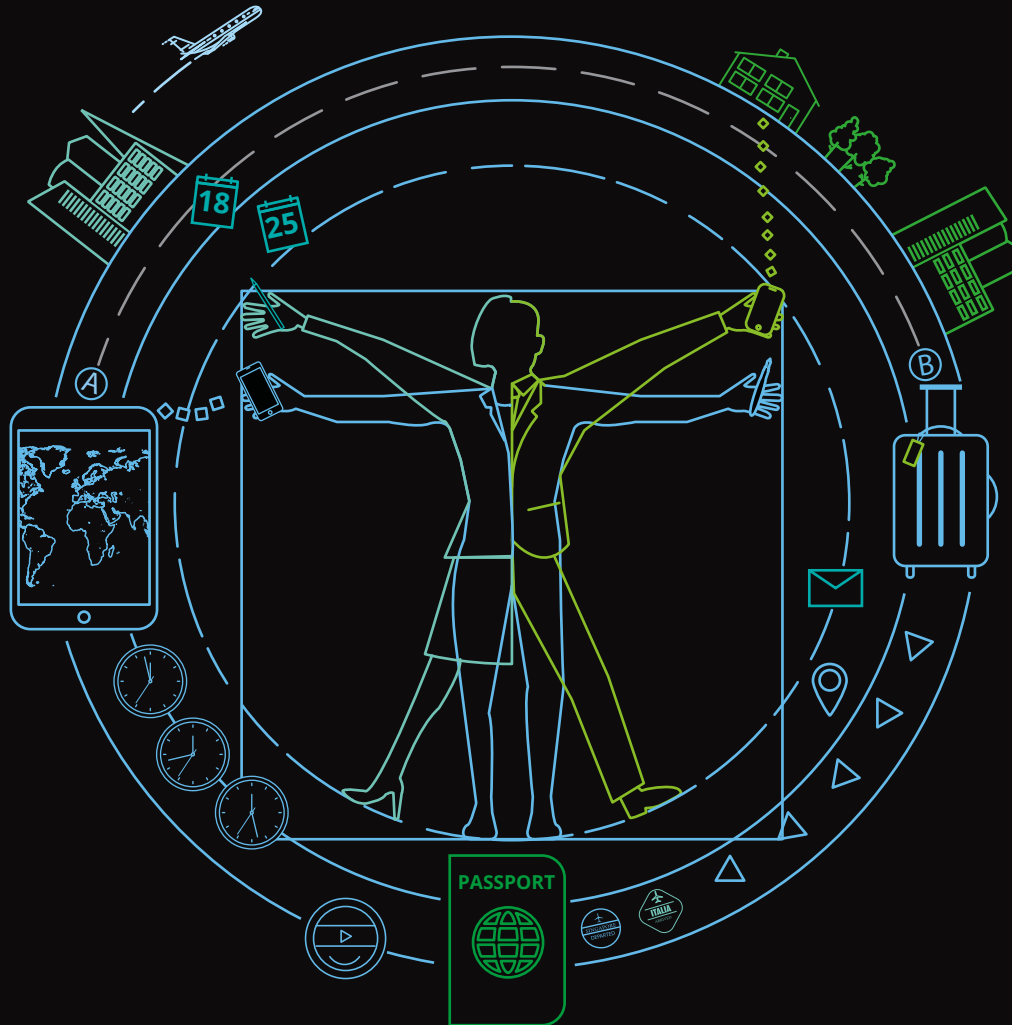


Deloitte.



Immigration and Global Workforce Consulting
Transforming your immigration program

Contents

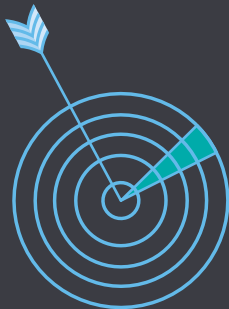
- Introduction 03
- Global mobility megatrends 04
- From re-active to pro-active delivery models 06
- Re-imagining your immigration program 08
- Demands being placed on immigration programs 10
- The immigration journey 12
- Immigration program maturity 14
- Making immigration digital 16
- Deloitte immigration consulting support 18
- Strategy 18
- Operations 19
- Your contacts 20

Global mobility megatrends

There are

224m

international migrants globally (or 3.3% of the world's population), with work being the number one reason why people migrate internationally.



5%

of organizations consider themselves 'world class' in managing their mobile population.

68%

of organizations agree that a mobile workforce is an enabler of business and talent strategies.

Source: 2018 Deloitte Global Human Capital Trends Survey

Introduction

At Deloitte we work with organizations across industries, with various scales of employees who make-up their international mobility programs; from just a handful of foreign national local hires to thousands of international assignees.

All these organizations are unique in their mobility program set up and showcase a range of program maturities; from digital technologies to enhance employee experience to relying solely on spreadsheets for their compliance tracking.

However despite program differences, one challenge we are constantly being asked to help solve is:

"How can we design an immigration program that supports a pro-active compliance culture within our organization?"



Of course, many other challenges have cropped up whilst we support our clients, such as:

- "How can we lower the costs of international travel?"
- "How can we provide our employees with a better mobility experience?"
- "How can we provide our business with immigration and legal requirements knowledge upfront to support expansion strategies?"

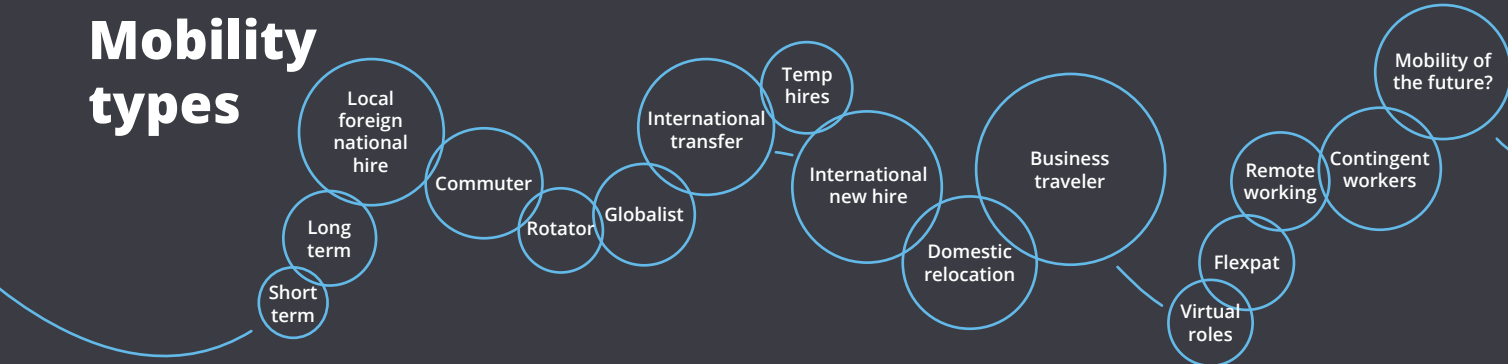
This brochure has been designed to showcase some of our methodologies on how we tackle these challenges and provide considerations to help you evaluate and design a robust immigration program. A robust immigration program is one that is compliant with strong program foundations, but yet agile enough to adapt to external environment changes and changing employee and business needs.

We welcome you to contact any member of our Deloitte team should you wish to discuss your immigration program compliance challenges with us – we love a challenge and would love to help solve yours with you!

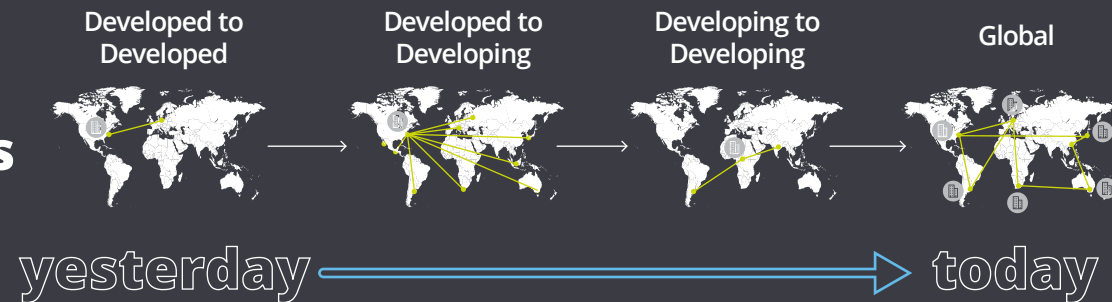
Mobility is...

1 diversifying

Mobility types



Mobility locations

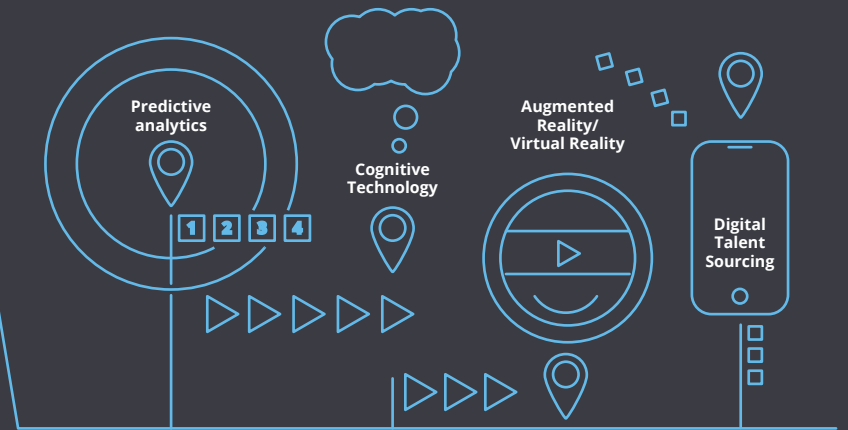


2 humanizing 3 digitizing



Humanizing the experience is where you see the experience through the lens of the users and design it with them at the forefront of your mind. Users include employees, the business, HR, the mobility team.

To immerse yourself into how they feel during mobility interactions helps you to develop a holistic program that is provides a positive experience.



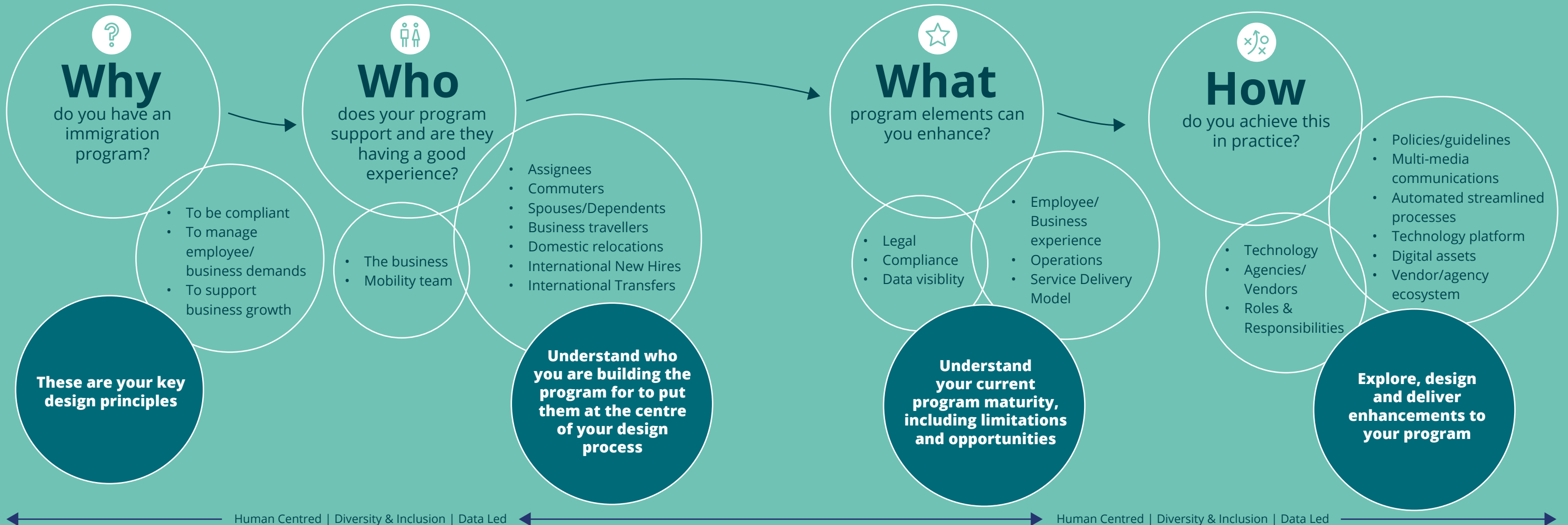
From re-active to pro-active delivery models

Traditionally organizations took a somewhat reactive approach to immigration compliance; with immigration being an after-thought once a business strategy or an individual move decision had been made. This undoubtedly resulted in frustrations, brought on by delays and inefficient cost practices, whilst the business and employee wait for the necessary immigration compliance to be in place.

But in the current immigration climate this approach is not sustainable and we are increasingly seeing clients re-design their immigration program. There has been a shift from segmented service delivery models, with insufficient compliance tracking, to programs that both operationally and strategically support the business and employee's needs; whilst meeting the compliance requirements across their jurisdictions.

Re-imagining your immigration program

Deloitte's framework allows organizations to design a cross-border immigration program, through a human centred, diversity & inclusion, data led approach. The framework encourages you to first reflect on why you have an immigration program before creating the practical tools and materials that allows an organization to achieve a program that is not only compliant, but also meets employee and business needs.



Demands being placed on immigration programs

When evaluating why an immigration program is important to your organization, there are a multitude of complexities, trends and demands that should be considered.



Employees want a seamless and easy experience

- Employees are often expected to navigate complex systems and processes when moving overseas; immigration is just one piece of the relocation puzzle with employees also navigating tax, social security and the physical move.
- Mobility programs are moving towards providing a personalized, agile and holistic employee experiences; being used to attract and retain top talent.
- Most employees understand that there may be elements of the visa processing that is out of their employers control. What they seek is transparency in the process and fundamentally a successful visa application as the end result.



The balance between reducing costs whilst tightening controls

- In some countries organizations are facing higher processing fees due to an increase in restrictive immigration policies.
- With increased fees outside of their control, organizations are having to review the immigration program for cost optimization e.g. activities which are high volume and highly standardized are tasks generally better suited for shared service centers or automation.
- At the same time organizations must adhere to the controls governments set, such as the tracking of their foreign workforce to monitor compliance responsibilities, adhering to right to work requirements and managing sometimes sudden compliance and legal updates.



Businesses want talent on demand, and don't like waiting

- 68%¹ of organizations agree that “a mobile Workforce is an enabler of business and talent strategies”.
- Organizations want their people on the ground as soon as possible, and do not want immigration to be a ‘blocker’.
- For the business to continue to secure international new hires, an attractive immigration program will help promote the organization. Employees are now making decisions as to whether to interview and/or accept a role based on the depth and success of an organization's immigration program.

¹ Deloitte Human Capital Trends 2018



Country political uncertainties & increased regulations

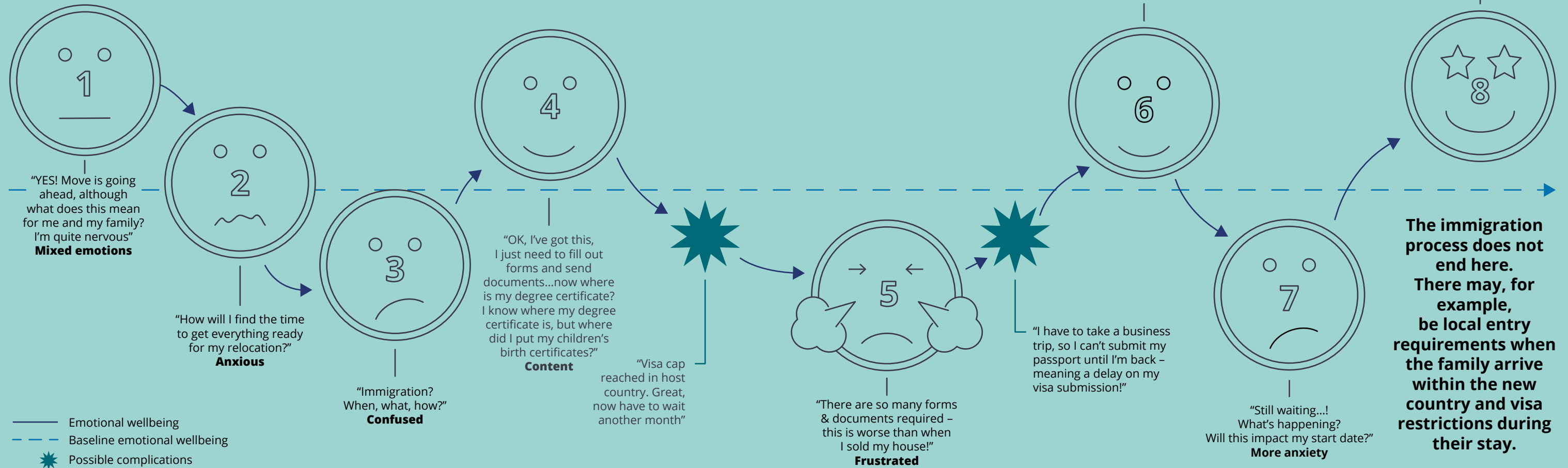
- Increasingly countries are restricting immigration agendas, with rationale of protecting the resident labour force. This not only leads to difficulty in obtaining visas, it can result in organizations having to promote the host country as a welcoming place.
- Any potential change to immigration rules could affect access to talent, or your talent already in a certain country.
- A clear communications strategy is required which delivers strategic insight to business stakeholders and keeps your global workforce informed of the impact of any regulation changes.

A robust immigration program is now, more than ever, a necessity.

The immigration journey

When it comes to travelling overseas for work, immigration can be an emotive topic. The below showcases the typical ups and downs an employee experiences whilst obtaining the necessary visa allowing them to live and work in a new country. Many factors remain outside of an organizations control, such as visa processing times, however there are a number of internal program enhancements and digital assets that can be implemented to support the employee and their families – thus reducing the dips in their experience.

Obtaining a visa




Immigration program maturity

There is not a 'one size fits all' approach to immigration programs. The design of a program will depend on a great many factors including what countries make up your mobility traffic lanes, the purpose of international travel and your move volumes. Deloitte's immigration program maturity model has been designed to simply give you a flavor of what a program comprises of against different levels of maturity. Reviewing program maturity levels may help to discover opportunities for enhancements in your own program.



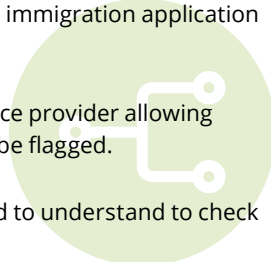

"What program?"

- In-house advisors only become aware of immigration or legal requirements if it becomes a problem.
- Limited use of technology.
- Unable to accurately confirm location of workforce at any given time.
- No formal immigration policies in place.
- Sporadic use of vendors, in-house and/or employees/ business managing immigration.
- Instances of non-compliance of immigration; Right to work (RTW) checks and/or instances of illegal workers.
- No integration with travel service provider/s.
- Business and employees unaware of immigration risks to business related travel.


"We have the basics"

- Standard tracking technology.
- A RTW compliance process.
- RTW documents saved on HR platform for compliance.
- Standard process in place for initial immigration checks and initiations for vendor support.
- Formal immigration policy.
- Basic immigration knowledge in-house to be able to spot initial risk areas.
- Structure and consistency around immigration application processes (i.e. in-house/vendors).
- Program is linked with travel service provider allowing potential non-compliant travel to be flagged.
- Business and employees educated to understand to check before they travel.

"We've got this pretty much covered"

- Roles and responsibilities of in-house and external immigration processes clearly defined with workflow steps.
- In-house teams within organization educated to ensure compliance – onboarding, recruiters, etc.
- Use of advanced technology, including automation and robotics for cost efficiencies.
- Employees self-initiate and follow immigration visa process via an employee platform.
- Robust vendor management with SLA reporting and continuous service enhancements.
- The entire process is quiet and seamless; with limited noise in the system to indicate compliance or process difficulties.
- Regular stakeholder and employee communications.
- Governance and escalation framework in place covering all your move types and locations.



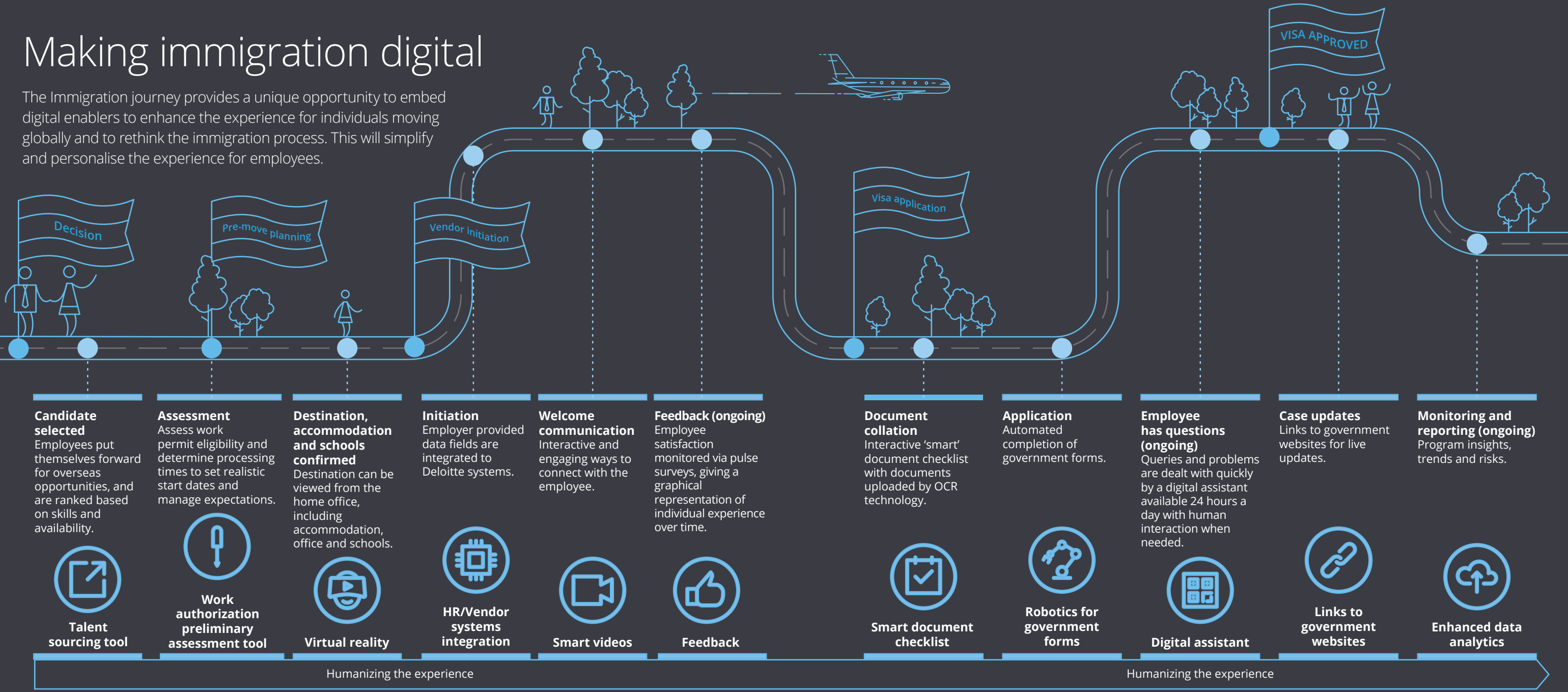

"One word... Iconic"

- Employees check immigration requirements prior to booking trips through a self-service technology.
- Dedicated regional mobility teams in each region supporting immigration, be that via in-house or external vendor support, with roles and responsibilities clearly defined.
- A 24/7 immigration and legal service, with a central management oversight and governance.
- Continuous enhancements being made to maintain iconic status through reviewing employee and business feedback in real-time.
- Vendors offer a personalized and integrated service for employees and their family members, with an on-site presence and regular information sessions.
- Global immigration/mobility technology platform integrated to internal and external systems to pass data seamlessly.
- In-house team keep abreast of regulation changes that impact employees and business strategy and push out regular communications to bring simplicity to complex issues.
- Immigration, legal knowledge and data driven insights form part of business strategy discussions e.g. HQ moves, new locations etc.
- A global RTW compliance process.
- Influence talent planning and national governmental policy agenda.



Making immigration digital

The Immigration journey provides a unique opportunity to embed digital enablers to enhance the experience for individuals moving globally and to rethink the immigration process. This will simplify and personalise the experience for employees.



1 Candidate selected
Employees put themselves forward for overseas opportunities, and are ranked based on skills and availability.



Talent sourcing tool

2 Assessment
Assess work permit eligibility and determine processing times to set realistic start dates and manage expectations.



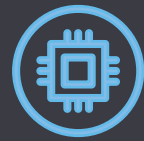
Work authorization preliminary assessment tool

3 Destination, accommodation and schools confirmed
Destination can be viewed from the home office, including accommodation, office and schools.



Virtual reality

4 Initiation
Employer provided data fields are integrated to Deloitte systems.



HR/vendor systems integration

5 Welcome communication
Interactive and engaging ways to connect with the employee.



Smart videos

6 Feedback (ongoing)
Employee satisfaction monitored via pulse surveys, giving a graphical representation of individual experience over time.



Feedback

7 Document collation
Interactive 'smart' document checklist with documents uploaded by OCR technology.



Smart document checklist

8 Application
Automated completion of government forms.



Robotics for government forms

9 Employee has questions (ongoing)
Queries and problems are dealt with quickly by a digital assistant available 24 hours a day with human interaction when needed.



Digital assistant

10 Case updates
Links to government websites for live updates.



Links to government websites

Monitoring and reporting (ongoing)
Program insights, trends and risks.



Enhanced data analytics

Humanizing the experience

Humanizing the experience

Deloitte immigration consulting support

As well as providing individual support to your mobile workforce, by assisting and providing advice on visa applications, Deloitte can also provide your organization with strategic and operational consulting across your immigration program.

Strategy

Workforce planning

Immigration analysis and program design consideration when expanding your operations into new countries.

Bespoke compliance review

During political uncertainty or impending immigration changes, our specialists can undertake a change impact review and provide considerations to a program re-design or suggest simply tweaks to maintain business as usual.

Compliance Impact Lab

Investigate your current state and evaluate how a significant change in a countries political make-up/immigration rules may impact your organization and immigration compliance controls.

Immigration Lab

Take a step back and review your immigration program, working through Deloitte's immigration building block methodology, to design a program that meets both your current and future needs.

Digital strategy

Innovative solutions to enhance employee, recruiter and business experience:

- Video immigration briefings
- Interactive videos
- Initial immigration assessment
- Digital delivery of immigration content and knowledge.

Global Workforce Lab

This Lab will allow you to uncover:

1. **Why** do you have a mobile workforce?
2. **Who** makes up your mobile workforce?
3. **What** should a great service look and feel like?
4. **How** do you achieve this in practice?

Operations

Immigration training

Learn the fundamentals of immigration compliance, including:

1. Your responsibilities as an employer
2. Visa options, requirements, process, timeframes and application costs.

Training is country specific, please speak with us to discuss your training needs.

On-site support

Deloitte resources working as a part of your Mobility/HR team to support program analysis, design and/or implementation, or simply supporting your business as usual during a busy period or resource gap.

Robotic Process Automation (RPA)

Design and implementation of RPA technologies to drive cost and operations efficiencies, freeing up your internal teams time to provide more consultative support to the business.

Health check audit

Immigration and/or legal compliance review to highlight any possible gaps in your compliance procedures.

Multi-media communications

Design and implementation of digital communications to deliver complex content in a simple and intuitive manner leveraging digital channels e.g. gamification.

Operations review

Review of your current processes to identify opportunities for experience and cost saving enhancements.

Immigration dashboards

Analytic dashboards designed to allow you to track the immigration status of your workforce and obtain strategic insights.

Your contacts



Richard Goodwin
Global Workforce Co-Lead
+41 58 279 8703
rgoodwin@deloitte.ch



Ross Hamilton
Global Workforce Co-Lead
+41 79 272 2381
rosshamilton@deloitte.ch



James Lefèvre
Global Workforce Consultant
+41 58 279 8699
jalefevre@deloitte.ch



Soorej Mannancherril
Immigration Consultant
+41 58 279 6558
smannancherril@deloitte.ch

www.deloitte.co.uk/globalworkforce

Deloitte.

This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte AG accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte AG is an affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see www.deloitte.com/ch/about to learn more about our global network of member firms.

Deloitte AG is an audit firm recognised and supervised by the Federal Audit Oversight Authority (FAOA) and the Swiss Financial Market Supervisory Authority (FINMA).

© 2019 Deloitte AG. All rights reserved.

Designed and produced by 368 at Deloitte. P00234/J18475