

Executive summary  
Feasibility analysis GEs BL 2022/23  
**Attract and Accommodate Global  
Employees in the Region of Basel**  
By adding further value to existing qualities





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# 1. Introduction

The skills gap is widening in Region of Basel whereas the battle for talents intensifies! The project “Attract and Accommodate Global Employees (GEs) in the Region of Basel” is an initiative launched by the Canton of Basel-Landschaft in 2021. The purpose is, from the locational standpoint, to improve the current condition and ultimately to optimise the chances for the organisations in the Region to win the necessary Global Workforce.

According to the regional statistics, the shortage of highly qualified talents increases in the northwest Switzerland (NWCH) due to the growing demand in particular sectors (AWA Zurich and Canton Basel-Landschaft, 2021). The demand continues to exceed the availability of talents in the local market. Thus, many organisations including businesses, institutions and NPOs are in the need of attracting global talents (*Global Staffing*). A combination of macro-environmental factors, for example: political and economic stability, local culture, favourable conditions namely federal and Cantonal policies as well as the services and offers provided by governmental authorities etc, play a substantial role in the success of acquiring the Global Workforce. As a host country, Switzerland has often been regarded as a highly attractive destination (Insead 2021 and HSBC, 2021).

However, experts in the field of Global Staffing claim that the country and its Cantons are losing competitiveness when it comes to attracting and retaining the necessary global workforce (Deloitte and Swiss American Chamber of Commerce, 2020). Also, in a global scale there are constant evaluation and comparison for positioning world destinations in terms of host country attractiveness. When analysing some of these evaluations over the years, it could be observed that although Swiss Cantons remain one of the best in terms of quality of living, the other destinations become more attractive considering other aspects such as “Ease of Settling In” and “Cost of Living” (HSBC, 2021 and InterNations, 2022).

By taking these into account, the following questions were brought into focus:

**From the locational standpoint, how could the Canton Basel-Landschaft**

- Intensify the support provided to the organisations with regards to winning the necessary Global talents?
- Optimise the relocation and the settlement process for GEs and thus to enrich the welcoming culture?

Standortförderung and Migration Office at Canton of Basel-Landschaft have conducted a feasibility analysis from October 2021 to April 2022.

### Methodology

Data was collected through:

**expert interview** with 80 experts at various organisations and **online survey** with the sample population of 800 GEs residing in the Region.

### Findings

This study finds there is still **scope for enhancement** in order for the Region to remain competitive as a host location. Making minor adjustments to some of the existing qualities, policies and system would optimise the chances for winning the necessary global workforce.

### Strategic Recommendation

**A collective solution:** installing a regionwide **One-Stop Shop Portal**, so-called *GEs Living Community Network*, is recommended. As a single point of contact consisting of digital and physical helpdesk, this is expected to solve many issues addressed in the findings. Moreover, this study recommends also a number of specific measures that would facilitate adding further value to the existing qualities and strengthening the ecosystem. These measures are expected not only to enhance the attraction of the region in terms of Global Staffing but also to optimise the settling in process for GEs.

### Further Progress

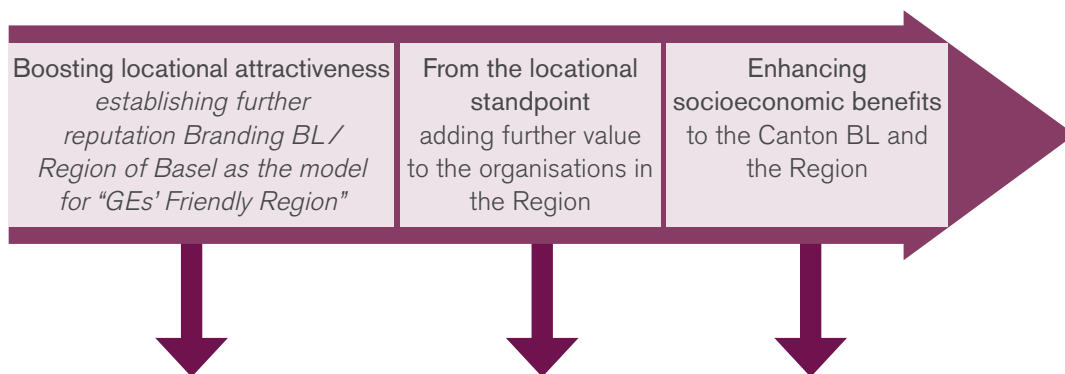
**A call for a holistic approach:** with the purpose of fostering holistic approach in the region, Canton of Basel-Landschaft invites key players to the next GEsNet Forum for further discussion and work together as a network community.

For the detailed analysis please review the primary Report.

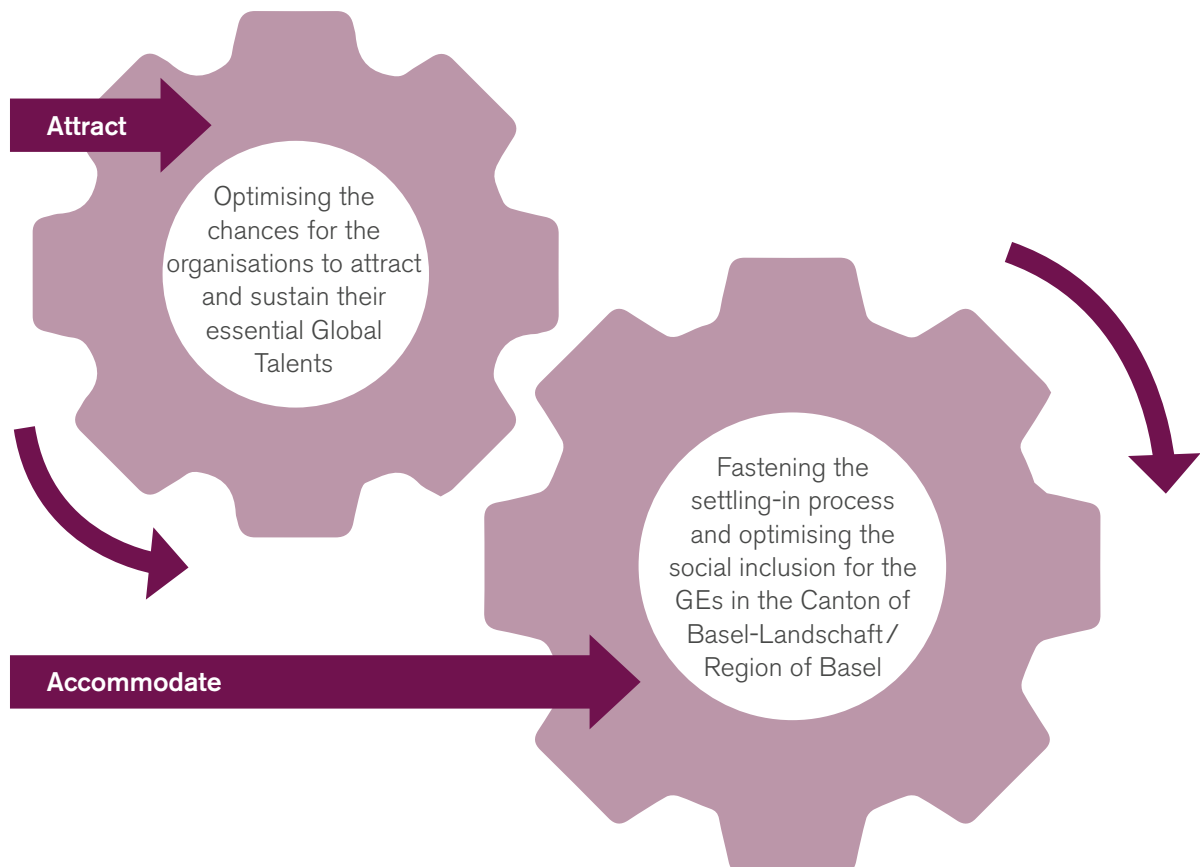
## 2. Project overview

The **target group** is the Global Employees (GEs): In this study the *Global Employees* are defined to be the high-profile talents that, are from outside of Switzerland, and are/will be employed by the organisations and relocated to the region of Basel.

### Combined Purpose



### Combined Goal





## 3. Feasibility analysis

### 3.1 Purpose of the study

The purpose of this study is to firstly gain realisation, to which extent the project *Attract and Accommodate Global Employees* in the Region of Basel is necessary – and whether that is worth undertaking. If "yes" then to,

**Identify:** What kind of locational aspects pose challenges to the organisations in terms of Global Staffing?

What challenges do the Global Employees face while relocating and stabilizing their lives in the host Region of Basel? What is missing?

**Analyse:** What could be done to improve the current condition?

### 3.2 Summary: findings and analysis

By analysing the perspectives of the organisations and the Global Employees, the study gathers a wide range of valuable findings that could facilitate enhancing the attractiveness of the region as the hosting location. The overview of the findings are summarised below.

- **Global Staffing will continue to increase in the region**

The need for Global Staffing (permanent hire) in the region will continue to increase in the future. Since the demand increases, the chances of winning the essential workforce are becoming increasingly difficult.

- **Region of Basel as the hosting location**

Outlined below a brief overview of the expert interview and the online survey.

#### What do the experts at the organisation say?

In accordance with the expert interview at the organisations that involved Global Staffing

- Competitive packages offered to the candidate is crucial for winning the right Global Talents.
- The employers have to attract not only the talents, but often also the entire families.
- A combination of several factors thus determines the decision candidates make when it comes to accepting job offers in the region.
- The Region of Basel, as a host location, offers many attractive qualities that facilitate winning the necessary Global Talents (for instance, high quality of living).
- However, on the other hand, multiple layers of locational aspects also pose challenges that minimise the chances for attracting the necessary talents (listed in the table below).
- Most of the organisations are of a similar opinion that there is still scope for enhancement when it comes to Basel Region as the hosting location.

### How do the GEs perceive the region?

In accordance with the survey results

- 93.5% of 818 GEs are satisfied with the quality of living in Basel, although majority find the cost of living very high in the region.
- Almost 50% of 643 GEs responded that they feel accepted and feel at home in the region.
- Difficulty of Settling in: 70% of (643) respondents claimed that they had either faced challenges (40%) or are still facing challenges (30%) in terms of settling into the region.
- Predominant challenges: establishing social life, language barrier, finding appropriate housing, schooling, childcare etc. and understanding the local culture and local system etc.

Besides responding to the survey questions, the respondents, 818 GEs left nearly 4000 single comments addressing the positive qualities of the region as well as the issues and challenges they face while settling into the region.

Note: The sample population of the survey does not include those GEs that have rejected the job offer in the region nor the ones that have terminated the contract prematurely and returned to their home country.

## 4. Strategic recommendation and solutions

The study identifies various layers of aspects that are being the barriers for attracting and retaining the necessary global talents. By verifying the predominant aspects of the findings, the study recommends a solution and some measures for improving the current condition. These are classified and described under three categories of strategic approaches such as:

- Raising awareness and easing access to existing qualities
- Actualising the Potential: Adding further value to existing qualities
- Strengthening the ecosystem

### 4.1 Raising awareness and easing access

- What is missing?

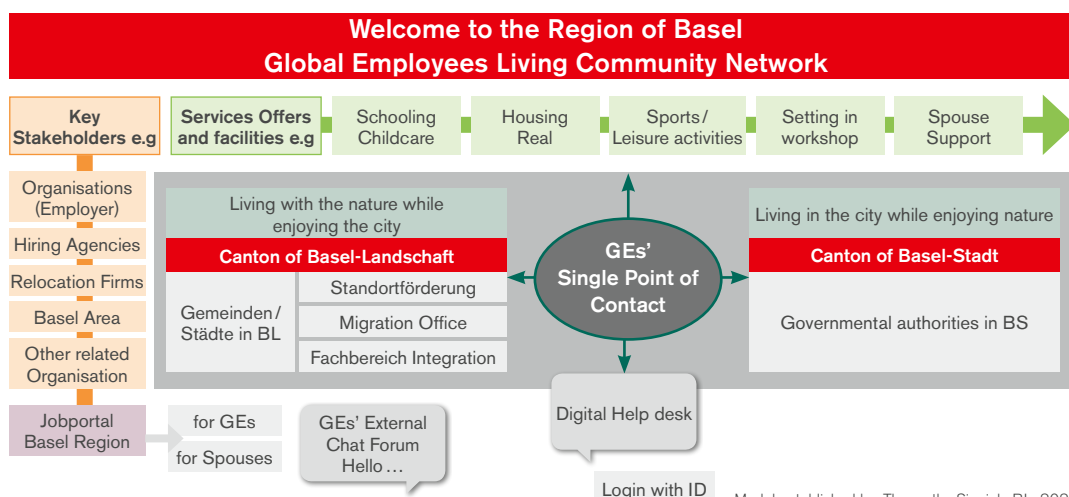
By examining the findings, one of the key issues is found to be a lack of awareness and accessibility of the existing services, offers and utilities in the region. For optimising the settling-in process, a pool of reliable information needs to be presented in such a manner that is easily accessible for GEs even prior to the relocation. This would facilitate making the right decision and managing expectations. For example, finding appropriate schooling and housing according to their needs and expectations. Moreover, there is misleading information presented in various global platforms (e.g.: numbeo.com). This is argued to be confusing the potential GEs. Various essential information about the region has already been presented in various media and platforms, however, it is scattered and thus it should be better organised and placed in one pool so as to facilitate orientation for the newcomers.

- Strategic Solution: GEs Living Community Network as One-stop Shop Portal

The GEs-project team in Canton Basel-Landschaft has conceptualised a constructive proposal: a One-stop Shop Portal, the so-called "Global Employees Living Community Network". As a holistic approach, this is expected to facilitate providing a sustainable solution for improving the current condition of Global Staffing in the Region of Basel in many ways. The idea is to install a platform that fosters virtual exchange as well as physical engagement within the ecosystem of Global Staffing. A sample model is drafted below that outlines the overview of the platform.

- Global Employees Community Network (Sample Model of a One-stop Shop Portal)

Strategic Solution: One-stop Shop Portal (Sample Model)





By placing all the necessary information in one pool that is easily accessible to the GEs, this living community platform would add multiple value to the key stakeholders. One way to increase the efficiency of the application is to establish this One-stop Shop Portal **with a single point of contact** for GEs in the region. As a single measure, this is expected to provide combined solutions to most of the issues found in this study (below see for key benefits).

#### **Key benefits of the platform global employees living community network**

- **Enhancing Regional Attraction and Image**
  - enhance the degree of visibility of the region as the hosting location globally
  - allow the Cantons and Gemeinden / Städte to present their unique qualities
  - enable to communicate the advantages of working and living in the Region
  - minimise the impact of the misleading information about the region (that is presented on various platforms)
  - enhance tourism in the region
  - enable to place already existing information in one pool (e.g., [www.hello-baselland](http://www.hello-baselland))
  - enhance the image of the “Global Employees Friendly Region”
- **Easing the Settling-in Process for GEs**
  - ease the access for GEs to reach out to existing services, offers and facilities in the region, e.g. information related to healthcare and insurance, driving licence, housing, schooling and etc.
  - allow GEs to reach out and communicate with a single point of contact, a credible source, for assistance and necessary information if needed
  - enable promotion spouse activities and job market integration
  - enable to integration the spouses into a buddy pool
  - enable to connect with locals and local associations and the service providers in the Region
- **Assist Potential GEs**
  - enable the potential GEs to gain necessary knowledge about the region prior to arrivals, which would make the settling-in process easier
  - allow successful candidates to make appropriate decisions to choose their preferred option regarding the residential area, school and childcare options, housing options, etc.
  - allow potential and current GEs to exchange ideas, knowledge and experience regarding various aspects throughout “GEs Chat Forum”
- **Benefits to the Organisations that involve Global Staffing**
  - Job portal – allows companies to present their job vacancies
  - enable the organisations to reach out to a broader pool of Global talents
  - Small and mid-sized companies and authorities that have less experience with GEs will also benefit from services through cooperation in this network
  - encourage shared value proposition
- **Monitoring the Progress**
  - enable to monitor the progress of GEs in terms of settling in and tracking the issues
  - enable to conduct surveys and interviews with GEs on a regular basis
  - provide access to connect and communicate with GEs

**Above all, it would foster a holistic approach in the Region**

This living platform is expected on the one hand to increase the locational attractiveness of the region in terms of attracting the essential Global Workforce. On the other hand, it is projected to ease the process of retaining GEs by easing their settling in process.

## 4.2 Actualising the potential: adding further value to the existing qualities

Based on the findings, the tables below (1-3) highlight the aspects that have room for enhancement and recommend various measures for improving the current condition.

<b>Table 1: Strategic Recommendation for Governmental Authorities: Canton of Basel-Landschaft and Gemeinde/Städte</b>	
<b>Aspects that have room for improvement</b>	<b>Recommendations Potential measures for improving the current condition</b>
Visa and Work permit processing	Providing online renewal of existing permits and online registration at the place of residence. Simplification of the application process and thus speeding up the process. Transparency in processing. On-site desk services at the companies
Language transparency	Providing front office governmental services in various languages and official documents and online information in EN, FR and IT (tax forms, immigration information, newcomers' brochures etc.). As the quick win, this would cultivate a positive image in terms of fostering a contemporary welcoming culture and represent the direct face of the GEs. This would make them feel comfortable, appreciated, and welcome.
Support for learning German language	Providing German language lunch or coffee table organised by Cantons or Gemeinden/Städte would be recommended
Welcoming Culture	Providing Welcoming package: Provide a welcoming tour around the Gemeinden/Städte, Canton and the Region. Providing a welcome letter / brochure that helps to ease settling in process and feel welcomed and at home in the region, Welcome day for Global Employees with sessions in EN
Tax-related guidance	Providing clarity over tax submission, coupled with a clear explanation of the tax system. For instance, a leaflet explaining taxes and how to submit the taxes, documents related to taxes in EN and instructions about the tax impact of each visa status / change in immigration status
Assisting in settling in process	Providing a single point of contact that assists GEs to deal with issues. Train front office staff to deal with GEs and connect them with local families who can assist with simple settling-in questions
Social Inclusion	Organising regular meetings and networking events for connecting with locals. Organising a Buddy system or welcome evening for new joiners to improve social integration, networking events for connecting with locals. Organise integration events by the Canton
Coaching sessions	Providing coaching sessions for newcomers: System coaching / understanding the rules and regulations when moving to the Canton / Gemeinden / Städte. Providing cultural coaching and events for spouses and organising regular meetings / workshop for exchanging ideas and experience. Providing information and coaching about the political system, geography and history of Switzerland, Region, Canton and Gemeinde, Coaching sessions to aid understanding of the local customs, traditions and festivals.

Table 1: Strategic Recommendation for Governmental Authorities: Canton of Basel-Landschaft and Gemeinde/Städte	
Aspects that have room for improvement	Recommendations Potential measures for improving the current condition
Orientation Support	Providing adequate orientation workshops – assigned for 3, 6 and 9 months. Checking the progress on a regular basis for at least the first 6 to 9 months.
General Information	Providing information session about the public transportation system, driving rules and infrastructure, A leaflet/website with an overview of potential activities e.g: sports, cultural activities, Information that is reliable, official and that can be updated regularly. Greater transparency of the housing market in the region of Basel – booklets on areas to live and the terms and conditions.
Regional Promotion on Global platforms	Promoting the region globally as the Technological hub. Presenting the Region on Global platforms – increasing the visibility of the region and its offers

Table 2: For Consideration Federal / Cantonal / Gemeinden / Städte Policies and Laws	
Aspects that could be considered	Measures for consideration
Tax reduction on Benefits	It would increase the locational attractiveness as a host country if the Canton provides favourable conditions in terms of tax-related policies: e.g. reduction or withdrawal of taxation on the relocation benefits and school benefits
Infrastructure	Housing – Promoting more construction (housing) to expand supply to meet demand. Construction should have varying housing units rather than just flats allowing for greater choice
Transportation	Improving tram connectivity – this would make the outer parts of the housing options more attractive as transport would be wider and more reliable. Direct connection to the Airport. Expanding public transport services in the small communities, before and after working hours
Schooling	Maximum flexibility when changing school from one Canton to another. It would be ideal if Cantons could create a public-funded international school
Change of Canton	Maximum flexibility when changing residency from one Canton / Gemeinden to another

**Table 3: Recommendation  
for public schools /childcare**

- Create more awareness of the quality of local schools among GEs
- Expand personal deductions in the field of childcare to increase working spouse options which would make the dual couple position more attractive.
- Run a full day-care plan – the school end times are erratic.
- More integrated public schooling system and follow international curriculum in public schools.
- Provide more transparency on integration topics in local schools.
- Providing additional services regarding after-school and holiday care at the public schools would help GEs to send their children to public schools.

#### 4.3 Strengthening the ecosystem

**Strategic Recommendation  
for strengthening the ecosystem in the field of global staffing**

- Nurturing the collaboration with neighbouring Cantons by focusing on optimising the efficiency of Global staffing from the regional standpoints, where feasible.
- Establishing a living network within the region, involving the key players from the supply side such as Gemeinden / Städte and GEs' related service providers such as schools, relocation companies, etc.
- Involving the key players from the demand and supply side. Organisations and GEs should be in regular exchange with Governmental officials and the HR department
- Encouraging interaction and collaboration between all the players in the ecosystem
- Assessing the progress in terms of attracting and accommodating Global Employees on a regular basis. E.g conducting surveys with GEs, and regular check-ups with GEs during the first year: one month, three months, six months and in between.
- Fostering Integrated communication strategies within and outside GEs community network (media and associations)
- Integrating the local associations (e.g., sports clubs, community associations etc.) and the locals into the ecosystem
- Encouraging a holistic approach for those organisations that involve Global Staffing, creating shared value e.g., organisations that have family and spouses support programmes could be shared regionally
- Establishing direct contact between GEs and communities (property management, Service Providers etc.) for supporting the GEs directly and easily.

## 5. Further progress and execution

The findings of the study and the above recommendations led to next sets of questions that are indicated below.

### Further progress

- To which extent would the Canton/Region be able to implement suggested measures and solution as to foster region's competitiveness?
- What are the appropriate ways to execute feasible strategies?

With the intention of fostering a holistic approach Canton of Basel-Landschaft is welcoming the key players to participate in the next GEsNet Forum, scheduled to be held in spring 2023 (date TBA). The key players including the authorities at the Canton of Basel-Landschaft and Basel-Stadt, organisations and Gemeinde/Städte that were involved in the studies as well as some service providers such as schools and relocation firms, related institutes and associations will be invited to join the discussion.

### GEsNet Forum 2023–BL

#### Fostering a holistic approach in the Region

Key points of discussion will be

- Choosing appropriate strategies for implementation
- Sharing responsibilities and partnership collaboration
- Finance and Resources
- Establishing Living Network – digital and physical
- Establishing a legal entity for the continuity: PPP is feasible or efficient?
- Further procedure



## 6. Abbreviation

GEs	Global Employees
PPP	Public Private Partnership
TBA	To be Announced
GEsNet Forum	Global Employees Network Forum

Existing qualities in the region are defined to be the services and offers provided by the public and private entities, and related facilities and the utilities in the region.



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## **Feasibility Analysis and Report**

January 1, 2023

By Thusanthi Sinniah, Magniti GmbH

## **Project Initiation**

In cooperation with

Standortförderung Basel-Landschaft and Office for Migration and Citizenship, Basel-Landschaft  
and Magniti GmbH Basel

## **Design**

Druckerei Bloch AG, Arlesheim