



# Global Mobility - The Next Frontier -

# The Presenters

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# Agenda

- ▶ What is the next frontier?
- ▶ We can't do it alone...
- ▶ The next frontier is already here!!



# The next frontier is about ...

- a) moving beyond assignment management to be a true partner to the business.
- b) *having a seat at the table when reviewing and analyzing the structure, risks and overall how things can be done to help.*
- c) enabling management understand that key business decisions and initiatives may be impacted if Mobility is not involved:
  - ▶ Global Expansion and/or opening new offices
  - ▶ Client projects and commitments
  - ▶ Mergers & Acquisitions
  - ▶ Projects

# The next frontier is about...

....building and leveraging relationships.



# Global Mobility

... **internal** partners are key



# The next frontier is about...

...minimizing risk to the company.





# Aligning Tax with Mobility and the Business Why?



Bottom Line



Impact of Time Delay



Corporate Citizen  
Avoid front page news



Planning and Exposures



# Aligning Tax with Mobility and the Business

## What can go wrong?

- ▶ Poor (or uninformed) business decisions
- ▶ Unexpected tax costs – long after assignment has ended
- ▶ Unhappy employees – does tax policy address your goals?
- ▶ Organization resources – to unwind unintended consequences
- ▶ Corporate tax consequences – created by employee actions
- ▶ Examples
  - ▶ Corporate presence in host country (P/E)
  - ▶ Equity planning (current and trailing tax liabilities)

# Aligning Mobility with Legal Why?

- In a large organization: Legal is likely already linked in with the business with regard to expansion plans, and strategic projects; they may be your 'in'.
- In a small organization: you may not have legal support, in which case you may be perceived as the person responsible for covering corporate and employment legal risks associated with the human element of expansion plans or strategic projects. Do you have this expertise?
- Legal, in particular corporate legal, are not necessarily cognizant of mobility issues. Alignment helps legal to understand what your needs are and how they potentially impact and cause risk to the organization.
- Employment legal will help you to ensure that any dual employment requirements are managed to best avoid choice of law issues and potential dual salary issues.

# Aligning Mobility with Legal

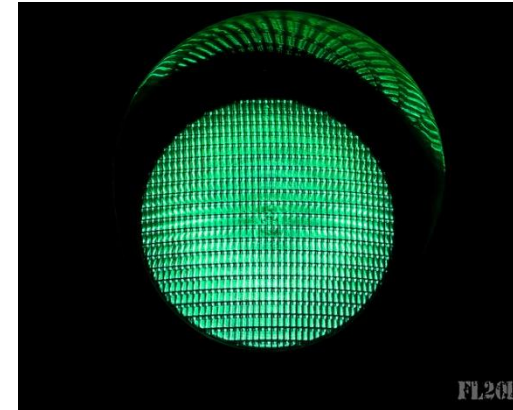
## What can go wrong?



Expansion

Work Permits

Service Delivery



Breach of Contract

# Aligning Mobility and the Business Why?



Ability to be proactive



Being viewed as a leader



One team

# Aligning Immigration with Mobility and the Business Why?

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- a) Immigration is often an after thought, but can be one of the key reasons why a project, assignment or global expansion is stalled or fails.
- b) Knowing/determining if the proper structure in a country is in place prior to setting deadlines is key.
- c) Tax and immigration laws often times conflict, so discussing, setting and communicating a country strategy is imperative
- d) Immigration and Global Mobility are generally part of the same team – present a unified face to gain trust and respect

# Aligning Immigration with Mobility and the Business

## What can go wrong?

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Cannot plan/meet deadlines



Difficulty Hiring and/or  
Losing key talent

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Ability to sponsor or  
process work permits

# The next frontier is here!

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If you're a small company that has never sent anyone on assignment –or- if you're a large company with a mature program, the time is now to start laying the foundation.

- Identify the key business challenges and who you need to get in front of
- Ask questions to your leaders and educate them on how Global Mobility can be a valuable asset.
- Have those discussions with your internal teams to start to foster or strengthen the relationships
- Get to know what each of you can offer
- Collaborate to present the business with strategies and/or information to help them plan and make informed decisions





# Aligning with the Business

## What can you do?

- ▶ Understand what drives mobility in your organization
- ▶ Get C-level sponsorship
- ▶ Build mobility process into key organization units
- ▶ Education & Awareness (never-ending story!)
- ▶ Put together a team to review projects or expansion plans
- ▶ Prepare assignment cost projections and implement tax planning ideas
- ▶ Follow-through!

# Questions



