



turning positive ESG intentions into mobility outcomes @ GWS '23

october 2023



“ Within the mobility industry, regardless of discipline, we have established that ESG* is a vital imperative that cannot be minimized or dismissed. The future is here, and how we collaborate to meaningfully transform our industry in this space is important to not only our evolution but our survival.

Participating in this session was great to kick off innovative ways that we can ideate, implement, and measure to shape our industry now and in the future.

”



Karen Wilks
Cartus VP, Strategic Growth



Andy Conduit-Turner
Cartus Director, Growth Enablement

“ ESG in mobility has reached a point where many of us are aligned on the value and united in intent. Our next challenge lies in gaining traction with practical applications and measuring the impact we can deliver by moving better—over having to resort to simply moving less.

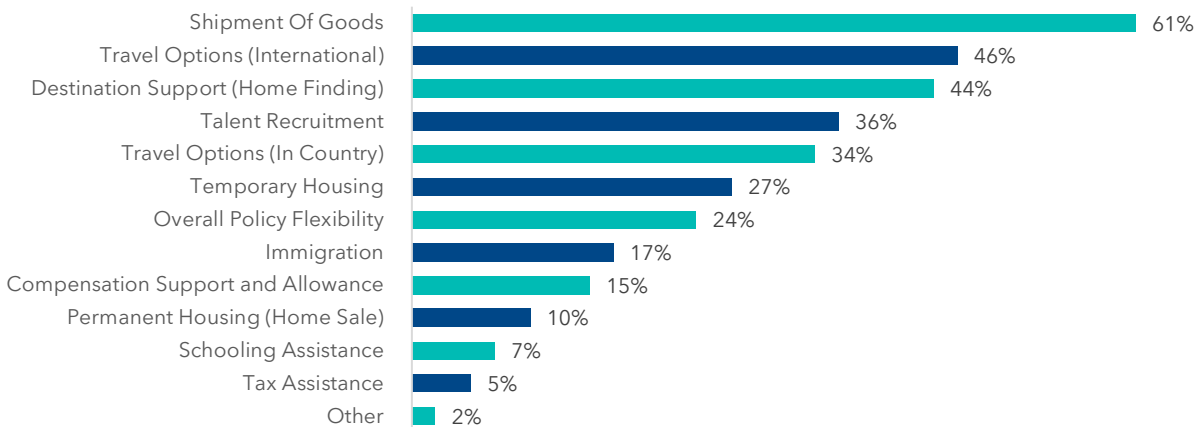
It's times like this that dialogue is so important, gathering experts together to challenge norms, promote innovations, and explore our challenges, whether they relate to immediate wins or long-term strategies.

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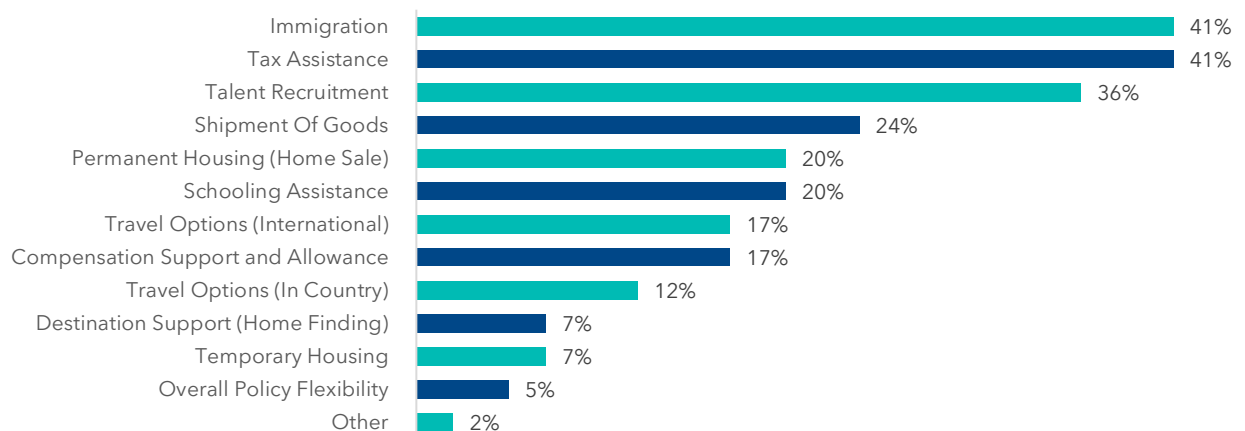
pre-session survey

we surveyed WERC GWS 2023 attendees on where they perceived their biggest opportunities and challenges in pursuit of ESG goals

what areas of mobility do you think present the greatest opportunities to support ESG objectives better?



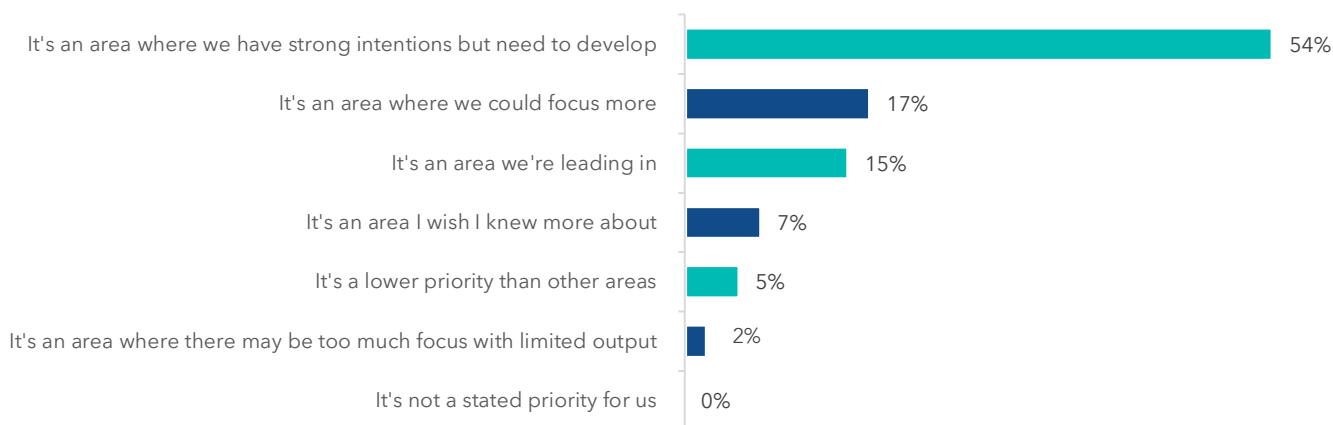
what areas of mobility do you think present the greatest challenges or fewest opportunities to support ESG objectives?



pre-session survey cont.

we surveyed WERC GWS 2023 attendees on where they perceived their biggest opportunities and challenges in pursuit of ESG goals

which of the following best describes your current feelings on the pursuit of ESG objectives?



Responses indicate that most delegates recognize the importance and impact of ESG performance, but over half state that positive intentions require further actions.

Feedback demonstrates a strong perception of opportunities within logistical services, such as goods shipments, travel, and destination support, with compliance and compensation services driving less obvious opportunities.

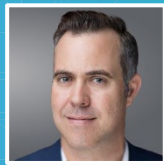


session overview

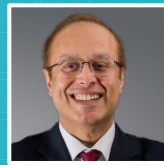
Our goal: To have open, solutions-focused discussions and explore creative ways to move forward with ESG innovations and topics.



Sandy Beyer
Director,
Global Talent Mobility
Salesforce



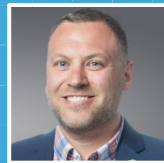
Chris Chalk
Global Mobility Leader
Graphic Packaging
International



Nafees Chowdhury
Principal and Director
USILAW



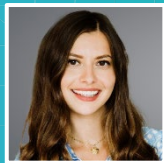
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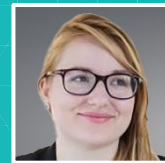
Ray Kirby
Sr. Manager
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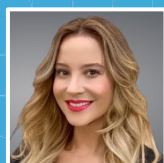
Colleen O'Connor
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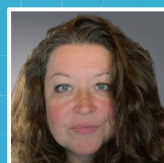
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VP, Operations
Centuro Global



Mariana Symecko
Director, Talent Mobility
Programs and Strategy
NIKE



Erika Reichard
Director,
Distributed Workforce
Solution & Business Process
Cartus



more than 100 mobility
professionals contributed
their passion and expertise...



session overview cont.

As we opened our session, each table leader was given an opening topic or question to begin the conversation, with the flexibility to evolve based on input from their group. Some of our opening topics included:



Sustainability and in-country transportation options



Who should own sustainable service choices?



Ethically leveraging aspirational mobility



Advocating for value-add services in times of cost containment



Minimizing waste and reducing costs in goods handling



Meaningful choices in temporary living solutions



When supporting diverse populations, what level of uptake is needed to invest in services



Virtual orientation and the social, environmental, and cost implications

top takeaways

service innovations



Across our groups, almost every table saw examples of how mobility services may better support ESG goals, creating a great environment to explore broader applications and share outcomes.

Sometimes, we see a gap between the support offered and what employees actually want or need to move sustainably.

key points raised

Understanding the impact and necessity of pre-assignment travel.

Discard & donate programs show promise in reducing waste, but uptake can be limited in certain markets.

A potential for more lifestyle options in orientation with an increased focus on walking scores/public transport for sustainability and local community engagement.

Helping new arrivals live more sustainably.

Considering the overlooked areas by considering that while logistical services are frequently seen as opportunity areas, how can compliance services participate?

further research & next steps

Research connections between mobility and travel to optimize travel for multiple purposes.

A potential to **poll employees** on expectations around in-person orientation and pre-decision and consider nuance between locations and housing market timings.

A potential for greater **research** on the overall value beyond shipment size reduction that encompasses emissions and end-to-end overall costs—consider seeking coverage in additional markets and pilots to incentivize participation.

Collaborate to **gauge employee interests**, determine key markets, and better measure the impact.

Provide more local integration options by reducing reliance on expat products and services and increasing home energy efficiency and sustainability.

The traditional “basket of goods” data could have limited relevance to a more diverse population—this could be a **potential white paper topic**.

Does the role of remote work distort things further? A potential opportunity for **further assessment**.

top takeaways

network collaboration



Discussion groups with representation from various fields at all levels of the value chain provided strong feedback on the need for support in both directions with a focus on open communication and assistance to articulate value when advocating for sustainable solutions.

Sustainable changes require education, communication, and a little pressure.

key points raised

Seeking innovation from service delivery teams to enable change and increase the flow of ideas.

A focus on unified metrics—supplier feedback captures challenges with participation on various metrics and expectations.

Exploring the idea of sharing resources to help everyone succeed beyond the competition.

There are challenges measuring success and driving uptake.

Navigating costs—with procurement often driven by cost, there is an emergent need for more discussion on the financial value of sustainable options beyond the initial spend.

further research & next steps

Case studies to be built to gain traction for broader use—potentially seek corporate involvement with [piloting solutions](#), with RMC support to capture the impact.

[Develop shared metrics](#) and mobility-wide recognition of what behaviors or programs should be considered sustainable and what should be a baseline expectation on performance and certifications.

Explore if there is a potential to create more [forums for sharing best practices](#) to support peers with engagement.

RMC and corporates to [collaborate to support the education](#) of downstream teams.

Seek more openness to [enable and pilot innovative service offerings to assess the impact](#)—more data on performance may drive further utilization.

[Further engagement with procurement partners](#) on the value of ESG-satisfying solutions with financial equivalents.

top takeaways

accountability



A healthy discussion surrounding ultimate ownership of ESG changes as owners look to understand the balance between enabling individuals and driving ownership and mandatory changes at a business level.

Offering choice is a huge component. Providing options to be sustainable is good, but we need to add visuals to policy. Policy can feel silent in this area, so it's important to speak to and show our values.

key points raised

Avoiding compliance shock by understanding changing legislation and avoiding greenwashing.

Collective engagement—aligning values across the business, employees, policies, and suppliers to create a shared vision is highlighted as a key success factor.

Enabling individuals to make sustainable choices—the company offers options with RMC counseling employees on the impact and meaning of their choices.

Business vs individual—recognition that there is a balance to be achieved, and not all approaches may be identical.

further research & next steps

Collaborate and plan by exploring business reporting needs for SEC/EU compliance and mobility contributions—prepare mobility to help lead the business vs. respond.

Collaborate on barrier removal by seeking network opportunities to raise needs with compliance bodies (ex. tax, insurance) to support changes.

Explore R&Rs of employers, RMCs, suppliers, and individual expectations on promoting ESG values and solutions.

Establish business priorities to match individual goals and culture.

top takeaways

designing policy



Many contributors mentioned that companies' focus on sustainability could be better reflected in their policy wording to encourage engagement, in addition to aligning mobility with overall business values better.

In a future state, could relocating families be provided with a carbon budget to manage?

key points raised

Balancing ESG goals against customer needs—how can we tackle the perceptions of quality and manage preferences (e.g., electric vehicles vs 4X4 or recycled vs new boxes)?

Managing geographical differences—key points such as energy grids, public transport infrastructure, and material availability may currently mean different levels of participation—does this make the policy too complex?

Choosing our words wisely when designing an ESG serving policy in order to state business position and promote engagement.

Policy design principles—if ESG performance is a priority, we should be reevaluating policies based on how well these factors are represented and understanding the key values.

further research & next steps

Further discussion on overall accountability and whether ESG progress should be enabled and encouraged or treated as a policy standard.

Global benchmark on social and environmental performance and policy by country to support regional and country nuances.

Policy review workshops to seek opportunities to advocate for sustainability and drive action like previous work on inclusivity.

Further development of radical solutions, such as providing a carbon budget for moves or providing lower-carbon variants of all services.

top takeaways

the role of technology



Technology was frequently identified in discussion groups as a key enabler of change and the measurement of performance that it can drive.

We have an opportunity to look at things from a corporate rather than pure mobility position—if an area of ESG is a focus, we should seek metrics that feed into that.

key points raised

The need for data—with measurement driving progress, there is an appetite from all areas in the chain to access more information to measure the impact.

Enabling collaboration—more advanced technology, with a strategic partnership, may allow more complex frameworks to enable circular economies, eliminate waste, and create connections.

Compliance—our ability to comply with incoming rules efficiently and coherently may be heavily supported by technology to optimize administration and properly calculate impacts.

Remote work is recognized as one of the most significant, technology-enabled changes in working practices in recent years. For many, this is here to stay, and there is an ongoing focus on not only compliance impact but the social and environmental effects.

further research & next steps

Outline metrics that add value and assess how they can be consistently captured and leveraged to advocate for change.

Explore AI—could enhanced technology support greater cross-company collaboration to minimize waste and optimize support?

Support data availability and reporting to enable more diverse and sustainable solutions and include output quantification.

Research/white papers on the long-term impacts of remote and hybrid work, not only on compliance but also on the impact of the social integration of arriving employees.



conclusions

Across our discussions, people presented a diverse range of thoughts and creative energy. Some common trends struck our team:

- an appetite for more discussion across groups to enable change
- a desire for impact analysis and data to advocate for innovation
- an understanding that progress may take time but is essential for long-term success
- the ongoing need to balance ESG success with other elements, including experience and cost



next steps

The discussions in our session showcased a great deal of passion for continued improvement, in addition to concerns over challenges and some impacts. Our most commonly heard sentiment was that we must collaborate across levels and organizations to succeed in achieving ESG goals, furthering innovations, and better capturing the value mobility can provide in these spaces.

We will continue to harness our collective creativity, further development, research, and solution-specific projects. Our main takeaway at the end of this session is that it is only the beginning of a longer journey.



Check out our *Mobility Matters* podcast for insights into the relocation industry!

cartus.com/podcast



inspired by these discussions? want to participate in the next steps?

Following our session, our teams hope to continue to make progress with a number of the solutions that generated the most excitement and questions.

Whether you attended the live discussion or not, if you are:

- interested in furthering the ESG performance of your mobility program
- looking for sustainable innovations
- are seeking solutions to your ESG challenges
- have a great example you would like to share...



get in touch and join the ongoing conversation