

Annual Report



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ENGAGE INSPIRE EDUCATE

FY17 AT A GLANCE



14 MASTER SERIES EVENTS IN
7 COUNTRIES

1,200+ SUMMIT ATTENDEES IN
6 GLOBAL LOCATIONS

AMERICAS MOBILITY CONFERENCE &
GLOBAL WORKFORCE SYMPOSIUM:

23% CORPORATE REGISTRATION,
AND HIGHEST FIRST-TIME
CORPORATE ATTENDEES IN

5 YEARS



16% INCREASE IN CRP® CANDIDATES

2016 CRP® EXAM SITES: **12**

2017 CRP® EXAM SITES: **97**

ADDED **549** NEW GMS® DESIGNEES

MORE THAN **5,555** PROFESSIONALS IN

66 COUNTRIES
HAVE EARNED THE GMS®
DESIGNATION

DEVELOPED **4** NEW SIGNIFICANT
ONLINE COURSES



177% INCREASE IN TWITTER
AMPLIFICATION



+3,070 NEW LinkedIn
COMMUNITY MEMBERS
FOR

+14% GROWTH



34 MERITORIOUS SERVICE AWARDS

25 DISTINGUISHED SERVICE AWARDS



THE FOUNDATION FOR WORKFORCE
MOBILITY HAS CONTRIBUTED NEARLY

\$400,000
IN CUMULATIVE CHARITABLE
DONATIONS SINCE ITS INCEPTION
10 YEARS AGO, AND DONATED

\$10,250

TO FAMILY PROMISE, ITS NAMED
CHARITY, IN FY17

IN PARTNERSHIP WITH

11
REGIONAL GROUPS,

AWARDED **\$11,000**
IN SCHOLARSHIPS

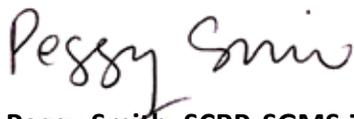
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very three years, your Board of Directors undertakes strategic planning to secure the relevance and future of the association. This report's theme - "engage, inspire, educate" – reflects the strong goals that emerged in that planning cycle. These goals embody the concepts and commitments that our leadership and organization will demonstrate as we move forward.

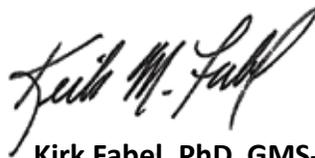
The mobility industry supports the success of scores of employers each year that are building a globally proficient workforce through some of the most significant challenges ever encountered. As we engage, inspire and educate our members, we seek to connect professionals, companies and countries around the world who have a passion for excellence in talent mobility. And as coming years unfold, the progression of these three goals will reveal the planning and foresight that was initiated in FY17.

Inside, you'll find a narrative about our activities under these three goals. Also highlighted: the organization's commitment to transparency, with financial information drawn from statements audited by accounting firm Tate & Tryon for our fiscal year ended March 31, 2017.

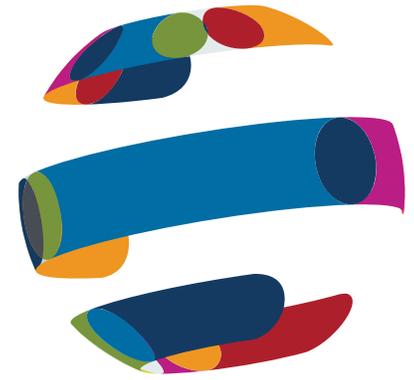
Worldwide ERC® is proud to be the voice and advocate for the knowledge and partnership that defines our profession. We thank you for the part you play in raising mobility standards and professionalism, and we respectfully submit this annual report.



Peggy Smith, SCRP, SGMS-T
President and CEO
Worldwide ERC®



Kirk Fabel, PhD, GMS-T
Senior Vice President, Finance and Operations
Worldwide ERC®





ENGAGE

Everything that touches our members and brings them closer to us is engagement: every member interaction by phone or in person, every email that's opened, every link that's clicked, every online search.

Some of the liveliest Worldwide ERC® engagement happens at our meetings. This is where the mix of bright and curious minds, years of experience and genuine interest in raising the bar on mobility practices and execution intensifies the conversations and energy in every session.

In the Marketplace, we offer a setting that facilitates business mingling and networking. Collectively, more than 1,200 attendees joined us for our LATAM, London, Mexico City, Hong Kong, Shanghai and Singapore Summits. Our annual U.S.-based meetings were well-attended, too—both the Americas Mobility Conference and Global Workforce Symposium recorded 23 percent corporate registration and the highest first-time corporate attendees in five years! All told, our members and industry stakeholders had access to nearly 80 meeting-related engagement opportunities, including an array of compact and quick briefings and webinars.

Our engagement continued on social media: we experienced a healthy increase in our social media audience and activity, with 3,070 new LinkedIn community members (14 percent growth), and a 177 percent increase in Twitter amplification.

We are building more worldwide engagement through our Government Affairs Community Update, introduced in January 2017. Initially designed to cover changes during the first 100 days of the new U.S. administration, it received such an enthusiastic response from our readership, we broadened the Update to a globally focused communication. The Update now reports twice-monthly on such issues as major visa and immigration shifts, tax reform, immigration and talent shortages, and helps our industry perform better by reflecting the mobility impact of the current global geopolitical environment.

Remarkable advancements in engagement can only happen with the involvement of remarkable people, and in FY17, we were powered by the leadership in our own ranks. We were honored to be able to recognize and celebrate the contributions of 59 Worldwide ERC® members with a Distinguished or Meritorious Service Award, and induct one into the esteemed Hall of Leaders. We also bestowed an Editorial Achievement Award on one of our talented writers for a particularly insightful *Mobility* article. And thanks to your responses to our membership survey (and to the organization) our customer satisfaction score exceeded 95 percent—and while we are elated with that outcome, we are encouraged to reach even further next year.

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INSPIRE



Inspiration comes in many forms in our industry. It is woven through the advice of a long-term leader to a younger peer just starting out. It is captured in the “a-ha” moments in a corporate discussion group. It’s found in a simple fix to a housing issue, in a complex immigration answer, in surprising technology, in resourceful approaches. And it is always a part of the integrity and experience that each of our members brings with them when they serve our industry.

Under our “inspire” goal, we made a commitment to increased efficiency and professionalism, to modeling best practices, to heightening knowledge and leadership, and to state-of-the-art technology. We have outstanding professionals in our industry—individuals who are collaborative problem-solvers, who seek out colleagues and connections to deepen their education and information. Understanding this dynamic, we set in motion the framework and planning for a digital transformation—envisioning a sweeping reengineering of our organization that would start with a promising new online community, followed by the complete revision of Worldwide ERC®’s website. We have created a unique home for mobility professionals, where the solution-seeker connects with the innovative thinker. Through the quality of your work and contributions, you personify inspiration with your keen and unique perspective—and you guide us as we advance the industry.

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“Our activities in FY17 are a solid example of how Worldwide ERC® is continuing to build upon its reputation and industry leadership. We are investing in digital transformation and deploying a new age of education and training that connects individuals and groups with insight, peers and partners.

We are broadening the opportunities our community has to come together to co-create and drive innovation and the expansion and value of our industry.”

Robert J. Horsley

**Executive Director, Fragomen Worldwide and
2017 Chairman of the Worldwide ERC®
Board of Directors**



EDUCATE



When our goal is to educate, we look for the elements that delight our members' hearts and intellects; we learn what to create or conceptualize to make their mobility work easier, smarter, better, and more meaningful. Ours is an environment that thrives on professional enlightenment and skill enhancement, and Worldwide ERC® leaders are passionate about developing the right education to lay the groundwork for transformation and to supply the tools for innovative thinking.

The pace of global change and regional regulations; the need for broader awareness of many facets of talent mobility management; and the range of issues our industry touches drive the need for more knowledge, and more flexible delivery options. We recognize that learning happens formally and organically, in person and in motion, so we delivered a combination of options and topics designed to facilitate learning—and learning access—for our community.

We developed and presented 14 Master Series programs, bringing this unique half-day session (addressing risk management issues such as immigration and tax related concerns) to seven countries. In the Americas, we presented in Boston, held two in São Paulo, and for the first time brought this program to Mexico City. In Asia, we offered three Master Series in Hong Kong, three in Singapore, two in Shanghai, and one in Sydney. We also initiated this training in Dubai: our first foray into training in the UAE!

Our Learning Academy—where our educational programs reside—was expanded, too, with four significant new online courses, all mobile-compatible. Two fundamental and refresher courses that launched online in FY17 were the Principles of Global Mobility, teaching the essentials of policy and expatriate assignments, and the Principles of U.S. Mobility Taxes, which covers the tax ramifications of companies reimbursing moving expenses for U.S. domestic transferees. Serving the industry’s need to appreciate how analytics might be applied to their work, Exploring Data Analytics for Mobility was developed to help the mobility professional understand the use of data in organizational decision-making processes. Strategic Talent Mobility, previously offered in live training only, was introduced as an online course, allowing mobility practitioners to gain a deeper understanding of the factors and design that impact and influence today’s talent management program, with a bonus: for the first time, Global Mobility Specialist (GMS®) designees can choose this online option to elevate their designation to a GMS-T®.

Nearly 550 professionals added the GMS® accreditation to their names. As of FY17, more than 5,555 professionals in 66 countries have earned the GMS® designation.

Our Certified Relocation Professional (CRP®) program grew as well, with a 16 percent increase in CRP® candidates. There were changes in our exam delivery, too, when we grew our exam sites from 12 in 2016 to 97 in 2017. This prodigious growth was achieved by offering, in addition to the on-site test conferred in conjunction with our May conference, internet based testing (IBT) to take the CRP® exam in a range of in approved regional sites.

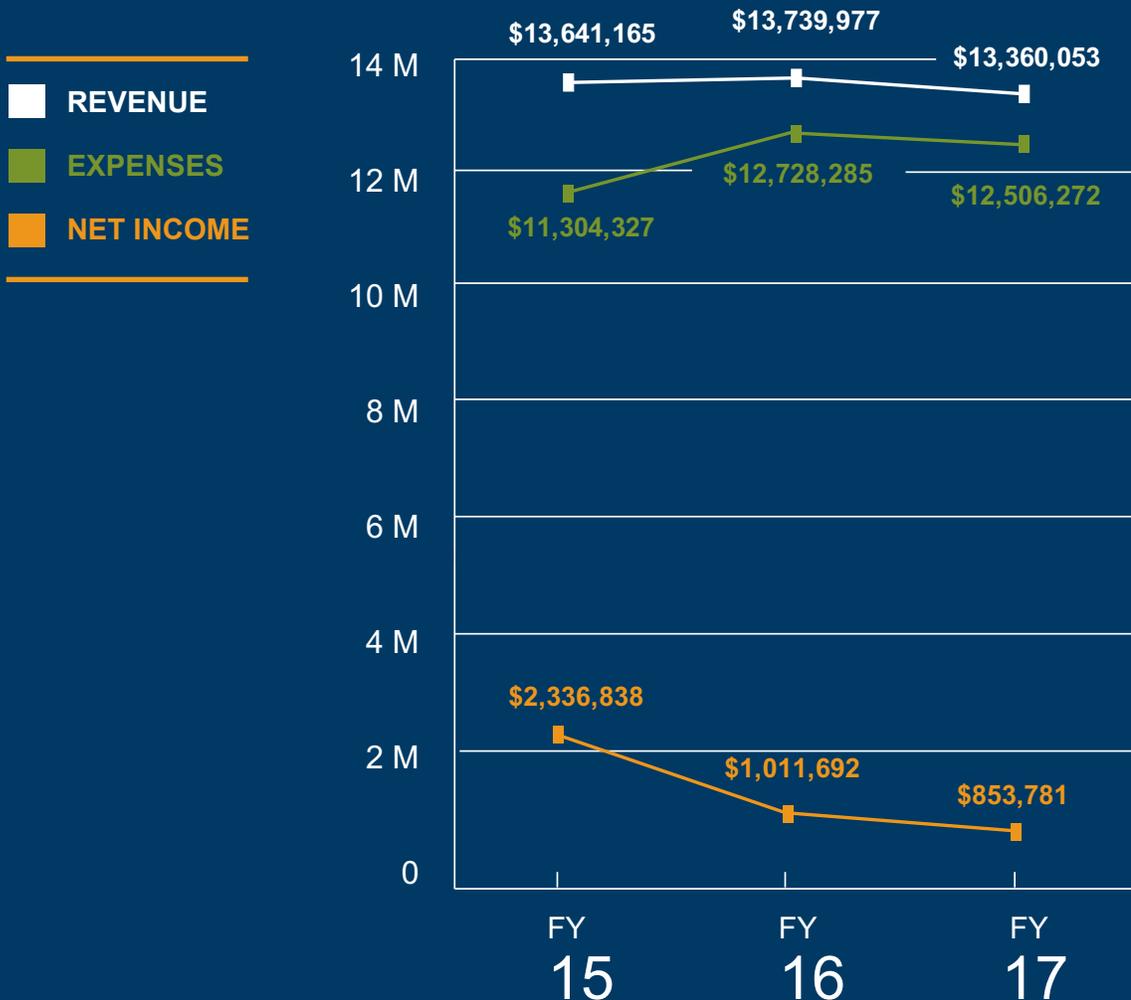
Reporting on employee assignment activity into and within Mainland China, the 2017 Talent Mobility in China survey, in partnership with our survey sponsor, SIRVA Worldwide, Inc., covered the country’s mobility trends, talent development, the impact of environmental concerns on assignments into China, and the status of formal mobility assistance policies for domestic moves within China.

Our Relocation Assistance, U.S. Domestic Moves survey, in partnership with survey sponsor CapRelo, revealed increased mobility team strategy, less-than-optimal tracking of business travelers, and confirmed that employers see room to improve their ability to align talent and mobility management.

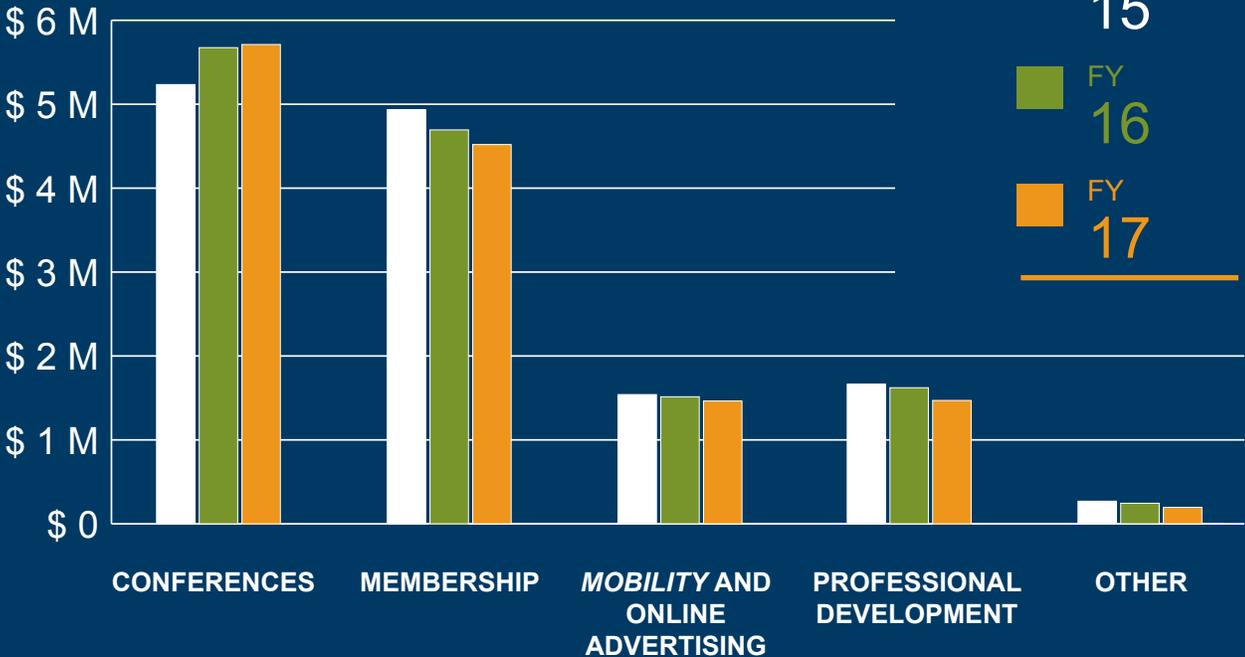


Worldwide ERC® leadership actively assesses and addresses the areas in which your association can broaden options and make a positive impact for members and other professionals who value networking and educational programs. In FY17, we grew our educational programs and accessibility even further—and provided more training opportunities for our community of active, connected individuals—by investing in new, improved and mobile-compatible online course offerings. We also expanded our live events in new domestic and international markets, and developed new meeting formats to align more closely with customer needs in different geographies. This growth has enabled us to offset much of the reduction in membership revenue that resulted from industry dynamics, particularly in the real estate sector.

REVENUE, EXPENSES & NET INCOME

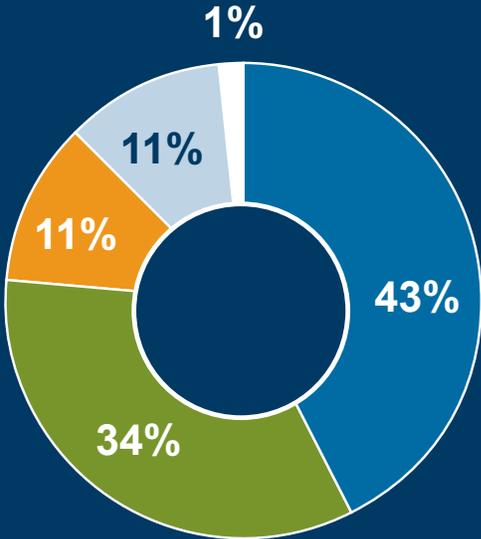


REVENUE BY SOURCE



FY17 REVENUE BREAKDOWN

- CONFERENCES
\$5,711,822
- MEMBERSHIP
\$4,518,838
- MOBILITY AND ONLINE ADVERTISING
\$1,463,250
- PROFESSIONAL DEVELOPMENT
\$1,469,962
- OTHER
\$196,181





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