

# ENGINEERING & CONSTRUCTION RISK INSTITUTE

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## People Mobility

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**Purpose:** To discuss the problems and issues surrounding the problem of people mobility affecting the Engineering and Construction Industry.

**Introduction:** Recruitment, retention and mobility of personnel within the E&C Industry has been a perennial problem for many years. This has been confirmed by surveys carried out within the Industry and is therefore a risk to the ongoing welfare of many E&C companies. Changing preferences of people with regard to mobility, along with losses of personnel, exacerbated by a prolonged industry downturn, an ageing workforce, and then the difficulty of trying to recruit new personnel when the market turns up further increases these people risks. This document discusses some of these issues and offers recommendations in order to mitigate/reduce the risks involved.

This Best Practice should be read in conjunction with ECRI-EP-011 Retention and Recruitment of Key Project Personnel.

**Scope:** The global nature of the E&C industry requires a workforce that is mobile and willing to travel and work in many parts of the world, in some cases, places that are not particularly hospitable.

It is therefore important that companies have global mobility policies. The main aim with these policies is to ensure equal treatment of the employees, openness, compliance with local regulations and smoothness in the mobility transfer process. The number and type of policies needed will depend on the business model and the number of mobile employees within the organisation.

These policies should normally cover such items as compensation, relocation assistance and other support services to deal with issues such as tax, insurance, social security and possibly emergency evacuation plans. It is also good if the policies outlines the roles and responsibilities for managing the mobility process from start to end.

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