. Our people's work literally could involve life or death situations if their mental wellbeing is impaired and there is no mechanism to support them in managing their own wellbeing. There is more focus now on this important topic.

Global GM Leader
Power

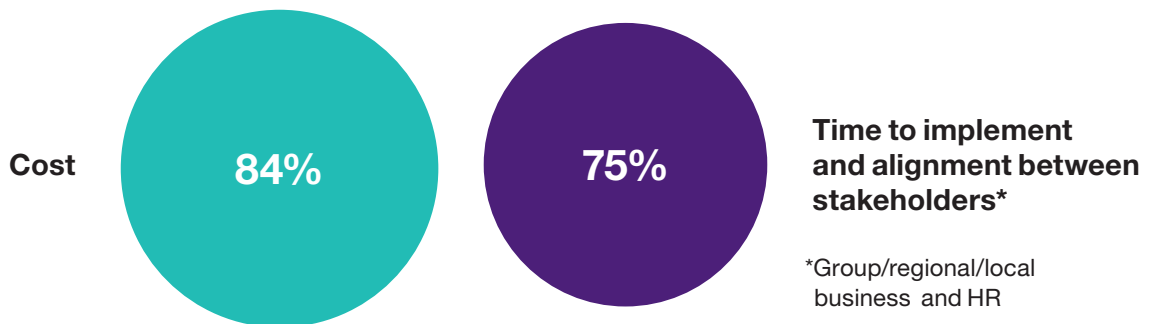
Key insights

How does your organisation compare?

#1. Role and accountability

In our survey, we asked whether GM is formally involved and accountable for the wellbeing of international work arrangements; precisely 50% of the survey participants reported that GM is formally involved and accountable. However, the interviews highlighted that wellbeing tools and interventions are in place but are not managed or part of GM's formal role.

Fig. 2. Barriers to improve wellbeing



In fact, 61% of GM professionals do not have formal feedback on the wellbeing challenges the relocating employee faces when moving from their home country and settling into the host country (see Appendix, **Fig. 8**). Of that number, only 28% receive informal/anecdotal feedback. As the employee arrives in the host location, it can take time before they feel comfortable accessing certain benefits, depending on their circumstance and the location culture. This can leave that person and family members in a state of limbo. Is there a case for the internal company GM team or their external GM partner to have more formalised periodical contact with those on international work arrangements? Or is it another pressure on GM professionals themselves—as one GM leader reported during the interviews. Strategic, operational or both?

Furthermore, some support systems, such as mental health support, can come with cultural and personal sensitivities and may mean that they would not be used until the transitioning employee felt that they were in an environment that was safe enough for them to access. This may mean a prolonged period without support and therefore, less focus and attention being provided to their work. One of the most significant areas of attention should be on wellbeing-focused communication and *check-ins*, ensuring the relocating employee knows what they can expect and can comment without fearing judgement or reprisal. If there is no clear system in place that shows them this, the take-up of wellbeing services is likely to be low and, therefore, ineffective in most cases.

We're not checking in regarding wellbeing and family stability. One recent case was an employee who successfully settled down in international remote work in Italy. I was talking to the employee, and I realised that he was really struggling and not feeling included in the host location.

Maybe some cultural resistance and I realise that the fact that we are not asking doesn't mean that people are happily integrated and happily settled down. You can see a lot of issues from a family standpoint and from an inclusion standpoint that impacts wellbeing and mental health. I saw this case, someone feeling really exhausted and really overwhelmed and yes, when you face that, you go to the office, and nobody seems to care about you anyway.

Global GM Leader
Conglomerate

#2. Assignee challenges

Employees on international work arrangements are not considered a special case for wellbeing. The Wellbeing Apps and tools in place are not GM specific but used unilaterally for the whole global workforce. In many instances, international talent would simply integrate into whatever was available locally. This can sometimes be challenging (even getting contractual access) for the employee and an area of opportunity for GM to engage more. International business travellers are not being managed by GM and rely on their home country's wellbeing and international health cover.

Should international business travellers be given more attention?

#3. Diverse support systems

Almost 90% of survey participants see the importance of wellbeing (see Appendix, **Fig. 5**), reinforced by the interviews, where it was reported that they have an array of wellbeing tools and people resources to support this on a local and regional level. Offerings varied, with some offering more comprehensive human and digital solutions and more investment in wellbeing people infrastructures (including a globally dedicated internal wellbeing organisation).

Although wellbeing is high on the agenda, there is a potential gap in wellbeing support for relocating assignees, cross-border workers, and business travellers. Whilst there is access to global tools when relocating, regional wellbeing support is handed over from home to host and, in some circumstances through the mobility team. This can inevitably result in communication gaps.

#4. Intervention gaps

None of the interviews reported that they have dedicated wellbeing interventions in place for their formal international/GM talent programme—employees embed into the local or regional arrangements. In practical terms, employee experience relating to the relocation process is seen as a critical enabler but is only part of the journey. On assignment and then repatriation processes were noted as wellbeing areas that need more attention.

#5. Tailoring tools

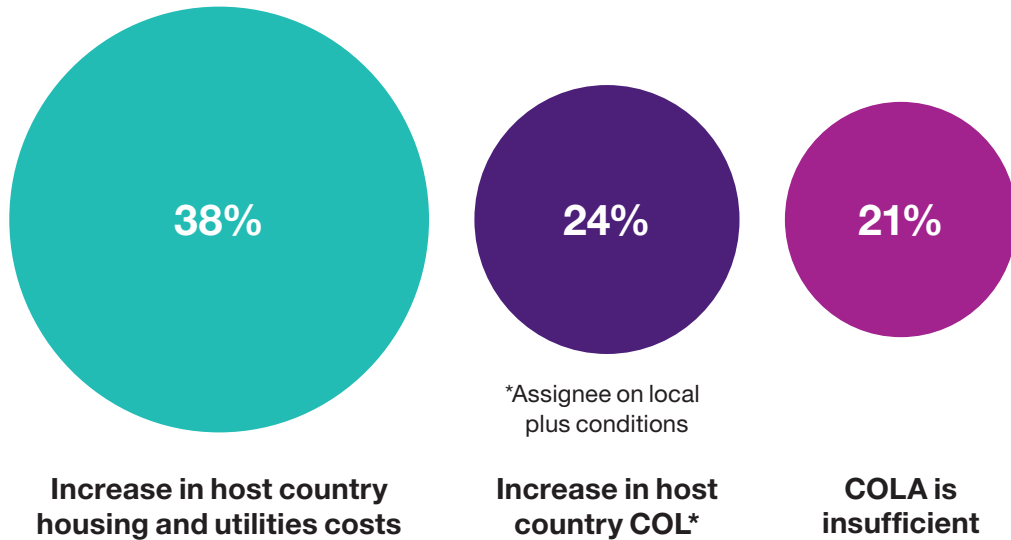
Is there an opportunity for GM specific tools to be developed or should employees on international work arrangements be expected to cope with adaption to different processes for wellbeing interventions available on a local or regional basis?

One of the biggest takeaways for this research would be for GM specific processes or tools to be integrated into the relocation process. These are not necessarily high-cost options but focusing on communication tools and milestones in which relocation can take a particular toll. This must be in addition to wellbeing tools, as it is known that employee engagement in technology can be sporadic and does not cover every relocating assignee.

#6. Financial concerns

Our financial wellbeing results indicate that 33% of HR or GM leaders had cases of international assignees reporting financial trouble (See Appendix, **Fig. 9**), with 66% relating to cost of living (COL) increases. The top three reasons, upon closer examination, were as follows: (See Appendix, **Fig. 11**):

Fig. 3. Evaluation of current financial support



On probing the financial dimensions of wellbeing during the interviews, respondents felt they addressed the COLA issues via the normal half-yearly review process. They also felt that financial pressures were not specifically for internationals—it was the same for local employees. Without making generic assumptions, the respondents confirmed that their employees were well compensated—one even made the point that their problem was the inverse and assignees did not want to end the assignment! What was clear, though, is that financial education and retirement management are increasingly being built into GM programmes and for the broader employee populations.

#7. Utilisation of EAPs

Communication and utilisation of wellbeing support remain a challenge—for example, EAP usage was reported in several interviews that utilisation is often under 5%.

#8. Proactive practices

Education of both line management and employees was seen to be part of the route to more proactive wellbeing practices. Where an environment of wellbeing is supported, should the ownership of wellbeing rest with the employee? Could mobility policy also drive behavioural change to facilitate this process too?

It's unknown territory but in 2024, we will look at the IA policies and packages. Can we reallocate the budgets—to reflect how the world is changing? If you travel with a family of five or more, the resettlement allowance can be €12,500 net (one way). Should we say we'll make the decision for you that you will deliberately spend €5,000 on mental health, coaching, or transportation to the office to make it easier for you. Or reallocate the housing budget to make sure there's an additional room for fitness. These are just examples, but we must get employees to understand they own their duty of care to themselves, as much as we're already doing lots of great things in the wellbeing space with over 200 global mental health ambassadors and other programmes. We need to give people 'oxygen and put the mask on' to avoid burnout and protect everyone's investment in our company's and our people's growth.

#9. Prioritising employee care

Wellbeing is next on the GM 2024 agenda—several of the interviews highlighted it is for review, along with other topics including cost effectiveness, equity, flexibility and sustainability. The recent research conducted by NetExpat/Mercer provides further validation of our findings with interesting insights. Further reading and evidence to support the case for change is in *2024 The EY & NetExpat 2023 relocating partner survey*. [View online](#).

#10. DE&I in work arrangements

Diversity, equity and inclusion (DE&I) is a critical opportunity to unlock talent that directly or indirectly can be adversely affected in the international work arrangement selection process and in their international relocation experience. Is it time to review policies, processes, and broaden talent pools to deliver on meaningful diversity and inclusion? While some nations may still have discriminatory legislation against LGBTQ people for cultural, religious, or other legacy reasons, organisations must be agile in creating channels for positively engaging and attracting those who may need support to break out of social situations that inhibit their development to new lives.

#11. Repatriation

Re-integration into the country of origin can be as stressful as the initial integration into the host country. Wellbeing issues last beyond repatriation. This is an area of opportunity for GM and their HR colleagues to focus on to ensure that the value of the experience acquired during the international work experience is not impinged by the employee or their families' wellbeing as they restart their lives in their home country.

The employee must rebuild relationships with peers and stakeholders, adapt to new work practices that may be culturally very different. For the family and employee, the challenges can be equally as daunting—for the partner, starting a new job and for children, adapting to a new set of friends and curriculum. There is also the potential to grieve the loss of friends and relationships they have made while in the host location..

Repatriation can be the most challenging aspect of the assignment process and returning employees can feel forgotten. It can be as stressful as the initial assignment phase to reintegrate after new life/work experiences in a host country, where home country work/life is often different from the place you left. Reverse integration doesn't receive specific support; in fact, GM is less involved in reintegration.

GM Specialist

Oil & Gas

I think the question of diversity is an important one; the lack of talent diversity going on international assignments is probably related to the lack of inclusion of diversity in the host country. It's often difficult for, too, in the region, for them for their identity with LGBTQ+ people.

Some countries cannot tolerate or embrace the concept of not being either or recognising yourself as fully a man or a woman. It is totally alien, you know.

So, people may feel that they are going back 20 years regarding how others see them. This also significantly impacts their wellbeing and cannot be underestimated. It's hard enough to assimilate into a new host country, but this adds an additional layer of pressure when you want the employee to thrive and be happy in their new work/life environment.

GM/Benefits Leader,
Financial Services, Asia

#12. Post-pandemic overload

Has the GM function become even more overloaded and pressured by wellbeing? In a post pandemic world, GM professionals continue to adapt to continuously changing priorities—changes in compliance legislation, hybrid working and pressure to reduce GM programme costs. Wellbeing adds to their *2024 New Year resolutions* list.

Is there a case for either the internal company GM team or their external GM partner to have more formalised periodical contact with those on international work arrangements? Or is it another pressure on GM professionals themselves—as one GM leader reported during the interviews. Strategic, operational or both?

#13. Measuring ROI

Lastly, a gap in the understanding of wellbeing comes from the difficulty it can take to identify the return on investment. Retention rates, employee engagement surveys, utilisation of wellbeing tools and services, sickness absence reports, are all ways of doing this. This should be linked to performance and talent development processes. This requires a more joined-up, holistic approach—it is likely the data exists but requires a cross-functional team effort to deliver this. 2024 is the opportunity for GM teams to explore and challenge new thinking to connect wellbeing for international talent to organisational development.

Methodology

In Autumn 2023, a mix of executive HR/GM leaders was interviewed from nine industry sectors to understand how wellbeing connected to international talent (assignments/international hires, international business travellers) within the broader global wellbeing framework. This was conducted in parallel with a publicly accessed online survey.

Interviews	Sectors	Combined total workforce
Executive HR/Global Benefits and GM Leaders	Agri-Business Conglomerate, Banking, Health Technology, Industrial Software, Insurance, Oil & Gas, Pharmaceutical, Power and Technology Communication Equipment.	More than 500,000 employees worldwide ranging in size from c.5,000 to c.150,000.
Online Survey	Global organisations	GM programmes range
HR/GM Leaders	80	65% ≤ 250 on assignment. 32% 250 ≤ 2,500 on assignment. 1% 2,500 ≤ 4,999 on assignment. 2% with more than 5,000 on assignment.

- i. Employers embrace workplace wellbeing 2022, Financial Times (ft.com). See Appendix, **Fig. 4**.
- ii. The business case for investing in employee wellbeing 2023, Fast Company (fastcompany.com).
- iii. Relocating partner survey 2023, EY and NetExpat (netexpat.com).

Conclusions

Employee expectations have changed and it is no longer a question of focusing on remuneration. Benefits and support processes have become a major priority for HR leadership and their executive board.

The pandemic rapidly changed the already changing relationship dynamics between employer and employee (and personal and family concerns). These are now front and centre considerations for international assignees and hires. The survey and the GM/HR interviews highlight some great wellbeing initiatives delivered in different sectors and plans for more tools and processes in 2024. In some sectors, the *suck it up* culture still exists. However, they are implementing leadership wellbeing training and other learning/video activities. In all the interventions, even those who offer the best wellbeing resources are only as good as the leadership culture in supporting those principles and genuinely support them instead of *wellbeing whitewashing* for CSR and ESG reporting in the annual report and accounts.

Like sustainability—these measures do matter and investors are expecting more than statements—there must be structured and evidence-based progress. These are now firmly on the scorecard for investment and venture capitalist organisations. While GM professionals report their positive involvement with wellbeing, in many cases this is more associated with broader organisation initiatives. In simple terms, GM can make real progress in 2024 by exploring what practical relocation interventions they can implement that support the employee (or prospective international hire) and their accompanying family unit. Building wellbeing into the GM programme may be as simple as making sure that the employee experience is enhanced by more effective process and communications by all internal and external stakeholders. It may also mean that where the business wants to cut costs and corners to make savings—educating line managers of the relatively small investment (compared with the total cost of an assignment) in supporting talent pays dividends in the long-term through greater engagement, retention and performance.

Measuring this investment has been something that GM teams have struggled with for many years but with systems and data available to support evaluation, it is likely that this can no longer be used as a reason not to do so. GM teams should take the opportunity to network with their Global Reward/Benefits and HR peers to evaluate how the great wellbeing activity can be enhanced for GM.

It should also be recognised that with greater uncertainty and fluidity in the global talent market, being able to undertake career planning for those on international work arrangements will become more challenging. This, too, is a potential challenge to employee wellbeing and another reason for GM to truly become more embedded in strategic talent planning and integrate other HR-wide initiatives such as global wellbeing for the organisation.

With added responsibilities for GM professionals, the question is:

Who will look after Global Mobility's wellbeing?

We must work on the conflict between cutting costs and being effective while developing our talent to deliver growth and future leaders. Looking at the total revenue numbers, the expat. Investment is still relatively very small.

GM Leader

Insurance

It's time for

Global Mobility

to take a more

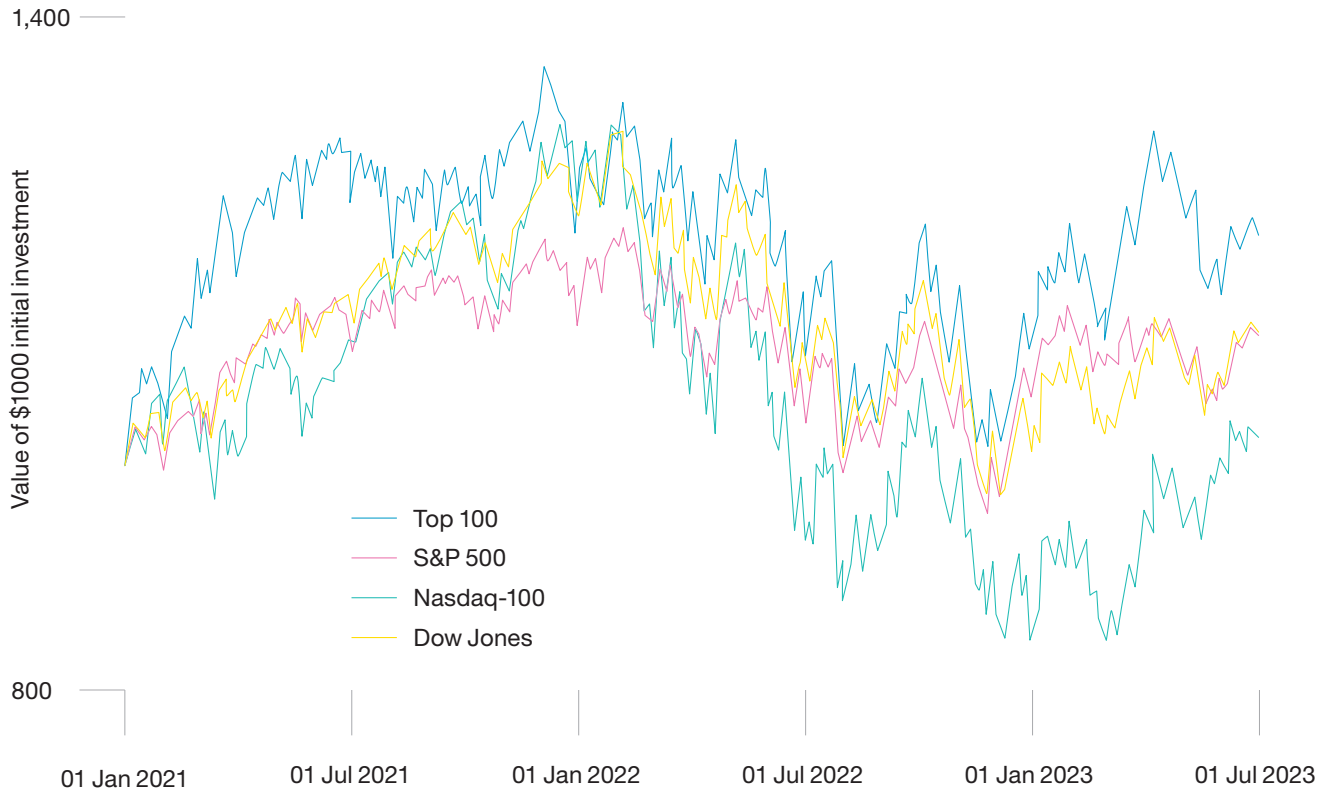
proactive role

in wellbeing.

Appendix

Fig. 4. The business case for investing in employee wellbeing 2023, Fast Company

The Oxford team looked at the work well-being score of publicly listed companies alongside the publicly available financial data for those companies. Companies with higher well-being show a superior return on assets, generate higher profits and command higher valuations.



This indicates that investment in people, not just talent, generates better overall results. Companies with wellbeing centred at the core of their business achieve more by making work an environment where people feel safe and can achieve based on their own goals and those of the companies.

Fig. 5. Considering your strategic HR priorities, how important is your well-being strategy?

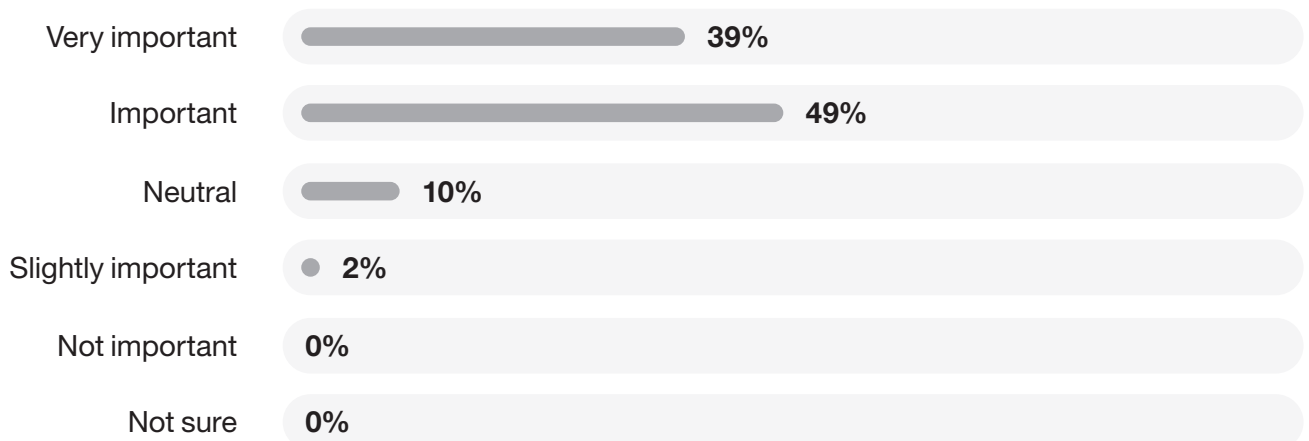
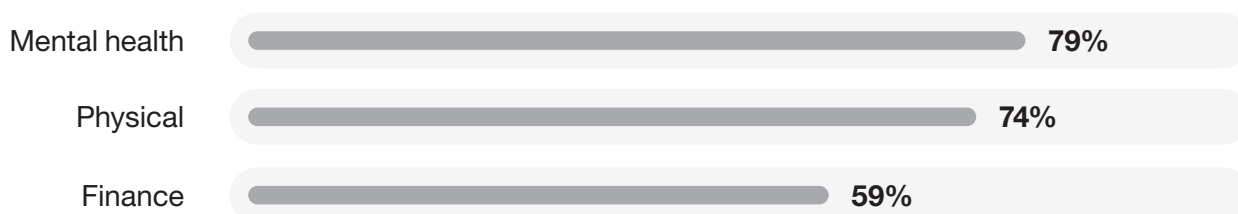


Fig. 6. Wellbeing support examples referenced in our interviews with GM and HR leaders

Technological support	Organisations & services	People support
<p>Employee Assistance Programme (EAP).</p> <p>Modern health Apps (appears to provide better usage and adoption than EAPs).</p> <p>Wellbeing Apps, e.g. Virgin Pulse, Peppy and Thrive.</p> <p>JAAQ at work (mental health platform).</p> <p>Internal wellbeing surveys and check-ins</p> <p>Volunteering Apps, e.g. OnHand.</p> <p>Training and reference programs based on wellbeing topics.</p> <p>Career development programmes.</p>	<p>Wellbeing training programmes (appears to work better when led by company leaders as opposed to watching videos).</p> <p>Private healthcare.</p> <p>International healthcare.</p> <p>Pre-assignment medicals (employee).</p> <p>Access to financial and legal advice.</p> <p>Access to medical, dental and psychological services.</p> <p>Care for elderly family members and pets.</p>	<p>Mental health.</p> <p>Menopause Support.</p> <p>Inclusion and sensitivity support.</p> <p>Burnout prevention.</p> <p>Training on various wellbeing issues.</p> <p>Global DE&I.</p> <p>Wellbeing organisation with network of wellbeing champions.*</p> <p>People leader mental health training.</p> <p>Volunteering programmes.</p> <p>Mental health and wellbeing personal days.</p> <p>Job structure and success checkpoints.</p>

*To cascade wellbeing throughout the organisations, they train existing employees as ambassadors to provide localised support. Three interview participants highlighted mental health training for managers, helping them identify indicators of stress and burnout, along with guidance on responding to such situations. Additionally, they also had groups or ambassadors for various key areas of wellbeing, mental health groups and ambassadors from under-represented minority groups to ensure inclusivity within the organisation.

Fig. 7. Which of the following wellbeing initiatives does your organisation currently have in place?



Most of the research interviews reported good wellbeing measures and variations depending on industry and employee type. Many of the interviewed organisations also took a multidimensional approach to their wellbeing programmes. These were human and digital—in the form of wellbeing Apps and tailored wellbeing solutions for their global workforce and, in some cases, adopting more regionally focused offerings. Many organisations had at least three key pillars, aligning with the online survey and interviews.

Fig. 8. What are the most significant challenges for improving wellbeing?

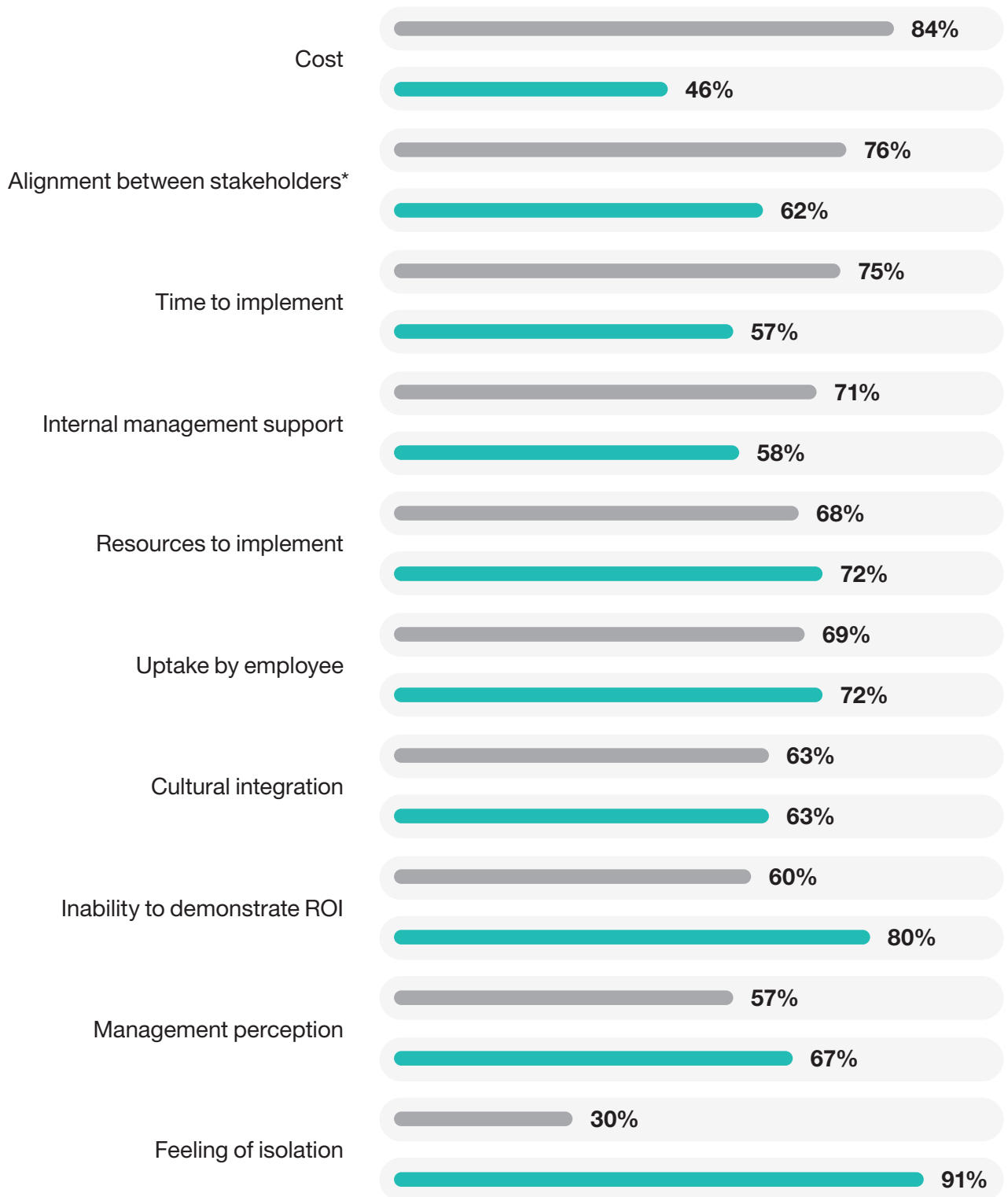
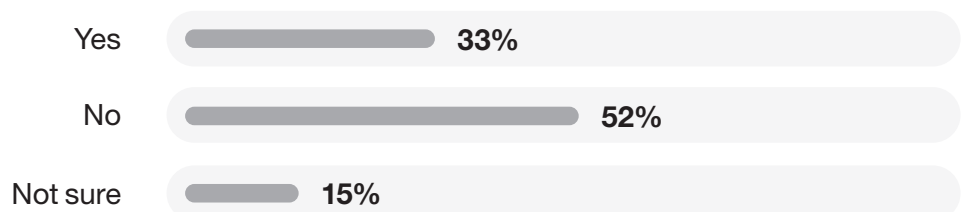
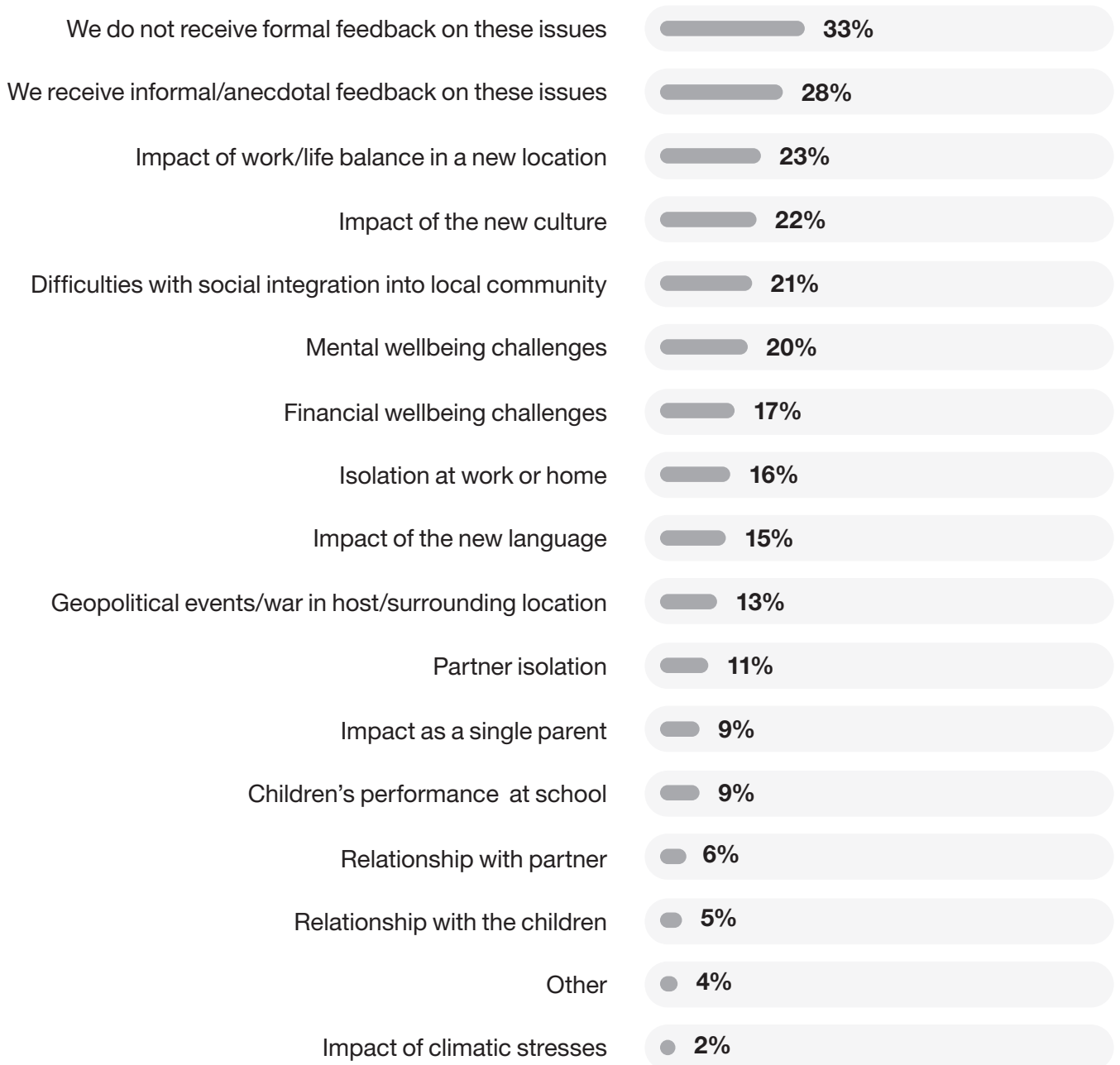


Fig. 9. Have employees on international work arrangements reported financial challenges?



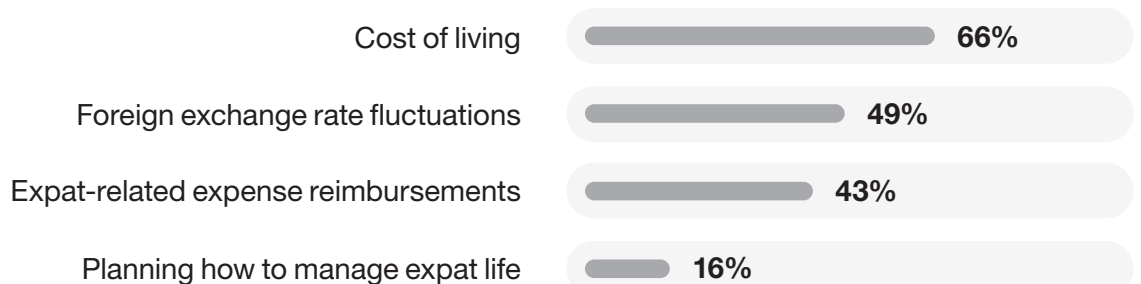
*Group/regional/local business and HR

Fig. 10. What challenges have you or your home/host country HR colleagues reported?*



*Over the last 24 months

Fig. 11. What does your company currently use to evaluate financial support for employees?



Global Mobility Survey (GMS) reports

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Global Mobility wellbeing action guide

As an additional resource to support your GM produced an easy-to-read set of actions and considerations to review and plan for embedding wellbeing within your GM programme. If you have already started or completed this process, you may find the checklist helpful in cross-referencing your progress.

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