



FORUM FOR
EXPATRIATE
MANAGEMENT

CHAPTERS



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EXPATRIATE
MANAGEMENT**

BELGIUM CHAPTER MEETING

"The evolution of GM professionals in 2026 and beyond: How can AI and Automation enable Global Mobility teams to create more value for their organisations?"

Speakers

John Rason, Head of Consulting, Santa Fe Relocation

Dino Jangra, Partner Workforce advisory, Crowe

Benjamin Oghene, CEO, The Cozm

27 November 2025

MARK YOUR AGENDA FOR OUR NEXT MEETING. THIS WILL BE AN IN-PERSON MEETING:

12 February 2026

15.00-18.30 CET

Location: KPMG, 'Passport' Building, Brussels National Airport 1K, 1930 Zaventem

***“Update on the changes in Belgium Income Taxation,
including the revision of the Belgium Special Tax Regime”***

Speaker

Sarah De Wandeler, Partner, KPMG

Freya Potoms, Senior Manager-People Services, KPMG





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Fem updates and events

2026 Upcoming Events

EUROPEAN CONFERENCE

13 March 2026
KRASNAPOLSKY Hotel
Amsterdam

europe.forum-expat-management.com

APAC SUMMIT & EMMAs

3 September 2026
Amara Hotel
Singapore

apac.forum-expat-management.com

AMERICAS SUMMIT & EMMAs

May 2026
VENUE TBC
Houston, Texas

americas.forum-expat-management.com

EMEA SUMMIT & EMMAs

26 – 27 October 2026
Royal Lancaster Hotel
London, UK

emea.forum-expat-management.com



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As part of our full **FEM Annual Membership** you will benefit from the following (as either Corporate or Service Provider members):

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Access exclusive content
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Ask the expert

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TO HOST YOUR OWN CHAPTER MEETING

Visit

<https://www.forum-expat-management.com/channels/2028-fem-chapter-meetings>
for the list of new meetings and updates



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FOR ANY CHAPTER, MEMEBERSHIP & EVENT RELATED QUESTIONS



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FOR UPDATES AND MORE INFORMATION



Belgium FEM updates and events

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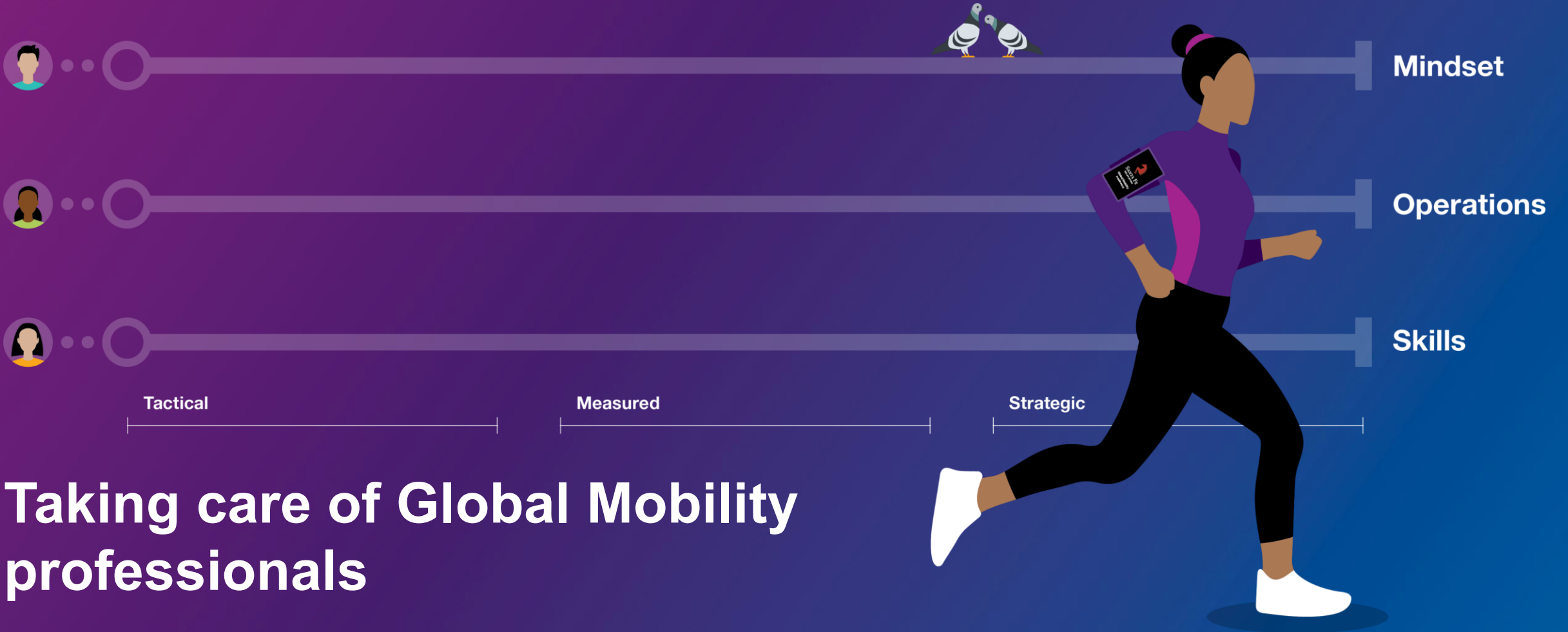


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<https://www.forum-expat-management.com/rooms/29-belgium-chapter>

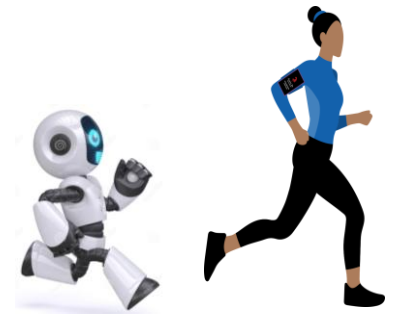
FOR UPDATES AND MORE INFORMATION



Taking care of Global Mobility professionals

Optimising GM operations – AI, Automation and technology

The evolution of GM professionals in 2026 and beyond - how can AI and Automation enable Global Mobility teams to create more value for their organisations?



The 2024/25 Collaboration



John Rason
Head of Consulting



Dino Jangra
Partner,
Workforce Advisory



Benjamin Oghene
CEO



Context and focus



Context

We will explore how AI and automation can potentially relieve the pressures and mitigate the complexities facing many GM professionals today.

This is part of a continuing research programme into Taking Care of Global Mobility professionals.

Focus

- Gain key insights from the latest research on the future role of the GM professional.
- Discover how AI can help your team maintain control over GM programs while freeing up valuable time.
- Learn practical ways to shift your focus from administrative tasks to becoming a more engaged, strategic partner to the business.
- Envision the future GM function and its enhanced value contribution.

Agenda



- Research -Taking Care of GM Professionals 2024 – why, how and what?
- 2024 GM ‘Maturity model’.
- **Research** -Taking Care of GM Professionals 2025 – **operations focus.**
- **2025 GM ‘Maturity Model’ – Human Plus Technology – a winning team?**
- Exploring tomorrow, today with The COZM
- Open forum

2024



Crowe



2025



Crowe



What does AI and Automation mean to you for Global Mobility?

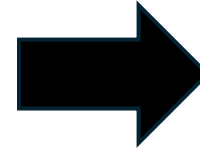
What does AI and Automation mean to you for Global Mobility?

Increasing or decreasing pressure and complexity?

Pre-COVID

2019

2025



Cross- border remote workers

Formalised GM Programme and unstructured international work arrangements, including international business travellers.

Compliance

Cost

Employee experience

2019

Greater complexity + More visibility?

International HR/GM workload

Compliance

Cost

Employee experience

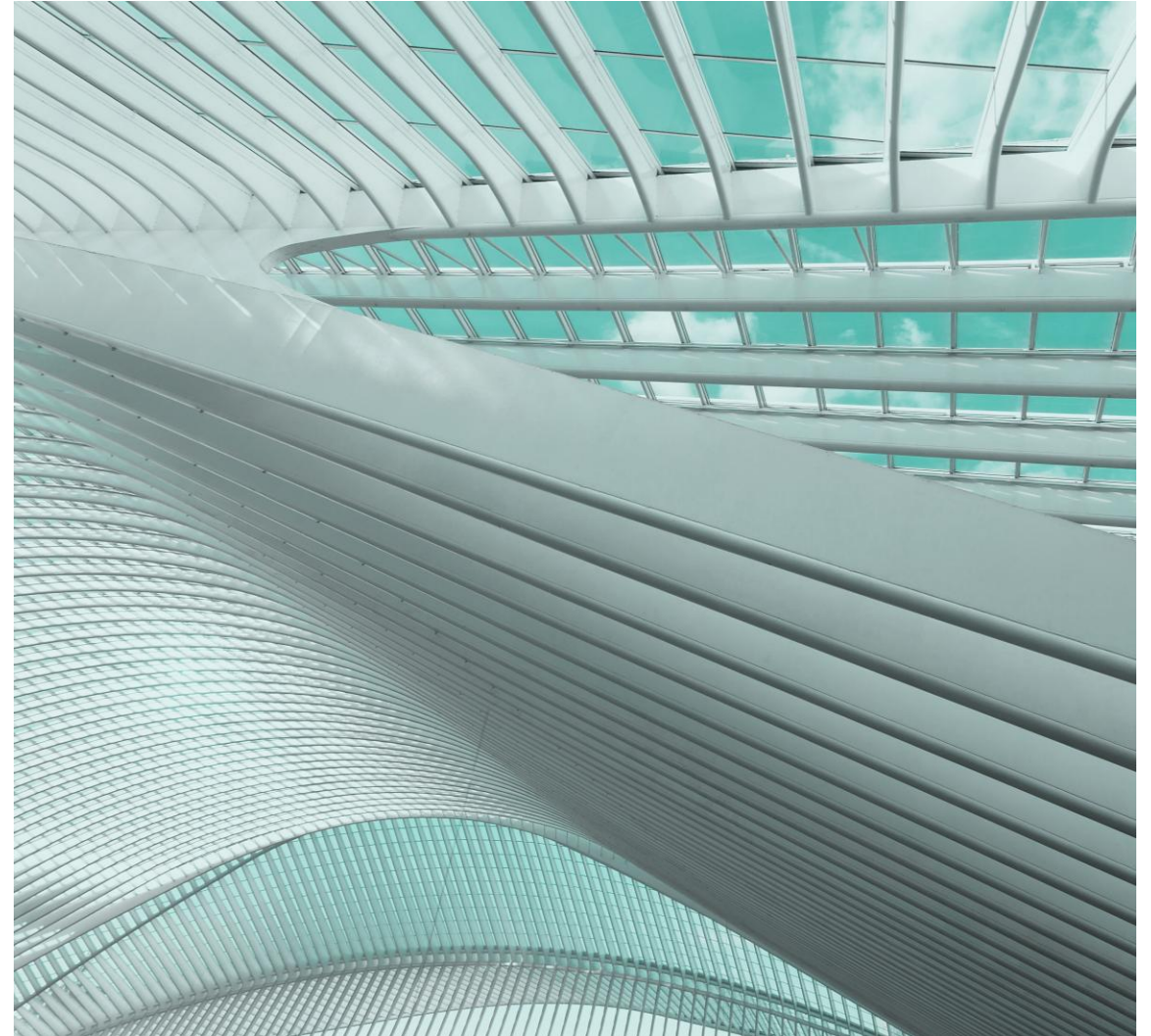
Duty of Care

2025

Pressure and complexity



- **88% report** an increase in **complexity**.
- Almost **two thirds** of respondents report an increase or significant increase in **pressure**.
- Of those reporting an increase in pressure, **70% expected increase or significant increase in Cross Border Remote Working (CBRW)**.
- Similarly, **77%** report a **lack of understanding** in the business on the need to consult and track CBRWs.
- In **two thirds** of cases both **complexity and pressure** increased together, suggesting a strong correlation between the two.



“If only I had more time”



1. Policy

- It is a **significant workload** — in some cases 60-80% of their entire role.

2. Educating the business

- A significant 40% of respondents feel they **spent too much time seeking approvals.**
- More than half of respondents, who have their work reviewed before issue, are done so by **people with limited or no GM expertise.**

3. Protecting the business

Almost 8 in 10 respondents: **lack of business/HR understanding of consequences of cross border projects/working** result in a lack of visibility and tracking.

4. Operational delivery

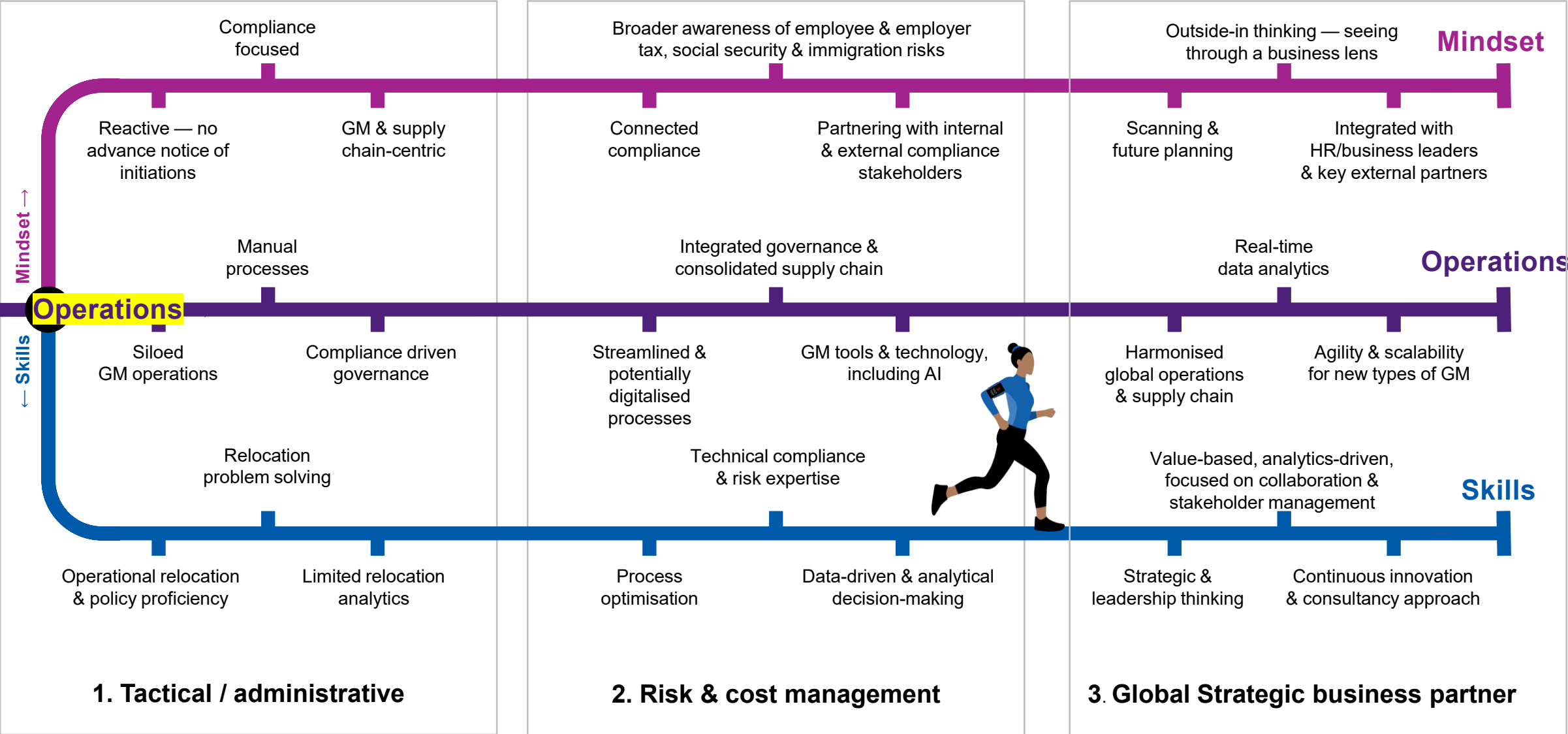
- Spending **too much time on transactional delivery.**
- 78% **manage the service interface** with management and employees.
- 83% retain **in-house responsibility for compensation** outputs. (56% using spreadsheets).
- LTAs remain a large part of the workload with **host-based packages requiring more time and focus** (at least 1 day a week).
- **External suppliers** — take up too much time.

Global Mobility 'Maturity Framework'



SANTA FE
RELOCATION

Levels of activity within Global Mobility functions — tactical to strategic





Operations - AI and Automation – how can we alleviate the pressure points?

- Key pressures, barriers,
- Roles and time of GM team,
- ‘Wish-lists’.

2025



Mobility lack TIME



TIME

47% report

- + lack of time as the single biggest barrier to delivering a better employee experience.
- + this shortage of capacity is directly linked to employee well-being.

69% worry

- + about burnout in their teams due to constant operational overload.

TRANSACTIONAL WORK

72% report:


- + transactional work as the main obstacle preventing them from being more strategic.

Time stealers:

- + Data entry,
- + Compliance monitoring,
- + Invoice reconciliation,
- + Vendor coordination.

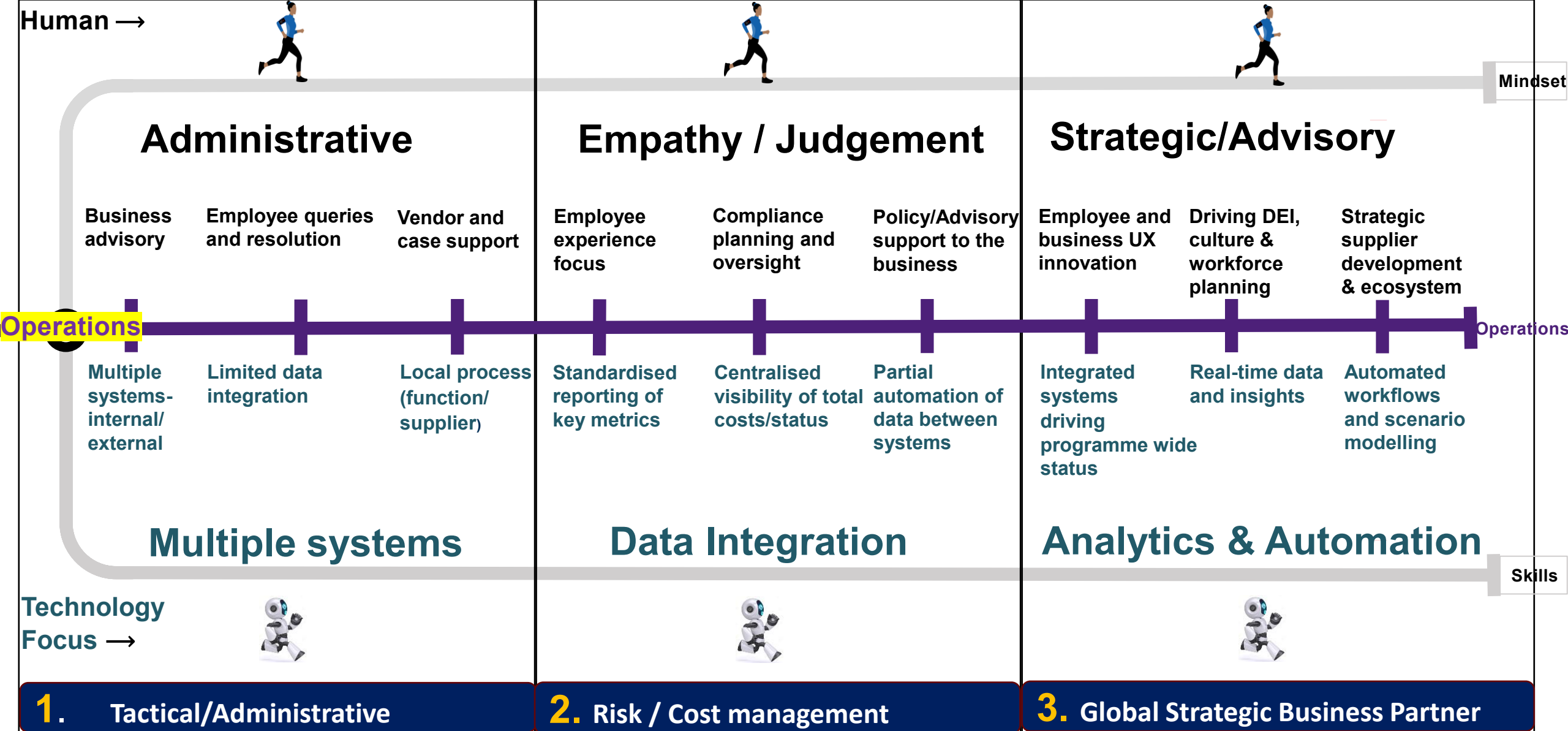
Six major operational insights – AI and Automation in GM



#1 Compliance	#2 Other challenges	#3 Automating repetitive processes	#4 Technology	#5 Access to GM technology 	#6 'Magic Wand' Wish-list
<p>Biggest challenge</p> <p>75% rank Immigration, visas, and work permits,</p> <p>followed by Tax compliance.</p> <p>GM struggle to maintain visibility of Cross-border moves (e.g. project workers, business travellers).</p>	<p>Top are Data collection & Reporting (internal approvals and processes).</p> <p>Hotly followed by;</p> <ul style="list-style-type: none"> • Vendor mgmt. (supply-chain) coordination, • Billing and finance. 	<p>Participants report significant opportunity to automate repetitive tasks –</p> <p>especially at GM Manager /Consultant and Administrator levels.</p> <p>Less at GM Head /Director level.</p>	<p>Manual 65% are using basic tools and or manual processes.</p> <p>Almost half (46%) applying minimal automation.</p>	<p>Barriers Internal IT/Security approvals,</p> <ul style="list-style-type: none"> • budget constraints, • lack of time, • lack of internal knowledge and expertise, <p>to implement a system to interface with existing HRIS and Finance systems.</p>	<p>Look up to the skies?' When it comes to 'blue-sky' thinking, respondents were, (almost) without exception;</p> <p>focused on fixing operational improvements in existing delivery of routine matters.</p>

**What new capabilities do you think
GM will need as AI adoption
increases across the wider
organisation?**

Human Plus Technology – a winning team?



Final thoughts

AI and Automation for Global Mobility is part of a wider organisation strategy – alignment with broader HR AI planning is critical.

#1* ‘CEOs anticipate a 16% productivity boost from AI within 12 to 18 months. but most organisations face a significant gap between expectations and reality.’

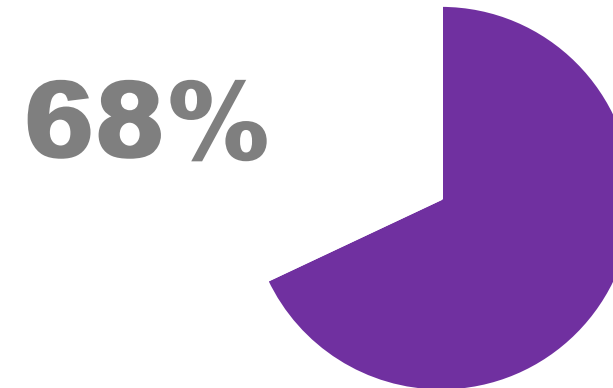
CHROs and HR teams are crucial in strategizing to bridge this usage and productivity gap.’

Effectively, as AI becomes a top priority for CEOs, so too, will it become a priority for CHROs – across the organisation and within their own function.

Source:
#1 Gartner CHRO 2025 Talent Strategy Guide 4 challenges and best practices:

#2 People Analytics Trends an Insight study The AI Journey in HR, Insights222.

AI is a Strategic priority for HR



Insight222 research:

#2* 68% of companies (n.348 CHROs) reported that AI is now a strategic priority for HR.



Crowe



Reflecting on your world, what are the biggest opportunities from AI and automation?

Thank you!



Global Mobility made easy



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Thank you for attending our webinar today!

You will receive shortly a link for a quick survey.

Thank you in advance for taking the time to complete this survey.

We value your feedback!