

The Finnish way of managing mobility

Finnish mobility survey 2017



This report is based on responses given by Finnish HR and mobility professionals. Additionally, the report includes insights from PwC global mobility specialists.





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Introduction

We are pleased to have received so many responses to our survey from Finnish organisations!

With this survey, we highlight the practices and the ways of handling mobility matters in Finnish organisations. The results of our survey show that global mobility is still increasing and simultaneously new forms of mobility are on the rise.

Finnish organisations are however facing the same challenges as organisations globally. Increasing cross-border short-term business travelling, commuting and other non-traditional mobility arrangements create new requirements to remain compliant with tax, social security, immigration and other regulations. At the same time, different jurisdictions have tightened their requirements for compliance and related reporting as well as registration obligations towards individuals and home and host organisations. This is the case even within the EU/EEA and the EU goal of the free movement of people seems to be further away than some years ago.

Due to recent political upheavals, in this survey we have asked Finnish organisations how they handle questions related to Brexit and security around international mobility. We have also shed light on the link between corporate taxation and global mobility.

In light of our survey results and the changes in the operational environment of the organisations, global mobility function needs to find new ways of managing and controlling the global mobility processes. We provide some suggestions on how to handle these situations as part of our analysis.

Changes in the patterns of global mobility are reflections of the overall changes in the way of doing business and



work. Someone has said that the pace of change will never be as slow as it is now. It is difficult to say how the field of global mobility will look in the future but it is certain that we are on the brink of a major change.

We want to thank all the respondents that took part in our survey and shared their valuable insights with us and we are delighted to share the results of our Finnish mobility survey with you!

Risto Löf
Partner, People and Organisation

About the survey

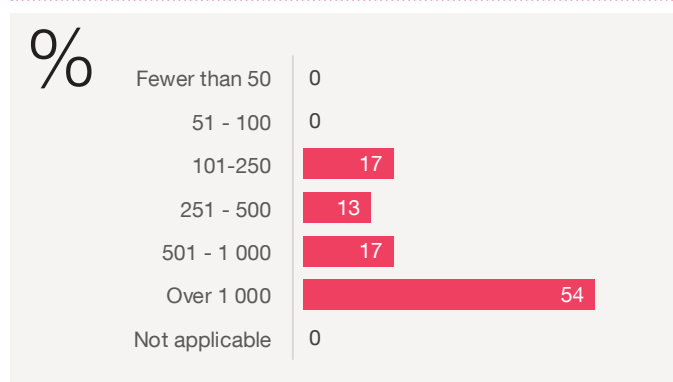
This survey is about global mobility and how it is managed in Finnish organisations. The survey follows our Finnish mobility survey conducted in 2015.

This report is based on the responses of 24 HR and mobility professionals in Finland. The respondents represent organisations operating in various industry sectors. The size of the organisations varies, from those with 100 employees to organisations with over 1 000 employees in Finland. Majority of the organisations are headquartered in Finland. There is also a number of academic and educational organi-

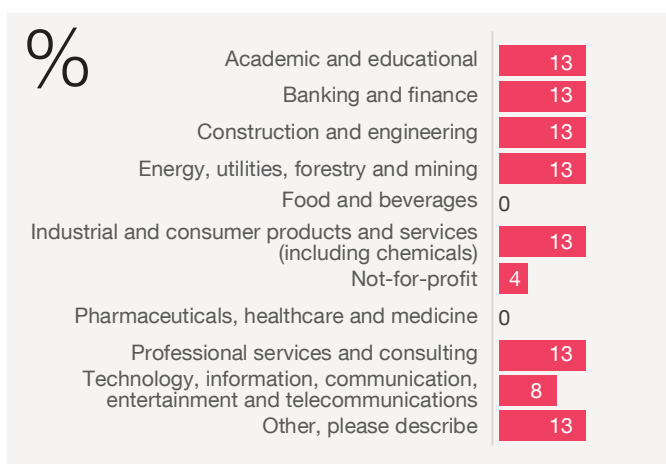
sations included in the respondents. This group generally has a slightly different approach to managing global mobility, due to the nature of their operational environment.

The survey was conducted between August and October 2017. The respondents were asked to reply to 61 questions related to global mobility in a web-based portal. The results of the survey were then reviewed and analysed by PwC Finland's People and Organisation team members.

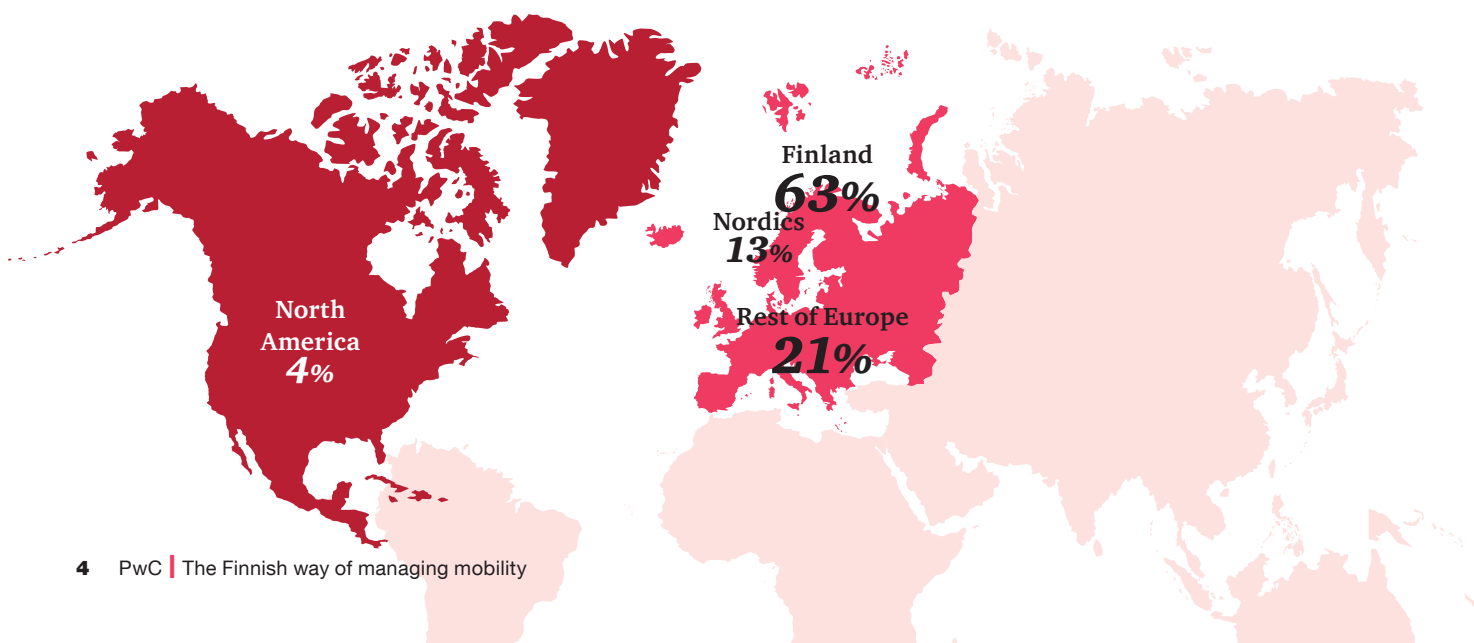
How many people are employed by your organisation in Finland?



What is the primary industry sector of your organisation?



Where are your organisation's headquarters located?



A word cloud visualization of terms related to international tax and immigration. The most prominent words are 'tax', 'immigration', 'local', 'country', 'compliance', and 'difficult'. Other visible words include 'requirements', 'business', 'visa', 'costs', 'lack', 'challenges', 'need', 'legislation', 'cost', 'rules', 'different countries', 'issues', 'work', 'move', 'cultural', 'safety', 'restrictions', 'schooling', 'expectations', 'moving', 'around', 'living', 'cost', 'legislation', 'Africa', 'practices', 'need', 'challenges', 'country', 'immigration', 'local', 'country', 'compliance', 'difficult', 'tax', 'immigration', 'local', 'country', 'compliance', 'difficult'.

There is a clear increase in compliance checks especially relating to immigration and corporate taxation. However, there is a decrease in labour law related checks. For instance, local mandatory minimum terms of employment are not checked systematically even though the EU Enforcement directive concerning the posting of employees has been implemented to the internal legislation of the EU countries and these now set a new liability for employers to make an advance compliance review also from the employment law point of view.

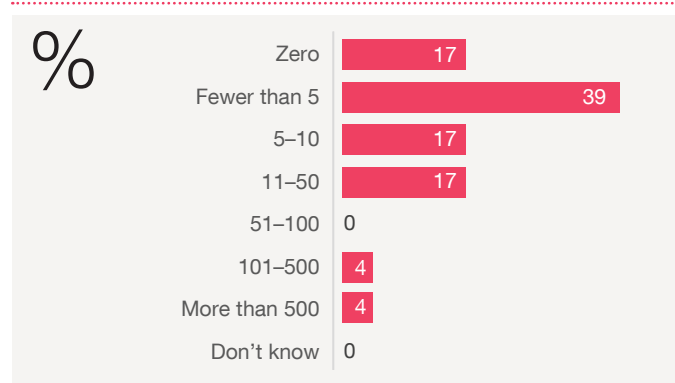
According to our survey the estimated assignment cost is important in deciding whether to proceed with the assignment. Accordingly, the majority of respondents indicated that they prepare assignment cost projections. However, over half of respondents do not compare the actual costs of the assignment with the budgeted costs or analyze the value generated by their mobility program.

Workforce mobility

Finland and North-America on the rise as assignment locations

Our survey indicates that there continues to be more outbound assignees than inbound assignees in Finnish organisations. On the other hand, there is a significant rise in Finland being the main assignment location for 29,2% of companies compared to 9% in 2015. There is also a rise in North-America from 50% in 2015 to 62%. In addition, Africa is now a main assignment location for 8,3% of the respondents as opposed to 0% in 2015.

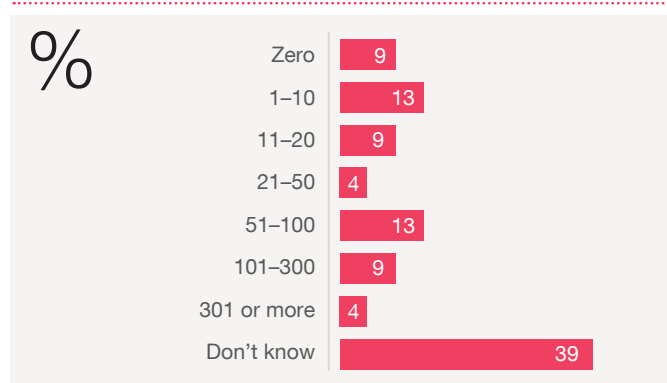
How many Finland inbound assignees does your organisation currently have?



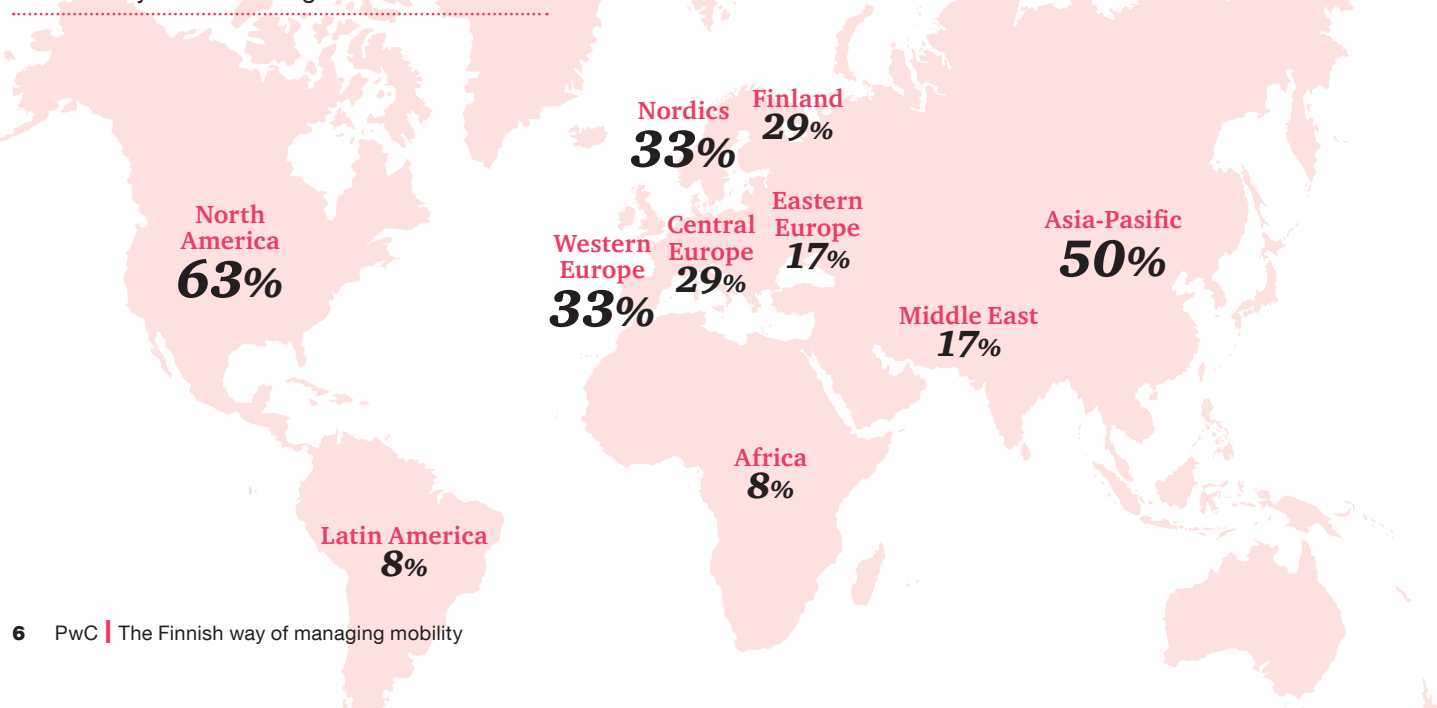
Number of business travellers is unknown to many

Many of the respondents still do not know how many business travellers there are in Finnish organisations. The situation remains nearly the same as in our survey of 2015, although there is a slight decrease from 44% to 39%.

Approximately how many business travellers are there currently in your Finnish organisation (inbound and outbound)?



Where are your main assignment locations?

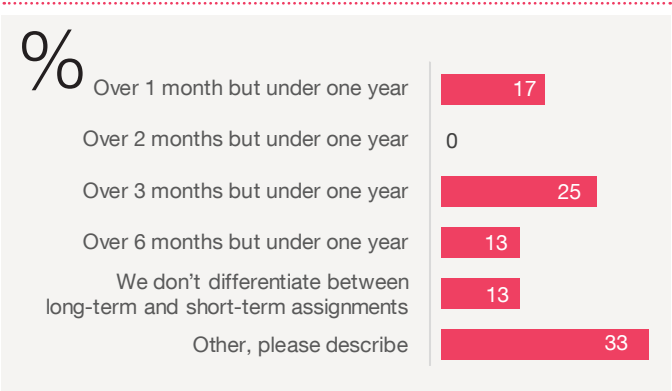


Determination of short-term assignment varies

There is a lot of variation in how a short-term assignment is determined. Most organisations state the determination as being over three months but less than one year.

As we have seen a quick rise in stricter compliance requirements, for example in tightening immigration rules, in our view, in order to better manage the risks related to business travel, it might make sense to lower the required duration for short-term assignments in order to catch more of the trips under the policies and global mobility function’s supervision. In any case, in our opinion the responsibility of tracking business travellers should be clearly allocated to e.g. HR or global mobility functions. Then the monitoring of the trips should be made regularly by utilizing appropriate data analysis and technology.

How do you define a short-term assignment?



Finnish organisations' approach to managing mobility

Implementing business strategy through global mobility

In our 2015 survey, we established that the role of Finnish mobility functions concentrate mostly on operational activities. There now appears to be a clear shift in global mobility function's role from operational into a more strategic one. 56,5% of respondents partner with the business to plan for future mobility needs compared to 35% in 2015 and 43,5% supports the development of global talent compared to only 19% in 2015. In our view this is a very good development as this way businesses can make better use of global mobility function's knowledge and expertise.

96%

of respondents state that global mobility sits in the HR.

There now appears to be a clear shift in global mobility function's role from operational into a more strategic one.

What activities does your mobility function do currently?



The importance of compliance checks

There is a clear increase across all areas where organisations perform compliance checks. The biggest increase is seen in immigration compliance checks, which have increased by 15% from 2015. There is also a significant increase in corporate taxation related compliance checks. Interestingly, there is a slight decrease in labour law related checks.

32%

of respondents check the host country minimum terms of employment concerning e.g. holiday accrual, overtime compensations or family leaves.

37%

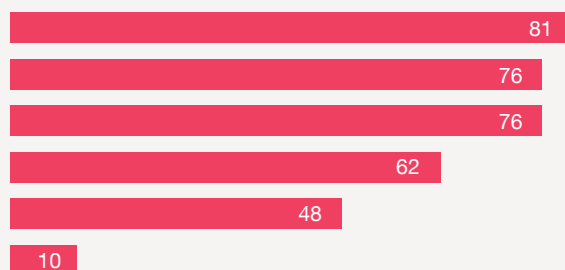
of respondents check possible obligations to file a notification concerning posted employees in the host country (e.g. based on the new EU Enforcement).

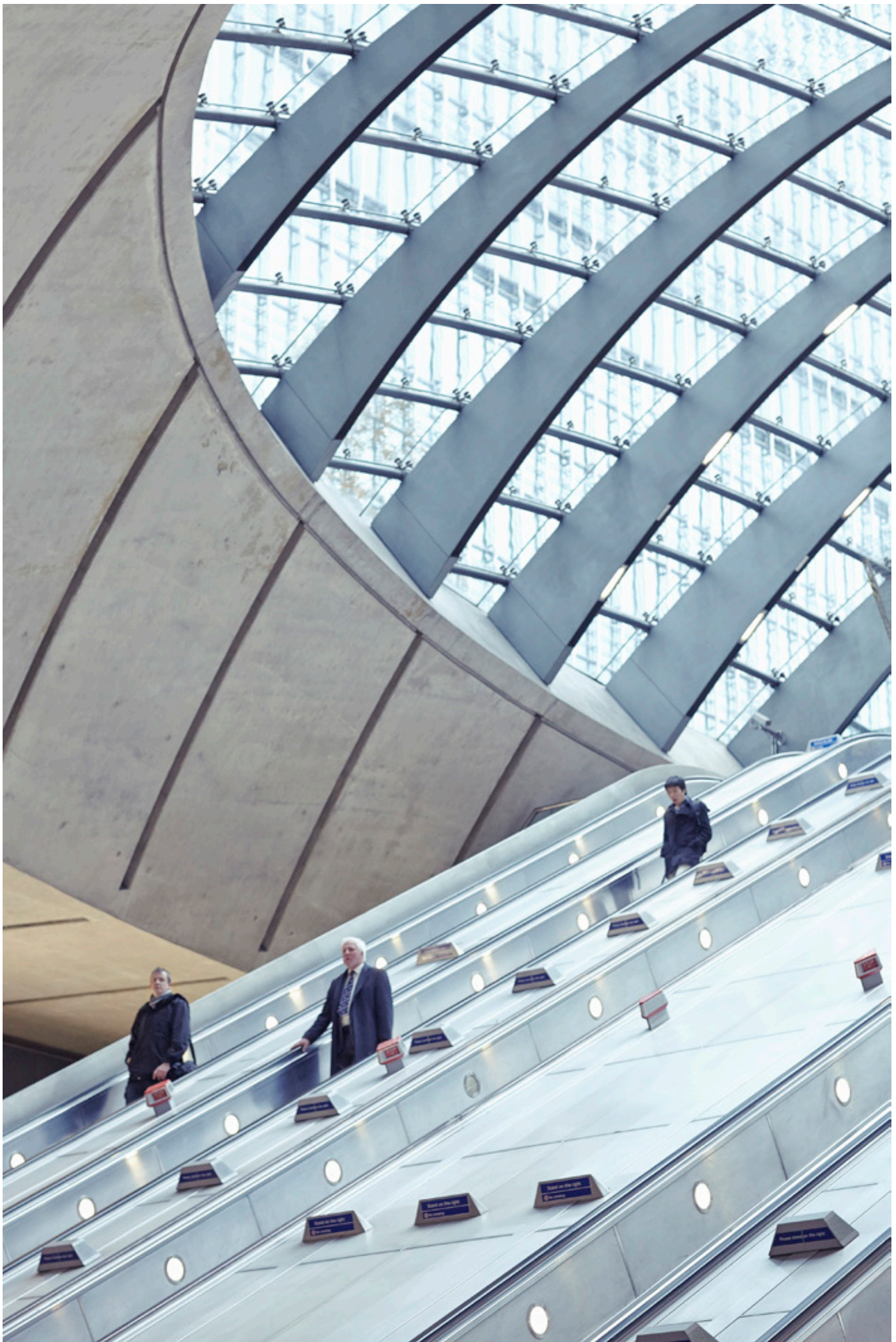


If you perform a compliance and risk check before an assignment, what is included in the check?

%

Employer obligations (such as withholding, reporting, social security)
Immigration
Individual tax
Corporate tax (Permanent Establishment and/or VAT risks)
Labour law
We do not perform compliance/risk checks before assignment





Comparison between the home and host country minimum terms of employment should be part of a global mobility risk analysis

Finnish organisations actively observe the need for advance risk and compliance analysis for corporate taxation, immigration, reporting, personal taxation and social security issues when seconding employees temporarily to work overseas. However, based on our experience local mandatory minimum terms of employment are not checked as systematically.

The EU Enforcement directive has been implemented to the internal legislations of the most of EU countries and these now set a new liability for Finnish employers to make an advance compliance review also from an employment law point of view. The employment law review is needed because the employer posting employees to work overseas temporarily due to an employee leasing, sub-contracting or intra-group transfer must compare certain mandatory and minimum Finnish employment law provisions with the host country provisions. If the host country mandatory provisions are more beneficial for the employee, the host country ones apply instead of the Finnish provisions. In addition, the employer has a liability to file an advance notification on posting of employees to work overseas. The advance notification shall be filed with the host country employment authorities.

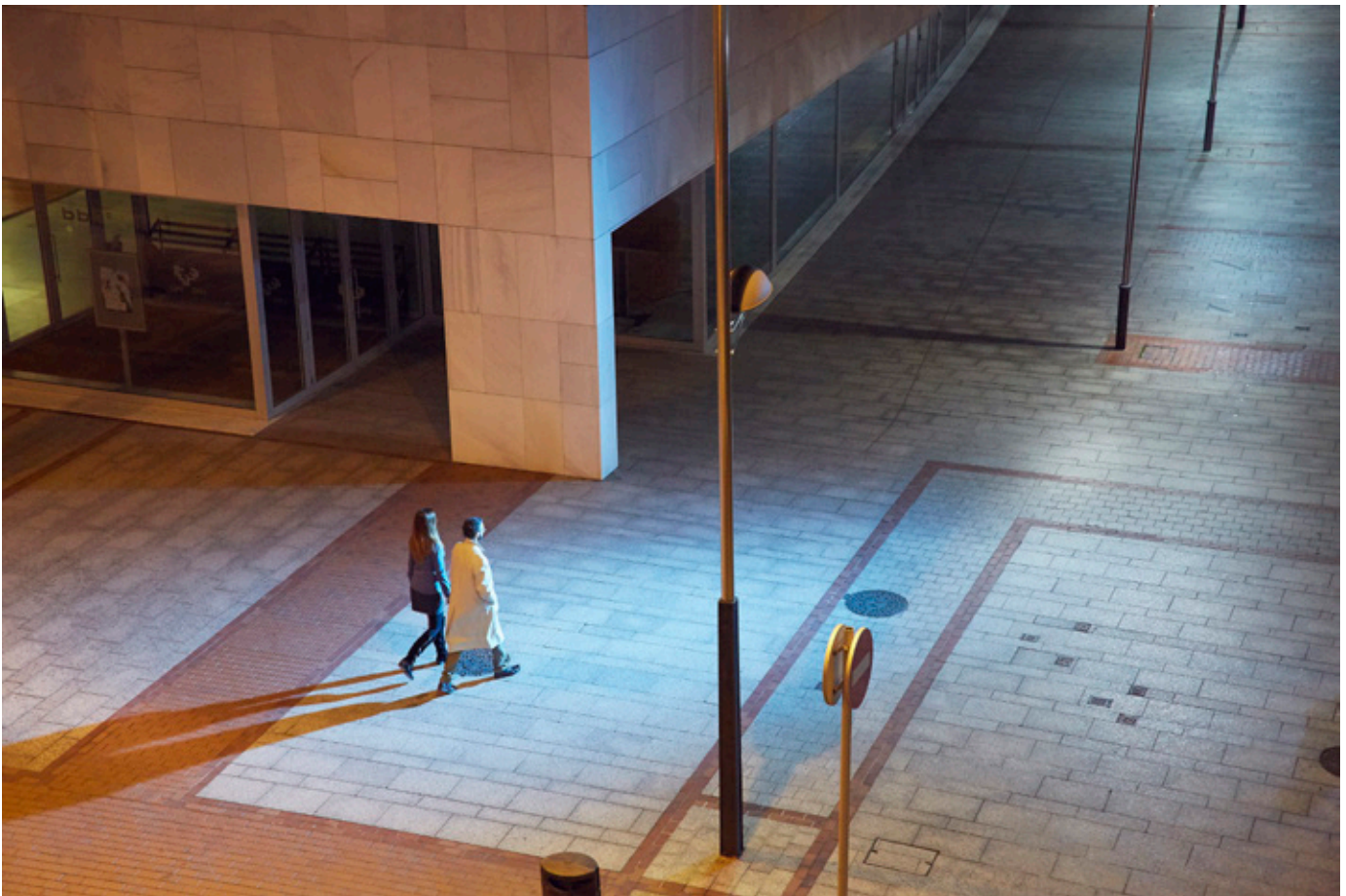
Finnish employers should also be aware that the traditional long- and short-term assignment agree-

ment and employment agreements do not necessarily suite all mobility cases anymore. For example, dual employment relationships requiring dual employment agreements due to group-level or regional roles have increased recently and it is important to analyse in advance what kind of impact the arrangement has to the position of the employee and the employer's liabilities in each jurisdiction where work is performed from the employment law, tax, social security and employer's reporting points of view.

In addition, Finnish employers need to pay attention to internationally mobile employees when they terminate employment relationships based on economical and production reasons in Finland. The employer's liability to complete the mandatory co-operation within undertakings procedure before making any decisions on termination on employment also concerns employees seconded to work temporarily overseas.



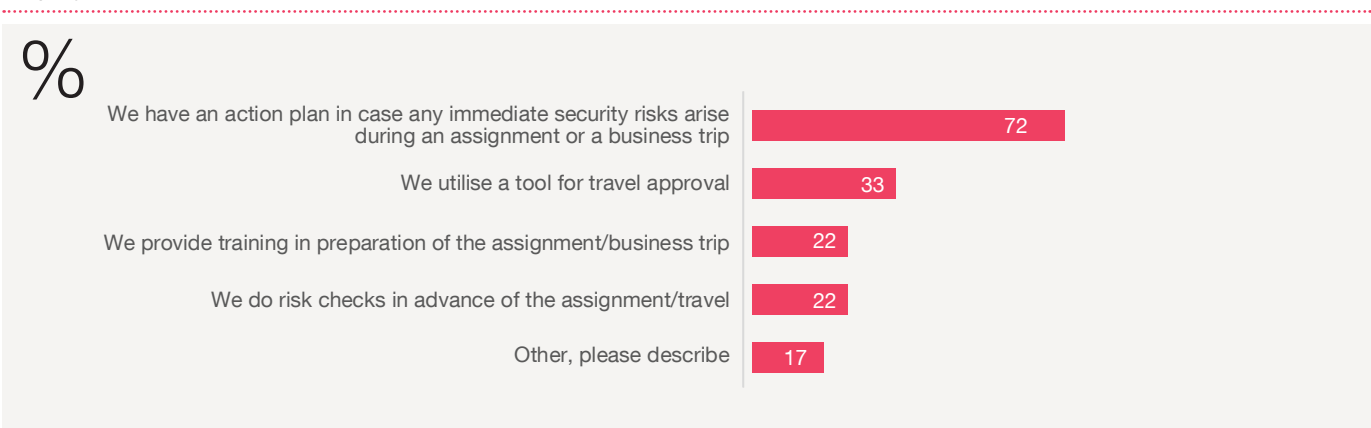
Sanna Väänänen
*Tax Director, Personal
taxation and employment law*



Security checks as a part of mobility processes

In our survey we also investigated Finnish organisations’ approach to the security of their global mobility. The survey showed that the majority (73%) of respondents have a security plan or some other type of risk assessment process for internationally mobile employees. The most common way to be prepared for risks is to make an action plan in case any immediate security risks arise during the assignment or business trips. One third of respondents utilise a tool for travel approval and 22% perform risk checks in advance of their travel.

What is included in the security plan or other type of risk assessment process for your internationally mobile employees?



Safely abroad

Safety regarding travelling and staying in a foreign country is seen as increasingly important. Attacks in public places in several parts of the world highlight the importance of preparing beforehand, as well as planning and taking precautionary measures relating to global mobility. However, it is important to keep in mind that preparing for everyday situations is equally important. In many places, travelling and traffic are the most significant risks.

Proactive risk assessment

An effective risk assessment for assignments starts from the risk identification and classification of the destination, and ensuring that both the assignee and the supporting organisation in the home country have enough up-to-date information regarding threats. A continuing exchange of information has to be ensured.

Training should be provided for employees on assignments abroad

Training should include not only common aspects regarding the stay, but also country-specific factors including significant threats and potentially dangerous situations. Getting to know local culture and habits different from the home country is important. In addition, the employee's special characteristics that can affect the stay should be considered. These can include e.g. age, experience in different cultures, gender or cultural background.

Planning helps in threat and emergency

The majority of assignments and business trips go well and without any dangerous or threatening

situations. Regardless, it is essential that organisations have detailed, but clear and practiced instructions for threatening or dangerous situations identified based on the risk classification for employees in foreign countries. Procedures for those situations should be prepared and implemented 24/7/365. Guidelines should not solely focus on the most serious threats, such as kidnapping or robbery. Factors related to traffic or occupational health and safety can cause the biggest dangers in many places. Analysing narrow escapes related to these factors in particular can give valuable insight in order to prevent risks in the future.

Regular contact is a significant safety measure

Everything does not always go as planned and there are differences between cultures. The more there is risk associated with the destination, the more important it is that both the organisation and employee know how to get in contact with each other. The sending organisation should know, possibly even in real time, where its employees are. It is important to share travel plans and changes to these in order for the contact person to have access to the latest relevant information.



Ake Turunen
Director, Forensic Services

Increase in outsourcing

Our survey indicates that organisations have increased outsourcing of services. The largest increases in outsourcing have happened around drafting assignment agreements from only 3% in 2015 to 19%, determining assignment compensation from 6% in 2015 to 19% and immigration from 45% in 2015 to 57%. At the same time, comments from respondents include concern about more complex environment, tighter regulation and scarce resources in HR and global mobility function.



According to our survey, and our experience, outsourcing of immigration services is on the rise. This shows that keeping up with quickly changing immigration regulation is a challenge and organisations need support in being compliant also from an immigration perspective.

Sari Viitasalo
Manager, Immigration and relocation services

Our point of view

- Outsourcing some of the work to an outside provider may help to deliver consistent services to the assignees and ensure compliance with laws and regulations.
- Using an experienced service provider who is familiar with the customs and practices of the local authorities can help to keep the process under control and to speed up the process, thus also keeping the costs under control.
- While outsourcing services is an efficient way of saving time and resources for the global mobility function, it is essential to maintain active dialogue with the service provider to maximise the benefits of outsourcing.

Top 2 reasons for outsourcing

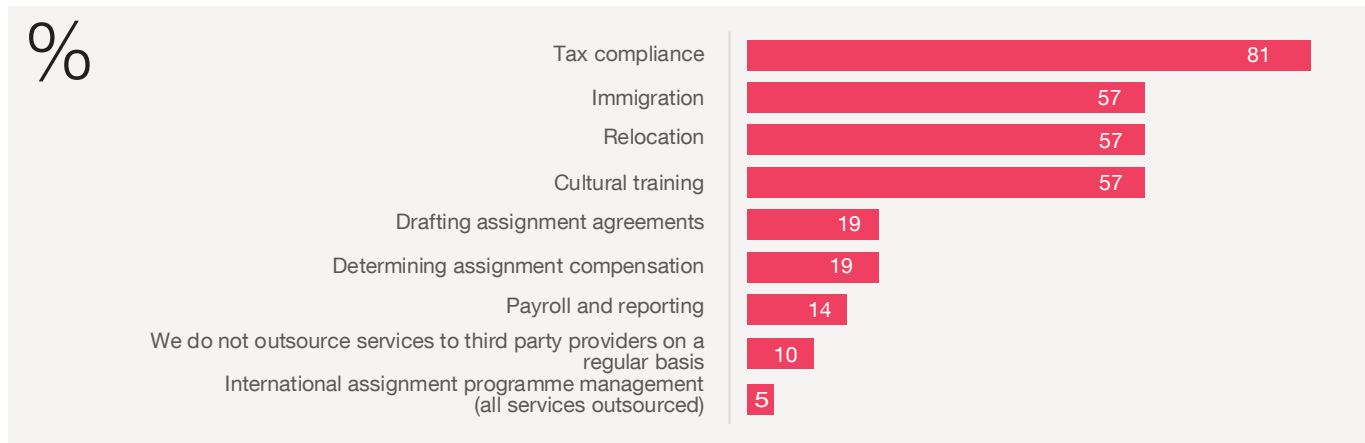
86%

Outsourcing reduces internal demand for resources.

91%

Improved compliance with laws and regulations.

If you outsource services to third party providers on a regular basis, which services do you outsource?



Business travellers at HR's monitoring responsibility

Ownership of business travellers is scattered around different functions and based on our discussions with clients, often really at no-ones responsibility. Our survey indicates that business travellers are becoming more and more HR function's responsibility with nearly a 10% increase in ownership compared to 2015. In our view, global mobility function holds the understanding and skills to manage the risks related to business travellers and we would recommend global mobility functions to be strongly involved in the business traveller compliance processes. Additionally, it appears that organisations are implementing more controls to track business travellers and remote workers compared to 2015 with 21,7% stating having efficient policies, processes and controls in place as opposed to only 16% in 2015.

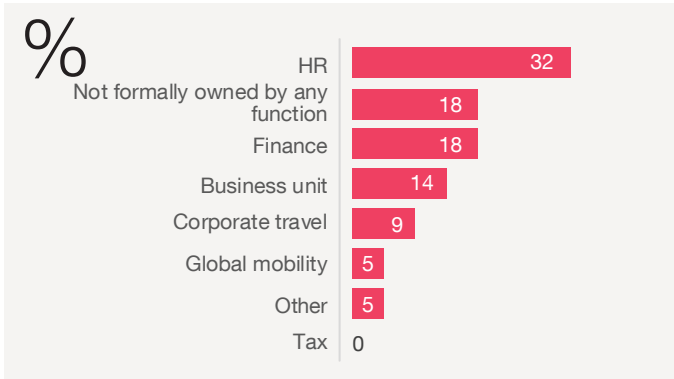
Interestingly, 50% of technology used for business traveller tracking is from a third-party vendor as opposed to technology used for managing global mobility where many respondents use proprietary technology. 38% do not use any technology for managing the business traveller population.

Based on our discussions with organisations, while risks related to business travellers are recognised on a general level, there are no tools for tracking the population and therefore no information where the risks lie in practice. In our view, it is very important to take control of the business traveller population and implement policies and processes, which are based on real figures and information.

It is very important to take control of the business traveller population and implement policies and processes, which are based on real figures and information.

In our view, global mobility function holds the understanding and skills to manage the risks related to business travellers.

Where in your organisation is the business traveller population currently owned?



Purposeful technology needed

According to our survey, a large proportion, 36%, of respondents do not use any specific technology tool for managing global mobility. At the same time, there is an increase in the use of proprietary technology from 14% in 2015 to 32%.

Over 84% of respondents find it essential that their global mobility technology provides an overall view of their globally mobile employees. In addition, secure document sharing and storing and expiry date tracking appear to be important features for responding organisations.



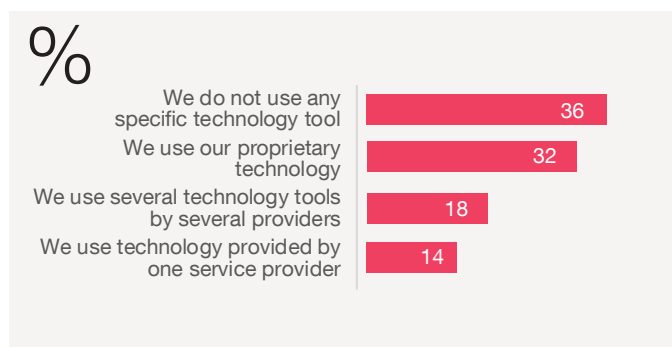
As the business needs often would require very fast actions it is crucial to create clear policies for different types of global mobility situations as well as smooth processes, especially for cross-border short-term business travelling, without jeopardizing compliance. To minimize cost and maximize reliability it is wise to use technological solutions in the planning and monitoring of global mobility – short- and long-term.

Risto Löf
Tax Partner

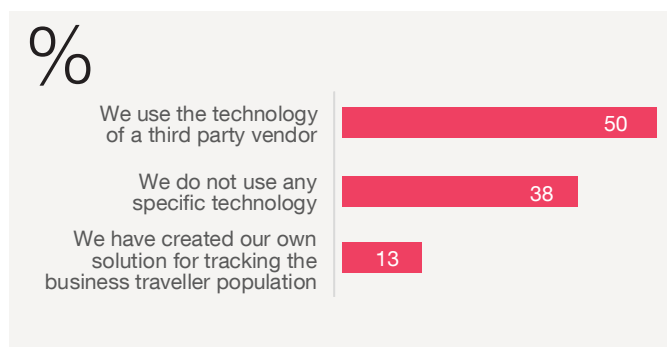
Data security is becoming more and more important. The possibility to exchange documents securely is imperative for organisations and individuals. Regulation around data security is tightening also with the introduction of EU General Data Protection Regulation.

Utilizing a global mobility technology is key when striving for efficient management of assignments and other globally mobile employees. A technology tool can be used even for small populations, one does not need to have hundreds of assignees to benefit from mobility management technologies such as PwC's myMobility.

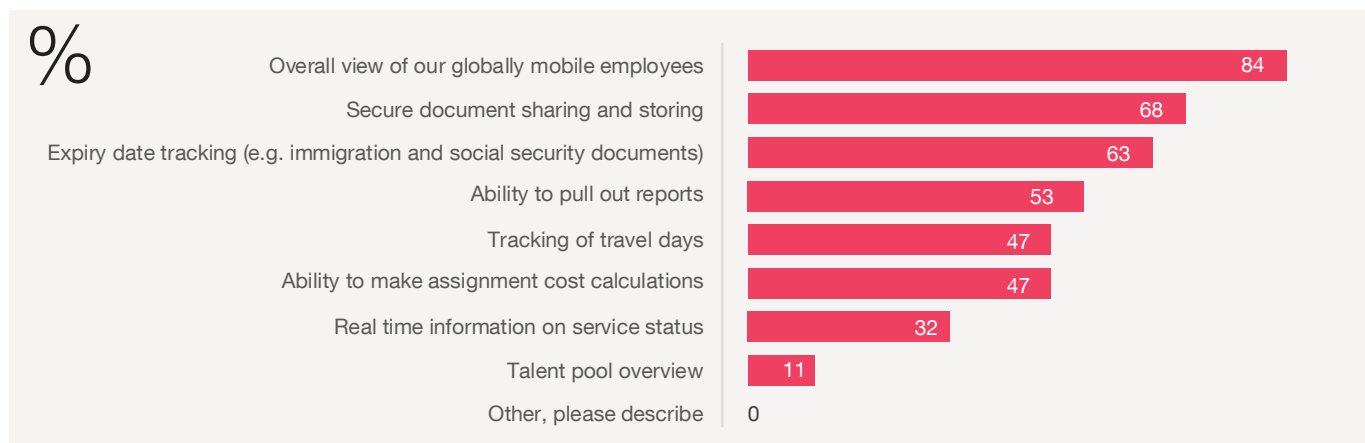
What kind of technology do you use for managing global mobility?



What kind of technology do you use for managing the business traveller population?



What kind of features are most important to you in global mobility technology?



Technology solutions are key to efficient global mobility management

According to PwC's Human Resource technology survey¹, technologies to support global mobility must not only meet the demands of business, but also user experience workers have come to expect. Both require seamless management of immigration information, tax data, travel documents, work permits, visas, and transfer planning. From an HR technology standpoint, the goal is to leverage social, mobile, and cloud based systems to collect and synthesize data from a variety of sources to determine the traveller's itinerary and identify any tax, immigration, or permanent establishment risks. Demand for these applications and services is growing. At PwC, for example, we have seen a fivefold increase in the user base of our global mobility app, myMobility, in the last 18 months.

It is vital to keep track of compliance requirements for globally mobile employees, ideally in a way, which does not require too much time and effort from the global mobility function. Better data and visibility to employee population globally also enables the global mobility function to make informed decisions around policy and processes and support the business in a more structured way. Employee experience is also essential as much of the data in the mobility tools come from globally mobile employees. Therefore, technology needs to be easy to access and use even when travelling. PwC's myMobility app has been rewarded with the Relocate award for technological innovation.

Due to increased data protection regulation, data security and protection of personal information of globally mobile employees is essential. Exchanging information and documents within a technology tool is a safe way and reduces the need for traditional email correspondence.

At PwC, for example, we have seen a fivefold increase in the user base of our global mobility app, myMobility, in the last 18 months.

For years controlling risk related to short-term business travellers has been a challenge for Finnish companies, mainly because there has been no tool on the market which could be used cost effectively in a small country's scale such as Finland. Utilizing HR and travel data now enables identifying short-term business travellers. This makes it possible to put controls in place to manage risks related to short-term business travel in areas such as immigration, personal and corporate taxation as well as employer obligations. This way the controls and processes are based on facts instead of just "a feeling" taking the risk management to the next level.



Lena Nymark
Tax Manager, Personal
taxation



Sari Viitasalo
Manager, Immigration and
relocation services

¹ What's now and what's next in human resources technology, PwC's Human Resource technology survey, August 2017 by PwC

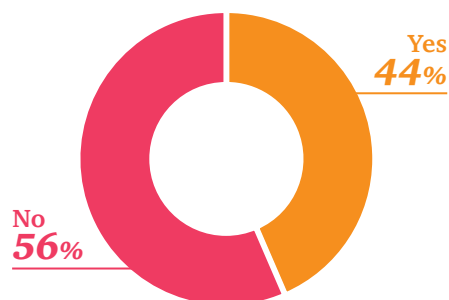
Linking Talent Management with global mobility

Almost half of respondents indicated that their Talent Management is involved in the selection process of their assignees. As many as 44 % of the respondents also indicated that they have a talent pool which they use for assignee selection purposes. Talent Management and development seems to be a high priority among respondents as 71% indicated that it is among the three most important reasons for their global mobility.

Business reasons are still the main motive for moving employees globally with 83% as opposed to 78% in 2015. Global mobility as part of talent management and development remains a strong motivation, along with plugging skill gaps in the host location. A slight increase can be seen in the incentive to bring acquired skills back to the home organization with 38% compared to 31% in 2015. The largest decrease in reasons to move employees globally happened in employees requesting the opportunity themselves and companies wanting the workforce to develop and have a global mind-set. This could be explained by more organisations having a formal global mobility program in place in 2017 than in 2015: the opportunities can be present without employees having to demand them. In addition, based on our discussions with clients due to the unstable political environment it has become more difficult to persuade employees to go on assignments.

Based on our survey an awareness of the linkage between global mobility and talent management has grown. Companies report an increase in talent management involvement in the selection process of assignees. However, when looking at how companies place future prioritisation of aligning mobility and talent management, we can spot a significant decrease of 25% compared to two years ago. The potential of linking talent management and global mobility is recognised, but the stress is more on operational hurdles, such as managing new types of mobility and efficient compliance management.

Do you have a talent pool which you use to select assignees?



For which of the following reasons does your organisation move employees globally?



Respondents to the survey say that the vast majority of global mobility activities sit in HR function (96%). There has been a clear increase in global mobility function supporting development of global talent from 19% in 2015 to 44% in 2017. At the same time, there has been a decrease in global mobility function providing support to assignees from 97% in 2015 compared to 87% in 2017. Despite the change the vast majority of global mobility activities still revolve around more operational issues, including providing support to assignees, and assisting in day-to-day applications, calculations and risk and compliance matters.

50%

of the respondents state that Talent Management is involved in the selection process of the assignees.

“

Before sending people on assignments a business case rationale needs to be identified including the business case for the organisation, a description of the role and position in the host location, a development plan for the individual, the most recent performance ratings of the individual, the intended benefits of the assignment and the business objectives to be achieved. By so doing, the employer is actually selecting high performing candidates, which is likely to support the talent management objectives. This has also been identified by the majority of respondents.

Kai Wist

Tax Partner, Personal taxation



A personalised repatriation plan

In 2015, we spoke about the importance of successful repatriation in keeping returning employees in the company and in turn ensuring that the home unit can benefit from knowledge and experience that the employee brings. One of the key trends in organisations today is increasing employee engagement and improving the organisation culture. Engagement is a strong link to retaining employees. Focusing on repatriation is still called for in 2017, and utilising talent management in repatriation could aid in engaging employees and preventing assignees from leaving the organisation after returning home.

Based on the results, organisations track more whether assignees leave the company after repatriation compared to 2015. There is not a lot of change in the percentage of assignees that resign within the first year of returning – the bigger change came in the form of respondents being more aware of the percentage of assignees leaving. This is also an indicator to increased tracking and analysing in this field.

According to our survey, respondents state the main reasons for assignees leaving the organisation after an assignment are receiving a competitive job from another organisation and position or compensation after the assignment not being satisfactory. The reasons are similar as in 2015. There is a slight increase in the offering of intercultural training compared to 2015. Also, providing support for assignees' partners in immigration, cultural training and language training has increased. Perhaps correspondingly, leaving the organisation for family or personal reasons or having difficulties in adjusting back to home country living conditions and culture as reasons for resignation after the assignment decreased slightly.

One of the trends in talent management is personalising or individualising experiences. A one-size-fits-all approach and existing inflexible programs and structures might not be suitable for retaining returning assignees. Companies might need to engage in a more tailor-made approach to keeping

their talent engaged. Individual repatriation planning can be used as a tool to improve assignee engagement. Ideally, repatriation would incorporate talent management, and would already begin at the beginning of the assignment. We can see a decline from 2015 in the involvement of talent management in repatriation processes (decrease of 14%). This could potentially have a negative impact on retention in the long term.

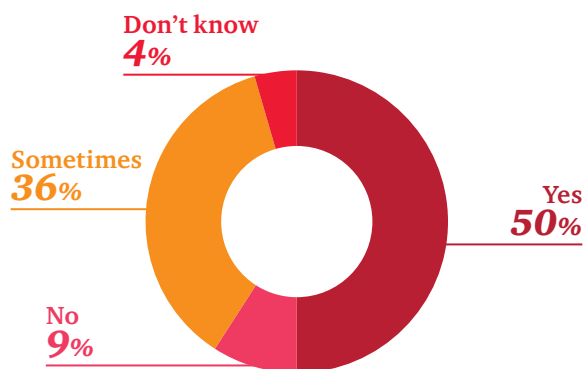


We know from previous global research that retention challenge is that assignees would welcome more opportunities to re-establish old contacts in the corporate centre, hope to be mentored in changed realities at head office, and expect to be debriefed. These expectations are however very frequently unfulfilled and are the biggest reasons for leaving their employer."

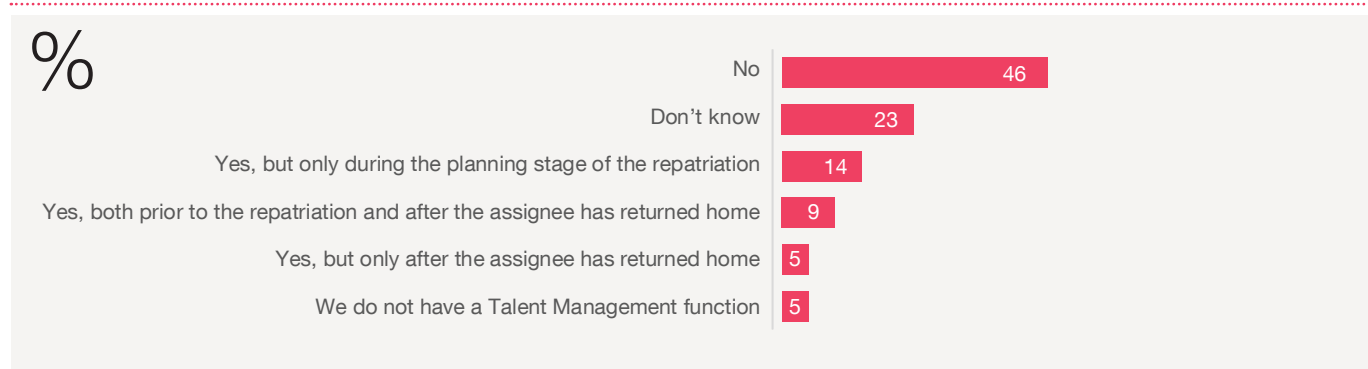
Kai Wist

Tax Partner, Personal taxation

Do you follow up with the assignees after the repatriation and keep track of whether the assignees leave the company?



Is your Talent Management involved in the repatriation process?



Policy and pay

Separate policies for each mobility type

Finnish mobility survey from both years show that the majority of respondents have a global mobility policy in place. Both surveys indicate that approximately two thirds of respondents have one global mobility policy whereas the second common option is a global policy framework with regional policy variations. Less than 10% of respondents applied a local policy. In 2015 13% of respondents reported that they do not have a mobility policy at present when in the 2017 survey all respondents reported that they have a mobility policy.

The majority of respondents distinguish global mobility policies between short-term and long-term assignments. These are the most traditional assignment policy types along with a permanent transfer policy. In addition to traditional assignment types new types of global mobility have risen as the number of international business travellers has increased and will increase as indicated by our survey.

The change in working environment, digitalisation and automation are setting challenges but also providing opportunities for organisations and their HR functions. The working environment is getting more fast-paced and performing work is less tied to fixed places of work when technology enables and increases the possibilities of working from home, or even from abroad. This creates the need for keeping the management of the global mobility up to date. Assignment policies need to be revised, adjusted and updated regularly. Our 2017 survey shows that 14% of respondents update their assignment policy once a year, 32% every two years and 27 % every three years. Both surveys show that a considerable proportion of respondents (27% in 2017 and 32% in 2015) do not update their assignment policies frequently as it has been more than three years since the assignment policies were last updated.

Assignment policies need to be revised, adjusted and updated regularly.

65%

of the respondents have only one global mobility policy.

73%

of the respondents have updated their assignment policies during the last three years.



Supporting business targets by updating mobility processes and policies

According to our survey 55% of respondents think that designing and enhancing mobility policies is a key mobility priority. The same policy does not suite all cases of international mobility because working patterns vary now more than ever. Employees also demand new ways of working overseas due to personal or career planning reasons.

Analysis of current ways of working as a basis for policy updates

In our view, before starting to design new policies, the global mobility function should first perform an analysis of mobile employees and its mobility processes. Mobility is a strategic matter of the organisation and the better the mobility process works, the quicker the employees are moved into new locations and the quicker business targets of the organisation are met. Furthermore, goals of the new mobility policies are only met in case the mobility process supports the practice efficiently.

When designing new mobility policies and processes people data could be used as a basis of a practical analysis how, where and on what conditions mobile employees work. In addition, the employee experience i.e. what kind of challenges mobile employees have had, what kind of support employees would have liked to have from HR and from third party service providers is useful data to be analysed. At the same time of analysing people data, global mobility function could review the overall mobility process from planning to repatriation. A review of the mobility process identifies development objectives, risks, systematic ad hoc costs and is of assistance in streamlining the new process. Once these points

have been identified, it is easier to design new mobility policies and processes to support future cases and support the business effectively as well as to meet targets of the organisational strategy.

Mobility processes as a way of meeting compliance requirements efficiently

The mobility process should clearly determine the roles and the responsibilities of global HR having the overall responsibility of global mobility, the home and host HR, home and host country managers, the employee as well as third party service providers. The process should also include steps on how HR receives information on mobile employees.

We would recommend to have a checklist to go through in every case when the employee works overseas for more than two weeks. The purpose of the checklist is to perform a risk analysis throughout the lifecycle of working overseas covering:

- work permits and visas,
- tax and employer's reporting liabilities towards tax, social security and employment authorities,
- repatriation planning and post-assignment career planning.

There should also be a clear advance understanding on how risks and compliance are monitored and managed. Global mobility functions should ensure that a risk analysis and resulting agreements, payroll and reporting are done in a correct way from the very beginning. As a simple tool for this purpose a questionnaire to managers could be used. The purpose of the questionnaire is also to guide

managers to check the total impact of the contemplated arrangement before agreeing upon any specific arrangements with the employee. The questionnaire could contain questions concerning e.g.

- the purpose of the project to be completed abroad
- the role of the employee
- the length of the stay in the host country
- working pattern
- the location

An accurate mobility process saves time of the global mobility function and helps in meeting compliance and reporting requirements. There will be less email correspondence and other ad hoc issues like meetings and additional costs. This decreases the workload of the global mobility function and the managers making the process more efficient.

Policies to match new working patterns

Separate policies are needed for different types of working abroad e.g. for long-term, short-term, business trips, commuting, developmental and self-initiated assignments as well as for permanent transfers. Assignment policies are needed in order to simplify and standardise various separate cases of assignments. They are also needed for attracting and retaining assignees as well as for treating them in a fair and equitable way. Mobility policies should be prepared so that they support a compliant, agile and strategic approach.

Policies, processes and agreement templates should be reviewed regularly in order for them to be in line with and adaptable to the changing employment environment, business requirements and strategy of the organisation.

It should, however, be noted that concrete terms and targets of the mobile working need to be set in every single case in advance by concluding a written assignment agreement.



Sanna Väänänen
*Tax Director, Personal
taxation and employment law*

Home search seen as the biggest challenge in the relocation process

Relocation of the employees and their family is time consuming and requires a lot of work from the organisation and the employee. Based on our experience and our survey results, the biggest challenge in the relocation process is home search. Family life revolves around the home so it is natural that families want to put a lot of time and thought into finding the right home for them. At the same time organisations need the employee to start working in a new location as soon and as efficiently as possible.

Housing market practices vary by country and can differ a lot. There is a risk of wasting a lot of employee's and organisation's time by finding out local practices by trial and error. For example, in Germany it is common that the rental apartment has no kitchen cupboards and appliances but the tenant is required to obtain these on their own. From a Finnish point of view this is a very strange practice and often not anticipated in the timing of the relocation process.

The home search process has multiple stages and it often starts by getting acquainted with local living areas. In big, congested cities such as Rome or Shanghai, it is very important to understand how much time is required for the commute to work and this limits the selection of living areas to a reasonable commute from the office. Finding a suitable apartment or house often requires between 5 to 20 viewings to properties depending on the city, country and the local

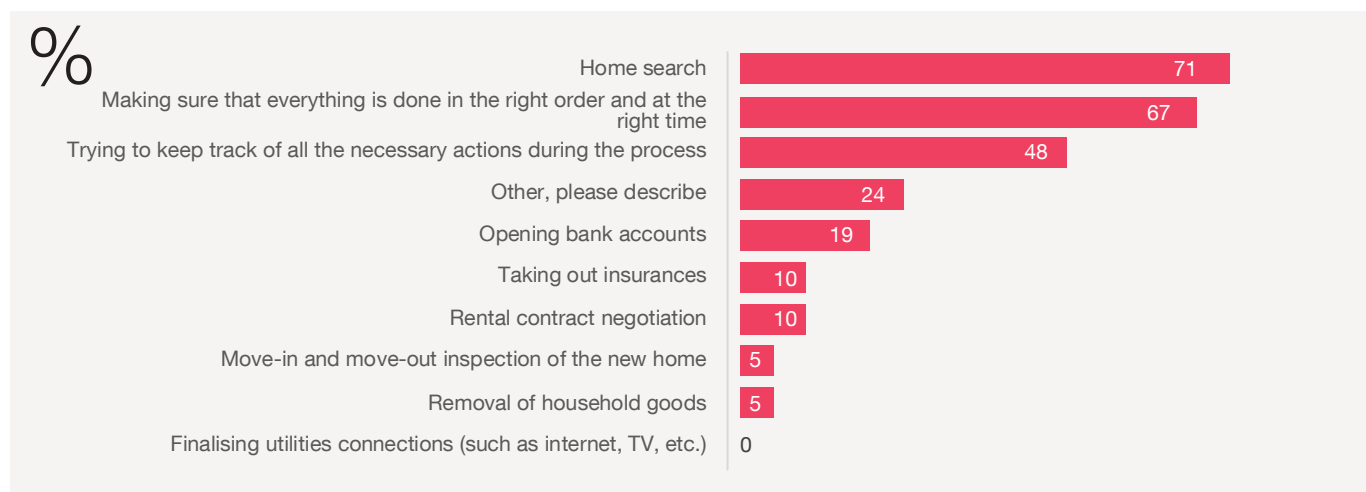
There is a risk of wasting a lot of employee's and organisation's time by finding out local practices by trial and error.

housing market. Rental contract terms are often very different to and more complicated than what we are used to in Finland. In some countries, it might be preferable to have the organisation to sign the lease instead of the employee and vice versa. Depending on the arrangement, this may have an impact on the personal taxation of the employee.

The second biggest challenge in the relocation process according to our survey is making sure that everything is done in the right order and in the right time. For example, practical challenges can occur when a deposit of the rental apartment needs to be paid into the landlords account before the employee even has a bank account in the country. At the same time, it is important to make sure the removal company delivers the family's belongings after the key to the property has been obtained so that the load can be carried inside instead of leaving it outside in the garden.

Our survey also shows that 57% of Finnish companies outsource relocation services to a third party provider. In our view this makes sense as the global mobility function should concentrate on a more strategic role.

In your experience, what are the three most challenging steps of the actual moving and relocation process of the employee and family to the new country?



Intercultural training is seen as important

There is a rise in offering intercultural training to assignees with 75% of respondents offering training compared to 56% in our survey 2015. The most important benefits of intercultural or adjustment training are quicker and easier adjustment process to the new country for the assignee, assignees are efficient in their work from the start, a smaller amount of assignment failures and that the assignees meet targets and goals more effectively. Also, a better employer image is mentioned as a benefit by respondents.

In our view, all globally mobile employees benefit from assignment training. Traditionally training is offered to long-term assignees and their families. Often the training is not seen as relevant if the employee already has previous experience of working abroad or moves only for a short-term assignment. However, every move is different and short-term assignment demands results on a short period of time putting more pressure on the adjustment process of the employee and their ability to communicate in a foreign culture effectively. Challenges in everyday life of the family may occur when one of the parents stays home (which is often the case due to various reasons) and at the same time the employee may be required to work long hours in a new position, children start studying a new language and school and everyone needs to find new friends and social circles. Implications of an unsuccessful adjustment process can

In our view, all globally mobile employees benefit from assignment training.

70%

of the respondents offer intercultural training.

result in frustration of the spouse who remains home and even learning and communication difficulties of the children. These can result in assignment failure if the family cannot stay in the new location but needs to repatriate.

On the other hand, the employee, even on a short-term assignment or travelling frequently to different countries, needs to have strong intercultural communication skills in order to be able to achieve goals and not to make mistakes that could potentially lead to losing business.

In your experience, what are the three most important benefits of intercultural and adjustment training?



Alignment with home country pay

As in the 2015 survey, the majority of respondents in the 2017 survey indicated that they align with the assignee's home country pay and reward package. Based on our experience, this is typical for Finnish organisations. Only 18% of respondents in 2017 and 13% of respondents in the 2015 survey indicated that they align with the host country's pay and reward package.

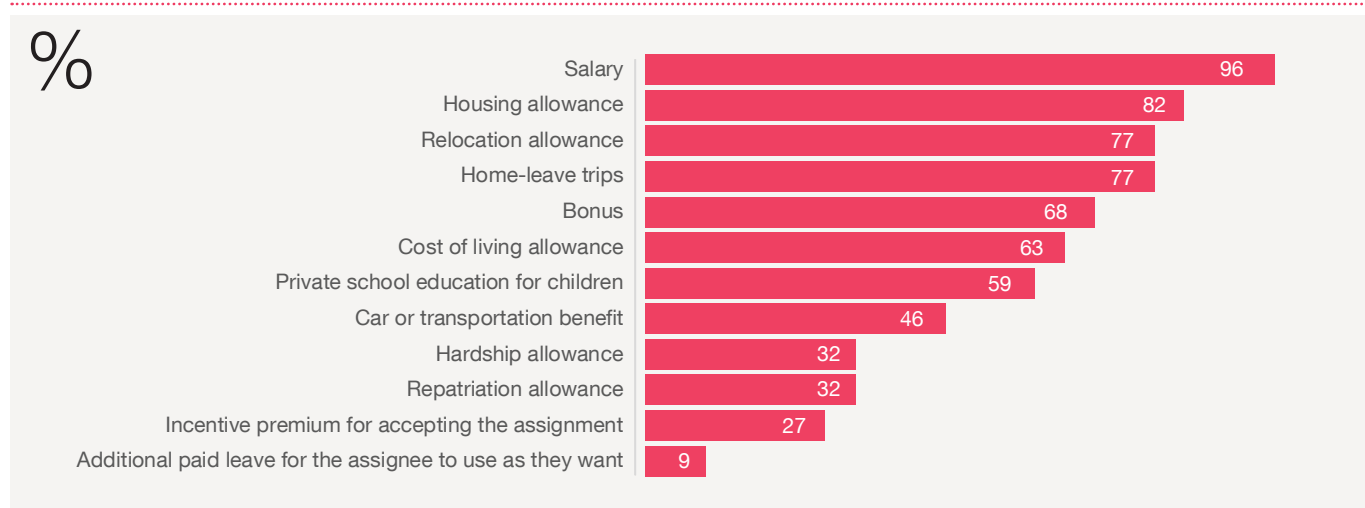
As the salary and bonus generally form a major part of the compensation package, the choice of pay policy is a primary factor for cost saving of assignments. For example, when an employee is posted to a lower income level country, the host country's pay policy approach could allow for an opportunity for cost saving when the employee's salary would be on the same level with the local employees with the same work duties. Cost saving from the difference between the home and host country salary could also be used to cover other assignment related costs such as housing and travel expenses.

The most common elements included in the compensation package for long-term assignees: salary, bonus, cost of living allowance, housing allowance, relocation allowance and home leave trips.

Which of the following best describes your organisation's approach to rewarding international assignees?



Which of the following are included in your company's compensation package for long-term assignees?

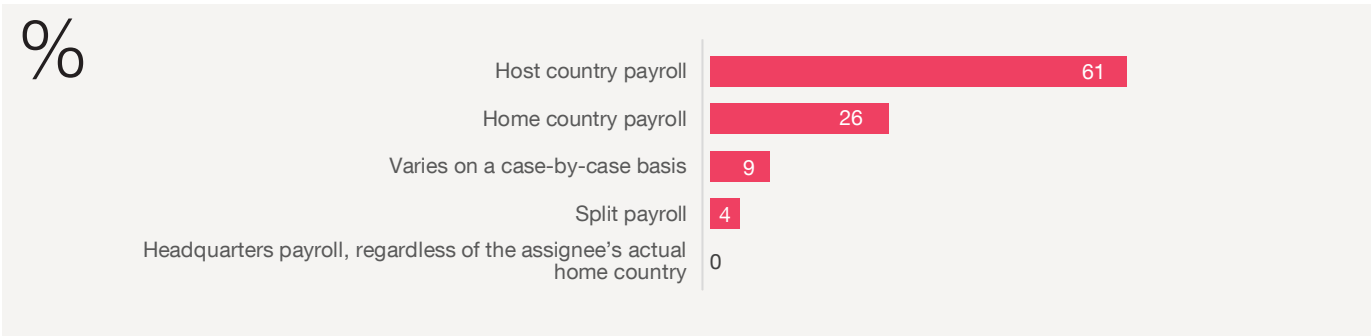


Even though choosing the host country's pay approach could allow for cost savings, the trend for host country pay and a reward package has not increased since our survey in 2015. In our opinion one reason explaining the trend is that the number of international assignments has not been increasing as much as in the past years as the number of business travellers and other short-term travelling. In the case of business travellers, there is no particular host country, with which pay and reward package could be aligned with. Another reason explaining the trend could be that the host country's approach may not attract potential assignees, especially when posting employees from Finland. It is also

possible that the cost of living in the host country is not yet investigated in order to adjust the home country pay and reward package.

In contrast to the host country pay approach, Finnish organisations prefer host country payroll in long-term assignments. 61% of respondents in the 2017 survey and 66% of respondents in the 2015 survey stated that salaries are processed through the host country's payroll system. Home country payroll is used by 26% of the 2017 and 25% of the 2015 respondents.

From which payroll are long-term assignees usually paid?



Cost projection is not compared to realized costs

The majority of respondents from the 2015 and the 2017 survey reported that they do not analyse and report the value generated by the mobility program. Defining the objectives and the purpose of the assignment are essential to perform prior to the assignment and these should be defined from both, the organisation's and the employee's perspective. These are often done at an early stage of the planning of the assignment when a business case of the particular assignment is carried out. As the purpose and targets are often non-monetary, it is challenging to measure the value the assignment generated to the assignee and organisation once the assignee has relocated back to the home country.

What can be measured are the assignment costs. In the 2017 survey 71% and in the 2015 survey 66% of respondents indicated that they prepare assignment cost projections. However, 52% of respondents of 2017 survey indicated that they do not compare the actual costs of the assignment to the budgeted costs at the end of the assignment, which is 7% less than in the 2015 survey. Estimating the assignment costs at the beginning of the assignment is often mandatory in order to make the decision whether the assignment fits to the budget of the organisation.

Tracking the assignment costs by a technology tool during the assignment would make it possible to intervene with the out of budget costs and take actions in order to avoid them for the remaining part of the assignment. Also, comparing the assignment costs at the end of the assignment with the estimated costs at the start of the assignment supports the cost estimates for the prospective assignments and leads to future estimates being more accurate. The accuracy of the estimated and follow-up of the actual costs is important, as the assignments are generally considered expensive. Thus, by tracking the actual costs, which can be spotted as unexpected but frequent costs, can be investigated further

and possibly avoided by e.g. improving processes and compliance. Additionally, by investigating the realized costs, HR can be more aware of the costs when managing and planning future assignments and have a better understanding of the costs that may unexpectedly occur.

Even though realized assignment costs are not tracked and investigated after the assignment, 36% of respondents in the 2017 survey stated that they track the process of assignment business purposes during the assignment and evaluate the need for assignment extensions.

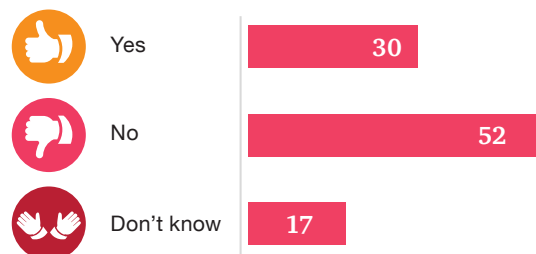
71%

of the respondents prepare assignment cost projections.

73%

does not currently analyse and report the value generated by your mobility programme.

Do you compare the actual costs of assignments to the budgeted costs at the end of the assignment?

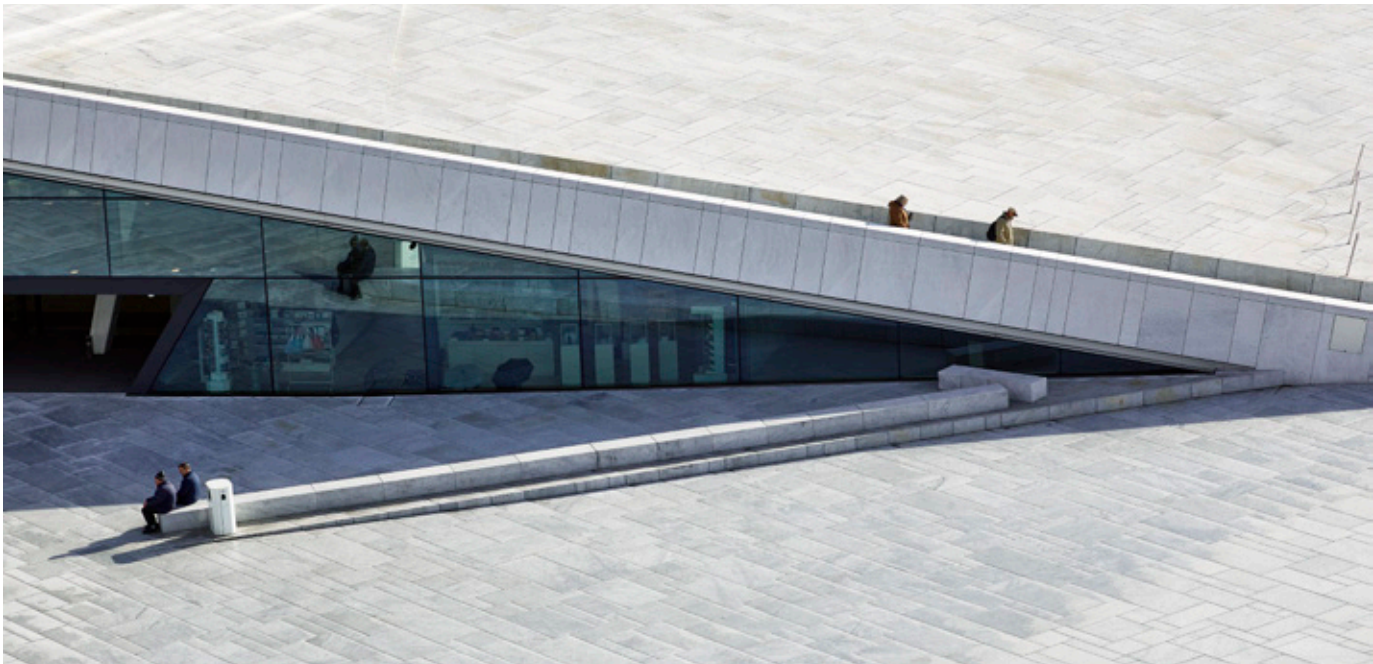
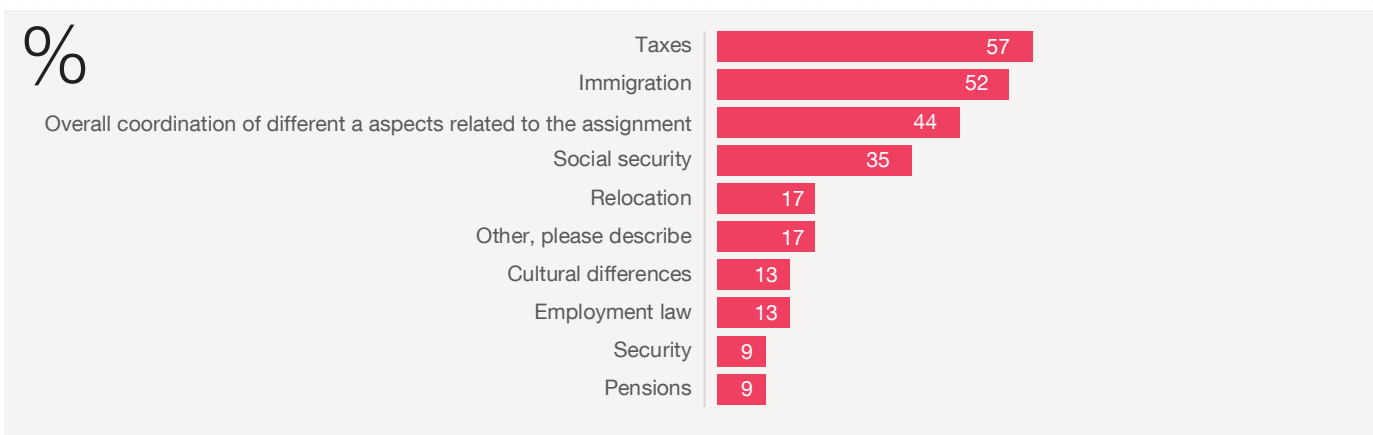


Immigration

Immigration and taxes seen as the biggest challenges

The major challenges for Finnish organisations when moving people abroad are immigration, taxes and overall coordination of different aspects of the assignment. Additionally, other challenges indicated by the respondents are keeping track of all necessary actions during the process and making sure that everything is done in the right order and at the right time.

What are the three biggest challenges your organisation faces when moving people abroad?



Finnish organisations need to be vigilant around immigration regulation

Immigration has become a hot topic also in Finland. The political climate has resulted in stricter controls and enforcement of immigration policies around the world. While people move globally more than ever before, at the same time regulation has increased and governments are protecting their own workforce more forcefully. On the other hand, there is a need for a highly skilled workforce in Finland and a plan to ease the immigration process for highly skilled professionals and start-up entrepreneurs.

As business travel and forms of short-term global mobility are increasing, organisations need to be aware of immigration regulations even around short-term travel. However, in many countries the relevant factor in determining the requirement of a work permit versus a business visa is more dependent on the actual activities performed by the employee than the duration of stay. Generally, business visas only allow a person to attend meetings and seminars, etc. and actual working is not allowed. Depending on the activities, a work permit could be required from the first day.

The duration of the trip is still very important and based on our experience, it is common for the duration of business trips to be extended on the go. This in turn increases the risk that a work permit could be required. In our view, one way to control immigration related risks around business travel is to keep the length of determination of business trips fairly short, e.g. two weeks. Trips longer than two weeks would then be subject to a compliance review by global mobility functions.

A successful implementation of immigration compliance processes has become a key quality for organisations doing business globally. One way to make the immigration compliance processes more effective would be to have a pool of “mobile ready” employees. In practice this would mean mapping out

who is willing to go for an assignment, what is their nationality, which permits and visas they currently have valid, which vaccinations they have, which skills they possess, etc.

When planning an assignment or a project, it is essential to check visa and work permit requirements already in the planning phase. If a work permit would be required, depending on applicable immigration category, the processing time for obtaining a permit can be several months. If this has not been taken into account, the immigration process may cause severe delays to the overall project. Questions to be considered include: Are there any restrictions for the employee to obtain a work permit in the destination country? How long will the process take in best case versus worst-case scenario? Would it be easier to transfer the employee into some other location? Would there be someone else to whom it would be easier and quicker to obtain the permits for?

Actions to mitigate risks related to immigration:

1. Make an analysis of your business traveller population: who travels, where, why and for how long?
2. Include immigration compliance requirements in compliance checks before an assignment or a project and, if needed, also before a business trip.
3. Map and list employees who are “mobile ready”.
4. Utilize technology for analyzing and tracking of business travellers and assignees.



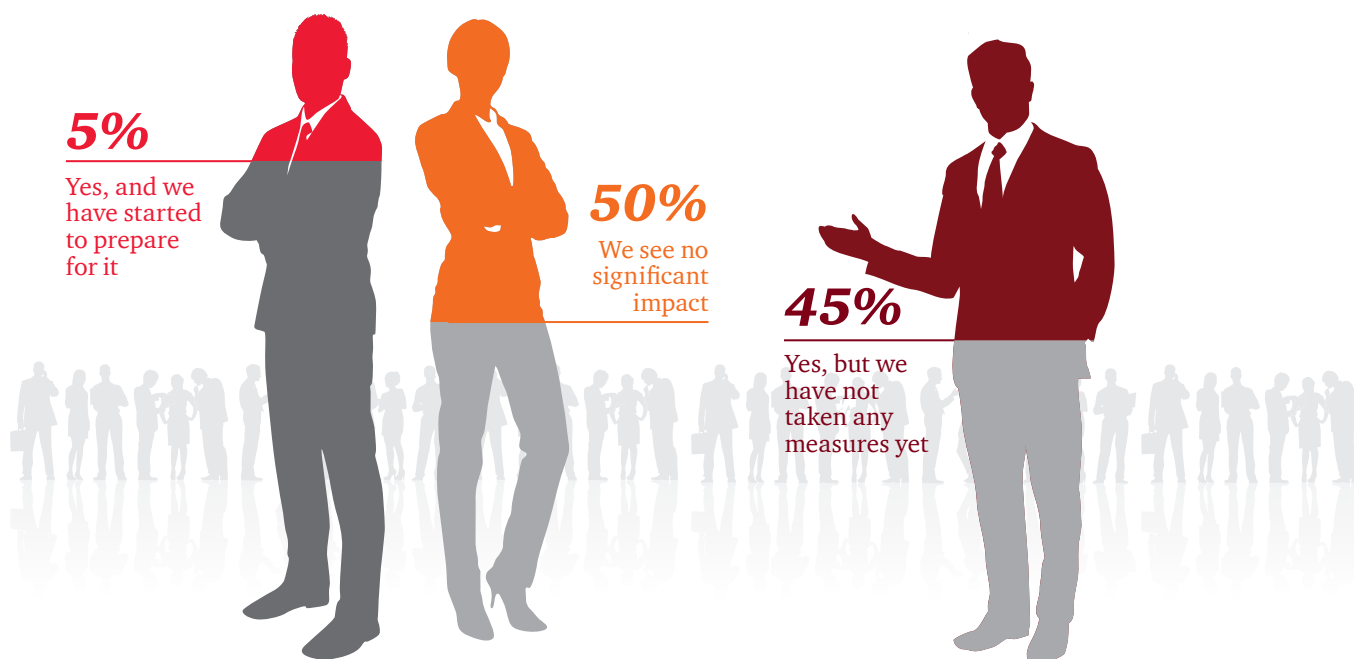
Sari Viitasalo
Manager, Immigration and
relocation services

Half of organisations are impacted by Brexit

According to our survey, 50% of clients who took part in the survey currently see no significant impact of Brexit and only 5% have started to prepare for it. This aligns with PwC UK's understanding within their client base up to June 2017.

Since June 2017, clients with pan-European employment arrangements are looking at the impact of Brexit, primarily in terms of assessing what they can do to support their current employees who may be feeling nervous. Some clients have gone so far as to agree to sponsor EU nationals formally registering with the UK immigration agency to give them more certainty on their employability in the future.

Do you think Brexit will have an impact on your internationally mobile workforce?



Impact of Brexit on outbound assignees in the UK

It is unlikely that there will be much change for EU nationals who are already in the UK whilst withdrawal negotiations take place. It is yet to be agreed, but the Prime Minister has proposed that all EU nationals lawfully resident in the UK for at least five years will be able to apply for "settled status" and be able to bring over spouses and children. She says she wants to give reassurance and certainty to EU citizens in the UK - as well as citizens of the three EEA countries and Switzerland.

However, there may be some changes for EU nationals that are not already in the UK and wish to come to the UK after Brexit has taken place. Whilst the current automatic right of EU nationals to live and work in the UK is not likely to apply after Brexit, the Prime Minister recently confirmed that Britain wants a transition period of at least two years such that the right of EU nationals to move and work in the UK will continue up to and including March 2021. We understand that there will be a requirement for EU nationals not living/working in the UK as at 29 March 2017 to register with the relevant UK authorities to enable them to live and work in the UK throughout the transition period.

A permanent proposal for post-Brexit immigration is not likely to be known for a few months yet, although it is widely expected that there will be a work permit system along the lines of that for non-EU nationals. However, for this to work, the UK will also expect such rights to be reciprocated for the 1.2 million British expats living and working in the EU.

With regards to the work permit system, it is possible that the UK may seek to distinguish between nationals of different member states so less restrictions are placed on nationals of older member states such as France and Germany in comparison to newer member states who would have more restrictions. Nevertheless, this is unlikely to be the case if immigration arrangements are agreed as part of an overall UK/EU trading arrangement. If this were to happen, all EU nationals would need immigration clearance before taking up employment in the UK, which would likely be unattractive to employers due to the costs and administration involved.



Louise Coyne
Senior Manager, Employment
Solicitor, PwC UK

What should employers be doing now?

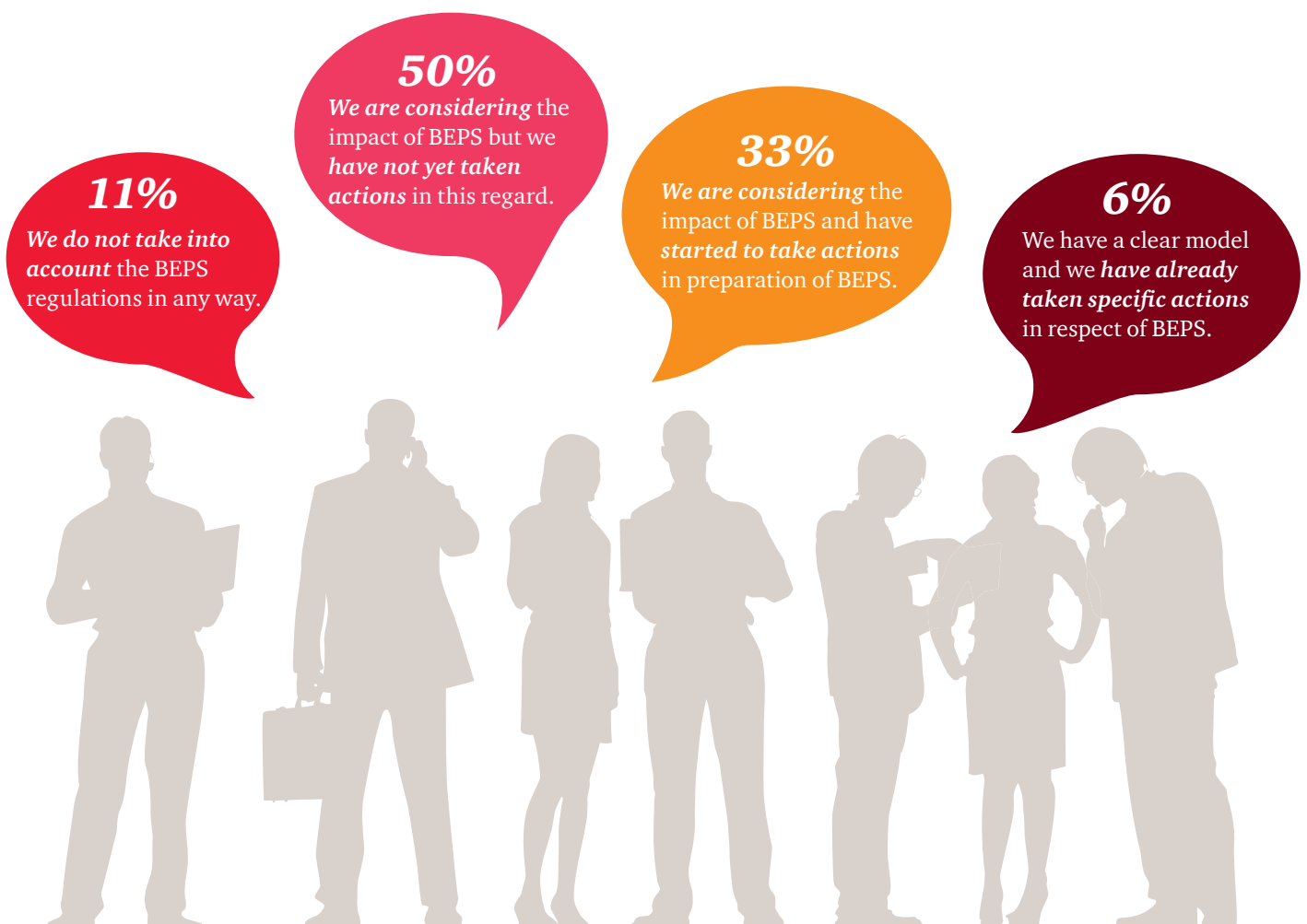
- Review their secondment arrangements involving EU nationals working in the UK and UK nationals working in the EU and consider if and when they may need to be terminated early and whether there is a job for the individuals to return to their home country;
- Check and monitor the immigration status of UK inbound EU expatriate workers, the duration of their stay in the UK and the date on which they can apply for permanent residence or citizenship (including potential dual citizenship) in the UK;
- Consider whether it is worth sending some workers into the UK now, or encouraging them to secure their UK immigration status or citizenship rights. This may help to manage the risk that they will be affected by future immigration restrictions; and
- Consider how the business would fill possible skills gaps if restrictions on worker mobility mean that employees are prevented from working temporarily or that jobs could be put at risk. The need for possible redundancies should be considered as well as the need to fulfil skills from non-UK/EU countries.

Global mobility from a corporate tax point of view

Effects of BEPS (Base erosion and profit shifting)

Our survey indicates that most of the organisations are aware of the new BEPS regulation and are considering its impacts on global mobility and are either planning or have already taken actions in this regard.

How have you taken into account the new BEPS
(Base erosion and profit shifting - OECD) regulations?



Mobility of key people from transfer pricing perspective

BEPS (Base Erosion and Profit Shifting) project started in 2013 from the initiative of OECD and G20 countries. The action plan identified 15 specific actions that would give governments the domestic and international instruments to prevent corporations from paying little or no taxes. In addition, the aim was to equip governments with domestic and international instruments to address tax avoidance, and to ensure that profits are taxed where economic activities generating profits are performed and where value is created.

In the post-BEPS world it is important to understand the value chain of the business by identifying functions, risks and assets, which are the most significant and which create value from the business viewpoint. As the decision-making and risk controlling of significant functions and value creation are performed by the persons employed in different group companies it is important to identify who these persons are and in which group company they are located.

From a transfer pricing point of view the profit or loss allocation between the group companies will finally follow the people with the decision-making power and value creation and this is why it is essential to identify these people's location and legal entity in a group. For example, in a centrally managed operating model in an ideal case there would be one principal company with ultimate decision-making power and value creation activities, and as a consequence this principal company would get the residual profits or bear losses, when the other group companies would get a routine profit for their activities. In an easy maintained and simple principal model with simple transfer pricing model all key people should be located in the principal company.

What we have learned from the projects with our clients, from a business point of view it does not matter in which country or legal entity employees are working and the business typically lives in virtual organisations where people are located around the world. The key interest for the business is to attract the right talent – regardless in which legal

company or country the employee is located. From employees' and their families' perspective transfer pricing might not either be the reason to move to another country. Because in reality key people can be located somewhere else than in the principal company it is critical to identify where these people are and the selected transfer pricing model has to follow that reality.

From a transfer pricing and tax perspective it is fundamental to know in which legal entity and where significant people are employed and in practice working in order to be compliant with transfer pricing regulations. It should also be noted, that the change of location of key employees can have an impact on the selected transfer pricing model. For example, if key persons in a centralised transfer pricing model move to another country, that can have an impact on the existing transfer pricing model. That can also have a radical impact on the profit allocation and cause tax consequences between the group's companies. A change of location of employees can also have other tax and reporting impacts for the companies involved such as permanent establishment risks.

Employment agreements and job descriptions should reflect actual responsibilities and decision-making power. Tax authorities may review these documents in a transfer pricing audit because they gather information to build their understanding of the operating model of the business and the correct transfer pricing model accordingly.

Dialogue between HR and business is needed more than ever. When people are constantly moving between different group companies information sharing can prevent companies from unexpected surprises and tax penalties.



Sari Takalo
Partner, Transfer Pricing



Corporate tax risks related to global mobility

A company carrying on business in another country can become subject to that country's taxation, if they have a permanent establishment ("PE") in that country. A PE can be created in many ways – even when there is only one person visiting or living in another country than where the company itself is located. Due to recent developments, especially within the OECD's BEPS project (Base Erosion and Profit Shifting), the thresholds for creating a PE are changing and a PE may be created more easily than before.

So, what does it actually mean for a company to have a PE in another country. In brief – it means a lot. Generally, a company needs to register in at least corporate income tax, value added tax and payroll tax purposes. In addition, registration of a local branch may be needed. Depending on the jurisdiction the company may be obliged to apply for work visas and permits for its employees. Many times, registrations, filings and applications should be made beforehand, i.e. before an employee enters the other country. After registrations, the company is generally subject to normal corporate income and value added taxes locally, while it also has to fulfill local monthly and yearly compliance requirements. These obligations result in extra costs, which would need to be considered beforehand, already when planning activities and pricing of projects.

62%

of the respondents perform compliance and risk checks related to corporate taxation.

In order to be compliant one should be aware. People involved in global mobility and tax functions should have information early on about possible foreign recruits or projects abroad. This enables them to analyse and act on situations, where local filing or registration liabilities arise. This also enables companies and their sales teams to consider extra costs before making decisions or offers.

Even though it is said that ignorance is bliss, it no longer applies in a world where different authorities and jurisdictions exchange information. Thus, also companies should monitor where their employees are working and travelling, as the authorities are already doing that. If you do not know, where your employees are, you cannot assess or limit your risks.



Mirva Laaksonen
Partner, Corporate Tax

What creates a PE?

- One common scenario is, where an employee is commuting between two countries, while living in one country and commuting to another country. As an example, there could be an employee working half of the week from his home office in Denmark and half in a Finnish company's head office in Finland. Nowadays even the mere existence of a home office in Denmark could result in a Danish PE for the Finnish company.
- Another example could be a sales director of a Finnish company, who travels frequently

to another country where he negotiates and possibly even signs agreements with potential clients. This could create a PE even if the Finnish company would have no office or similar space in that other country.

- Construction or installation projects, where employees from different countries are travelling to one place for a project delivery.
- Long-term consulting project at a client's premises, where team members are travelling from various countries.

Future

Increase in short-term assignments and international business travel

The majority of the respondents to our 2017 Finnish mobility survey indicated that they expect the number of individuals who are on long- and short-term assignments to increase in the future.

Already in 2015, the majority of the respondents to our survey indicated that they expect the number of short-term assignees and international business travellers to increase in their organisation over the next two years. In 2017 82% of respondents state that the number of short-term assignments will increase in the next two years compared to 66% in 2015. 73% of respondents state that the number of their international business travellers will increase in the future compared to 59% in 2015. In addition, 36% of the organisations state that the number of international commuters will increase in the next two years as opposed to 25% in 2015.

Europe takes the lead

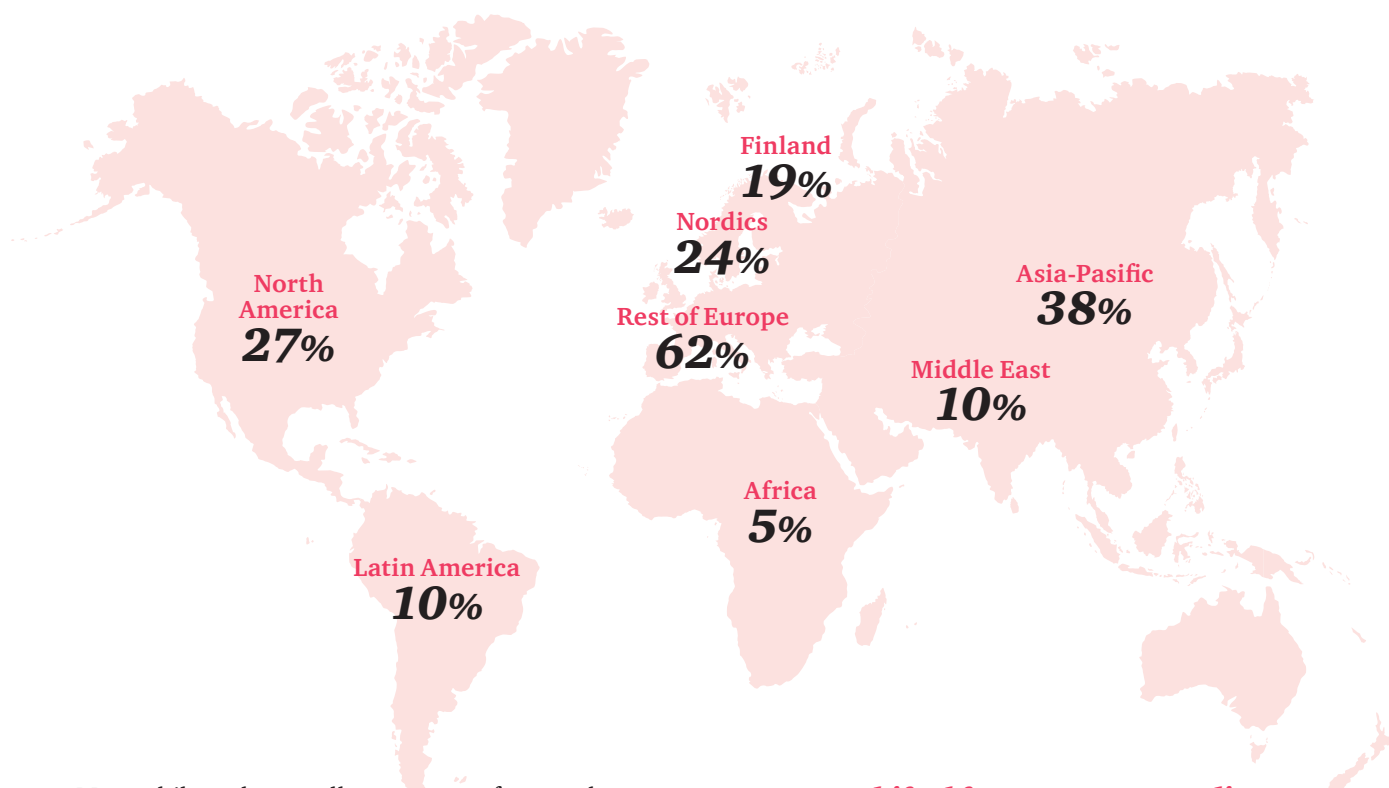
Our survey of 2015 showed that Asia-Pacific was the region in which the highest number of respondents expected their mobility workforce to increase in the future (54%), followed by the rest of Europe (46%) and North America (32%).

Our 2017 survey shows that a large number of respondents (38%) still expect their mobility workforce population to increase in the Asia-Pacific region in the future. However, interest in the rest of Europe (i.e. Europe, from which the Nordics have been excluded) has increased significantly and is now taking the lead with 62% of respondents indicating that they expect an increase within this region. In addition, North America and the Nordics remain important regions for Finnish organisations in the future.

Which types of mobility activity do you think will increase in your organisation over the next two years?



In which regions do you anticipate your mobility workforce population to increase?

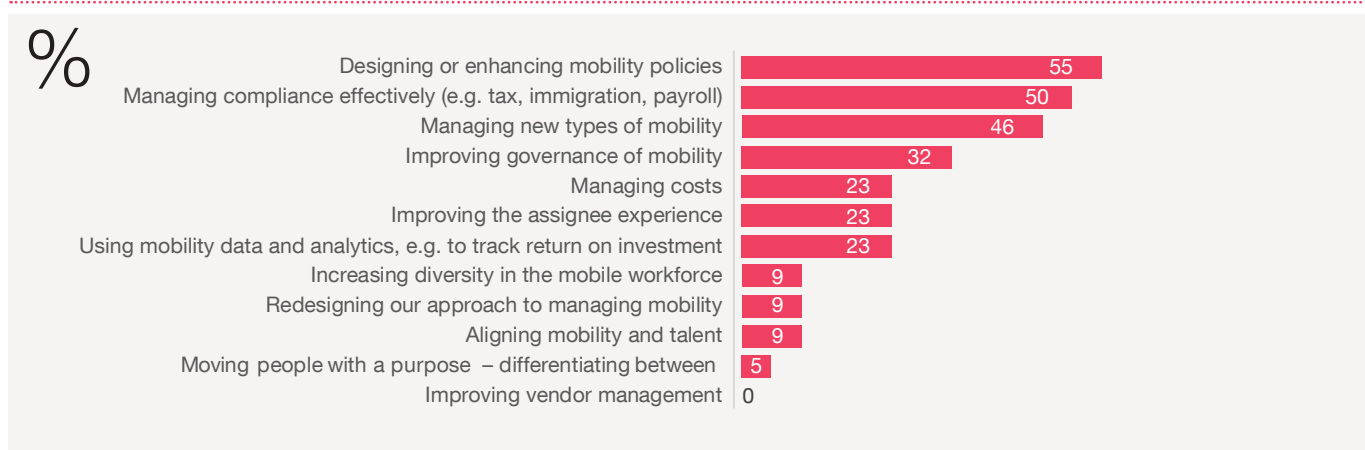


Meanwhile, only a small percentage of respondents expect increases in Africa and the Middle East. This is in line with the result of our 2015 survey and the 2017 survey even shows a moderate increase in the number of organisations, which expect their globally mobile workforce in Africa to increase. At the same time, many regions within Africa are developing rapidly and there is a high expectation of economic growth within the region.

Focus shifted from costs to compliance

Our 2015 survey showed that the single most important mobility priority for the responding organisations was managing costs, as 62% of the respondents indicated this as one of their three key mobility priorities for years 2016 and 2017. Interestingly, only 23% of respondents to the 2017 survey, chose managing costs as one of their key mobility priorities for years 2018 and 2019.

Which three of the following are the key mobility priorities for your organisation over the next two years?



The top three mobility focus areas for 2018 and 2019 are according to our 2017 survey designing or enhancing mobility policies, managing compliance effectively and managing new types of mobility. This result is in line with our observations, according to which more and more companies are becoming concerned with managing compliance related to their globally mobile employees. Although we expect that managing costs will always remain an important factor when moving employees, the actual assignment-related costs can often be rather insignificant when compared to the cost of non-compliance, which may lead to both actual costs (e.g. penalties) as well as indirect costs (e.g. the impact on the company's reputation).

Global mobility going forward

Our survey shows a slight increase in long-term mobility. Short-term mobility will increase more rapidly in the future. Companies are more and more focused on moving people based on real need and same time technology enables more efficient working from home and in virtual teams. On the other hand, globalisation causes an increasing need to transfer people between locations for short periods of time.

Actual assignment-related costs can often be rather insignificant when compared to the cost of non-compliance.



In order to get a picture of the development of work and workforce we warmly recommend you to study the PwC report *Workforce of the future*. The report illustrates different scenarios for 2030: Four Worlds of Work.

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***Thank you to all 24 repondents who participated
in the survey, including professionals from the
following organisations:***

Andritz Oy

Borealis Polymers Oy

Citec Oy Ab

Helsingin yliopisto

Kemira Oyj

KONE Oyj

M-brain Oy

Neste Oyj

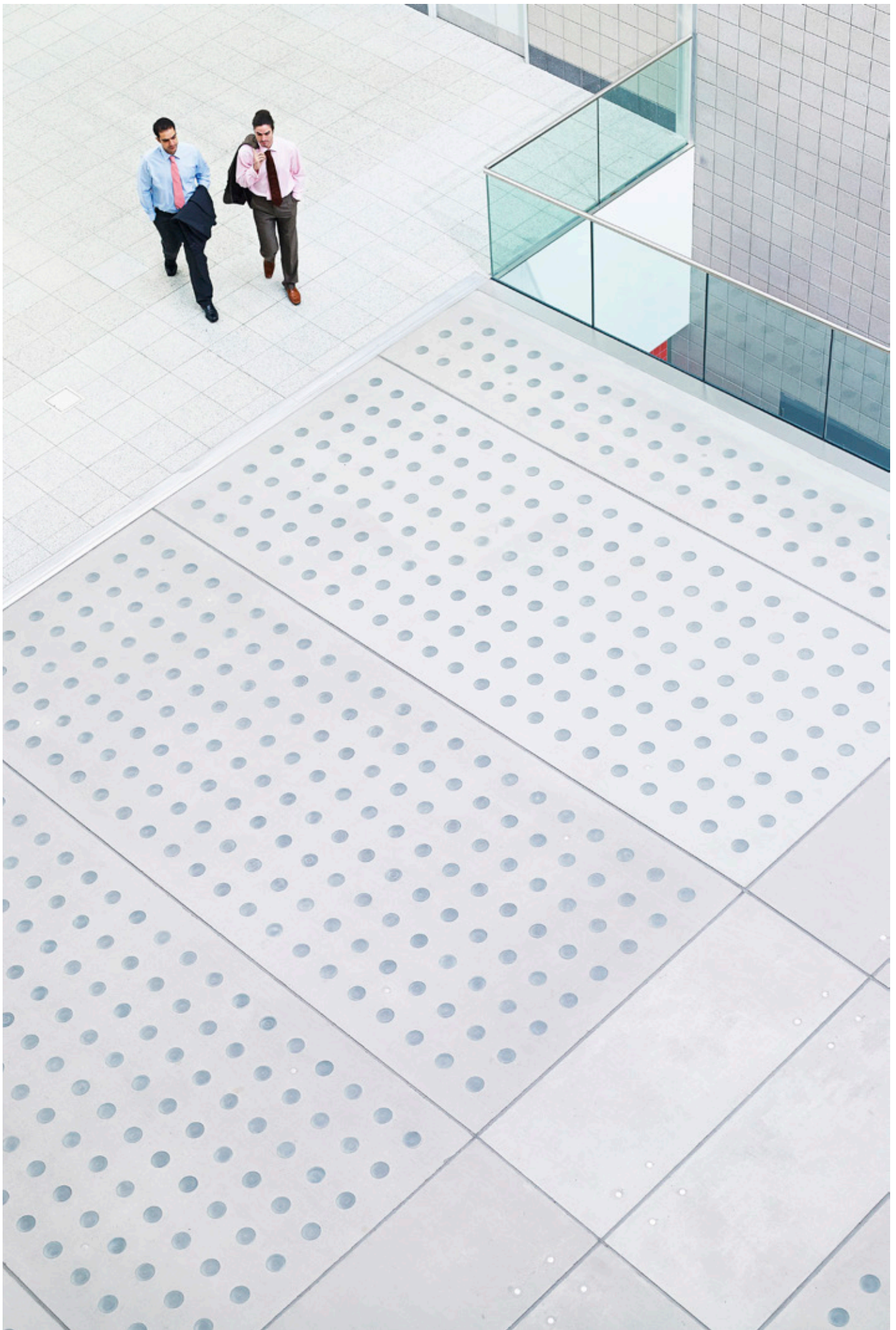
Outotec Oyj

Qvantel Oy

Rudus Oy

Skanska Oy

Teknologian tutkimuskeskus VTT Oy

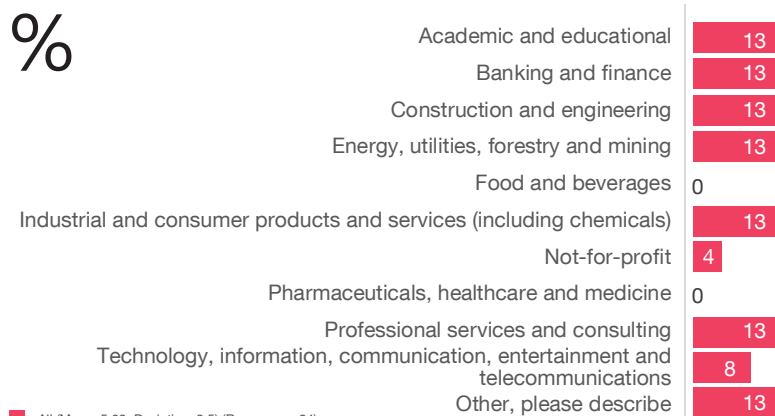


Finnish mobility survey 2017

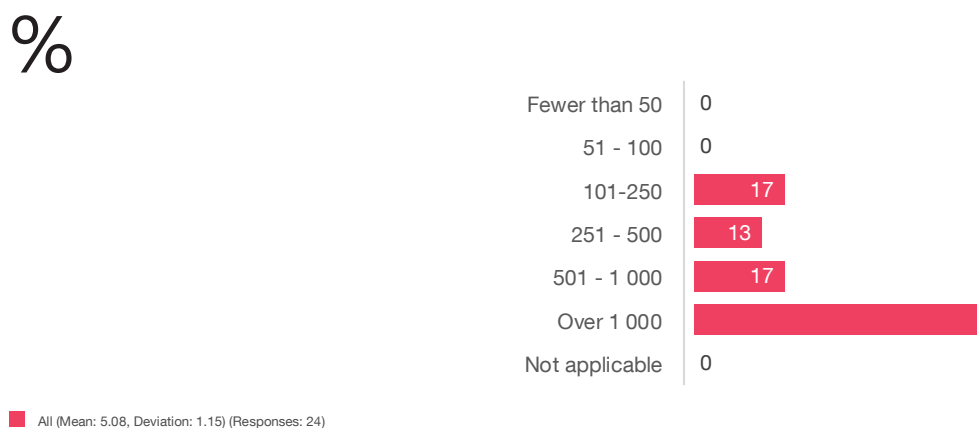
Results

About your organisation

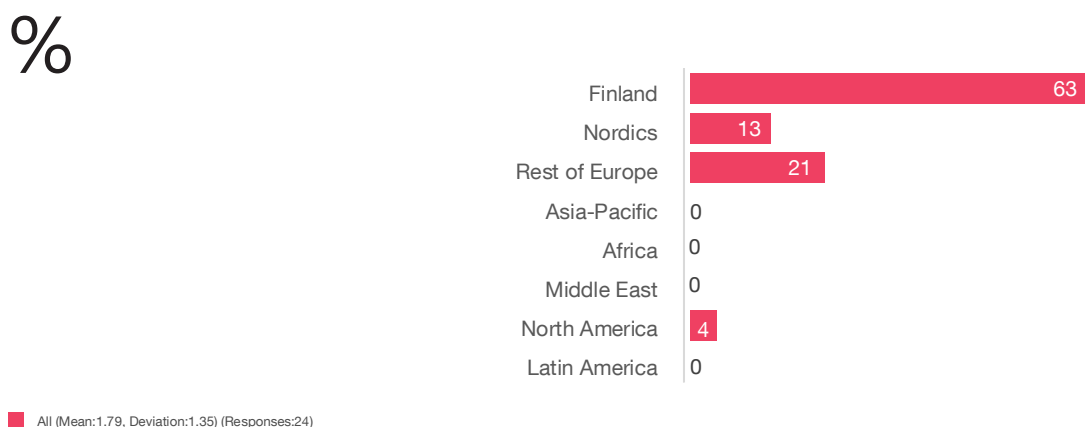
1. What is the primary industry sector of your organisation?



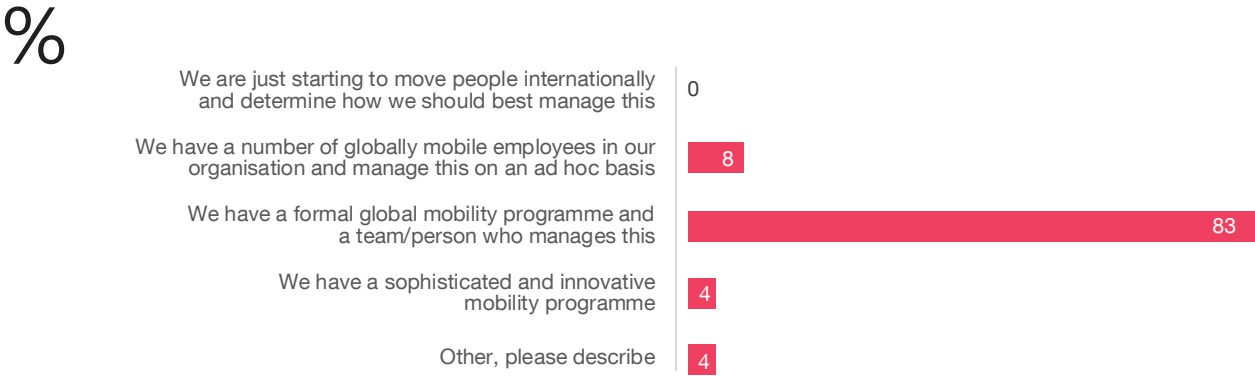
2. How many people are employed by your organisation in Finland?



3. Where are your organisation's headquarters located?



4. Which of the following statements best describes your organisation’s approach to managing global mobility?

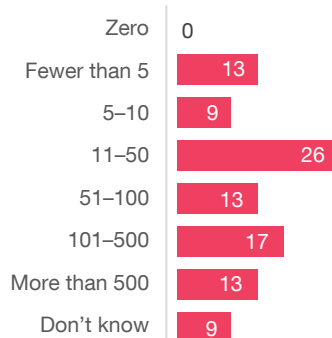


All (Mean: 3.04, Deviation: 0.54) (Responses: 24)

Workforce mobility

5. Approximately how many employees in your global organisation are currently on a long- or short-term global assignment?

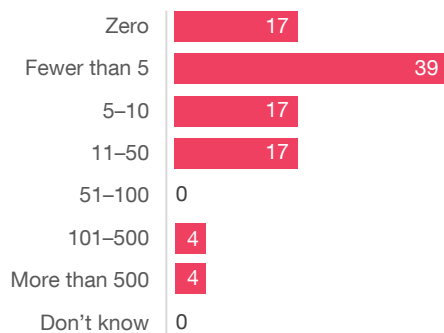
%



■ All (Mean: 4.87, Deviation: 1.8) (Responses: 23)

6. How many Finland inbound assignees does your organisation currently have?

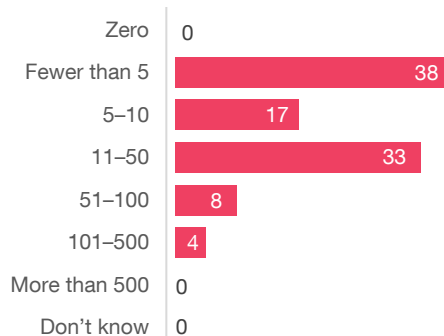
%



■ All (Mean: 5.08, Deviation: 1.15) (Responses: 24)

7. How many Finland outbound assignees does your organisation currently have?

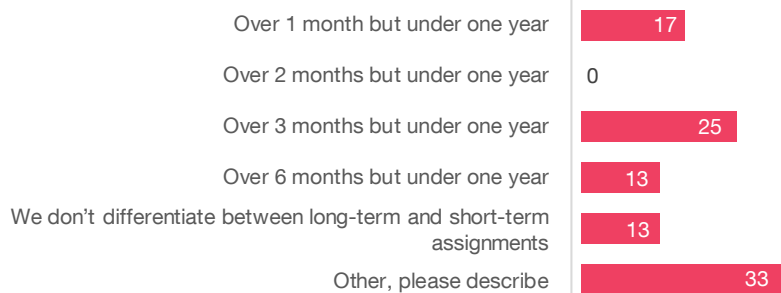
%



■ All (Mean: 3.25, Deviation: 1.16) (Responses: 24)

8. How do you define a short-term assignment?

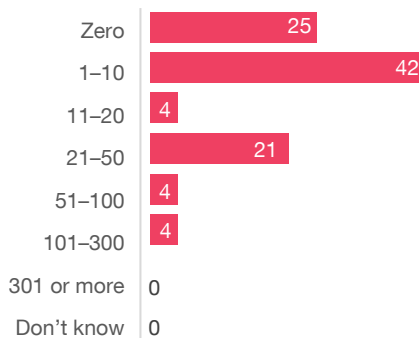
%



All (Mean: 4.04, Deviation: 1.79) (Responses: 24)

9. Approximately how many employees in your Finnish organisation are currently on a short-term assignment (inbound and outbound)?

%



All (Mean: 2.5, Deviation: 1.38) (Responses: 24)

10. How do you define a long-term assignment?

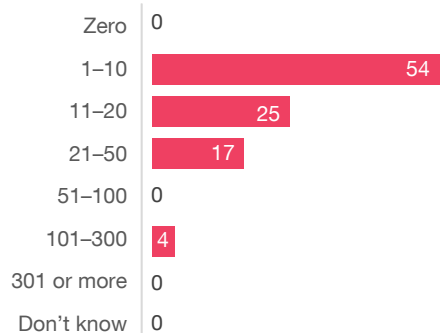
%



All (Mean: 2.75, Deviation: 0.72) (Responses: 24)

11. Approximately how many employees in your Finnish organisation are currently on a long-term assignment (inbound and outbound)?

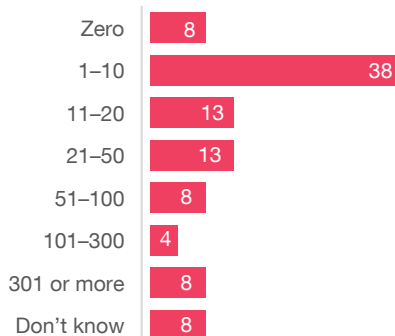
%



■ All (Mean: 2.75, Deviation: 1.01) (Responses: 24)

12. Approximately how many foreign employees are currently working on a local employment agreement in Finland in your organisation?

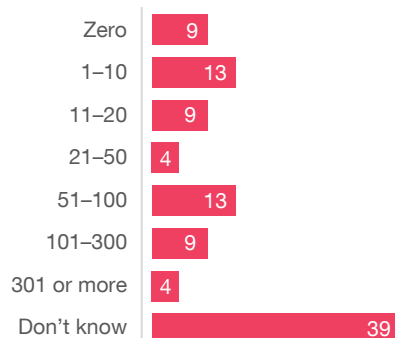
%



■ All (Mean: 3.62, Deviation: 2.14) (Responses: 24)

13. Approximately how many business travellers are there currently in your Finnish organisation (inbound and outbound)?

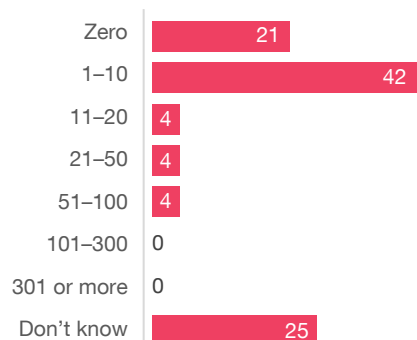
%



■ All (Mean: 5.39, Deviation: 2.57) (Responses: 23)

14. How many of your Finland inbound and outbound assignees are women?

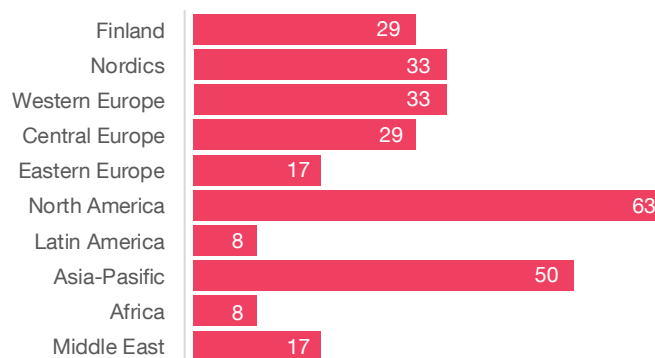
%



■ All (Mean: 3.54, Deviation: 2.72) (Responses: 24)

15. Where are your main assignment locations?

%

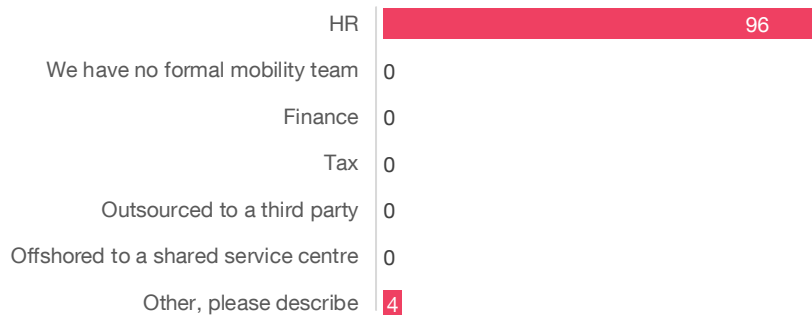


■ All (Mean: 5.12, Deviation: 2.65) (Responses: 24)

Your approach to managing mobility

16. Where in your organisation does global mobility sit?

%



All (Mean: 1.52, Deviation: 1.2) (Responses: 24)

17. What activities does your mobility function do currently? (You may choose multiple answers)

%



All (Mean: 3.26, Deviation: 1.89) (Responses: 23)

18. If you perform a compliance and risk check before an assignment, what is included in the check? (You may choose multiple answers)

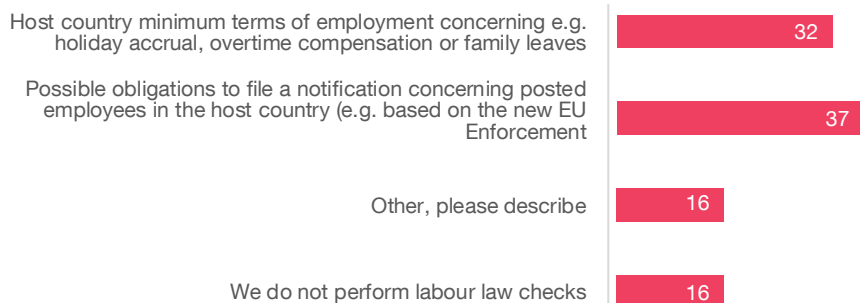
%



All (Mean: 3.01, Deviation: 1.39) (Responses: 21)

19. If you perform a labour law check, what do you check?

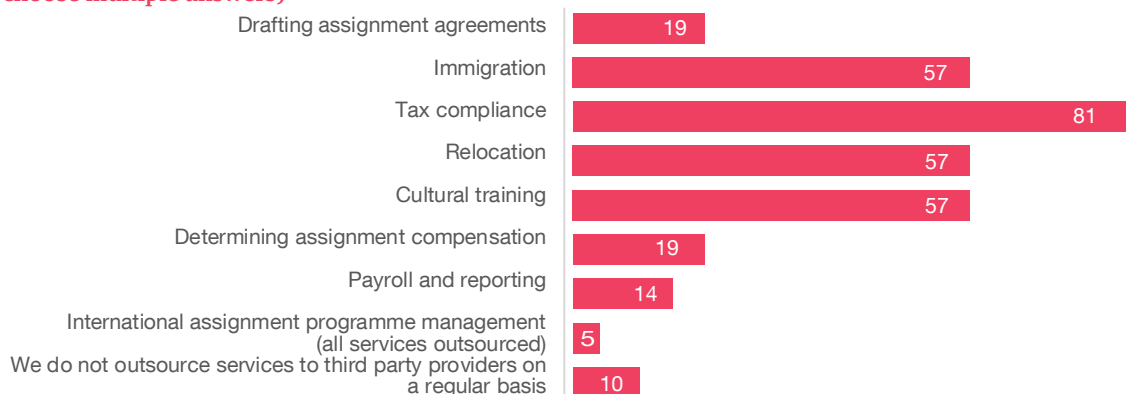
%



All (Mean: 2.16, Deviation: 1.04) (Responses: 19)

20. If you outsource services to third party providers on a regular basis, which services do you outsource? (You may choose multiple answers)

%



All (Mean: 3.85, Deviation: 1.81) (Responses: 21)

21. If you outsource services, what are the three most important reasons for outsourcing?

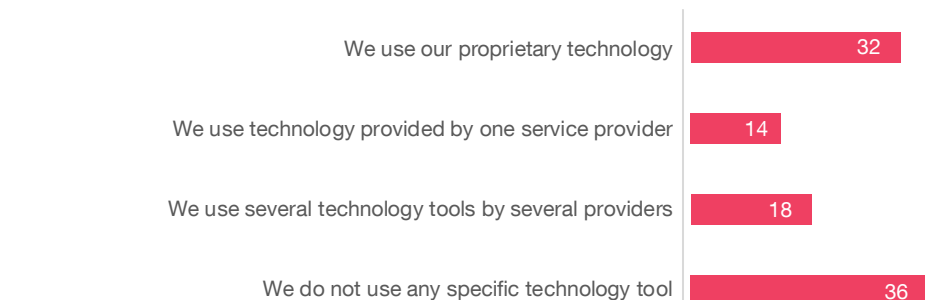
%



All (Mean: 3.26, Deviation: 1.89) (Responses: 23)

22. What kind of technology do you use for managing global mobility?

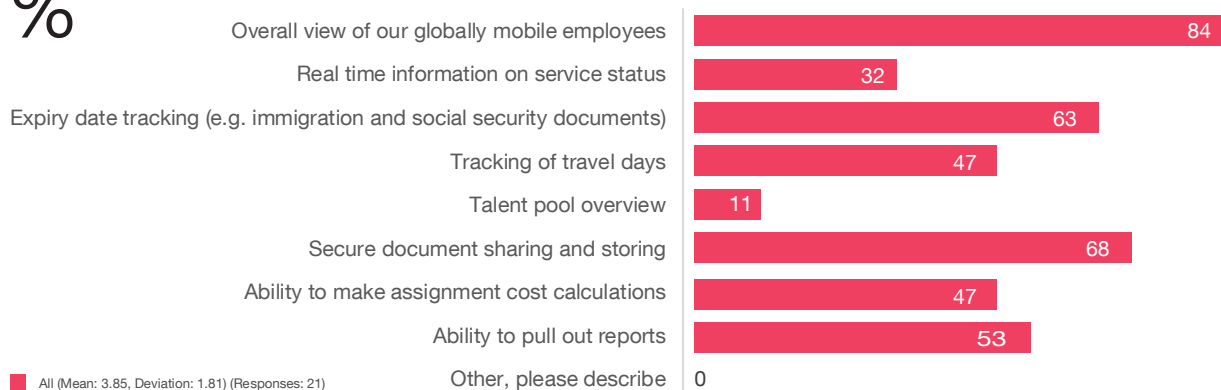
%



■ All (Mean: 2.59, Deviation: 1.27) (Responses: 22)

23. What kind of features are most important to you in global mobility technology?

%



■ All (Mean: 3.85, Deviation: 1.81) (Responses: 21)

24. Where in your organisation is the business traveller population currently owned?

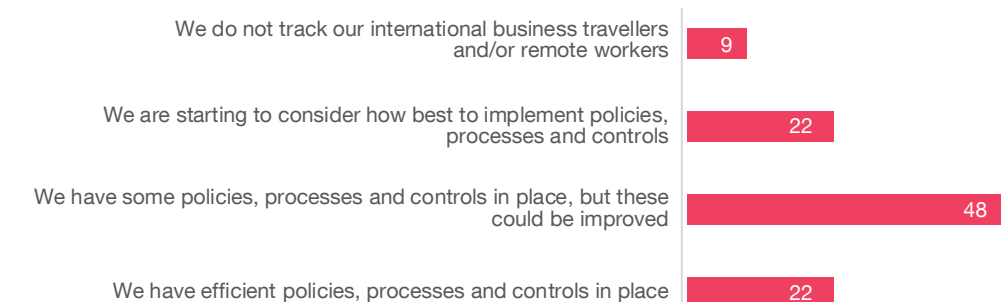
%



■ All (Mean: 4.27, Deviation: 2.11) (Responses: 22)

25. To what extent do you currently have controls in place to track your business travellers and remote workers?

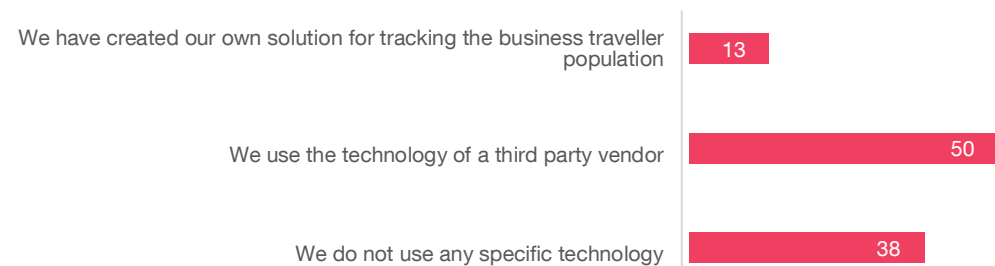
%



All (Mean: 2.83, Deviation: 0.87) (Responses: 23)

26. What kind of technology do you use for managing the business traveller population?

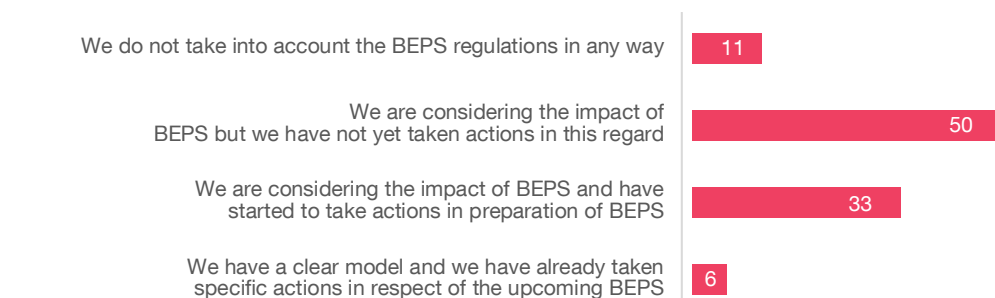
%



All (Mean: 2.25, Deviation: 0.66) (Responses: 16)

27. How have you taken into account the new BEPS (Base erosion and profit shifting - OECD) regulations?

%

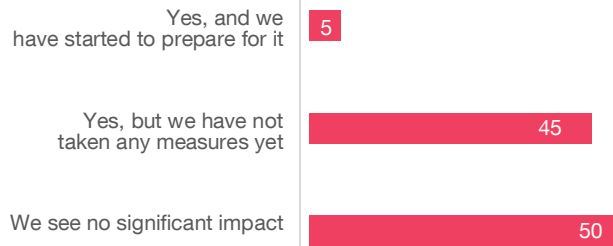


All (Mean: 2.33, Deviation: 0.75) (Responses: 18)

Mobility and Talent Management

28. Do you think Brexit will have an impact on your internationally mobile workforce?

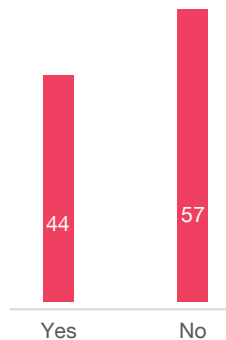
%



All (Mean: 2.45, Deviation: 0.59) (Responses: 20)

29. Do you have a talent pool which you use to select assignees?

%



All (Mean: 1.57, Deviation: 0.5) (Responses: 23)

30. For which of the following reasons does your organisation move employees globally? Please select the three most important reasons.

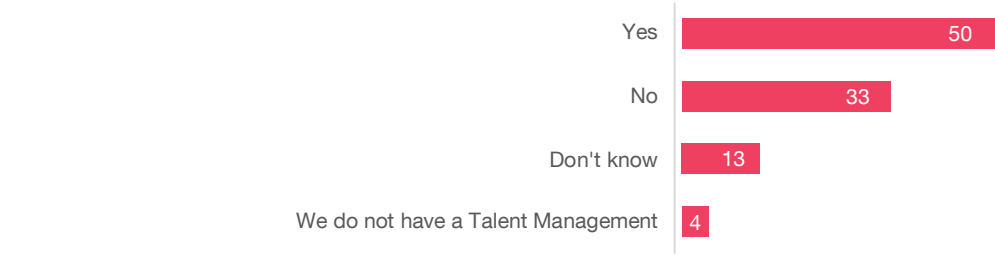
%



All (Mean: 3.06, Deviation: 2.07) (Responses: 24)

31. Is your company’s Talent Management involved in the selection process of the assignees?

%

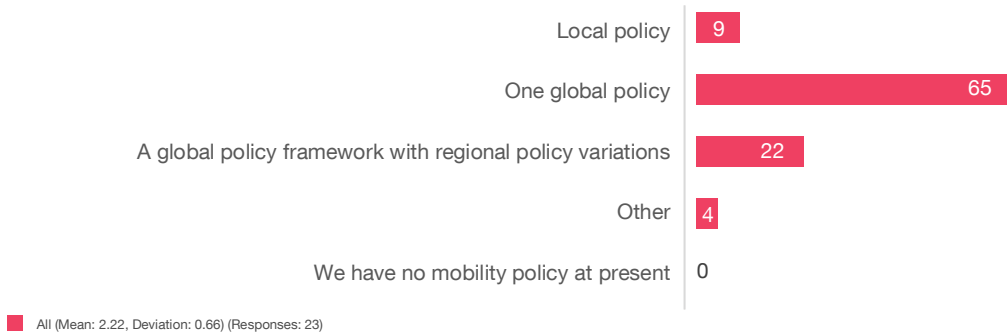


All (Mean: 1.71, Deviation: 0.84) (Responses: 24)

Policy and pay

32. Which of the following best describes your company's mobility policy?

%



33. Do you have separate policies for short-term and long-term assignments?

%



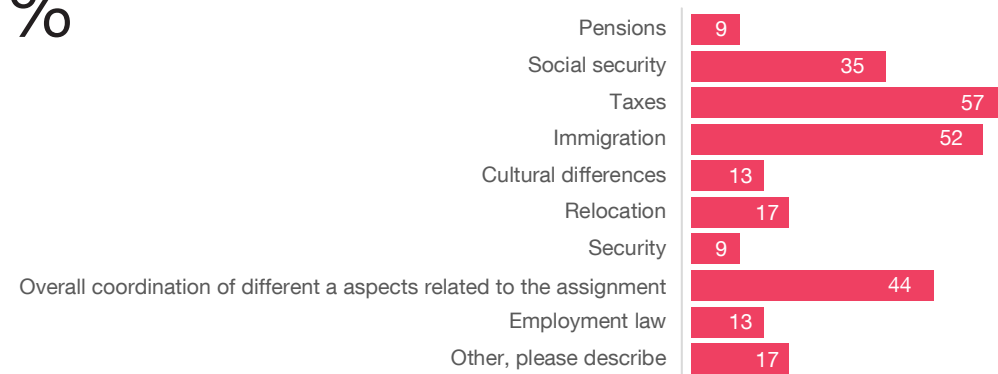
34. Which of the following best describes your organisation's approach to rewarding international assignees?

%



35. What are the three biggest challenges your organisation faces when moving people abroad?

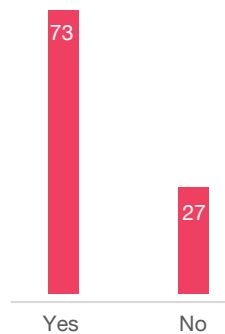
%



All (Mean: 5.0, Deviation: 2.62) (Responses: 23)

36. Do you have a security plan or any other type of risk assessment process for your internationally mobile employees?

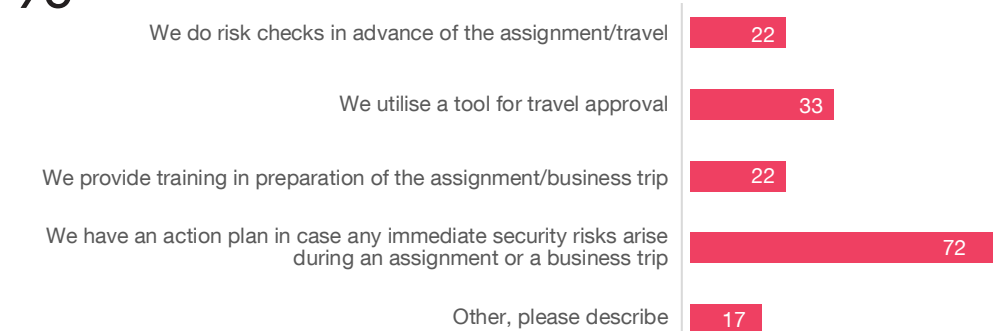
%



All (Mean: 1.27, Deviation: 0.45) (Responses: 22)

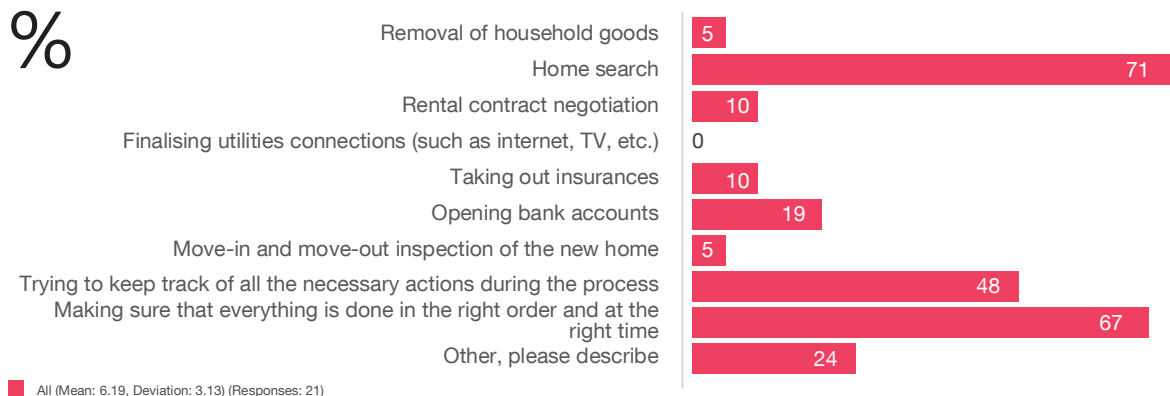
37. If yes, what is included?

%

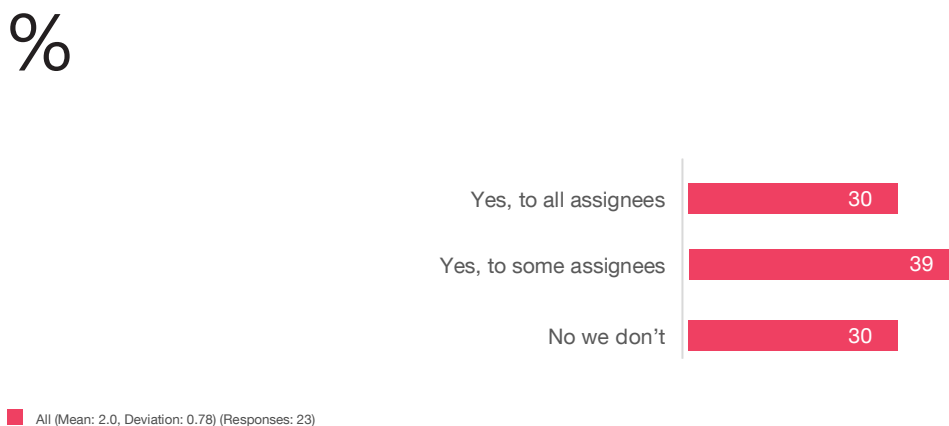


All (Mean: 3.17, Deviation: 1.24) (Responses: 18)

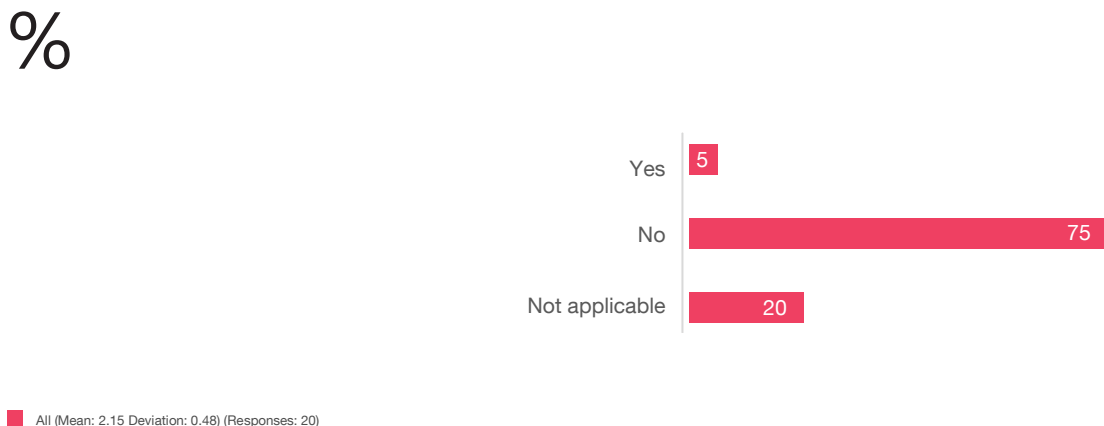
38. In your experience, what are the three most challenging steps of the actual moving and relocation process of the employee and family to the new country?



39. Do you offer intercultural training to the assignees?



40. If you offer intercultural training, is it mandatory for the assignees?



41. In your experience, what are the three most important benefits of intercultural and adjustment training?



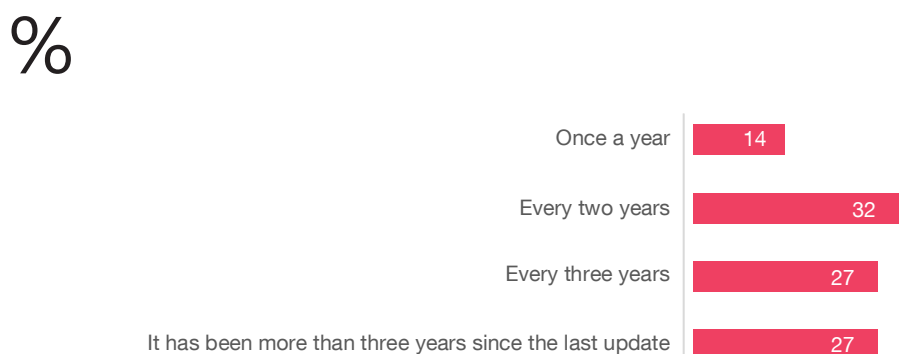
■ All (Mean: 2.73, Deviation: 1.82) (Responses: 19)

42. What kind of support does your company provide for the accompanying partner? (You may choose multiple answers)



■ All (Mean: 33.75, Deviation: 2.32) (Responses: 22)

43. How often do you update your assignment policy?

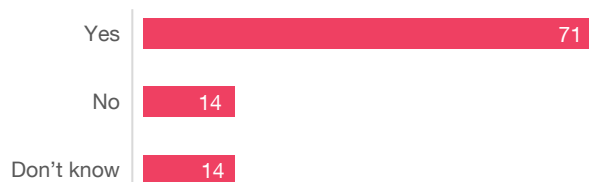


■ All (Mean: 2.68, Deviation: 1.02) (Responses: 22)

Cost and value

44. Does your company prepare assignment cost projections?

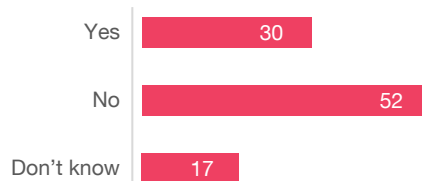
%



■ All (Mean: 1.43, Deviation: 0.73) (Responses: 21)

45. Do you compare the actual costs of assignments to the budgeted costs at the end of the assignment?

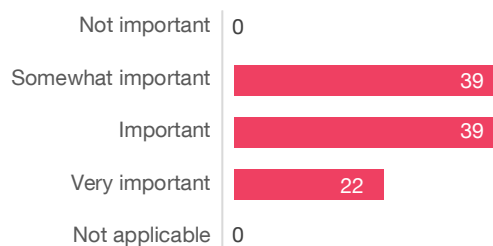
%



■ All (Mean: 1.87, Deviation: 0.68) (Responses: 23)

46. How important is the estimated cost in deciding whether to proceed with the assignment?

%



■ All (Mean: 2.83, Deviation: 0.76) (Responses: 23)

47. Does your organisation currently analyse and report the value generated by your mobility programme?

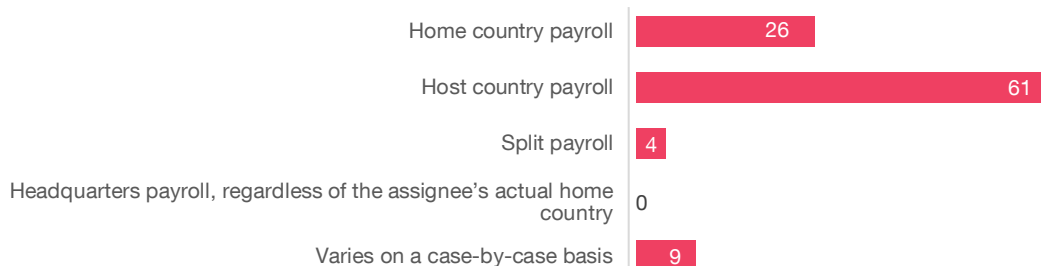
%



All (Mean: 3.18, Deviation: 0.49) (Responses: 22)

48. From which payroll are long-term assignees usually paid?

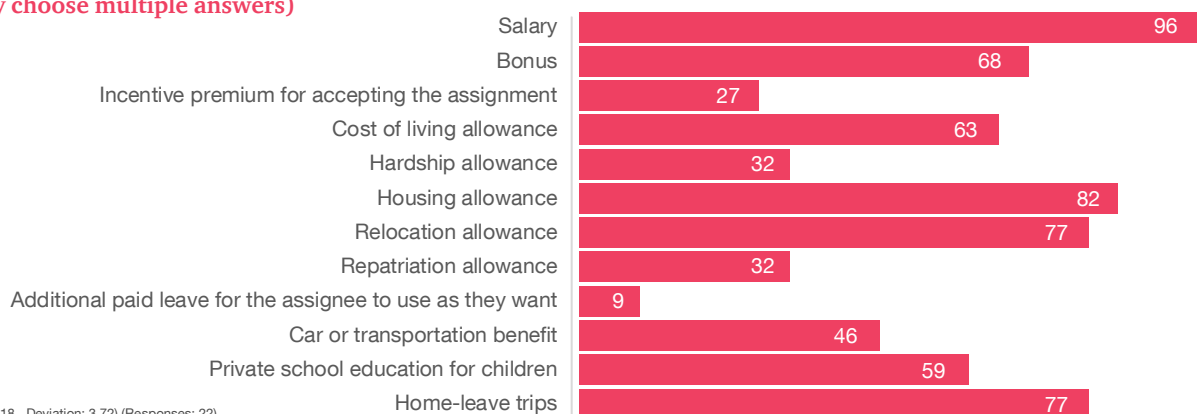
%



All (Mean: 2.04, Deviation: 1.04) (Responses: 23)

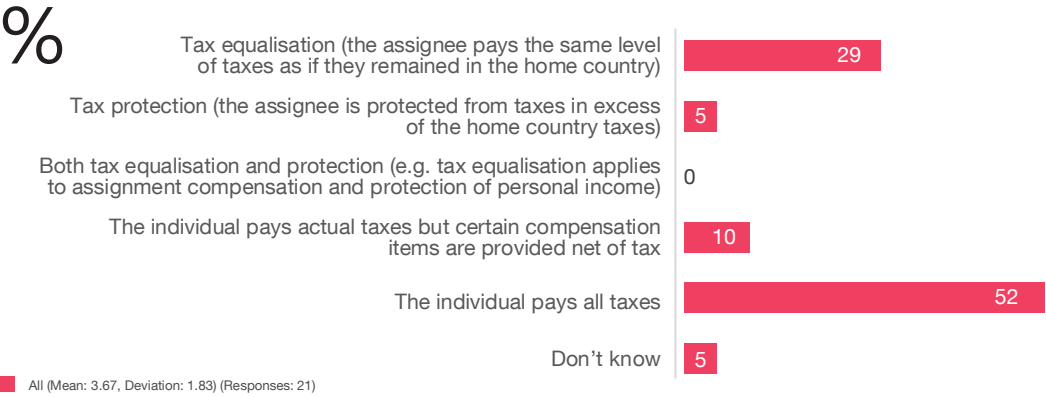
49. Which of the following are included in your company's compensation package for long-term assignees? (You may choose multiple answers)

%

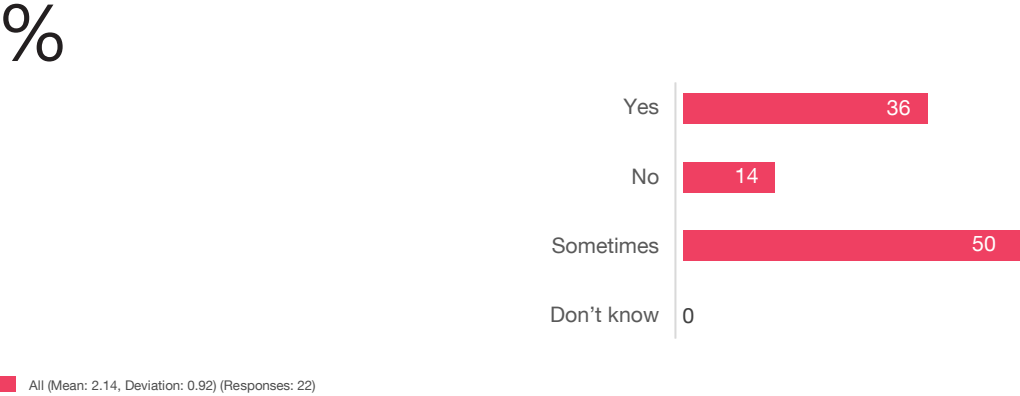


All (Mean: 6.18, Deviation: 3.72) (Responses: 22)

50. What is your company’s tax reimbursement policy with respect to company-provided compensations for long-term assignees?



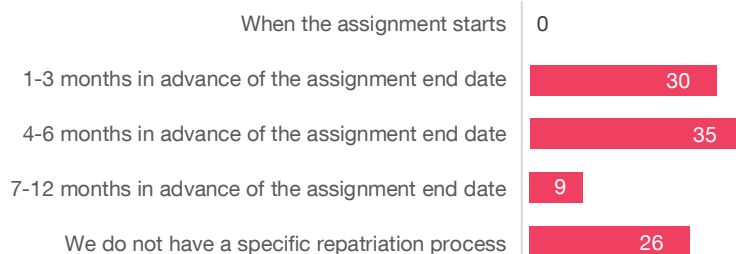
51. Do you track the progress of assignment business purposes during the assignment and evaluate the need for assignment continuation?



Repatriation and assignee retention

52. When do you start the repatriation process?

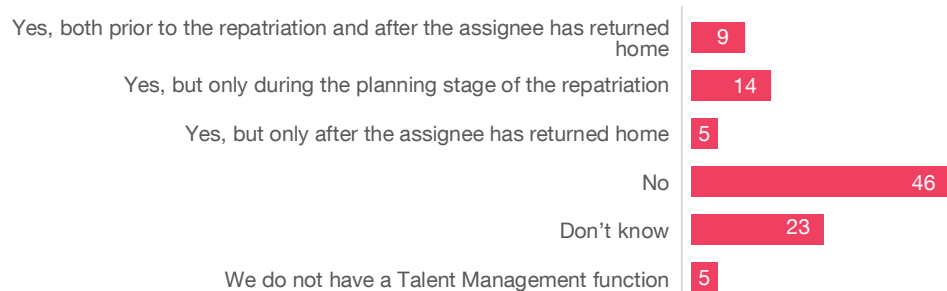
%



■ All (Mean: 3.3, Deviation: 1.16) (Responses: 23)

53. Is your Talent Management involved in the repatriation process?

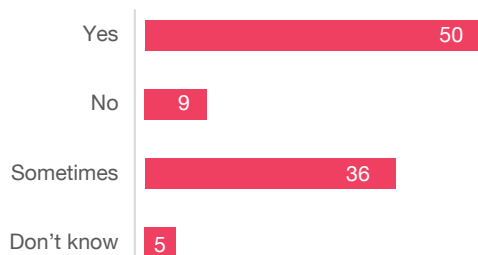
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■ All (Mean: 3.73, Deviation: 1.32) (Responses: 22)

54. Do you follow up with the assignees after the repatriation and keep track of whether the assignees leave the company?

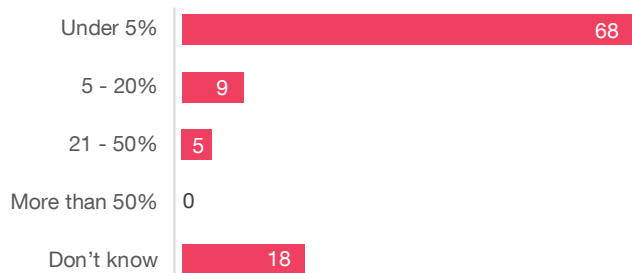
%



■ All (Mean: 1.95, Deviation: 1.02) (Responses: 22)

55. What percentage of assignees leave the company within the first year following an assignment?

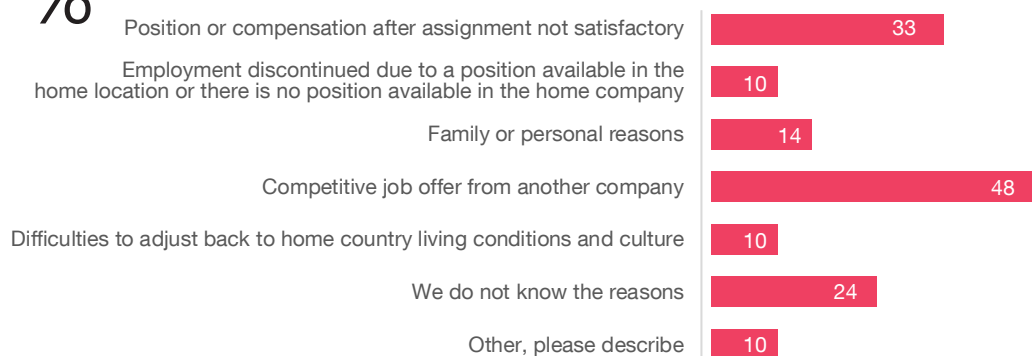
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All (Mean: 1.91, Deviation: 1.53) (Responses: 22)

56. Why do the assignees leave the company after assignment?(You may choose multiple answers)

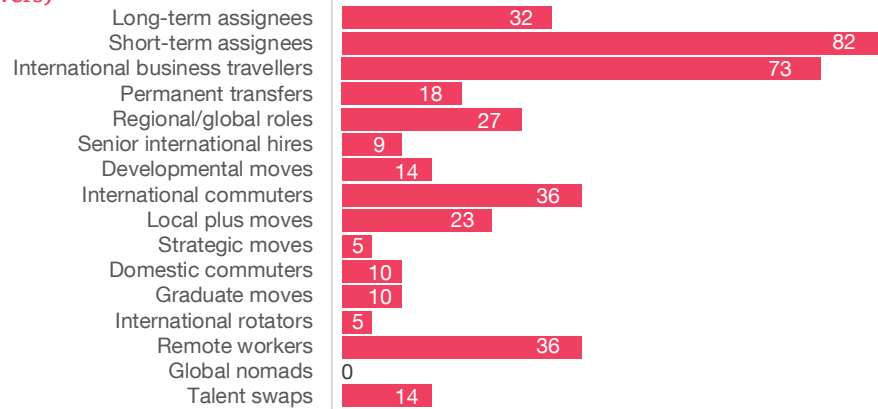
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All (Mean: 3.68, Deviation: 1.89) (Responses: 21)

57. Which types of mobility activity do you think will increase in your organisation over the next two years? (You may choose multiple answers)

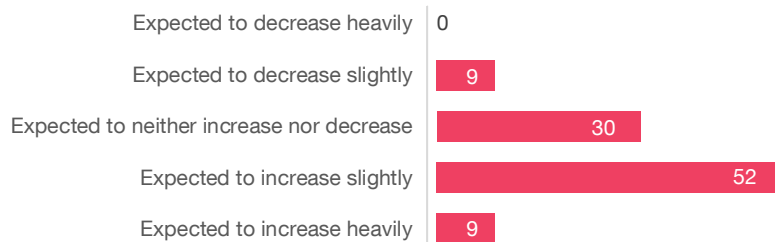
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All (Mean: 5.91, Deviation: 4.46) (Responses: 22)

58. Would you say that the number of individuals on long- and short-term assignments in your company are:

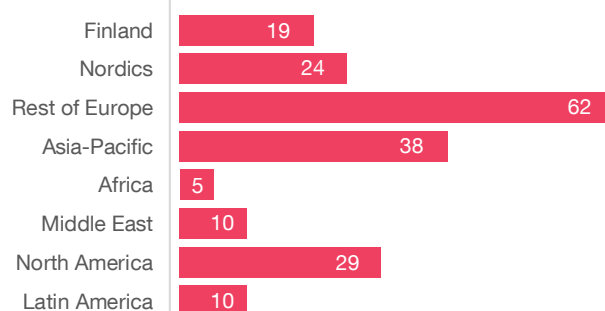
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All (Mean: 3.61, Deviation: 0.77) (Responses: 23)

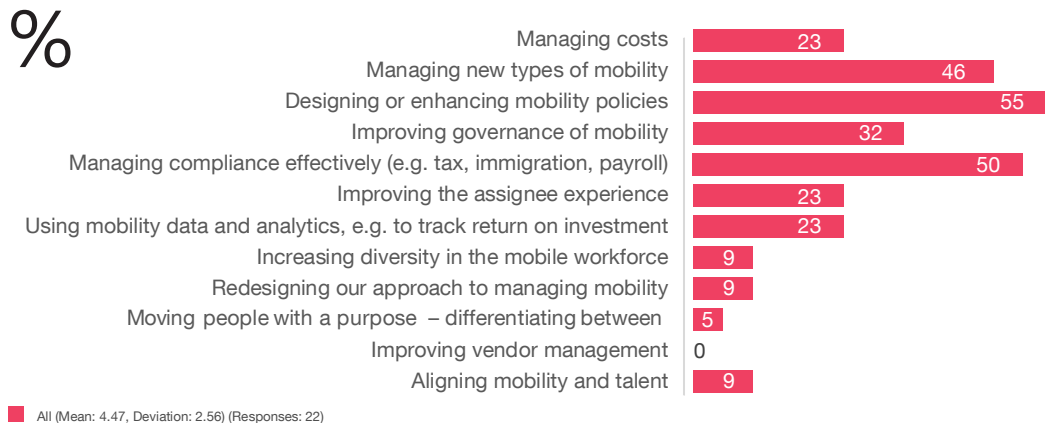
59. In which regions do you anticipate your mobility workforce population to increase? (You may choose multiple answers)

%

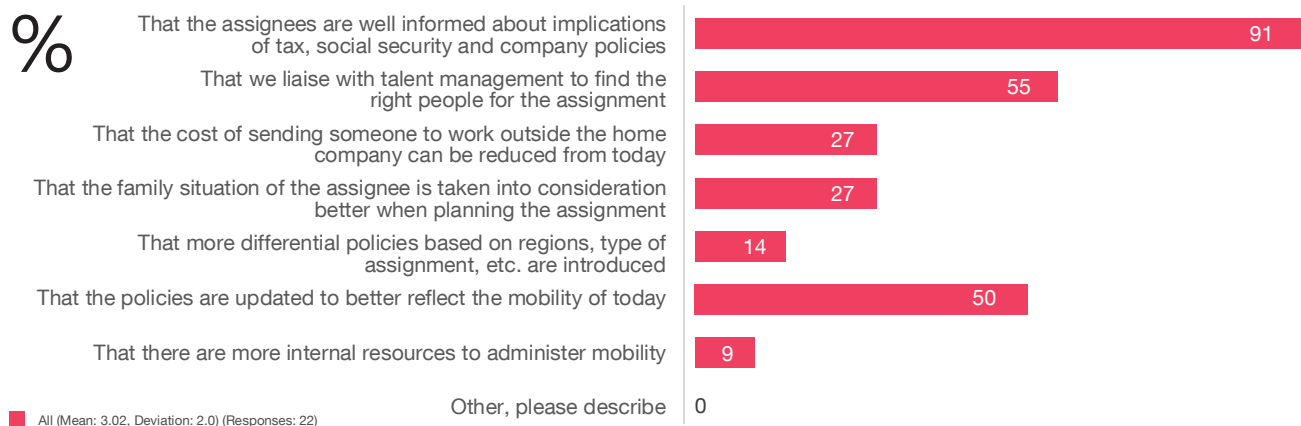


All (Mean: 3.9, Deviation: 2.0) (Responses: 21)

60. Which three of the following are the key mobility priorities for your organisation over the next two years?



61. Which of the following best describes your approach to mobility in the future?(You may choose multiple answers)





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