

# Feasibility analysis report BL-2022/23

## Attract and Accommodate Global Employees in the Region of Basel





# Editorial

Der Kanton Basel-Landschaft ist ein starker, prosperierender Wirtschafts- und Forschungsstandort. Daneben ist der Kanton Basel-Landschaft dank seiner Einbettung in die Natur, seiner Kulturangebote und funktionierender sozialer Strukturen ein attraktiver Wohnkanton.

Als Teil der Nordwestschweiz liegt er im «Rhine Valley», einer der erfolgreichsten Wirtschaftsregionen in Europa und zählt zu den finanzstärksten Gebieten der Schweiz. Innovative Unternehmen in den starken Wirtschaftszweigen Life Sciences, Präzisionsindustrie, Automation oder Logistik agieren von hier aus rund um den Globus. Ein pulsierender, breit abgestützter Branchenmix von KMU und Weltkonzernen steht für zukunftsgerichtete Stabilität.

Die prosperierende Wirtschaft bietet attraktive Arbeitsplätze für qualifizierte Fachkräfte an. Sie durchlaufen in beträchtlicher Zahl die duale Berufsbildung und werden an den Hochschulen und Instituten in der Region ausgebildet. So kann die grosse Nachfrage an Arbeitskräften noch nicht gedeckt werden. Global tätige Konzerne, aber auch KMUs, Spitäler und Forschungsinstitute, sind auf Fachkräfte aus dem Ausland angewiesen.

Doch wie können wir diese Fachkräfte aus dem Ausland – «Global Employees», wie wir sie im Bericht zur Machbarkeitsstudie nennen – nicht nur in die Region bringen, sondern sie dabei unterstützen, sich am Standort langfristig niederzulassen, sich erfolgreich in die hiesige Gesellschaft einzugliedern und sich hier wohlfühlen?

Die Machbarkeitsstudie zeigt auf, wo die Vorzüge unserer Region als Standort liegen. Sie beleuchtet aber auch, wo Potenzial für die Erhöhung der Attraktivität vorhanden ist. Dem Bericht zur Machbarkeitsstudie können wir wertvolle Vorschläge und Strategien entnehmen, wie dieser Ansiedlungsprozess der Global Employees und deren Familien noch besser unterstützt werden kann.

Die Baselbieter Politik misst diesen Bestrebungen hohe Priorität zu, weshalb sie die Machbarkeitsstudie «attract and accommodate Global Employees» als auch den nun vorliegenden Bericht zur Studie unterstützt.

Nebst all den wertvollen Erkenntnissen aus der Studie freut es uns, dass sich zahlreiche Unternehmen, Gemeinden, kantonale Stellen, Verbände sowie Forschungs- und Lehranstalten an den Arbeiten beteiligt haben. So konnte ein Netzwerk gebildet werden, das in dieser Art in der Schweiz einzigartig ist. In einem weiteren Schritt gilt es, dieses Netzwerk zu stärken und Nutzen daraus zu ziehen, damit wir unsere Stärken pflegen und mögliche Herausforderungen gemeinsam anpacken können. Wir danken allen Akteuren für das aktive Mitwirken und freuen uns auf die weitere Zusammenarbeit!

Thomas Weber, Regierungsrat  
Vorsteher Volkswirtschafts- und Gesundheitsdirektion Kanton Basel-Landschaft



# Foreword

Sehr geehrte Leserin  
Sehr geehrter Leser

Unsere Region Basel profitiert seit Jahren von zugewanderten Expertinnen und Experten aus der ganzen Welt. Sowohl die zugezogenen, wie auch die schon da gewesenen profitieren sehr davon. Wir haben alle ein Interesse, dass unsere Region für Spezialisten/innen aus der ganzen Welt attraktiv bleibt.

Viele der «Global Employees» darf die Basellandschaftliche Kantonalbank rund um ihre Finanzen betreuen. Die manchmal spezielleren Anforderungen an einen Bankpartner der «Global Employees» konnten wir durch die vorliegende Studie noch besser verstehen und unsere Angebote in diese Richtung noch verstärkter ausrichten. Beispielsweise werden der konsequente Aufbau von Dienstleistungen welche remote (standortunabhängig) beansprucht werden können von unseren Kundinnen und Kunden, speziell den «Global Employees», sehr geschätzt.

Wir freuen uns als BLKB sehr, dass wir die Standortförderung Baselland und Magniti GmbH bei der Erstellung dieser Studie unterstützen durften. Wir wünschen Ihnen spannende Erkenntnisse und viel Freude beim Lesen.

Ihre BLKB





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# Executive summary

## *The skills gap is widening as the battle for talent intensifies*

According to regional statistics, the shortage of specific talents continues to increase in northwest Switzerland. The demand for highly qualified global employees increases in the Region of Basel. This is in the context of an increasingly global search for talent. Securing the right workforce is claimed to have become more and more difficult for organisations in the Region.

**Purpose:** This feasibility analysis was commissioned to investigate the question of whether improving the current conditions for attracting and retaining the necessary Global Workforce in the Region could be more efficient and effective in the long run. If the answer to this question was yes, examine from the locational standpoint what could be done to achieve this?

## **Background**

The attractiveness of the host country location has profound implications for winning the prize of attracting a proportion of the available global mobile workforce. Experts in the field of Global Staffing claim that in order for Switzerland to remain competitive the country still has room to improve in some aspects. This led to the question: Which aspects, contemplating the Region of Basel, still have room and potential for improvement? A project idea was conceptualised by Standortförderung and Migration Office in the Canton of Basel Landschaft. The concerns such as to what extent this project is required? based on the findings what would the remediation strategies be and would they be feasible? remained open questions.

## **Methodology**

A mixed method of empirical research was undertaken by gathering data through expert interviews, survey and previous studies. More than forty experts in fifteen organisations, including businesses and institutions were questioned on their views. Furthermore, seven Gemeinden / Städte in the canton of Basel-Landschaft were also interviewed. As a final data source, over 800 Global Employees of 56 nationalities residing in the Region responded to a survey.

## **Findings**

These organisations appreciated many aspects of the current arrangements; nevertheless, the research also found some areas for improvement for the Region to remain competitive in a global market. It was emphasised that making minor adjustments to some of the existing process designs, policies and systems would increase the chances for winning the battle for a higher proportion of the global workforce. Furthermore, although a vast majority of Global Employees (GEs) who participated in the survey are satisfied with overall quality of living, nearly 70% of sample population are confronted with various challenges while settling into the Region. Besides the language barrier, other difficulties included establishing a social network and understanding the local system which are impacting the settling-in process. It also found the Gemeinden / Städte that were interviewed are willing to develop the favourable conditions to ease the settling-in process for GEs.

## **Recommendation**

This study recommends specific strategies that could resolve many of the issues noted in the research findings. Establishing a so-called One-stop Shop Portal, a digital platform and Living Community Network in the Region, is proposed as a solution for solving various issues. Other measures include reducing language barriers, digitalising the communication process and related administrative interactions and helping GEs establish a social network are highly recommended.

### **Conclusion**

This study is the outcome of collaborative work that encompasses the collective knowledge of more than eighty experts in Governmental authorities, research institutes and organisations that involved in Global Staffing. It has been acknowledged that this project is of great relevance for the organisations, the Cantons, the Gemeinden / Städte as well as GEs. Selected strategies could be implemented effectively by strengthening the collaboration between the key stakeholders. Therefore, the Canton Basel-Landschaft is inviting the key players including Canton of Basel-Stadt, organisations and selected service providers for further exchanges.

### **Limitation**

The survey was conducted with a sample population who were GEs that have accepted the job offers and relocated to the Region. The findings may have been broader and more insightful if the study had included the views of those GEs that had rejected the offers to relocate to the Region and those GEs that had prematurely terminated their employment contract and returned to their home country.



# Acknowledgement

This feasibility analysis is the results of great deal of efforts and enthusiasm, valuable findings and enriching discussions with experts, researchers and professors who generously shared their knowledge and time.

In the name of Standortförderung and the Migration office at the Canton of Basel-Landschaft and on behalf of the team, I would like to thank the experts at the organisations and the Gemeinden/Städte for showing a great deal of interest and sharing enriching insights. Also, I am very grateful for the insightful feedback offered by my former professor Prof. Dr. Erhard Lüthi, the researcher Dr. Metka Herzog and my friends Dr. Martina Zahno and Markus Kocher and all the others those who shared invaluable information and knowledge to deepen this study. The generosity and expertise of all of you have improved this study in numerous ways and saved me from many errors; those that inevitably remain are entirely my own responsibility.

Most of all I would like to express my deepest gratitude to my team Thomas Kübler, the Head of Standortförderung and Andreas Räss, the Head of Migration Office at the Canton of Basel-Landschaft. You both made this happen by, without any hesitation, providing effortless support and guidance throughout the entire project. Thank you for giving priority to this initiative and giving me this opportunity to work with you. What I learned the most from both of you is the meaning of teamwork.

I am also grateful to also the Global Employees that participated in the survey and shared their experience.

Above all, this study would not have been possible without the contribution and the interest of the Canton of Basel-Landschaft. I would like to acknowledge my gratitude to the Regierungspräsidentin Kathrin Schweizer and the Regierungsrat Thomas Weber for the great support to initiate this project. And finally, I also would like to thank Basellandschaftlichen Kantonalbank for the interest and co-financing the report.

Thusanthi Sinniah  
Magniti GmbH

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# List of definitions

| Terminology                                  | Definition / Explanation  |
|--|---|
| Adjustment Process                           | The adaptation processes the Global Employees (GEs), and their accompanying family members, go through to get settled in the host country environment   |
| Demand and Supply Side in this study         | Since the Region of Basel represents the hosting location this study positions GEs and the hiring organisations on the demand side. In the meanwhile, the Cantons, Gemeinden / Städte and the authorities and related service providers such as banks, schools, etc are listed on the supply side. Some entities for example relocation firms fall into both sides of the equation  |
| Ease of settling in in this study            | Signifies the intensity of easiness or difficulty the GEs experience while trying to make adjustments to the new environment in the Region  |
| An ecosystem with regards to Global Staffing | The ecosystem in this project embodies the network of organisations and individuals that affect, and are affected, by the Global Staffing. These include Federal Government, Cantons, Gemeinden / Städte, government agencies, companies, GEs, Residents and so on. The purpose is to create a constantly evolving relationship to optimise the outcome by collaborating on available resources, co-evolving, and jointly adapting.   |
| Global Employees (GEs)                       | In this study GEs refers to the professionals, known as expats, that are from outside of Switzerland and are being <b>employed and relocated</b> by organisations into the Region of Basel.   |
| Global Staffing                              | Global Staffing in this study refers to the process of attracting, selecting and retaining a Global Workforce to achieve organisational goals. Although selection and staffing are presumed to be interchangeable, the two terms describe different concepts. Staffing is a broader theory which refers to several HR programs managing the human capital (Barrick et al. 2011, p.17)<br>Various Global Staffing strategies e.g: Global Mobility Assignments, International Local Hires |
| Global Workforce / Global Talents            | The pool of international talents.<br>Global talent is defined as high-performing and high-potential incumbents (Collings et al., 2019: 5).   |
| Host Country / Location                      | Refers to the country or location that accommodates GEs.  |
| Host Country Adjustment                      | The changes GEs are obliged to make in adapting to the new environment in order to get settled into the host country.   |
| Settling In Process                          | The process which GEs undergo while adjusting to the host country environment.  |
| Gemeinden / Städte                           | Municipalities and the cities in the Canton of Basel-Landschaft.  |
| Organisations                                | An organised group of people with a particular purpose, such as a business Institution or non-profit organisation. This could be a private firm, NGO, NPO, institution, or an association, public or private  |

| Terminology                         | Definition / Explanation   |
|-------------------------------------|--|
| Population in Critical Phase (PICP) | The GE sample population that fall into the critical phases in terms of settling into the Region. This means those proportion that falls under the category of feeling not (yet) settled or facing challenges or feeling not welcome/home in the Region. In summary, this is the GE population that finds the settling in process difficult. |
| Response %                          | The number of participants who responded to a particular question or statement from the targeted population group expressed as a percentage.   |
| Region of Basel                     | The geographical boundary of this study is the Region of Basel which consists of the Canton of Basel-Landschaft and the Canton of Basel-Stadt.   |
| Talent acquisition                  | Talent acquisition is a strategy used in recruitment that focuses on finding, attracting, hiring, growing, and retaining top talents inside an organisation  |



# List of abbreviations

|               |   |
|---------------|---|
| GEs           | Global Employees  |
| GEsNet Forum  | Global Employees Community Network Form   |
| PICP          | GEs Population in Critical Phases<br>(The GEs population that find the settling<br>in process rather difficult in the Region) |
| PPP           | Private Public Partnership  |
| SMEs          | Small and Medium Enterprises  |
| NPOs          | Non-Profit Organisations  |
| STEM Subjects | Science, Technology, Engineering and Mathematics  |



# Introduction

The initiative “Attract and Accommodate Global Employees in the Region of Basel” was launched by the Canton of Basel-Landschaft in 2021. The purpose was, from the locational standpoint, to improve the current conditions for optimising the chances for organisations to win the necessary Global Workforce.

Besides being the home to many leading organisations, the Region is also a hub for innovators, SMEs and entrepreneurs. Most of the organisations including businesses, institutions and NPOs have a growing need for highly skilled and qualified professionals. The Region is being confronted with a shortage of specific talents in the local market. To meet the demand, employers implement various staffing strategies, including so-called “Global Staffing”. As the war for talent increases globally, attracting and retaining the necessary Global Workforce becomes more and more challenging for these organisations. “To get in the game, companies must offer adequate compensation and benefits packages; that is the ante. But to win, they must recognize how the rules of the game have changed” (McKinsey and Company, 2022).

With regards to Global Staffing, what additionally needs to be considered is the impact of the macro-environmental factors of the hosting location. A combination of locational attributes such as political and economic stability, local culture, favourable conditions namely Federal and Cantonal policies as well as the services and offers provided by governmental authorities play a major role in the success of Global Staffing.

As a host country, Switzerland is often regarded as a highly attractive destination among Global Employees and businesses (Insead, Accenture and Portulans Institute, 2021). However, on one hand, the experts in this field predict that Switzerland and Swiss Cantons are losing ground in attracting and retaining the necessary Global Talents because the other global destinations are becoming more attractive. On the other hand, it has also been claimed that Global Employees are facing challenges while settling into the Swiss Cantons (Deloitte and Swiss-American Chamber of Commerce, 2020). Taking this into account, the following questions were raised from the Cantonal standpoint. How can 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?

Both the heads, Thomas Kübler at Standortförderung and Andreas Räss at the Migration Office, have stepped forward to find collective solutions that could create an optimal situation for all parties involved. Thusanthi Sinniah, who is specialised in the field of Global Staffing and conducted related research, has enthusiastically joined the team to find the answers. To begin with, the team has conducted a feasibility analysis from October 2021 to April 2022.

This publication "Feasibility Analysis Report 2022 BL" begins with a brief description of the project in CHAPTER 1. Followed by, based on the findings, CHAPTER 2 that recommends potential strategies and measures for various actors. As a single solution to a wide array of issues, it also suggests establishing a digital platform and living community network. This is expected to enhance the Region's competitiveness in terms of Global Staffing by boosting the locational attractiveness and accelerating the settling in process for GEs in the Region. Next, CHAPTER 3 describes the process and then the findings. It analyses the perspectives of the organisations and the Global Employees in the Region of Basel as well the Gemeniden / Städte in the Canton of Basel-Landschaft. CHAPTER 4 draws conclusions of the study, CHAPTER 5 looks at some of the limitations of the study and finally CHAPTER 6 exemplifies further progress aiming at fostering a holistic approach.



# Chapter 1: Project description

This chapter outlines the overview of the project idea “Attract and Accommodate Global Employees in the Region of Basel”. To begin with, the project statement describes the reason why this project proposal has been brought forward in the first place. Followed by the project objectives, project scope, the structure and the strategic approaches are crafted.

## A. Project Statement

“The race for skilled talent is now global” – Harvard Business Review, 2022.

The Region of Basel is not alone when it comes to requiring the best global talents. According to the regional statistics, the shortage of highly qualified talent is increasing in northwest Switzerland (NWCH) due to the growing demand for highly qualified talents in particular sectors (AWA Zurich and Canton Basel-Landschaft, 2021). The demand continues to exceed the available qualified supply of talents in the local market pool.

In April 2022 the first Basel- Landschaft Demography conference was held by the Canton and focused on the ongoing phenomenon faced by the organisations with regard to the shortage of talents. During the conference, it was noted that the competition for qualified

### The Need for Global Workforce

*Basel-Landschaft Demography conference, April 2022*  
“Global Staffing is crucial since the organisations are dependent on skilled workers from Europe and the whole world.”

Regierungsrat T. Weber, Basel-Landschaft at First Demography conference, bz Basel, 2022

talents with certain profiles is increasing in Basel Region. When asked if it were possible for Switzerland to train its skilled workers that could fulfil all the demand for talents in the Region, by responding that it would not be possible, Regierungsrat Thomas Weber, Vorsteher der Volkswirtschafts-

und Gesundheitsdirektion (VWG) in Basel-Landschaft emphasised that Global Staffing is crucial since the organisations are dependent on skilled workers from Europe and the whole world (Demography Conference 2022), (bz Basel, 2022). What needs to be taken into account is since the competition for acquiring best talents increases globally, not only attracting but also retaining the necessary Global Talents becomes ever so challenging for these employers in the Region.

As previously stated, the characteristics of the host country/location play a substantial role in the success of acquiring the Global Workforce. Moreover, it has also been claimed that Global

### Perceptions and predictions of experts in Switzerland

*“One of the key challenges Switzerland faces is that while we provide one of the best business locations worldwide, we are in danger of losing ground to other attractive locations”*

Deloitte and Swiss American Chamber of Commerce, 2020

Employees are facing challenges while settling into Swiss Cantons. There are various global studies that constantly evaluate, compare and position world destinations in multiple dimensions in terms of host country attractiveness (HSBC, 2021) (InterNations, 2022).

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, other destinations become more attractive considering other aspects such as “Ease of Settling In” (HSBC, 2021) (InterNations, 2022). Moreover, as previously mentioned, in Switzerland the experts within this field predict that the country and its Cantons are losing competitiveness when it comes to attracting and retaining necessary global workforce (Deloitte and Swiss American Chamber of Commerce, 2020).

Taking these concerns and observations into account, in May 2022 the first GEs community network forum “GEsNet Forum 2022 BL” was held by the Canton of Basel Landschaft during the period of the feasibility analysis. Kathrin Schweizer, now Regierungspräsidentin and the Director of Security Directorate – Immigration and Integration of Basel-Landschaft has welcomed the representatives of key stakeholders within the framework of Global Staffing. The intention was to exchange further ideas and input to improve the current condition in terms of acquiring necessary Global Workforce. The guest speaker, Adrian Gerber, the head of the department at State Secretariat for Migration (SEM), highlighted the importance of optimising the settling-in process for GEs. Bruno Weissen, People and Culture Country Catalyst Switzerland at F. Hoffmann-La Roche, emphasised how significant it is to strengthen the current boundary conditions in the Region of Basel regarding Global Staffing.

#### GEsNet Forum 2022 BL: Settling in Process of GEs

*The importance of optimising the settling-in process for GEs was stressed by Adrian Gerber, the head of the department at State Secretariat for Migration (SEM) Switzerland. GEsNet Forum 2022 BL, May 2022*

*“Enhancing and strengthening the current boundary conditions in the Basel region are pivotal to attract global (and local) talent to live and work in the region”*

**Bruno Weissen**, People and Culture Country Catalyst Switzerland at F. Hoffmann-La Roche, *GEsNet Forum 2022 BL, May 2022*

## B. Overall Objectives

In noting the above-described issues and dynamics, the following objectives were defined. The *target group* of this project is namely the **Global Employees (GEs)**. In this study the GEs are defined to be the high-profile or high-skilled talents that are brought in from outside of Switzerland and are /will be employed by the organisations and relocated to the Region of Basel.

### Project Purpose

The purpose of the project is, as detailed below, to generate an ideal win-win situation for all parties involved.

- From the locational standpoint, adding further value to the organisations in the Region
- Boosting locational attractiveness and establishing a developing a reputation of the Canton Basel-Landschaft and the Region as a leading model of a “Global Employee friendly location”
- Enhancing socio-economic benefits to the Canton and the Region

### Combined Goal: Attract and Accommodate GEs in the Region of Basel

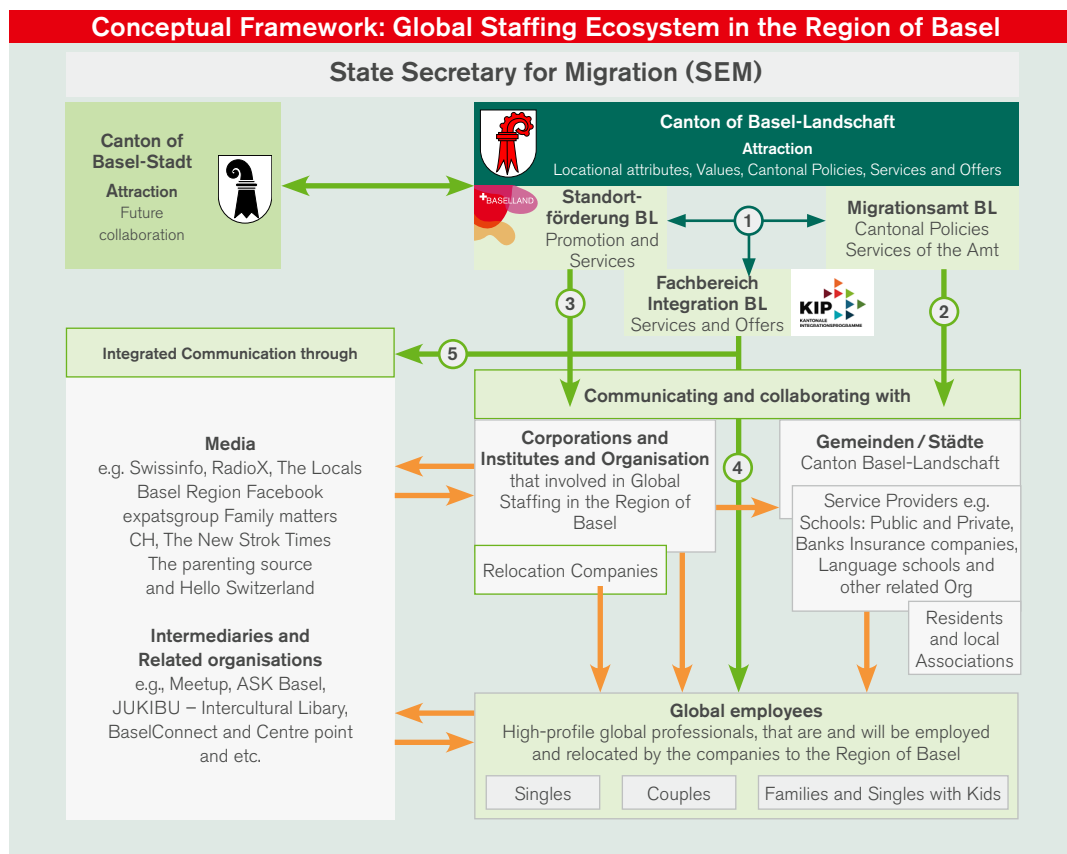
A combined goal is defined while taking the project statement and the project purpose into account.

- Attract: Optimising the chances for the organisations in the Region to attract and retain[?] sustain their essential Global workforce.
- Accommodate: Accelerating the settling-in process and optimising social inclusion for the Global Employees in the Canton of Basel-Landschaft

### C. Project Scope

By emphasising the objectives, a conceptual framework is created as an analytical tool that embodies the entire ecosystem with respect to Global Staffing in the Region of Basel (shown below, Figure 1-1). This framework facilitates identifying the key players as well as the scope of key actions and interactions. Considering the ecosystem in the field of Global Staffing, all the stakeholders indicated in the framework play a substantial role and thus are identified as the “Global Employees Network Community”. The representatives of this community vary from the Federal government to Global Employees. This includes the key players such as State Secretary for Migration (SEM), Cantons and the authorities, Gemeinden / Städte, organisations, service providers, residents, GEs-related associations and media that have an impact on attracting and sustaining Global Employees in the Region.

Figure 1-1: Conceptual Framework – Global Staffing Ecosystem in the Region of Basel





From the locational standpoint, the following scope of actions can be undertaken indicated by the green arrows numbered one to five (1–5).

1. Establishing further collaboration within the cantonal authorities in BL and with the canton of Basel-Stadt with regards to Global Staffing if there were still room and potential
2. Communicating with Gemeinden/Städte and GEs' related service providers in BL, to assess the capacity and the potentiality for improvement
3. Communicating with the organisations in the Region of Basel and understand their challenges and needs as well as assess the potential for collaboration
4. Communicating with Global Employees to understand their challenges and the needs
5. Communicating with the related media and other related organisations to enhance integrated communication

Note: The orange arrows indicate the communication and collaboration between the external players. One of the intentions is to strengthen these networks through this project if necessary. It should be noted that establishing further collaboration with the neighbouring cantons is highly intended, particularly working together with the canton of Basel-Stadt.

#### **D. Strategic Approaches**

At the beginning of the study, the following three approaches were proposed with the intention of examining what measures would be necessary and could be feasible under each category of these approaches.

- I. **Raising awareness and easing the access:** Create awareness of the qualities, services and offers in the Region of Basel and ease the access to reach the services and offers
- II. **Actualising the potentials:** Add further value to the existing qualities that would enhance the locational attractiveness and facilitate to optimise relocation and settlement process
- III. **Strengthening the existing ecosystem:** Optimising the synergies by establishing further collaboration with key players and creating a living network in the Region



## Chapter 2: Strategic recommendation and solutions

Before describing the feasibility analysis and the findings, this chapter presents the strategic recommendation and solutions as the foremost outcome of this study. Based on the findings, the perception of the organisations and the Global Employees, the following questions are answered.

How could we, as the hosting Region, optimise the

- chances for organisations to win the necessary Global Talents?
- relocation and the settlement process for GEs and thus to enrich the welcoming culture for GEs?

This study finds that considering the Region of Basel as the hosting location, there is still scope for enhancements in terms of optimising the current condition for Global Staffing (attract and sustain the necessary workforce). Moreover, the study identifies those locational related aspects that have room for enhancement in the Region (The feasibility analysis is described in the next chapter: objectives, methods and the findings).

With the intention of fostering a holistic approach and find collective solutions, a forum, the so-called “GEsNet Forum 2022-BL” was held during the final phase of this study. Representatives of all the key stakeholders mentioned in the Framework of the ecosystem (ch-2, p. 20) were invited and encouraged in exchanging their ideas and input.

Based on the findings of the study and the outcome of the GEsNet Forum, the team has come up with strategic solutions and also pinpointed various measures that could answer the above questions. These proposals are presented below under the three categories of the strategic approaches described in the previous chapter.

### A. Raising awareness and Easing Access to existing Qualities

#### 1. What is missing?

Considering the sample population that find the settling in process difficult in the Region, one of the predominant challenges identified to be lack of awareness and accessibility of the available services, offers and utilities in the Region.

For optimising the settling in process, a pool of information that is reliable needs to be presented in such a manner that is easily accessible for GEs even prior to relocating to Switzerland. This would facilitate making the right decision and managing expectations, e.g., finding appropriate schooling and housing according to their needs and expectations. Moreover considering the input of the expert interview at the company level, it would minimise the impact of misleading information that is claimed to be presented on various global platforms (e.g. numbeo.com, The Good School Guide; Living in Basel, an expat guide from the UK).

Various essential information about the Region has already been presented in various media and platforms, however, it is scattered, and it should be better organised and placed in one pool that would facilitate orientation for the newcomers. Such information sources could include immigration, schooling system, how to find insurance, housing and spousal support, cultural awareness training and preferred relocation or support suppliers). A few examples of already existing information are listed below.

- International Dual Career Network
- University Hospital Basel: International Service Department
- Basel Children's Trust
- hallo Baseland

Furthermore, with regards to the services provided by the relocation companies, most often it is validated that it would be rather harder to get settled without these services. What should be emphasised is not every Global Employee is assigned to be assisted by a relocation company and when so, not all of them are provided with both the services, namely relocation and settling in orientation. Moreover, the duration of these services is normally limited to a timeframe. It has been claimed that many challenges arise after the initial phase of arrival. Taking the above-described matters into consideration, the following solution is presented that is expected to resolve most of the issues addressed in the findings in chapter 3.

## 2. Strategic Solution: One-stop Shop Portal – GEs Living Community Network

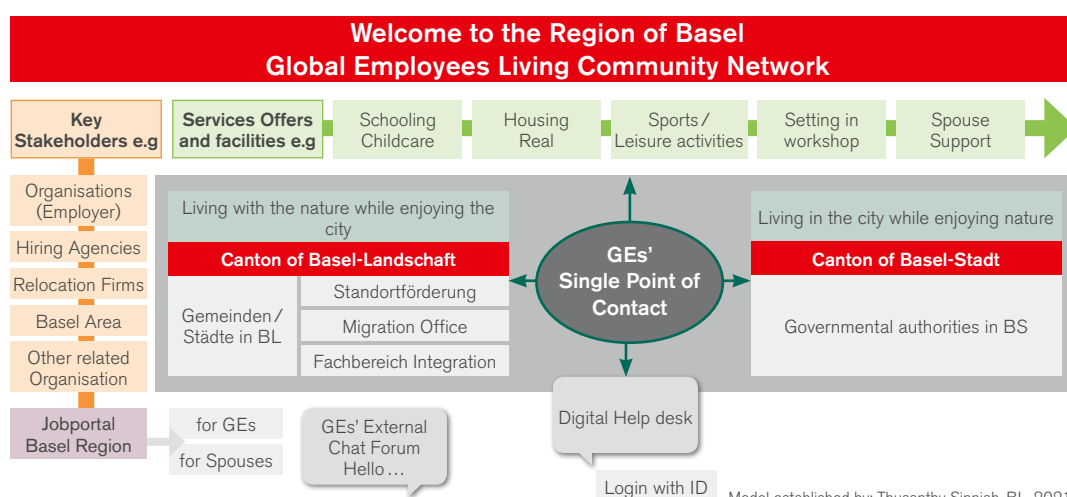
The GEs project team in Canton Basel-Landschaft has conceptualised a constructive idea, a platform the so-called “Global Employees Living Community Network”. This is a holistic approach and is envisaged to facilitate providing a sustainable solution for improving the current condition of Global Staffing in the Region of Basel.

The idea is to construct a platform that fosters virtual exchange as well as physical engagement within the ecosystem of Global Staffing. A sample model (Figure 2-1) is drafted below that outlines the overview of the platform. This living community network would add several values to the existing qualities since one of the intentions is to gather information about the facilities and services in the Region and place them in one pool, thus it would make access easy for the GEs to reach what they look for. It also recommends a single point of contact through which the GEs would be able to resolve most of their issues.

One way to increase the efficiency of the application of this One-stop Shop Portal is to construct 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 strategies proposed below (p. 25 – 25).

### – Global Employees Community Network (Sample Model: One-stop Shop Portal)

Strategic Recommendation 2-1: Global Employees Community Network (Sample Model)



The key stakeholders, in particular those who provide services and facilities to the GEs, would be able to present themselves on this platform. This approach would stimulate regular meetings of various members with various topics including legal changes, influences, ideas, and wishes that can be discussed promptly and, whenever possible, already proactively. This is expected to promote mutual understanding and make the Region more agile, supportive and innovative.

#### – Key stakeholders and Key Activities/Functionalities

As for further clarification, the following aspects are listed below.

- Key stakeholders: Examples
- Key activities and the functionalities
- Key benefits of the living platform

Strategic Recommendation 2-2: Key stakeholders and activities of the GEs-Living Platform

##### Key Stakeholders: Examples

- Canton of Basel-Landschaft
- Canton of Basel-Stadt
- Gemeinden/Städte
- Global Employees: Current and potential
- Companies that involve Global Staffing
- Arbeitgeberverband Region of Basel
- Chamber of commerce
- Schools: Public and Private
- Service providers
- Regional and Cantonal Tourism
- Local Associations
- Property
- GEs-related associations and organisations
- Relocation Firms
- Basel Area

##### Key activities and the functionalities (not limited to)

- External chat room for the GEs in the Region
- An internal help desk with a Single point of contact to assist the GEs who are relocating to the Region
- List of existing services and offers in the Region and provide access to each
- Connecting the locals and local associations with GEs through events
- Spouses Pool: spouses could update their CV and their interests
- Companies' job portal, that would be visible to the potential GEs around the world
- Locational Information: Region, Cantons, Gemeinden/Städte
- Regular meetings of various actors on various topics

#### – Key Benefits of the Platform

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

- speed up the settling in process for GEs by flattening the settling in curve
- decrease the proportion of Population in Critical Phases – currently >30% (see Ch-4, p. 73)
- decrease the duration of the critical phases (see Ch-4, p. 73)

**Key benefits of the Platform: One-stop Shop Portal  
Global Employees Living Community Network**

- **Enhancing Regional Attraction and Image**

It would ...

- 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**

It would ...

- 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**

It would ...

- 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**

It would ...

- 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**

It would ...

- 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**

## B. Actualising the Potential: Adding further values to Existing Qualities

One of those strategic approaches is to *add further value to the existing qualities* for enhancing the locational attractiveness and improving the efficiency of the relocation and settlement process for GEs. Below, some specific measures are recommended for selected key stakeholders: Cantonal Authorities, Gemeinde/Städte, public schools and childcare.

### 1. Recommendation for Cantonal Authorities

Strategic Recommendation 2-4: Part 1.a – Cantonal Authorities

#### Strategic Recommendation, Part-1. a Governmental Authorities: Canton of Basel-Landschaft

- **Visa and Work permit processing**  
Online renewal of existing permits and online registration at the place of residence is recommended (no visit to the office). Simplification of the application process and thus speeding up the process. Transparency in processing. On-site desk services at the companies.
- **Reducing language barrier**  
Official forms and online information could at least be available in English, French and Italian (tax forms, immigration information, newcomers' brochures etc.). As the quick wins, 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. Providing front office governmental services in various languages: EN, FR and IT  
In addition to this, providing German language lunch or coffee table organised by cantons or Gemeinden/Städte would be recommended
- **Welcoming Culture**  
Providing Welcoming package: Organise cultural coaching. Provide a welcoming tour around the Gemeinden/Städte, Canton and the Region. Providing welcome letter/welcome 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.
- **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
- **Assisting in settling in**  
Assigning a single point of contact that assists GEs to deal with issues. Train front office staff to deal with GEs and. Connecting with local families who can assist with simple settling-in questions.
- **Tax-related guidance**  
Providing clarity over tax submission/Clear explanation of the tax system, information about impact when changing immigration status, a leaflet explaining taxes and how to submit the taxes in EN, forms and paperwork related to taxes in EN and clear explanations about the tax impact of each visa or change in immigration status.

### **Strategic Recommendation, Part-1. b** **Governmental Authorities: Canton of Basel-Landschaft**

- **Coaching sessions**  
System coaching/understanding the rules and regulations when moving to the Canton/ Gemeinden/Städte. Providing cultural coaching and events for spouses and organise GEs meetings regularly for exchanging ideas and experience. Providing information and coaching about the political system, geography and history of Switzerland, Region, Canton and Gemeinden, Coaching sessions to understanding the local customs, traditions and festivals.
- **Orientation Support**  
Providing adequate orientation program, assigned for 3, 6 and 9 months. Checking the progress on a regular basis for at least six months.
- **Regional Promotion on Global**  
Promoting the Region globally as the Technological hub. Presenting the Region on the Global platform – making the visibility of the Region and its offers
- **General Information**  
Providing information session about public transportation system, driving rules and infrastructure, Leaflet/website with an overview of potential activities ex: sports, cultural activities, Information that is reliable and official and that can be updated on a regular basis, greater transparency of the housing market in the Region of Basel – booklets on areas to live and the terms and conditions.

#### **Recommendation for Gemeinden/Städte**

Most of the measures recommended for the Canton are relevant for Gemeinden/Städte. However, below are some other measures are specified additionally.

Strategic Recommendation 2-6: Part 2 – Gemeinden/Städte

### **Strategic Recommendation Part 2** **Governmental Authorities: Gemeinden/Städte**

- **Reducing language barrier:** as suggested above for the canton.
- **Providing German language lunch, coffee or dinner table might help**  
(to practice German in a relaxed setting)
- **Welcoming Culture:** as suggested above for the canton.
- **Coaching:** as suggested above for the canton.
- **Social Inclusion:** as suggested above for the canton.  
Connecting with local families who can assist with simple settling in questions  
Organise a Buddy system or welcome evening to new joiners to improve social integration.
- **Assistance:** as suggested above for the canton.  
More frequent communication with local authorities on local gatherings.
- **General Information:** provide information regarding local regulations and opportunities to integrate.

## Recommendation for Public Schools / Childcare centres

Strategic Recommendation 2-7: Part 3 – Public schools / childcare

### Strategic Recommendation Part 3 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

## For Consideration: Federal / Cantonal / Gemeinden / Städte Policies and Laws

The aspects in the table below are directly listed from the suggestions and requests made by the organisations and GEs for enhancing the host country's attractiveness. It should be noted that as part of the analysis these aspects are listed only for the political consideration.

Strategic Recommendation 2-8: Part 4 – Federal / Cantonal / Gemeinden / Städte Policies

### For Consideration Part 4 Federal / Cantonal / Gemeinden / Städte Policies and Laws

- Tax reduction on benefits: It would increase the locational attractiveness as the 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 – this is a big pain point.
- 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 the hours of public transport services in the small communities, after and before working hours
- Day-care: Reviewing the scheme of day-care support and enhancing the tax deductibility element of day-care.
- Flexible and affordable 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 to another, one Gemeinden to another



### C. Strengthening the ecosystem

An ecosystem concerning Global Staffing has already been established by the key players in the Region of Basel. However, it would be recommended to construct further solidarity among various stakeholders within the ecosystem.

As indicated in the framework at the beginning of the study (see Framework Ch1, pp: 14), in terms of strengthening the existing ecosystem, from the regional perspectives, the following approaches would be recommended.

Strategic Recommendation 2-9: Part 5 – Strengthening the Ecosystem

| Strategic Recommendation: Part 5<br>Strengthening the Ecosystem  |
|--|
| <ul style="list-style-type: none"><li>• Nurturing the collaboration with neighbouring cantons by focusing on optimising the efficiency of Global staffing from the Regional standpoints, when feasible.</li><li>• 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.</li><li>• Establishing a living network within the Region: involving the key players from the demand and supply side. Organisations and GEs in regular exchange with Governmental officials and HR department</li><li>• Encouraging interaction and collaboration between all the players in the Ecosystem</li><li>• 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.</li><li>• Fostering Integrated communication strategies with GEs related media and associations</li><li>• Integrating the local associations (e.g. sports clubs, community associations etc.) as well as the locals into the ecosystem</li><li>• Encouraging a holistic approach for those organisations that involve Global Staffing, creating shared values e.g., organisations that have family and spouses support programmes could be shared regionally</li><li>• Establishing direct contact between GEs and communities (property management, Service Providers etc) for supporting the GEs directly in an easy way</li></ul> |

It should be noted that the "Global Employees Community Network" (see chapter 2, p.19) suggested above would enable to implement most of these actions listed above.

# Chapter 3: Feasibility analysis

At first, this chapter defines the purpose of conducting this analysis including the research questions. This is followed by the methodology of the study that is described along with the process of data collection. Next, the core component of this report “Findings and Analysis” is presented in three main categories:

1. Perspectives of the organisations in the Region of Basel (Expert Interviews)
2. Perspectives of the GEs in the Region of Basel (Survey)
3. Perspectives of the Gemeinden / Städten in Basel-Landschaft (Expert Interviews)

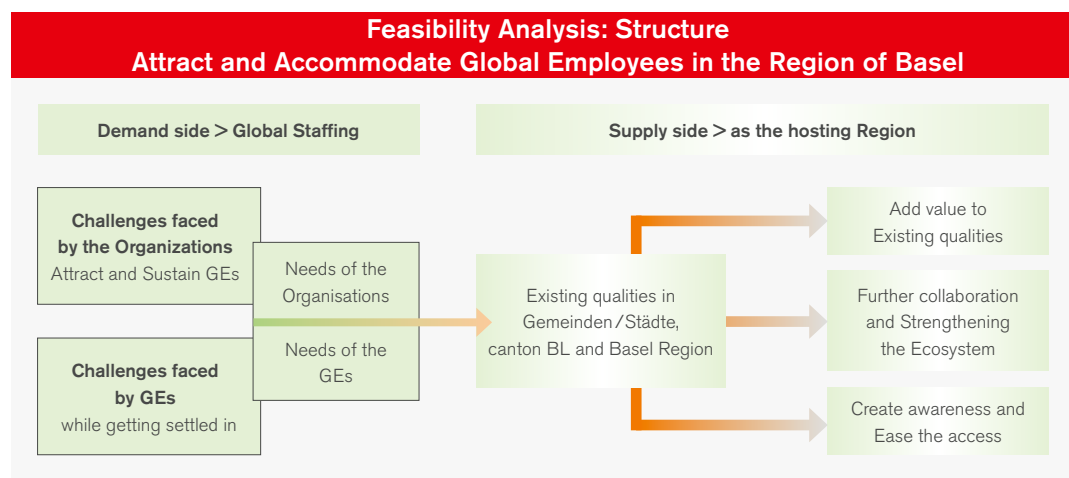
These qualitative and quantitative data points have been examined, categorised and analysed by focusing on the research questions and the goal of the project. It should be noted that the strategies that are recommended in chapter 2 are established based on these three analysis described in details below.

## A. Purpose of the Feasibility Analysis and Research Questions

The purpose of this study is firstly to gain an understanding as to whether the project “*Attract and Accommodate Global Employees*” in the Region of Basel is necessary – and whether it is worth undertaking. If “yes” then the study goes on

- **to identify** what kind of locational challenges, affect the effectiveness of acquiring necessary Global Workforce, namely Global Staffing, in the Region of Basel? This includes the macro-environmental factors that impact not only on attracting the necessary Global Talents but also on retaining them in the Region.
- **to examine** to which extent the organizations and the Gemeinden / Städten are interested in and willing to collaborate for improving the current condition, if necessary?
- **to analyse** what could be done to improve the current condition, if necessary?

Figure 3-1: Feasibility Analysis – Structure



As illustrated above (Figure 3-1) the study is comprised of two segments: On the one hand the demand side, which analyses the challenges and the needs of the organisations and the Global Employees in the Region. On the other hand, on the supply side, it analyses the existing qualities as well as the capacity in the Canton and the Gemeinden / Städte as the hosting location that fulfils the demand. This facilitates assessing the gap between the existing qualities and the desired conditions that favour acquiring the essential Global Workforce.

This analysis is expected to answer the questions of whether this project is needed, and if so, what strategic approaches would be feasible to improve the situation. Accordingly, the following research questions are formulated. The first two sets of questions, RQ1 and RQ2 and RQ3 and RQ4 are expected to be answered throughout this study. When these questions are answered, consequently the final set of questions RQ5 and RQ6 are scheduled to be resolved, by progressing further, after completing this feasibility analysis.

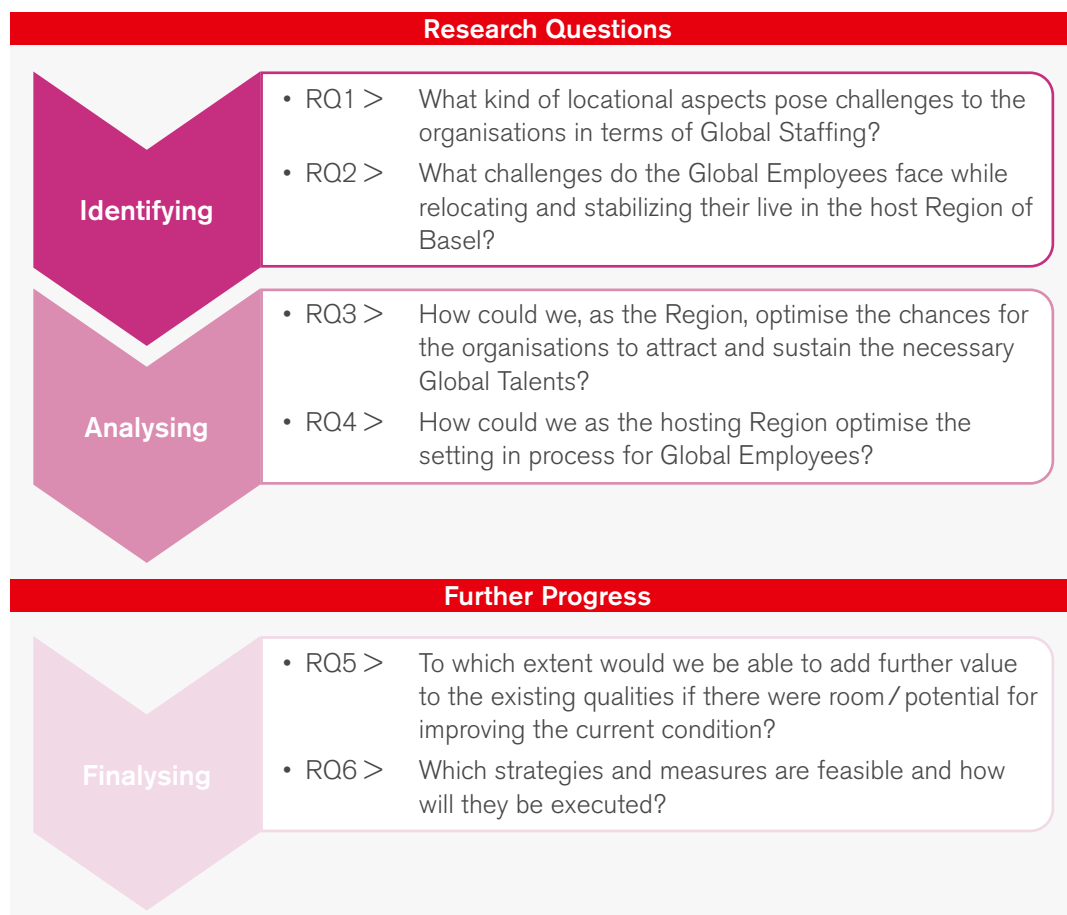


Figure 3-2: Data Collection

## B. Methodology and Data Collection

To answer these research questions, a so-called strategy known as “Mixed Method” with multiple cases is applied in this research. This method is a research approach whereby researchers collect and analyse both quantitative and qualitative data within the same study. (M.R.Harwell, 2011). The multiple cases research approach is well suited for the research that focuses on gaining an in-depth understanding of a particular problem at a specific timeframe (P. Baxter, 2008). As illustrated in Figure 3-2, the data of this study has been collected from three categories of key players: organisations that involved Global Staffing,

the Global Employees living in the Region and the Gemeinden / Städte in BL as the host location.

### 1. Organisation Expert Interviews and questionnaire

Twenty organisations in the Region of Basel have initially been communicated about the project idea. Almost forty experts in fifteen organisations have been interviewed to gather information and opinion about the current situation of Global Staffing. Besides conducting face-to-face interviews, the data have also been collected through an interview questionnaire. Experts: Heads of HR, heads of various Global Staffing departments, country leads and other senior managers.

### 2. Global Employees survey / face-to-face interview

Within two and a half months (Mar-May 2022), an online survey was conducted with GEs. The primary goal was to identify key aspects that pose challenges to Global Employees while relocating and settling in the Basel Region. The questionnaire was formulated based on input from related researchers and experts at the organisations. In the meanwhile, previous studies and the requests from the Gemeinden / Städte have also been taken into high consideration. The survey was distributed through the internal platform within several organisations that involved Global Staffing in the Region of Basel. It has reached approximately 1500 Global Employees and had a response rate of 45 %.

### 3. Gemeinde / Städte Expert Interview and questionnaire

Seven Gemeinden / Städte that accommodate a considerable number of Global Employees in the canton Basel-Landschaft were communicated regarding this project. Fourteen experts in these authorities have been interviewed face to face and also by sending out questionnaires. These interviews were conducted either in person or virtually. Experts: Gemeinden / Stadt presidents and or heads of administration.

## C. Finding and Analysis 1: Perspectives of Organisations

This section analyses the **perspectives of the organisations** with regard to the need for the Global Workforce and the locational impact on Global Staffing. The aim was to understand the current and future trend of Global Staffing and to examine to which extent the macro-environmental factors pose challenges that prevent from winning the essential Global Talents: are any of these organisations encountering any **locational related challenges**, not only to attract but also to sustain the necessary workforce? Do the companies see any need or room for improvement in the Region of Basel Region as a host location?

The findings of the experts' interviews were analysed under the following key subjects.

1. Shortage of Talents and the trend in Global Staffing
2. Locational impact on winning the Global Workforce
3. The key challenges and Scope for Enhancement: Region of Basel as hosting location
4. The perspectives on this initiative

## 1. Shortage of Talents and the trend in Global Staffing

All the organisations claim that shortage of talents increases whereas the demand for specific talents surpasses the available workforce in the local market pool.

### – The demand for Global Workforce

The organisations that were interviewed claimed that they are in greater need of the Global Workforce, and thus the need for Global Staffing would continue to increase also in the future. The main reasons for this increase are summarised below, but not limited to.

- Many organisations require a pool of talents with a wide variety of professional with specific background, qualifications and experience.
- Emerging new technologies in most sectors leads to shortage of specialists and experts in various fields.
- Regional/Swiss demographics lead to high numbers of retirements (baby boomers) and only a limited inflow of new talents
- Although there is an increase in the number of people with academic degrees, the majority are not pursuing a career that would fulfil the growing demand for experts.

#### Organisation-Statement:

*“Many of our partners and suppliers struggle though to find the right talent”*

**Source: Head of HR and the Team – Expert Interviews,**  
Organisations in the Region of Basel, Oct 2021 – Apr 2022

Many organisations concluded that while the demand for global talents increases in the Region the chances of winning the essential workforce are becoming more and more difficult.

### – Global Staffing and the expected shift

Considering the Global Workforce, the organisations are targeting highly specialized candidates in the fields of their expertise and senior leaders with fewer entry-level jobs. It is not about a larger pool of additional employees, but about acquiring top talents. Various staffing strategies are applied to fulfil this target. These include foreign local hires, global mobility assignments (Intra transfer) and international outsourcing etc.

Most of the businesses proclaimed, that although there would be a shift in the traditional way of dealing with Global Staffing since the collective and onsite performance could not be compromised or jeopardised, the need for relocating the Global Talents to the Region is considered to be increasing.

Contemplating various staffing strategies, foreign local hires with a permanent employment contract are expected to be the main sources of Global Staffing also in the future. Simultaneously the demand for global mobility assignments is expected to be diminishing. This is supposed to be leading to an increase in the number of business travellers with longer stays.

#### Organisation-Statement: International local hires is the main source of Global Staffing

*“We will continue to require specialists for our RandD functions as well as corporate commercial and enabling functions. Therefore, we expect international local hires to remain the main source of Global Staffing”*

**Source: Head of HR and the Experts – Expert Interviews,**  
Organisations in the Region of Basel, Oct 2021 – Apr 2022

**Organisation-Statement: working locational agnostic**

*"... we cannot compromise or jeopardize our collective ability to deliver on our purpose and ambitions. Therefore, we rely on Global Talents working on-site at our Swiss affiliates"*

*"... more and more GEs are raising their interest to work from home– the question is which of the positions have to be executed from a specific location."*

**Source: Head of HR and other Experts – Expert Interviews,**  
Organisations in the Region of Basel, Oct 2021 – Apr 2022

It should be considered that more and more employees are unwilling to permanently relocate and prefer commuting or remote work (hybrid model). It should also be noted that although the hybrid work model is becoming popular, not all functions could be accomplished with such an approach. In addition to this, another factor that marks a shift in Global Staffing is technological advance-

ment: the replacement of human capital. Yet again it was claimed only routine work will be shifted to other countries whereas no changes will occur considering high profiled jobs.

**Organisation-Statement: Technological advancement**

*"We see a continuation of the already known impact of technological advancement on Global Staffing. Routine work will shift to lower-cost countries or specialized local providers. High-value / high-impact work will remain in places that enable innovation and strategic investments."*

**Source: Expert Interviews,** Organisations in the Region of Basel,  
Oct 2021 – Apr 2022

The technological expansion has played a significant role in the changes taking place in today's job market. Nevertheless, some hurdles cannot be overcome with technology. It is claimed to be creativity and innovation come from physical collaboration, which continues to drive forward.

## 2. Locational impact on winning the Global Workforce

During the interviews, it was emphasized that remaining competitive in terms of overall package offered to the candidates is the critical factor for winning the Global Workforce. A combination of many factors influences the decision candidates make when it comes to accepting job offers in another country. In today's competitive market, the candidates become highly sensitive not only to the competitive nature of the company but also to the external factors related to the host country.

**Organisation-Statement: whole family, not just a talent**

*"When we hire a Global Employee, most of the time we need to relocate not just the talent, but the entire family and their culture to the region."*

**Head of HR, Switzerland**  
Source: Expert Interviews, Organisations in the Region of Basel,  
Oct 2021 – Apr 2022

The characteristics and offerings of the host country play a substantial role in attracting and sustaining Global Employees. These include the geographical location and the macro-environmental factors for instance taxation policies, infrastructure (schools, healthcare system, etc.) safety, public transport, as well as quality and cost of living etc.

Considering the Basel Region as the host location, many characteristics and qualities are perceived to be very appealing for the success of Global Staffing. In addition to this, all the organisations we communicated with showed their gratitude to the cantonal authorities for their collaboration and services.

Nevertheless, also because winning the global competition for attracting the right talents is becoming more and more difficult, most of these organisations are of a similar opinion that there is still scope for enhancement when it comes to Basel Region as the hosting location. The following part emphasises identifying and analysing the locational-related aspects that still have room for improvement.

#### **Key challenges and Scope for Enhancement: Region of Basel as hosting location**

As previously designated, despite the wide range of advantages, when compared to some other global cities, the Region of Basel claimed to be having some room for improvement in terms of global staffing.

Considering this, we asked the experts at the organisations the following questions:

- Do you face any locational-related challenges in attracting, relocating, and sustaining the necessary Global Talents?
- How do you think the Canton BL / Region of Basel could support your organisation in optimising the chances of acquiring the necessary Global Talents?
- How do you think the Canton BL / the Region of Basel could help the GEs to overcome any locational-related challenges?

What understood was that there are certain, yet multiple layers of, locational aspects posing challenges to organisations concerning Global Staffing. From the organisations' points of view, adjusting some of the existing services, qualities and policies would add further value to the businesses for gaining a competitive edge regarding Global Staffing. Moreover, a holistic approach to strengthening the existing ecosystem in the Region was emphasised by the experts at the organisations. As described below, we examined the findings and classified the issues and the suggestions into four categories.

##### ***a) Locational Attributes and offerings***

In this study, the locational attributes and offerings refer to the characteristics and particularities of the Region as well as available services and offers that have an impact on Global Staffing. The **Table 3-1: a** (p. 32–33) describes the aspects which have room for improvements and points out the suggestions made by the experts at the organisations.

##### ***b) Services and Offers at the Governmental authorities Canton and Gemeinden / Städte***

Concerning the services and offers at the governmental authorities, some issues were addressed by the organisations. The **Table 3-2: b** (p. 35–36) specifies these issues as well as some suggestions made by the experts.

#### **Organisation-Statement: Collaboration of Governmental Authorities**

*"The collaboration with the administration and authorities works very well – thank you! Proposals to improve the process are discussed regularly with cantonal and federal authorities which is much appreciated."*

**Source: Expert Interviews**, Organisations in the Region of Basel, Oct 2021-Apr 2022

*c) Policies and Laws: Federa/Cantonal and Gemeinde/Städte*

It is understood that there are also some aspects related to policies and laws posing challenges to the organisations by affecting Global Staffing to different degrees. It should be noted that these challenges are driven by federal, cantonal or Gemeinden laws and policies. The **Table 3-3: c** shown p. 36 points out these aspects and the suggestions made by the organisations for optimising the chances for the companies to acquire their necessary Global Workforce.

*d) Strengthening the existing ecosystem: Access and Network and Collaboration*

Although an ecosystem regarding Global Staffing has already been established in the Region, a more holistic approach to strengthening the current environment is claimed to be crucial. The **Table 3-4: d** describes the features and the proposals to achieve this.

– **Tables a – b: Perceptions of the Organisations: Challenges and Suggestions**

Table 3-1: a. Perspectives of the Organisations: Locational Attributes

| <b>Perspectives of the Organisations</b><br><b>a. Locational Attributes and offerings in the Region of Basel</b>   |   |
|--|---|
| Aspects and the impact on Global Staffing  | Suggestions by the organisations for improvement  |
| <b>Cost of living</b><br>The overall cost of living is perceived to be very high, especially for families or singles with children   | No suggestions  |
| <b>Real estate and housing</b><br>Larger apartments closer to schools are limited<br>Rent/price is very high: not affordable, especially for the families  | <ul style="list-style-type: none"> <li>• More family-friendly houses and apartments in terms of size and facilities</li> <li>• in attractive location and neighbourhood would be recommendable</li> <li>• Larger apartments closer to schools</li> </ul>  |
| <b>Schooling facilities and the challenges</b><br>The Swiss local school system is well recognised by GEs. However, it is not very easy for the children to integrate into the public schools, especially when the duration of stay is less than five years<br>The capacity at an international school is challenging when this is the preferred option<br>Private schooling is considered to be expensive and thus not affordable for all the GEs' families | <ul style="list-style-type: none"> <li>• If some of the public schools became bi-lingual (English and German), it would be attractive for GEs, not only due to economic reasons, but also it would facilitate the GEs and the families to get in contact with locals and that would promote integration.</li> </ul> |
| <b>Public Transport services</b><br>Limited access: in some villages no public transport services available before and after office hours<br>Lack of well-connected transport: e.g.: limited direct access to the airport, no direct train access to the airport   | The transport system could be more efficient in terms of <ul style="list-style-type: none"> <li>• Operating before and after office hours</li> <li>• Extending train or tram services to the airport</li> </ul>   |



| <b>Perspectives of the Organisations</b><br><b>a. Locational Attributes and offerings in the Region of Basel</b>   |  |
|--|--|
| Aspects and the impact on Global Staffing  | Suggestions by the organisations for improvement   |
| <p><b>Insufficient career opportunities for dual career couples</b></p> <p>One of the main challenges is the lack of suitable job opportunities for accompanying spouses if they do not work in specific sectors, and if the German level is inadequate. It may lead the candidates to reject the job offer in the Region</p> <p>Moreover, lack of access for reaching out both parties: companies and potential candidates *(accompanying spouses)</p> <p>Lack of access to reach out available job opportunities</p> | <p>Canton and Gemeinde/Städte could provide access and services</p> <ul style="list-style-type: none"> <li>• to find jobs for spouses</li> <li>• to connect with potential employers</li> </ul>  |
| <p><b>Shop opening hours/days in smaller communities</b></p> <p>In comparison to some other cantons in Switzerland, some communities are less flexible in terms of shop opening hours. This prevents GEs from residing in these locations</p>  | <ul style="list-style-type: none"> <li>• Listing and providing information/access: where the shops are opened</li> <li>• It would be ideal if at least some shops extend the opening hours and days in the local neighbourhood</li> </ul>  |
| <p><b>Language barrier</b></p> <p>Learning the local language is perceived to be taking a very long time. This builds barriers between the locals and GEs</p> <p>This slows down the settling-in process and GEs find it difficult to understand the local system and integrated into the system</p>   | <ul style="list-style-type: none"> <li>• It is recommended removing the language barriers whenever possible. Example: museum information Basel-Land,</li> </ul> <p>Some community websites are unfortunately only available in German.</p> |
| <p><b>Integrating into the local society/local system</b></p> <p>Getting to know locals and integrating into the local society is perceived to be difficult by GEs</p>   | <p>It would be important to show appreciation and openness for diversity, people with different backgrounds, cultures and sexual orientation</p>   |

– Related Statements from the Organisations

**Organisation-Statement: Recommendation**

*"It would be helpful for the GEs to settle in the region if canton/Gemeinden provide services such as cultural coaching, networking events with locals, programs for expats spouses, meeting regularly and exchanging experience and ideas and tour around the Gemeinden or canton"*

**Source:** Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

**Organisation-Statement: Statement: Work permit/Visa processing**

*"The work permit process on the authorities' side is a black box. No idea where the process is, yet the Global Employee wants to know. An online tool would be great, so we can follow the status; this would help ease the ambiguity for the Global Employees."*

*"We would appreciate a digital work permit process which ensures transparency for both parties."*

*"Sometimes we need to decline good candidates because it would be challenging to obtain a work permit for them."*

**Source:** Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

**Organisation-Statement: Recommendation for central office for GEs**

*"It would be helpful to have a central office in the canton for GEs, which is the contact point for all issues when moving to Switzerland."*

**Source:** Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

**Organisation-Statement: Tax**

*"In comparison to major global cities, the positioning of BS and BL in terms of tax ranking is unattractive."*

**Source:** Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

Table 3-2: b. Perspectives of the Organisations: Governmental Authorities

| <b>Perspectives of the Organisations</b><br><b>b. Services and Offers at the Governmental authorities Canton / Gemeinden/Städte</b>  |  |
|--|--|
| Aspects and impact / effect  | Suggestions by the organisations for improvement   |
| <p><b>Work permit / Residential Visa related aspects in BL</b></p> <p>Complex, lengthy process: unpredictable timelines for obtaining the work permit creates a great deal of uncertainty for both: companies and the candidates.</p> <p>This has multiple consequences on the actual starting date, relocation planning, and changing schools for children, etc.</p> <p>These challenges lead the candidates to reject the offers during the recruitment process and it also demands additional resources</p> | <ul style="list-style-type: none"> <li>• Electronic/online renewal of existing permits would be desirable</li> <li>• Electronic/online registration at the place of residence would be a great relief (no visit to the office)</li> <li>• Speeding up and simplifying the application process</li> <li>• Transparent processing and Digitalising application process</li> <li>• On-site desk services at the companies</li> </ul>  |
| <p><b>Integration-related services and Information sharing and Communication</b></p> <p>Difficulties in system integration / Social integration</p> <p>Lack of help for the children to integrate into schools</p> <p>Lack of understanding of the local system of the Region and the administrative aspects</p> <p>Lack of contact with locals</p>  | <ul style="list-style-type: none"> <li>• Providing help for the children's integration</li> <li>• It is recommendable to implement a 'buddy system' or welcome evening to the new joiners</li> <li>• Make access to the available services and offers in the Region</li> <li>• Organising events with locals</li> </ul>  |
| <p><b>Language barrier</b></p> <p>Language barrier in terms of administrative aspects said to be causing difficulties e.g. Difficulties in dealing with Tax legislation</p> <p>Note: Canton BS offers an English glossary to the tax form which is not the case in BL</p>  | <ul style="list-style-type: none"> <li>• Reduce language barriers in communication with authorities, etc.</li> <li>• Providing information in EN, FR and IT would be helpful</li> <li>• Translation of main cantonal / Gemeinden webpages in English would be appreciated</li> <li>• Providing German language lunch, coffee or dinner table might help (to practice German in a relaxed setting)</li> </ul>   |
| <p><b>Information sharing and Communication</b></p> <p>Lack of knowledge about where to find actual situation</p> <p>what is going</p> <p>where could be found what</p>  | <ul style="list-style-type: none"> <li>• Providing Welcoming packages</li> <li>• Canton/Gemeinden could organise cultural coaching/ networking events with locals</li> <li>• Tour around the Gemeinde/Städte and canton</li> <li>• Organise regular meetings with locals and GEs</li> <li>• Providing access to exchange experience and ideas</li> <li>• The canton could provide a welcome letter/ welcome brochure to GEs to get settled easier and feel welcomed in the Region</li> <li>• Providing schooling events and other public/ important information in English.</li> <li>• A common platform that provides all the necessary information in the Region and connects various shareholders</li> <li>• Having a single point of contact that helps GEs to deal with issues</li> </ul> |

| <b>Perspectives of the Organisations</b><br><b>b. Services and Offers at the Governmental authorities Canton / Gemeinden/Städte</b> |  |
|---|--|
| Aspects and impact / effect   | Suggestions by the organisations for improvement   |
| <p><b>Spouses related support</b></p> <p>Job market integration – this is considered to be one of the key challenges</p>            | <ul style="list-style-type: none"> <li>• Trailing spouse who's been on a career break: and help such candidates get back to work</li> <li>• Spouse support by the authorities (e.g., job search, integration in the local community)</li> <li>• Organizing programs for expat spouses</li> </ul> |

Table 3-3: c. Perspectives of the Organisations: Policies and Laws

| <b>Perspectives of the Organisations</b><br><b>c. Challenges related to Policies and Laws: Federal / Cantonal / Gemeindene</b>   |  |
|--|--|
| Aspects and impact / effect  | Suggestions by the organisations for improvement   |
| <p><b>The effect of Brexit on Global staffing</b></p> <p>UK is considered to be one of the 3<sup>rd</sup> country nationals (Drittstaaten-Kontingent): Challenges with extra hurdles to hiring UK nationals. Complex and lengthy work permit process and it demands additional resources</p> <p>The hiring process takes longer: this leads to uncertainty and the potential employees to take other opportunities in various countries</p> <p>Since the UK has a great talent pool for particular sectors, it becomes harder to attract the right talents</p> | No suggestions made  |
| <p><b>Compulsory process of external job posting</b></p> <p>The process of four weeks of external job posting to obtain a work permit for 3<sup>rd</sup> country nationals demands a considerable amount of time and resources. It also increases the chances of losing the best potential talents</p> <p>The process with the job notification requirement and priority for Swiss nationals is very complex</p>   | No suggestions made  |
| <p><b>Taxation in canton BL and BS</b></p> <p>Higher individual tax rates in comparison to other cantons</p> <p>Taxation on relocation and schooling benefits</p> <p>The overall tax burden for families is very high</p>  | <ul style="list-style-type: none"> <li>• Offer tax break /incentives to help attract Global Talents</li> <li>• Reductions on benefits</li> </ul> |
| <p><b>Tierversuchsverbot Initiative</b></p> <p>From the Swiss perspective, risks are created by the Tierversuchsverbot-Initiative, which will make scientific research no longer possible in Switzerland</p>   | <ul style="list-style-type: none"> <li>• No suggestions made</li> </ul>  |

| <b>Perspectives of the Organisations</b><br><b>c. Challenges related to Policies and Laws: Federal / Cantonal / Gemeindene</b>   |  |
|--|--|
| Aspects and impact / effect  | Suggestions by the organisations for improvement   |
| <p><b>Challenges related to Schooling policies</b></p> <p>Challenges in changing school from one canton to another</p> <p>The quota system hinders and increases the pressure on parents</p> <p>Private schools are not affordable for all families</p> <p>Difficulties for the children to get integrated into public schools</p> <p>Limited options for after-school and holiday care services at the public schools. This causes challenges since GEs often work fulltime</p> | <ul style="list-style-type: none"> <li>• Maximum flexibility when changing schools from one canton to another.</li> <li>• It would be ideal if cantons could create a partly public-funded international school</li> <li>• Follow the international curriculum in the public school</li> <li>• Providing more transparency on integration topics in local public schools</li> <li>• "How is integration supported when a child does not yet speak /write German?"</li> <li>• Providing additional services with regards to after-school and holiday care at the public schools would help GEs to send their children to public schools since the Swiss school system is also attractive for GEs</li> </ul> |

Table 3-4: d. Perspectives of the Organisations: Existing Ecosystem

| <b>Perspectives of the Organisations</b><br><b>d. Existing Ecosystem: Access and Network and Collaboration Basel Region</b>   |  |
|---|--|
| Aspects and impact / effect   | Suggestions by the organisations for improvement   |
| <p><b>Access: existing services and Offers in the Region</b></p> <p>Lack of awareness of the available services and offers in the Region</p> <p>Lack of access to reach out the existing services and offers</p> <p>e.g. finding the appropriate schools that match the children's needs</p> <p>Finding affordable housing, Finding the suitable childcare</p>  | <ul style="list-style-type: none"> <li>• Providing list and access to related services and offers in the Region of Basel</li> <li>• Communicate and connect these through a common platform</li> <li>• Information and materials about the Region, newsletter about possibilities for GEs to integrate, connect, etc.</li> <li>• It would be helpful to have a centralized office, which is the single point of contact for GEs to deal with all issues when moving/setting</li> </ul> |
| <p><b>Technological HUB: Digital Expertise and Technology</b></p> <p>Lack of access to digital expertise and technology</p> <p>The need for this expertise has become increasingly important for the companies at the forefront of innovation. However, the Region does not (yet) has global recognition as a technological hub, where digital /tech talents can grow their career (in comparison to other countries or cities ex. San Francisco and India)</p> | <ul style="list-style-type: none"> <li>• Expand the network</li> <li>• Open up opportunities for new local /international entrepreneurs to grow in the Region</li> <li>• Promoting the Region globally as the technological hub</li> </ul>   |

| <b>Perspectives of the Organisations</b><br><b>d. Existing Ecosystem: Access and Network and Collaboration Basel Region</b>  |  |
|--|--|
| Aspects and impact / effect  | Suggestions by the organisations for improvement   |
| <b>Scattered and Misleading information</b><br>Information provided by external platforms and websites (e.g.: <a href="https://numbeo.com">numbeo.com</a> ) is scattered, inconsistent and can be inaccurate. This leads to insufficient and poor knowledge when evaluating the Region and comparing it with other global cities.  | <ul style="list-style-type: none"> <li>• Officially presenting the information about the Region on the global platform, where the potential GEs can retrieve accurate information about the Region</li> </ul>  |
| <b>Spouse support</b><br>Job integration for spouses appeared to be one of the predominant challenges, besides social integration<br>Lack of connection and interaction with the local society   | <ul style="list-style-type: none"> <li>• Accompanying the spouses to find suitable jobs</li> <li>• Canton/Gemeinden could organise cultural coaching and events for spouses e.g., networking events with locals, tour around the Gemeinde/Städte and canton Organise GEs meetings regularly for exchanging ideas and experience</li> <li>• Building a bridge for dialogue with GE spouses to exchange ideas and experience</li> </ul>    |
| <b>Cultural and geographical, political awareness</b><br><b>Connecting with locals</b><br>Lack of this awareness slows down the settling process for GEs and on some occasions, the misunderstandings create various challenges<br>Missing opportunities to connect with locals undermines social inclusion                        | <ul style="list-style-type: none"> <li>• Provide updated information on a common platform in EN</li> <li>• Organise workshops and coaching sessions for the newcomers</li> <li>• Organise kids and family events with locals</li> </ul>  |
| <b>Collaboration and Communication within the ecosystem</b><br>It said to be room for improvement in the existing ecosystem in terms of partnership collaboration and communication<br>It would be ideal to have regular exchanges with all the partners involved in Global staffing<br>Regular evaluation of the actual situation | <ul style="list-style-type: none"> <li>• It is suggested that the partnership between the players and the canton could be strengthened by continuing the dialogue and regular exchange with representatives of people and culture</li> <li>• Conducting surveys and sentiment analysis along the journey for the relocating families</li> <li>• Create regular focus groups to exchange topics around the relocation process.</li> </ul> |
| <b>Visibility on the international job Market platform</b><br>Some organisations claimed, unlike some other global players, they are not visible on the international job market platform, known only in Europe. This causes some hurdles to attract the Global Workforce coming from outside of Europe.                           | <ul style="list-style-type: none"> <li>• Make the organisations visible on the Global market so that potential candidates could find them easily</li> </ul>  |

#### Organisation-Statement: School

*"What we hear often from associates living in BL is that the after-school care and holiday care is more limited, which is why associates will rather opt for the private system, which seems a pity since the Swiss school system is excellent and will be a major factor integrating"*

Source: Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

#### Organisation-Statement: Recommendation visibility on the global market

*"We are in a big need of Global Staffing, however since we are not very visible outside the neighbouring three lands, attracting the right talents can be very difficult."*

Source: Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

#### Organisations' Perspectives on this Initiative

The experts at all of these organisations welcomed this initiative the canton Basel-Landschaft is undertaking. Most businesses perceived this as crucial and essential to meet the growing needs of the Global Workforce. Some of these organisations showed their commitment to co-create this framework whereas the others are willing to collaborate to reach the common goal: Creating a win-win situation for all parties involved in the Region of Basel in terms of Global Staffing.

Besides exchanging their perspectives and suggestions to improve the current condition, some of the organisations have already been actively involved in conducting this study. During the interview, concerning this initiative, we have been given a wide range of constructive feedback some of which are highlighted below.

#### Organisation-Statement

*"This initiative is needed to optimise..."*

Source: Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

#### Organisation-Statement: Initiative

*"The initiative is a good step in the right direction. It would be good to have a central office in the Canton or Region for GEs..."*

Source: Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

#### Organisation-Statement: Initiative

*"We welcome the initiative taken. It is important that our GEs can settle easily and will also stay in the long run."*

Source: Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

#### Organisation-Statement: Initiative

*"We appreciate this great opportunity to co-create a collaborative framework for attracting and accommodating Global Employees while strengthening the partnership with canton Basel-Landschaft." This is very important to us in many aspects since the canton Basel-Landschaft is the home for many of our employees and it ensures that we attract the best talents."*

Source: Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

#### Organisation-Statement: Initiative

*"... however, we are interested to what extent this is a single initiative. Are you partnering with other cantons around these topics? Since we are present in multiple cantons across Switzerland we would highly appreciate / encourage a holistic approach to generate a positive ecosystem."*

Source: Expert Interviews, Organisations in the Region of Basel, Oct 2021 – Apr 2022

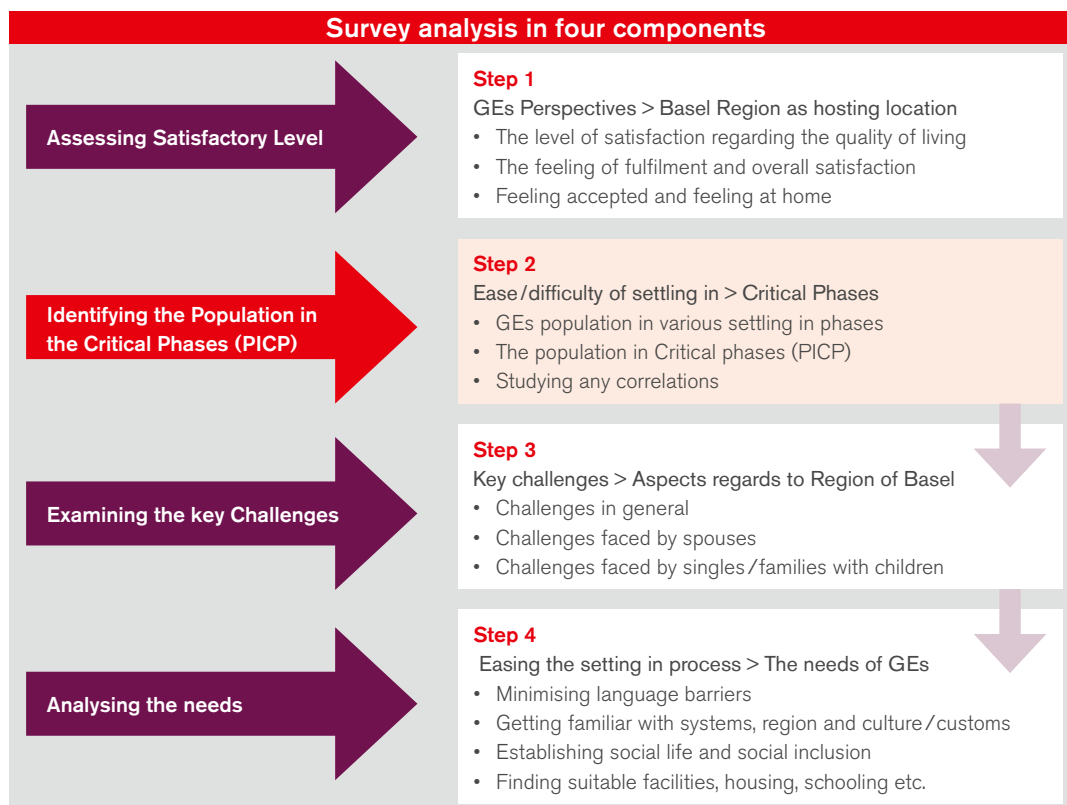
## D. Finding and Analysis 2: The Perspective of Global Employees

This analysis is based on the survey that is being conducted with GEs in the Region of Basel within two and a half months. Firstly, it describes the sample population and is followed by the analysis that facilitates gaining an overall understanding of GEs' perspectives on the Region, their challenges as well as the needs and wishes with regard to settling into the Region. With this intention, the survey questionnaire was initially conceptualised by emphasizing the following concerns:

- How do GEs perceive the Region of Basel, canton Basel-Landschaft and Basel-Stadt as the hosting location?
- What are the key aspects posing challenges to the GEs while relocating and settling into the Region?
- From the GEs' point of view, what else is still needed to optimise their settling-in process?

A so-called four steps approach (STEP 1 – 4) is undertaken to find the answers to the above questions. As illustrated below Figure 3-3, STEP 1 emphasises assessing GEs' overall satisfactory level in the Region of Basel/ canton Basel-Landschaft as a hosting location. STEP 2 identifies the fraction of the sample population that falls in the critical phases at present while settling into the Region. STEP 3 examines the locational aligned challenges that slow down the process of settling in. Finally, STEP 4 focuses on analysing the needs of GEs that could ease the settling in, the so-called adjustment process in the Region.

Figure 3-3: Survey analysis in four components





## 1. Sample Description

The target population of this survey is the high-profile global professionals (Global Employees GEs) being employed by the organisations in the Region of Basel and are living either in the canton of Basel-Landschaft or Basel-Stadt. A total number of 819 Global Employees relocated from 56 countries participated in the survey questionnaire (fully completed=643 and partly completed=176). 31 % of which are residing in canton Basel-Landschaft, whereas the other 69% are in canton Basel-Stadt. For more details of the profile, please review the tables below.

|   |     |                            |      |
|---|-----|----------------------------|------|
| Number of completed respondents:        | 643 | <b>Canton of residence</b> |      |
| Number of partly completed respondents: | 176 | Basel-Landschaft:          | 31 % |
| Total sample population:                | 819 | Basel-Stadt:               | 69 % |

Table 3-5: 56 Country of Origin – Survey Participants

Table 3-6: Country of Origin (first 10)

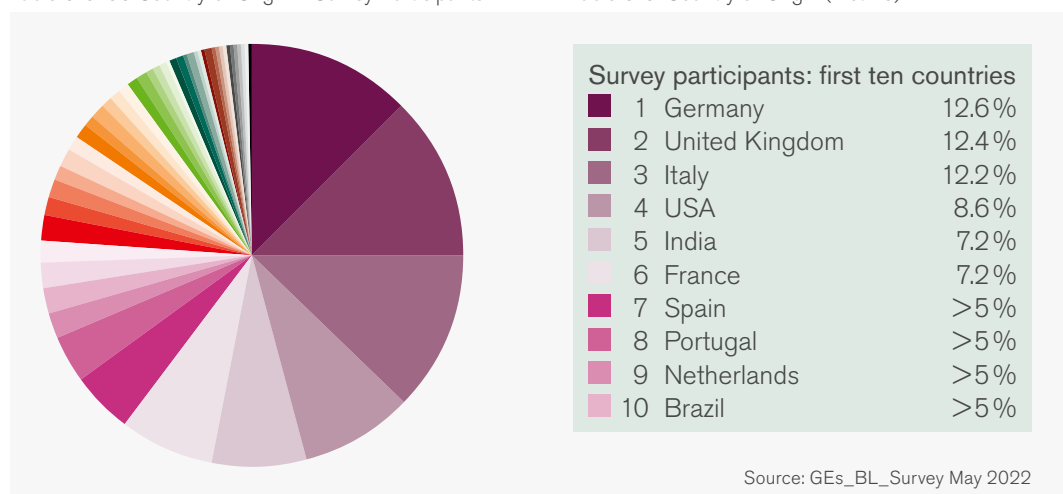


Table 3-7: Survey Respondents' Profile

| Criteria           | Category                                  | Response Percentage<br>100 %Count<br>Sample count=804 |
|--------------------|---|---|
| Status             | Couple or single with children            | 40 %  |
|                    | Married / cohabitation                    | 33 %  |
|                    | Single                                    | 27 %  |
| Job Position       | Position with leadership responsibilities | 38 %  |
|                    | Expert or Specialist                      | 35 %  |
|                    | Other positions                           | 27 %  |
| Duration of Living | >8 years                                  | 32 %  |
|                    | 5–8 years                                 | 26 %  |
|                    | 3–5 years                                 | 20 %  |
|                    | 1–3 years                                 | 17 %  |
|                    | <1 year                                   | 5 %   |

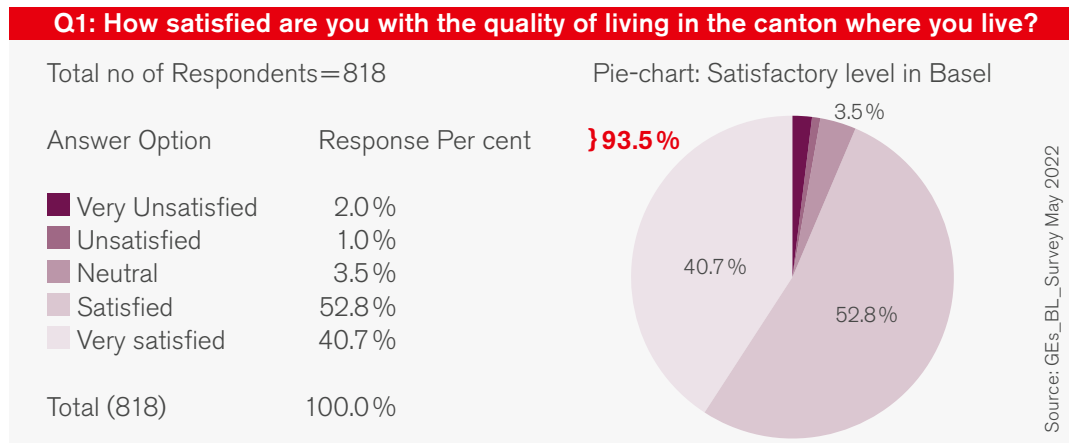
## 2. STEP: 1 – GEs' perspectives on the Region of Basel as a hosting location

STEP 1 aims at obtaining an overview of GEs' perspectives on specific locational traits in the Region by measuring the level of satisfaction and feeling of fulfilment. Considering GEs and their families, the keys to their psychological well-being are claimed to be the level of satisfaction and feeling of fulfilment toward life in the new environment (Purgał-Popiela, 2011). The crucial factors such as quality of life, the openness of the society, quality of services provided by the governmental and public authorities and ease of settling play an important role in gaining satisfaction. This chapter examines the perspectives of GEs on the following location characteristics of the Region.

### • Level of Satisfaction: Quality of living in the Region of Basel

All the participants were requested to rate their individual satisfactory level concerning the quality of living in the canton of their residence. As illustrated in the table below (Survey Analytical Table 3-1) five answer options were given ranging from very unsatisfied to very satisfied. Illustrates the response per cent in terms of satisfactory level in the Region of Basel.

Survey Analytical Table 3-1: Quality of Living in the Region of Basel



It is exposed that the vast majority, 93.5% of 818 respondents, are either very satisfied or satisfied with the quality of living in the Basel Region, whereas 3.5% regarded this as neutral and the remaining 3% as dissatisfied. Alternatively stated, a large number of GEs, who responded to this question, 765 out of 818, are satisfied while just 25 respondents are found to be unsatisfied with the quality of living in Basel.

### GEs Statements

*"Everything! I feel it is a privilege to live here in this country. It is safe, well organised, secure, clean and incredibly beautiful. My children grew up here with freedom and security to become independent."*

Source: GEs Survey May 2022, Region of Basel

### GEs Statements

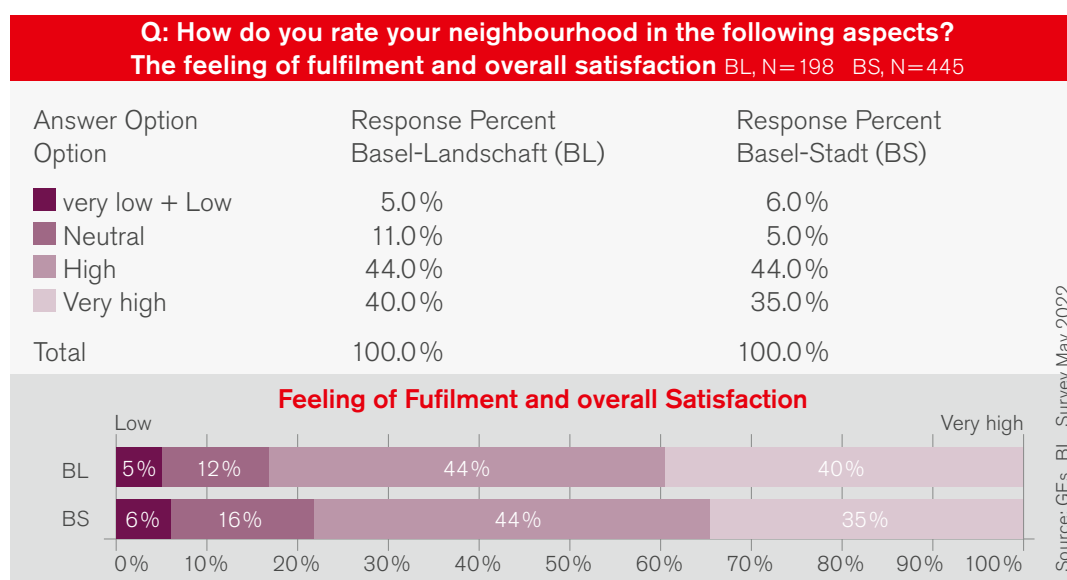
*"Ehrlich gesagt haben wir eine neue Heimat gefunden. Wir wollen hierbleiben, wenn möglich. Die Leute, die Kultur, die Umgebung sogar das Wetter gefallen uns sehr..."*

Source: GEs Survey May 2022, Region of Basel

- **The feeling of Fulfilment and Overall Satisfaction in the neighbourhood**

The term “*Fulfilment*” refers to achievement of something desired, promised, or predicted that contributes to satisfaction and happiness in life (Collins Dictionary). In this study, the GEs were requested to rate their view on the feeling of fulfilment and overall satisfaction in terms of their residential neighbourhood. The scale included five response options ranging from “very low” to “very high”. As outlined in the table below (3-2), the measurement is taken independently for both cantons. In the canton Basel-Landschaft, a total of 198 GEs responded to this question, while in Basel-Stadt a total of 445 GEs participated.

Survey Analytical Table 3-2: Feeling of Fulfilment and Overall Satisfaction



Almost 84 % of 198 participants seems to feel high or very high with respect to “Feeling of fulfilment and overall satisfaction in the canton of Basel-Landschaft, whereas 80 % of 445 respondents rated the same in the canton of Basel-Stadt. 5 % of the respondents from Canton Basel-Landschaft rated their feeling as either low or very low and 12 % as neutral. Comparing this, in canton Basel-Stadt, 15.7 % of the sample population regarded this feeling as neutral and 6 % as very low.

In summary, it could be stated that a majority, approximately 80 % of GEs living in the Region of Basel are feeling very high or high with regards to fulfilment and overall satisfaction in their neighbourhood, nevertheless, a very minority, nearly 5 %, feel the opposite, and 15 % feel neutral about it.

#### Comment GEs

*“This region has given me the opportunity of having good work, with a decent salary that allows me to provide for my family and a safe environment for my kids to grow up, it is not easy to find this in other places in the world.”*

Source: GEs\_BL Survey May 2022

#### Comment GEs

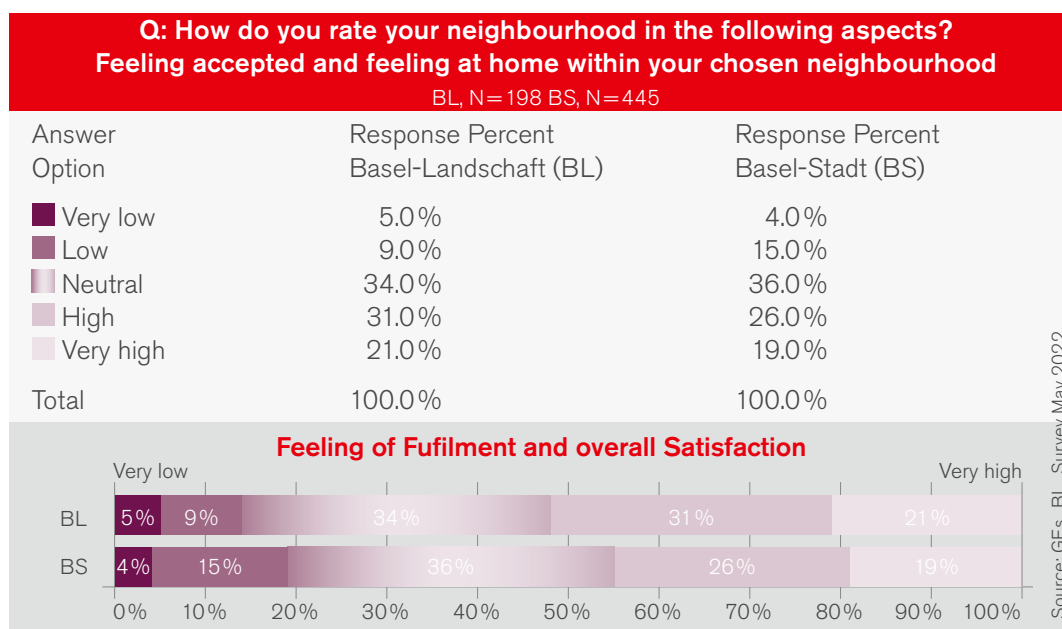
*“I like that people are usually lovely and welcoming to us. We even have some Swiss friends already Basel is very international, and the Swiss people are very welcoming and laid back.”*

Source: GEs\_BL Survey May 2022

### – Feeling Accepted and Feeling at Home

GEs were requested to rate their perception of “feeling accepted and feeling at home” in their neighbourhood. Five answer options were given on the scale, ranging from “very low” to “very high”. As demonstrated in the analytical table 3-3 below the measurement is taken for both cantons independently.

Survey Analytical Table 3-3: Feeling accepted and feeling at home



#### GEs-Statement

*"I like the fact that most people are super friendly and helpful. I like the fact that even though I can't speak yet properly the language, people still appreciate that I try."*

Source: GEs\_BL Survey May 2022

#### GEs-Statement

*"I would like people to have a real awareness of diversity and inclusion, which I find to be higher in Geneva (where I lived for 5y) and Zurich (where I lived for 2ys)."*

Source: GEs\_BL Survey May 2022

Concerning the index feeling accepted and feeling at home, in the canton of Basel-Landschaft almost half of the participants (52 % of 198 GEs) rated this either very high or high, while in the canton of Basel-Stadt slightly less than half of the sample population, namely 45 % of 445 GEs, exposed the same. 14 % of the 198 respondents from the canton of Basel-Landschaft rated this index as low or very low, while 34 % rated it as neutral. Comparing this with canton Basel-Stadt, 19 % of the sample population (445) rated either low or very low concerning their feeling towards having gained the feeling of being accepted and feeling at home, while 36 % are feeling neutral about it. It could be concluded that there is a mix of perceptual among GEs, while nearly only half of this population appears to be having gained a good feeling of being accepted and feeling of home in the Region, while the rest do not feel the same.

#### GEs-Statement

*"I miss feeling integrated into society. I have lived in many countries around the world, but Switzerland was the hardest to establish relationships with local people."*

Source: GEs\_BL Survey May 2022

### 3. STEP: 2 – Ease / difficulty of Settling in

#### Concept of Settling in – Process and the Phases

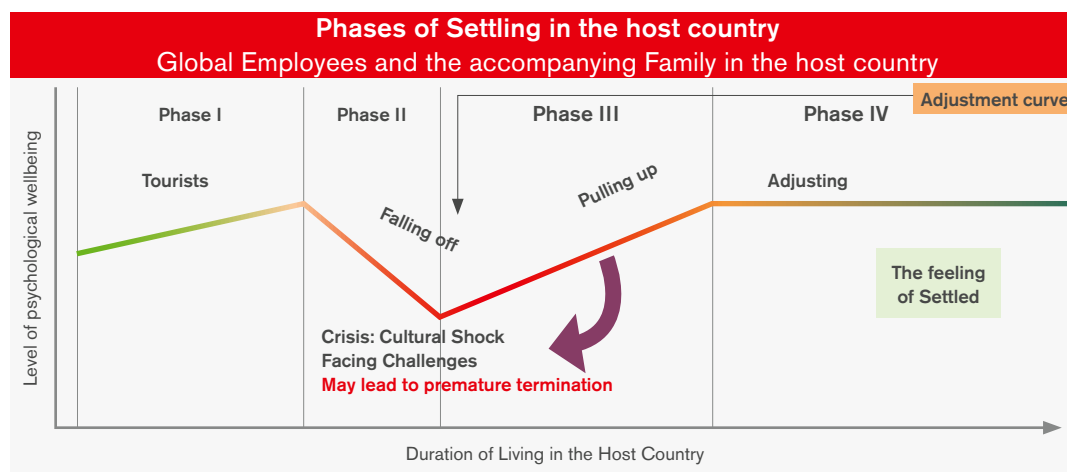
*“Ease of settling in”* in this study signifies the intensity of easiness or difficulty the GEs experience while trying to adjust to the new environment in the Region. When moving into a new country, GEs and the accompanying family members may face challenges while proceeding with daily life. They are obliged to make adjustments to their habitual lifestyle. This so-called *host country adjustment* involves coping with unfamiliarity including sociocultural differences, new living conditions and dealing with the representatives of the host country (referring to governmental authorities, amenities, public and private services as well as the local citizens etc.)

A previous study by this researcher (T. Sinniah, 2015) proclaimed that “how easy or difficult the host country adjustment process” is shaped by various factors. The primary features that contribute to one's settling-in process are identified to be

- Adjustment ability of GEs – previous experience in living in other countries, openness towards other cultures and willingness to learn and adjust
- The degree to which a host country's environment differs from the homeland
- **Situational factors in the host country** – GEs' related services and offers, integration support provided by the host country, openness and friendliness
- Integration support provided by the Employer

Previous studies claimed that GEs and the accompanying family are undergoing several phases while adjusting to the new environment (Lüthi, 2013). The diagram below (Figure 3-4) illustrates phases I to IV, which could be classified as the tourist phase at the beginning (I), followed by falling off (II) and pulling up (III) before getting into the final stage (IV) of “having the feeling of being settled in”. In this last phase, people have found emotional balance by becoming more adjusted to the situation. Phases II and III are the *crucial stages* of the adjustment process. At this stage, the level of psychological well-being of GEs could reach the lowest, and that could lead to poor performance at work or premature termination of employment.

Figure 3-4: Phases of Settling in the host country



Source: Original graphic from Prof. Dr. E. Lüthi 2013, FHNW Basel, adapted by T. Sinniah, 2015

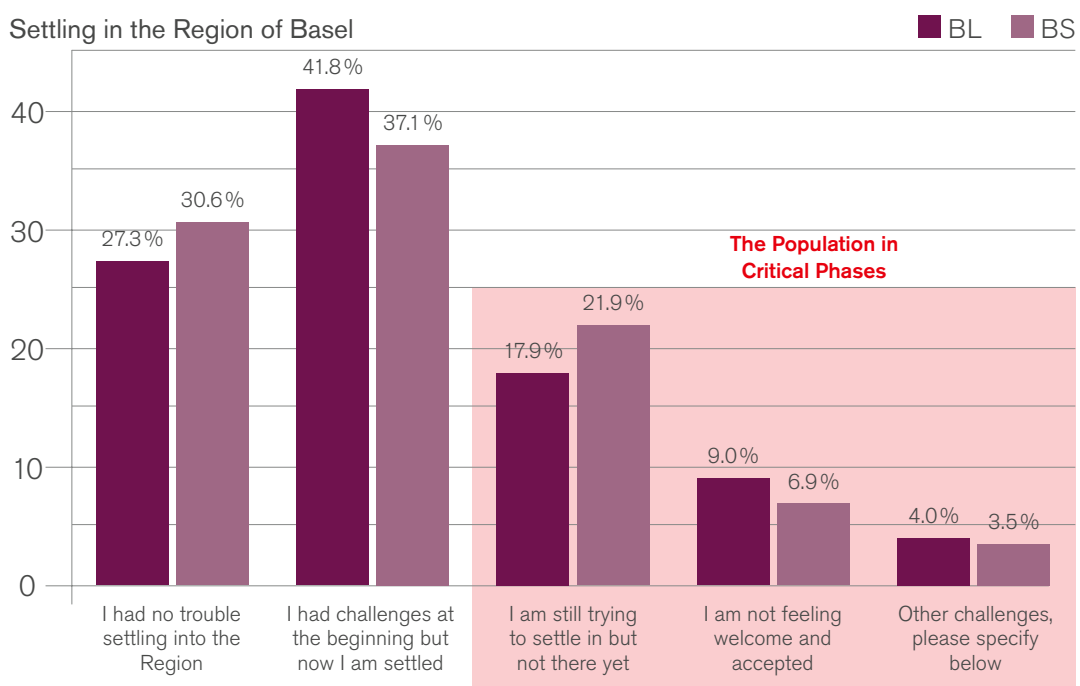
#### – GEs Population in various settling in Phases

The study examines how GEs in both cantons perceive their settling-in process in the Region. The purpose is to identify the total population who finds the adjustment rather difficult or undergoes various challenges that prevent them from settling in. This part of the report firstly intends to detect the fractions of the GEs population who fall into various phases in terms of their settling-in process in the Region.

Among the five given statements, the participants were requested to choose an appropriate option concerning their experience with the settling-in process in the Region. The table below (3-4) displays the findings in a bar chart for both the cantons. A total of 643 GEs in the Region responded to this question: 198 respondents reside in canton Basel-Landschaft and 445 in canton Basel-Stadt. It should be noted, as illustrated in the sample description, that the sample population is classified into five groups in terms of the duration of living in the Region.

Survey Analytical Table 3-4: Settling into the Region of Basel

| Q: Please choose any of the following statements if it is appropriate for you<br>Settling into the Region of Basel BL, N= 198 BS, N= 445 |   |                                      |  |
|--|---|--------------------------------------|--|
| Answer Option:<br>Statements   | Response Percent<br>Basel-Landschaft (BL) | Response Percent<br>Basel-Stadt (BS) |  |
| I had no trouble settling into the Region  | 27.3 %                                    | 30.6 %                               |  |
| I had challenges at the beginning but now I am settled   | 41.8 %                                    | 37.1 %                               |  |
| I am still trying to settle in but not there yet   | 17.9 %                                    | 21.9 %                               |  |
| I am not feeling welcome and accepted  | 9.0 %                                     | 6.9 %                                |  |
| Other challenges   | 4.0 %                                     | 3.5 %                                |  |



– The proportion of the GEs Population in various phases

The total sample population (643) is grouped into five categories based on the chosen answers.

**Population Category 1: No Trouble settling in the Region  $\approx 30\%$ :**

27 % of 198 respondents living in canton BL stated that they "had no trouble" settling in the Region, whereas 31 % of 445 GEs in canton BS declared the same. Region wide, nearly one-third of the sample population (=643 GEs) are falling into this category of not having issues concerning the adjustment in the Region. It could be assumed that a fraction of this population might be in the tourist phase (phase I) and the rest might have fallen into phase IV straight away and started adjusting easily. It should be noted that the proportion of the population that is in the tourist phase is disregarded in this study.

**Population Category 2: Challenges at the beginning, now settled  $\approx 40\%$ :**

Nearly 40% of the participants in both cantons claim that they had challenges in the beginning phase, nevertheless they are now settled in the Region. It is possible, that this fraction will have gone through phases II and III before feeling settled in.

**Population Category 3: Still trying to settle in, but not there yet  $\approx 20\%$ :**

Almost 20 % of the total participants in the Region are still trying to settle in but are not there yet. This could be that this fraction is, currently in phase III, trying to pull up the level of their psychological wellbeing while striving to make the country adjustment in the Region

**Population Category 4: Neither feeling welcome nor accepted  $\approx 8\%$ :**

Approximately 8% of the total sample population (643) in the Region stated that they feel neither welcome nor accepted. One could argue that this fraction is currently in the bottom part of the adjustment curve, with a lower level of psychological well-being.

**Population Category 5: Other settling-in challenges in the Region  $\approx 4\%$ :**

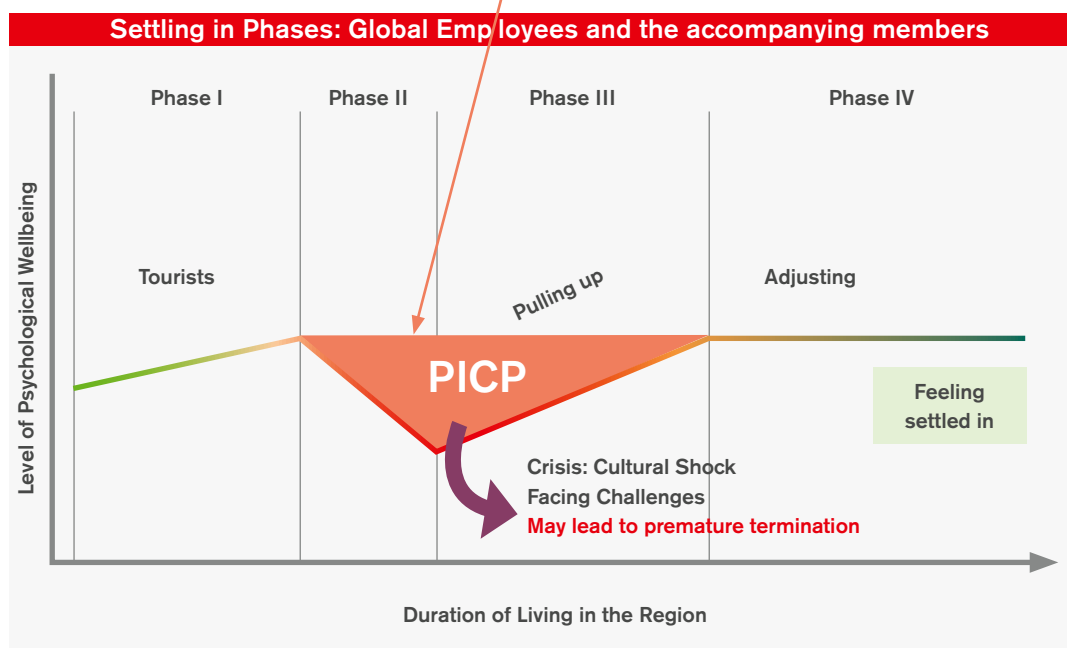
Moreover nearly 4% of the sample population is said to be having other challenges while settling in the Region. Potentially this fraction could also be falling between phases II and III.

#### – The Population in Critical Phases (PICP)

In this study, the proportion of the sample population that falls into the crucial phases, II and III, is identified as the **Population in the Critical Phases (PICP)**. This PICP represents the portion of the sample population that feels unsettled or faces difficulties and thus finds the settling in process in the Region difficult.

Based on the settling-in concept, it could be stated that the population categories 3, 4 and 5 are currently in the critical phases falling off and pulling up. This study identifies that nearly 32 % of the sample population (643) in the Region of Basel currently fall under the category of *Population in the Critical Phases (PICP)*. Meanwhile, 40 % of the sample population (category 2) were at one point in the critical phases but now managed to pass through these phases, whereas 30 % of the respondents appeared to have faced no challenges while settling in.

It should be noted that this analysis was conducted at the regional level, due to negligible differences in response rate between the two cantons.



#### – Ease/Difficulty of Settling in Population vs. Duration

This study investigates whether there is any significant correlation between the GEs population that are currently stuck in the critical phases (PICP). At first this part of the study analyses how the proportion of PICP evolves over the length of residence in the Region. The analytical table 3-5 below illustrates the response percent for five sets of length of residence in the Region ( $\geq 1$  year,  $1 \leq 3$  years,  $3 \leq 5$  years,  $5 \leq 8$  years and  $> 8$  years).

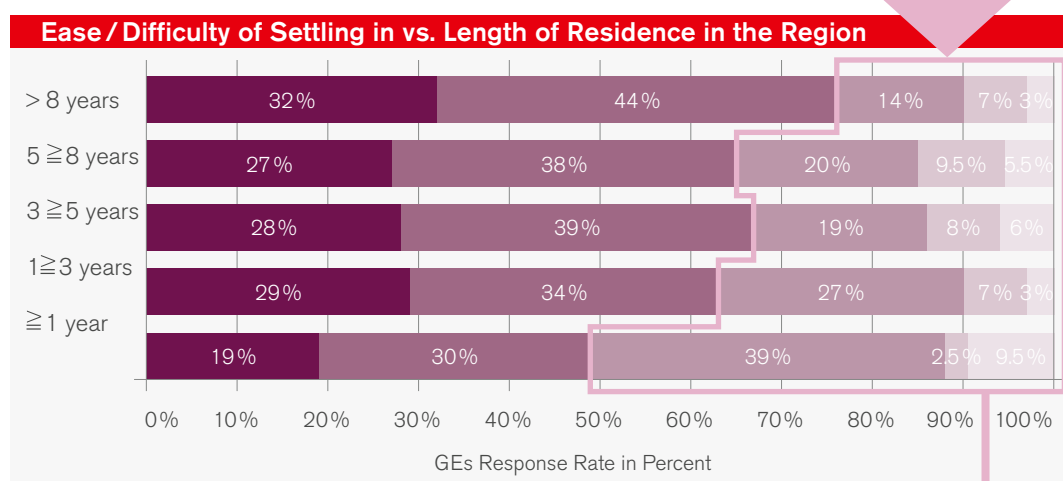


Survey Analytical Table 3-5: Ease/Difficult of Settling in vs. length of residence in the Region

| Population category reg. settling in        | Length of Residence in the Region of Basel |             |             |             |           |
|---|--|-------------|-------------|-------------|-----------|
|   | ≥ 1 year                                   | 1 ≥ 3 years | 3 ≥ 5 years | 5 ≥ 8 years | ≥ 8 years |
| 1. No trouble settling into the Region      | 19.0 %                                     | 29.0 %      | 28.0 %      | 27.0 %      | 32.0 %    |
| 2. Challenges at the beginning now settled  | 30.0 %                                     | 34.0 %      | 39.0 %      | 38.0 %      | 44.0 %    |
| 3. Still trying to settle in, not there yet | 39.0 %                                     | 27.0 %      | 19.0 %      | 20.0 %      | 14.0 %    |
| 4. Not feeling welcomed nor accepted        | 2.5 %                                      | 7.0 %       | 8.0 %       | 9.5 %       | 7.0 %     |
| 5. Other challenges                         | 9.5 %                                      | 3.0 %       | 6.0 %       | 5.5 %       | 3.0 %     |

Tendency: GEs PICP vs. Duration of Residing in the Region

PICP in %



Source: GEs\_BL\_Survey May 2022

Table 3-8: PICP vs. Duration of Residence

| Length of residence in the region | PICP in % |
|-----------------------------------|-----------|
| ≥ 1 year                          | 51 %      |
| 1 ≥ 3 years                       | 37 %      |
| 3 ≥ 5 years                       | 33 %      |
| 5 ≥ 8 years                       | 35 %      |
| > 8 years                         | 24 %      |

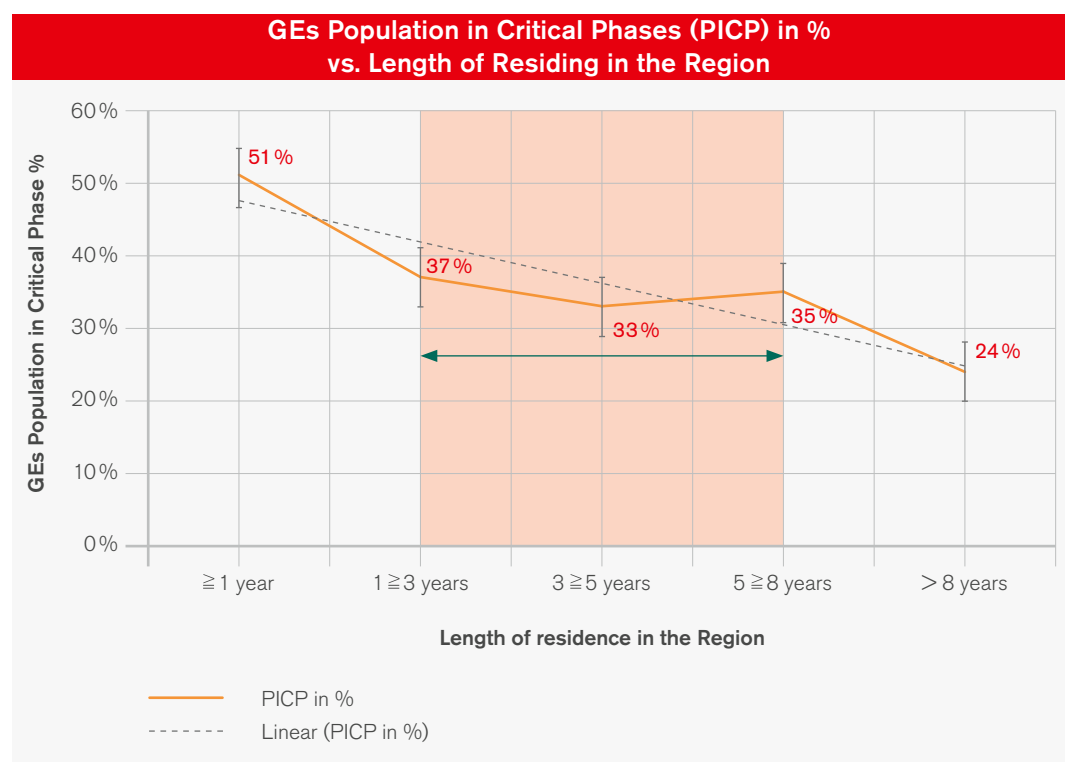
The table 3-8 beside shows the percentage of PICP, the GEs Population in Critical Phases for the various sets of duration (length of residence in the Region). PICP indicates the population category 3-5 (Survey Analytical Table 3-5). When considering those respondents residing in the Region less than a year ( $\geq 1$ ), it appears, every other respondent (51 %) falls under critical phases (PICP). Comparing this with the sets of duration between more than one year and less

than three years ( $1 \geq 3$ ), the PICP proportion decreases to 37 %. In the meanwhile, this proportion for the length of residence between three to five years ( $3 \geq 5$ ) indicates 33 %, whereas 35% of that population residing in the Region between five till eight years ( $5 \geq 8$ ) is identified to be the PICP.

In other words, it could be stated that nearly one third of GEs population that have been living the Region from over a year up until eight years are currently fall under critical phase (counted as PICP): not yet fully progressed with their host country adjustment in the region. Furthermore, this study identifies that despite having lived in the region for more than eight years, nearly a quarter of this population (24 %) still fall under critical phases. It could be argued that this proportion of GEs is still has not managed to get settled in the region, for whatever reasons.

The following graph presents the GEs PICP proportions versus the length of residence in Region (Survey Analytical Table 3-6). An overall downward trend can be observed, however with a no big change can be noticed between the timeframe from over a year until eight years ( $1 \geq 8$ ). Although not the same GEs population is studied for each set of duration, it can be seen that the propoosion of PICP decreases with the duration of residing in the Region.

Survey Analytical Table 3-6: PICP vs. Length of Residence in the Region



Source: GEs\_BL\_Survey May 2022

In summary it could be stated, during the first year of residence, half of the sample population seems to be stuck in the critical phases while adjusting to the Region. After the first year this proportion of PICP diminishes to nearly one third and remains rather unchanged until up to eight years and after eight years it drops down to a quarter (25%). Considering the findings of this study, it could be concluded that half of the GEs population could possibly feel settled at the end of the first year. Yet, for some portion of GEs it may take several years to feel settled in, while some other would never possibly feel settled even after eight years of living in the Region.

#### GEs Comments: Settling in

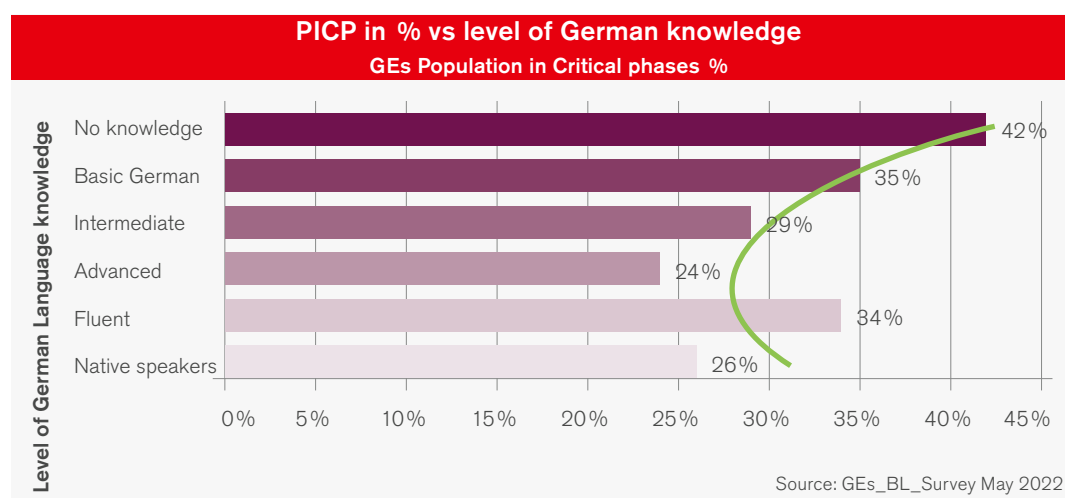
*"I have lived here for a few years and had ups and downs. The pandemic and the working from home made me realize how poorly I was integrated in the region if I excluded work. I could not really connect and feel part of the community. Therefore, I decided to leave Switzerland and I will relocate soon. It was a great experience, and I am grateful for everything the region offered me, but it is hard to feel at home and to feel completely accepted and to express yourself freely here. The element of control is so high."*

Source: GEs\_BL Survey May 2022

#### – PICP (Population In Critical Phases) vs level of German knowledge

Moreover, this study intends to analyse any correlation between the level of German knowledge of GEs and ease or difficulties of their settling in process in the Region. The survey participants were also profiled based on their level of German knowledge as in: No Knowledge / Beginners, Basic German, Intermediate, Advanced, Fluent and Native Speakers. The following analytical table (Survey Analytical Table 3-7) illustrates the proportion of those who fall into the critical phase (PICP) for each level of German knowledge.

Survey Analytical Table 3-7: Proportion of PICP vs. level of German knowledge



Just over 40% of those who have not yet gained any German knowledge are PICP. In other words, considering the sample population of this study, 4 out of 10 GEs with no German knowledge are having difficulties in settling in the Region. Moreover, 35% among those with basic German skills are characterised as PICP, whereas 26% of native speakers (Germans) and 34% of those with advanced level who participated in this survey fall into the same category. A correlation can be observed from no German knowledge to advanced level, since the proportion of PICP decreases from 42% to 24%.

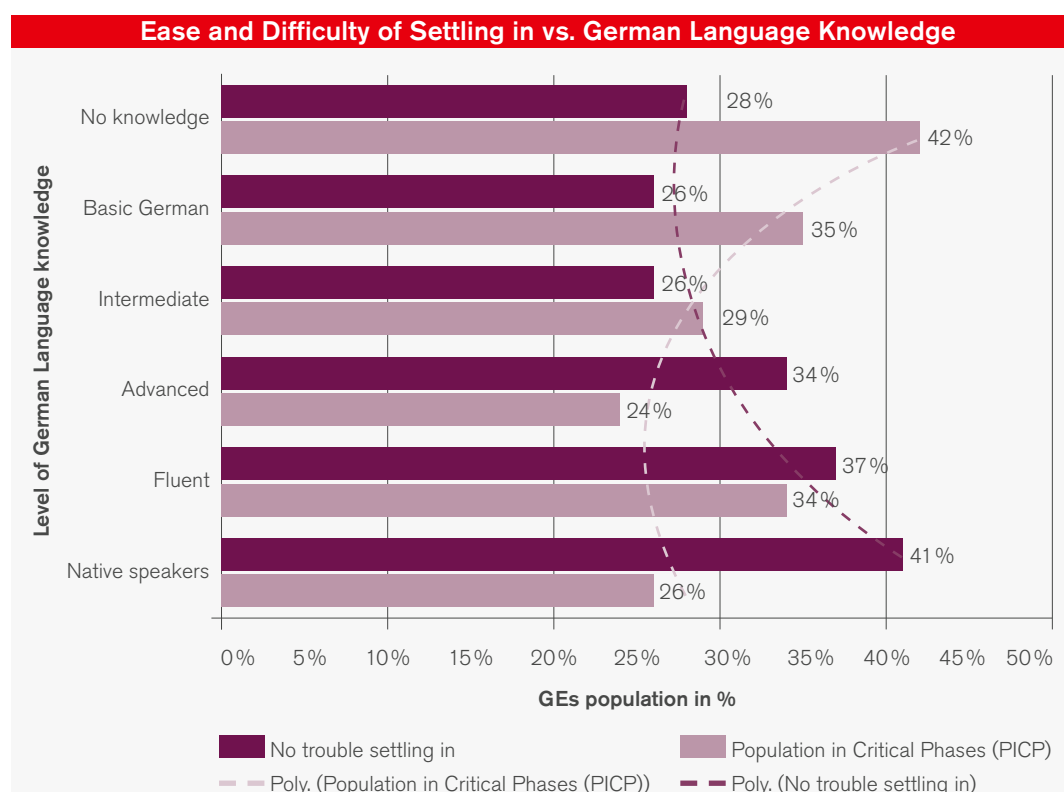
This could be interpreted as when gaining German knowledge at least until advanced level (level B2) eases the settling-in process. However, it should be emphasized, that for some reasons, a higher proportion, 34 % of the fluent speakers, are categorized as PICP, than advanced speakers (24 %). Yet with a native level this proportion drops to 26 %, showing similarities with the PICP percentage of advanced speakers.

As previously discussed, the ease of settling in a host country is shaped by various factors, not only by the language skills but also by the adjustment ability of GEs and the macro-environmental differences between host and home country. In this regard, although fluent speakers could communicate in German like natives, they represent a higher proportion of PICP than native speakers do. One could argue, when considering host country and home country environment, this might be due to the differences between Germany and Switzerland are smaller than between other countries and Switzerland.

#### – Ease and difficult of settling in vs German knowledge

In addition to the above analysis, this study also examines the proportion of the *ease of settling-in population* versus their German knowledge. The Survey Analytical Table 3-8 below illustrates the level of German language knowledge versus the proportion of PICP (in red bars) and the proportion that finds no trouble settling into the Region, indicated in green bars (ease of settling-in population). A similar proportion can be observed, approximately 26 %, of those with either no, basic or intermediate German knowledge level, that fall into the category of “ease of settling in population”.

Survey Analytical Table 3-8: Ease / difficulty of settling in vs German knowledge



Source: GEs\_BL\_Survey May 2022

28% of the GEs with no German knowledge finds the settling in process in the Region not difficult. Similar proportion (26%) is also observable for those GEs with basic or intermediate German knowledge. In order to fasten the settling in process, it could be stated, that one should be able to communicate in German above intermediate level (>B1). 41 % of native speakers (Germans) who responded to this survey had no trouble settling into the Region, whereas 37 % of the fluent speakers and 34 % of the advanced speakers fall into the same category. Furthermore, a positive trend can be observed starting from intermediate to native level, rising from 26% to 41 % (no trouble settling in).

Based on this analysis, it can be concluded, that the better the German skills the easier the settling in the Region. Nevertheless, the actual impact begins only when acquired a level above intermediate (B1). Moreover, this study brings to the understanding that, since over quarter of native and 37 % of fluent German speakers face difficulties while adjusting to the Region, lack of language knowledge is not only the barrier that prevent from or slow down settling in process.

**GEs Statement: Fluent German Speaker –  
Understanding Swiss system and misleading information**

*"I arrived as a non-native but fluent German speaker after 6 years living in Germany. I feel that my problems aren't limited to language itself rather you have to understand the system in order to know who to ask for specific advice.*

*For example, when trying to import my car. I tried to get advice from sensible car-related sources in Basel and 3 offices gave me different and contradictory advice."*

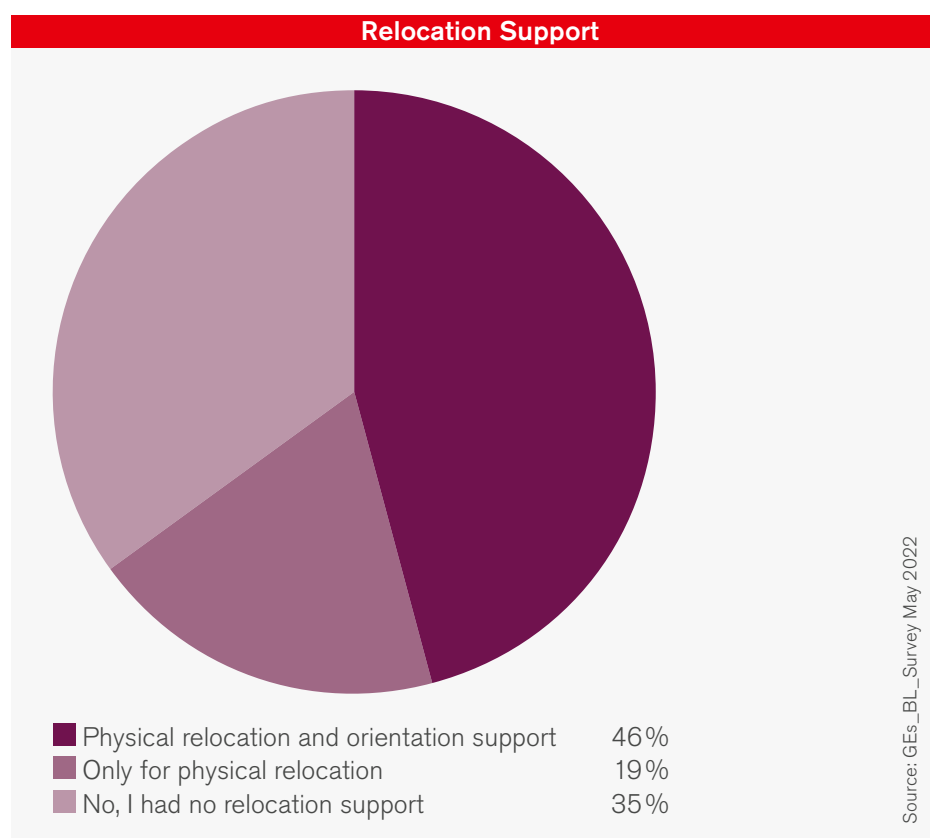
*"It's the same with the Migrationsamt. I called to ask advice about Brexit, was told one thing and to wait, then when I call back it seems I was given the wrong advice by them, should have called a slightly different office at the Migrationsamt and now it's too late. It feels like there are just so many rules that no one is really sure how they apply unless you stumble across the very specific correct office. It's exhausting and infuriating. I seek advice from sources I feel should be reliable, but I still end up being wrong?"*

**Source: GEs\_BL Survey May 2022**

## – Ease of Settling in and Relocation Support

Survey Analytical Table 3-9: Relocation Support

| Category of Relocation Support              | Percent Region of Basel N=643 |
|---|-------------------------------|
| Physical relocation and orientation support | 46 %                          |
| Only physical relocation support            | 19 %                          |
| No relocation support                       | 35 %                          |

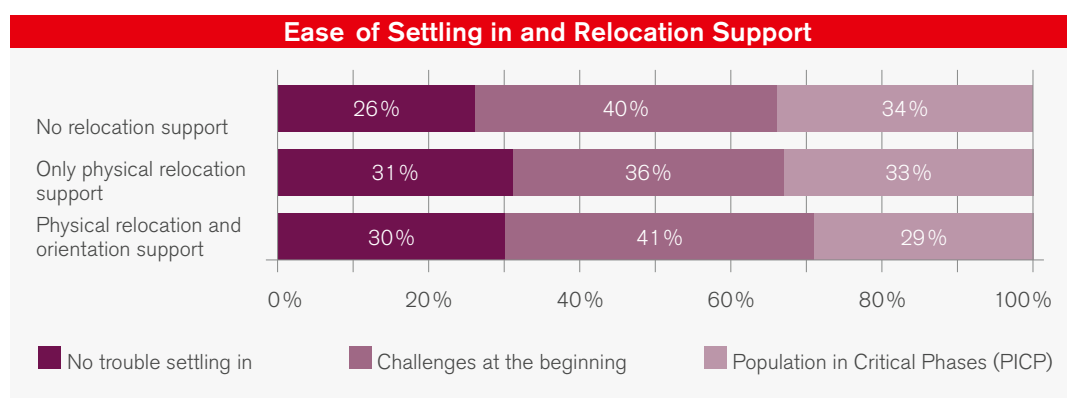


It has been identified that relocation companies with physical relocation and orientation support have assisted 46% of 643 participants, whereas 19% was provided with only physical relocation support and 35% had received none of these services. Based on the comments of GEs, it could be summarised that relocation companies in the Region contribute to a major part for fastening the settling-in process of GEs.

It is understood that majority of the GEs are grateful to the services they received and stated that it would have been harder to get settled in the Region without these services. However, it was also claimed that the duration of the services is mostly limited to a certain period of time depending on the orders and that most of the challenges occur after the initial phase.

Considering this, it was intended to examine the proportional differences in acclimatisation and proportion of PICP for the above categories (see below Table 3-10).

Survey Analytical Table 3-10: Ease of Settling in vs. Relocation Support



Source: GEs\_BL\_Survey May 2022

By comparing the three categories related to relocation support, the above analytical table illustrates the response rate for *no trouble settling in, challenges at the beginning but now settled, and critical mass*. When considering critical mass for all three categories, the differences of response percent are negligible, since the fraction of critical mass for all cases, *no relocation services, and both support categories*, appears to be approximately 30%.

#### GEs-Comments: Relocation Services and Support

*"Relocation services are mainly going through a check-list of activities that can be very useful but they usually need improvement in*

*1) taking more of a Swiss approach to life, meaning trying to set the incoming family in a Swiss environment rather than an expatriate environment (e.g. systematically recommending international schools)*

*2) helping finding a residence, being better integrated in the informal network to identify opportunities that are not necessarily advertised."*

Source: GEs\_BL Survey May 2022

#### 4. STEP: 3 – The Key challenges aligned with the Location Region of Basel

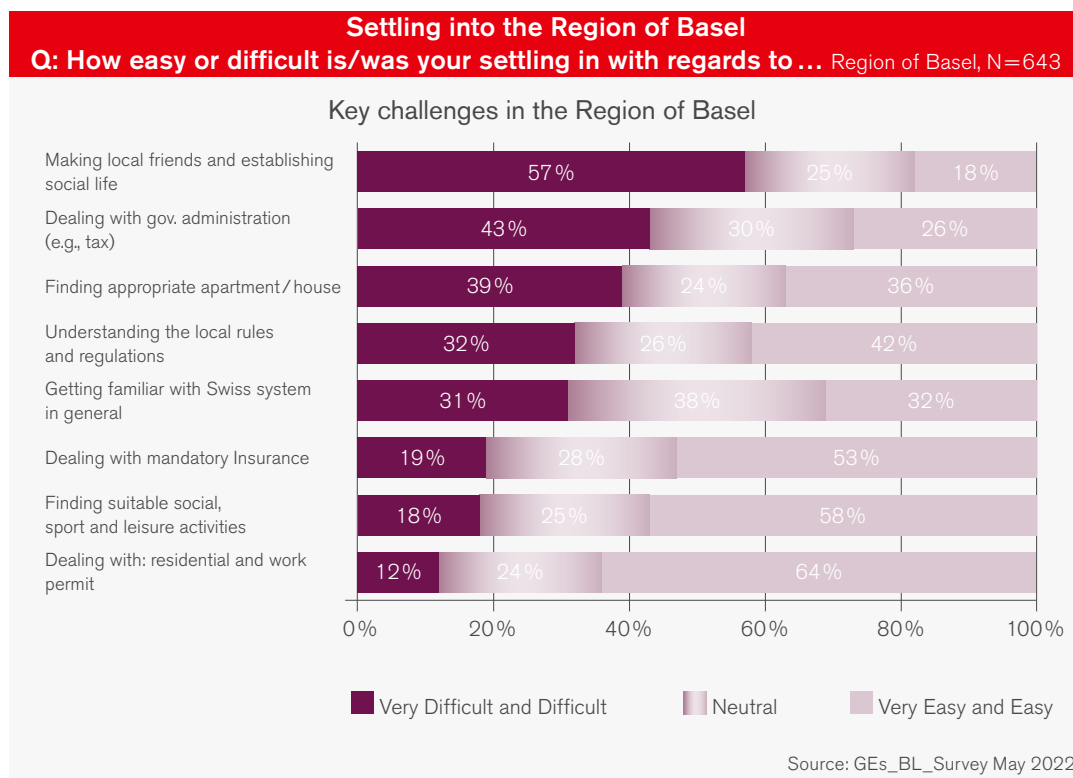
As a whole, this study signifies that a certain portion of GEs endures the settling in process in the Region of Basel. Furthermore, it indicates a portion of GEs that have been residing in the Region for a longer period, still continue to face challenges while adjusting: For instance, a quarter of those sample population residing more than eight years, and 37 % of those between 3–5 years of residence in the Region are identified to be PICP. The question here is what are the biggest hurdles that slow down or prevent the adjustment process in the Region of Basel? Overall challenges faced by GEs in a host country have been analysed in various global studies in the past. Under the following three categories, this study scrutinises the predominant challenges that arise from various features in the Region of Basel.

- General challenges faced by GEs
- Challenges faced by the spouses
- Challenge faced by the families / singles with children

### – General Challenges faced by GEs

In accordance with previous studies and the expert interviews at the companies eight aspects that, are associated with the Region of Basel, have been selected and examined (as illustrated in the Analytical Table 3-11 below). GEs were asked to rate their experience regarding those locational traits while adjusting to the Region. It was asked *“How easy or difficult is or was your settling-in process with regards to the following aspects?”*

Survey Analytical Table 3-11: The Key Challenges confronted by GEs in the Region



First and foremost, nearly 60% of 643 respondents declared that *“making local friends and establishing social life”* as very difficult or difficult, while less than 20% found it to be either very easy or easy and the rest, a quarter of them, claimed this as neutral. Dealing with governmental officials, concerning tax related issues has been chosen to be the second most important challenge with over 40% finding it very difficult or difficult. In the meanwhile, a lowest response rate, 12%, has been recorded for dealing with residential and work permit issues as difficult or very difficult, whereas 64% claimed dealing with this aspect as either easy or very easy. Followed by nearly 40% of the participants found it to be either very difficult or difficult *for finding appropriate / affordable apartment / housing*.

Moreover, concerns such as understanding the local rules and regulations and getting familiar with the Swiss system are rated as either very difficult or difficult by over 30% of the respondents. Approximately 20% found it difficult to find suitable social and sport or leisure activities in the Region and the same fraction found it difficult to deal with aspects related to mandatory insurance. In addition to this, the participants were encouraged to comment on any further issues that affect their assimilation. The following statements reveal some of the concerns.



#### GEs Statements: Help needed from the Cantons

*"The canton should help us a bit more to go through the language barrier, I tried (and I am trying) but feel is impossible (consider we do not have much opportunity to practice as we work in an English setting environment). we could be much more for the community if we go beyond this barrier."*

Source: GEs\_BL Survey May 2022

#### GEs Statements: Language Barrier and Official Documents

*"Social life and integration within Swiss community can be very difficult and Basel should have more social attractions, more activities as other cities as Zurich, for instance."*

Source: GEs\_BL Survey May 2022

#### GEs Statements: Public Services

*"Immigration office / Cantonal authorities / Team at SBB are always helpful and willing to help in English." But it would be more helpful if the administrative tasks are simplified and digitalised."*

Source: GEs\_BL Survey May 2022

#### GEs Statements: Language Barrier and Official Documents

*"Official documents in German make it very difficult to integrate if one is not fluent. It would be great to have some of them translated."*

Source: GEs\_BL Survey May 2022

#### GEs Statements: Lack of opportunity to communicate with locals in BL

*"Getting over the language barrier is perhaps the biggest challenge, I've taken classes and can get around, but would like to improve and without opportunities to speak..., it remains a challenge. Would be great if there were opportunities where you could meet locals to learn more about the town/city or just for conversation, without pressure. I know there are groups that meet more so in Basel city and if there are opportunities in Baselland, it would be fantastic to have this information."*

Source: GEs\_BL Survey May 2022

#### GEs Statements: Help needed from the Cantons

*"The canton should help us a bit more to go through the language barrier, I tried (and I am trying) but feel is impossible (consider we do not have much opportunity to practice as we work in an English setting environment). we could be much more for the community if we go beyond this barrier."*

Source: GEs\_BL Survey May 2022

### – Challenges Faced by the Spouses

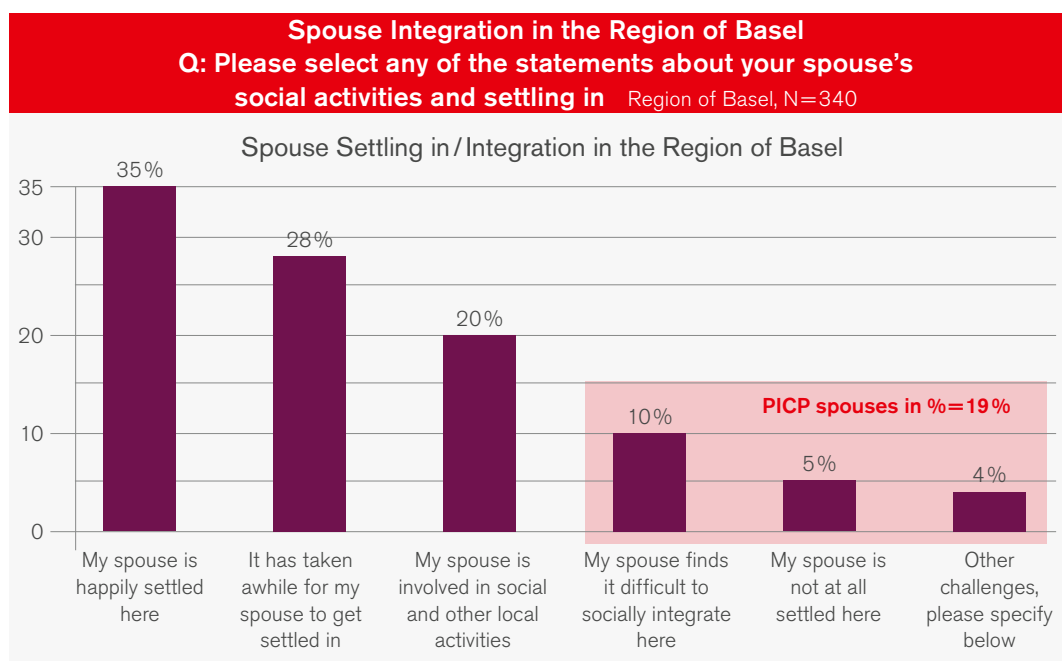
Global studies claim that inability to adjust the host country environment associated with GEs' family remains the main obstacle concerning global staffing. *In some cases, the GEs succeed in the host country adjustments whereas the companions do not.* The needs of GEs' the spouse and children have become ever more important in the last few decades. This is mainly due to the increase of dual careers. GEs and the accompanying family members may face difficulties due to sudden loss of a spouse's own carrier, change in social life, or children's schooling and routine. It is demonstrated that international labour restrictions along with language barriers often remain as primary obstacles for spouses to find suitable jobs in the host country. Moreover, another foremost difficulty is claimed to be the ability to understand and cope with the differences in the host country (culture and the system). This part of the analysis aims to catalogue the primary obstacles the spouses face in the Region.

### – Spouse Integration in the Region of Basel, N=340

53 % of the total 647 respondents stated that they have been living with their spouses in the Region of Basel (besides a few claimed to be divorced during the stay). 71 % of 141 respondents living in the canton Basel-Landschaft assert that they live with their spouses, whereas in canton Basel-Stadt a lower fraction, 44 % of 199, is registered under this category. Moreover, according to the findings, it can be said that two third (66 % of 340) of the spouses in the Region are currently working, while one third claims to be remained unemployed.

These respondents were requested to select any of the given statements concerning their spouse's settling in (with more than one possible option). As summarised in the Analytical Table 3-12 below, 35 % of the 340 respondents living with their spouses exposed that their partners are happily settled here. One could interpret this as the rest of the spouses, accounted for 65 %, are not yet happily settled in the Region.

Survey Analytical Table 3-12: Spouse Integration in the Region of Basel



Source: GEs\_BL\_Survey May 2022

Nearly 30% of 340 respondents claimed that it had taken awhile for the spouses to get settled here, whereas 20% declared that their partners are involved in social and other local activities. This could be perceived as that 80% of the spouses are not involved in those activities. Considering the spouse-PICP, approximately 20% of the spouses appear to be having difficulties in social integration or are unhappy or having other challenges in the Region.

#### **GEs Statement: Related Spouses**

*"Please do not enforce German Language blindly. Within 1 year of moving into Switzerland she was asked to pass A1 to get B permit renewal and had a tough time being pregnant at the same time. This is neither inclusive nor sensible Switzerland should make it open and declare before a talent or Expat moves to country that it is MANDATORY to learn local language for trailing spouses and even for others if you plan to stay longer. This will clearly help people make decision if they want to choose Switzerland or another international speaking language country."*

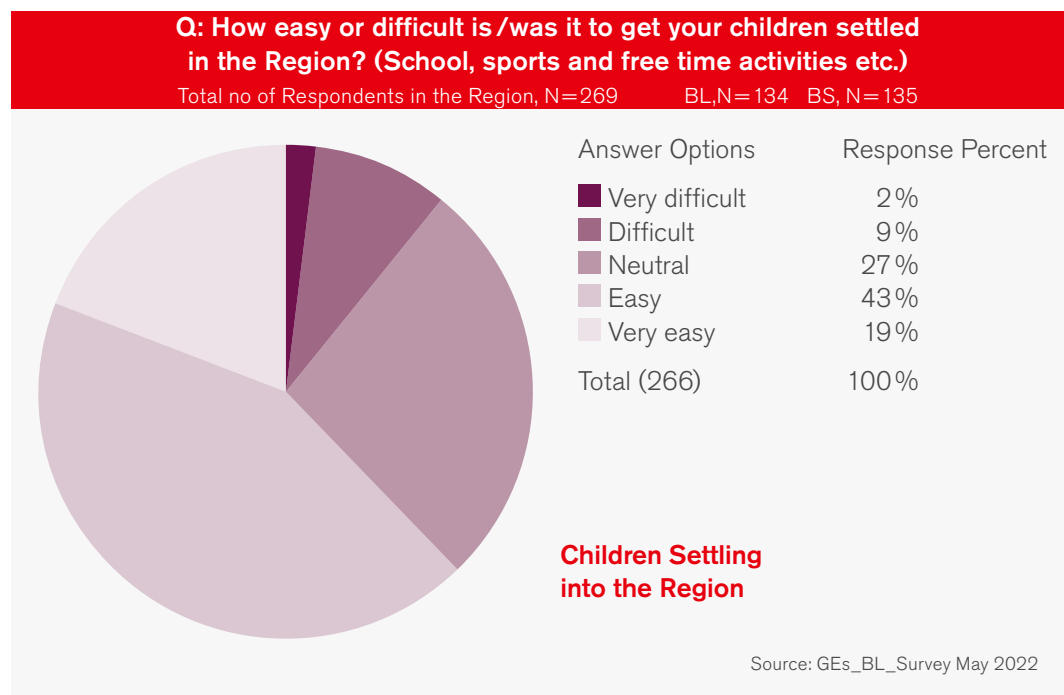
*"We wish my husband could connect with Groups that wasn't just expats. Professional groups. Assistance with jobs for English speakers so they can add to the economy and people can use his skills (he has a medical background in cardiac surgery in US but cannot work here). Even if lower pay of part time would be a great assistance. Forced integration or meet ups beyond school. Childcare services or after school programs that were not as expensive."*

**Source: GEs\_BL Survey May 2022**

#### **– Challenges faced by the Families / Singles with Kids**

As illustrated in the below Analytical Table 3-13, 41 % (292) out of the total respondents voted that they were / are living with child / children in the Region of Basel. By giving a scale of answering options as shown in the table below, it was asked how easy or difficult was or is for their children to get settled into the Region (school, sports and free time activities etc.). It was recorded, that 62 % of 269 parents found their children's settling-in process either very easy or easy, whereas 27 % found it neutral and 11 % as either difficult or very difficult.

Survey Analytical Table 3-13: Children Settling in process in the Region of Basel



### GEs Statements – Child Integration

**Integration:** “I was lucky that I had good social interactions at work but for the children it was quite rough switching from the US culture to the Swiss culture in school. Getting integrated takes quite a while for the kids as kids are much rougher when it comes to different cultures / habits.”

**After school requirement:** “The school system i.e. afterschool support and requirements for parents involvement in kindergarten activities could be more tailored to a family situation where both parents are working. Not rarely it feels like my kids are punished because their mom is working and cannot fulfil school expectations!”

**Public School:** “The local school system has a lot of room for improvement (both in content, both in the quality of teachers) Very much focused on details and not on the full picture of the child The contents and the materials are not in line with the expectations. The relationship with the parents is not well established. A lot of foreign families are forced to choose a private very expensive schools... and it is not a fair solution for foreign but also for local. I'm more than welcome to share concrete experiences collected among several families.”

**Source:** Comments, GEs\_BL Survey May 2022

#### STEP 4: The Needs/Wishes and Expectation of GEs

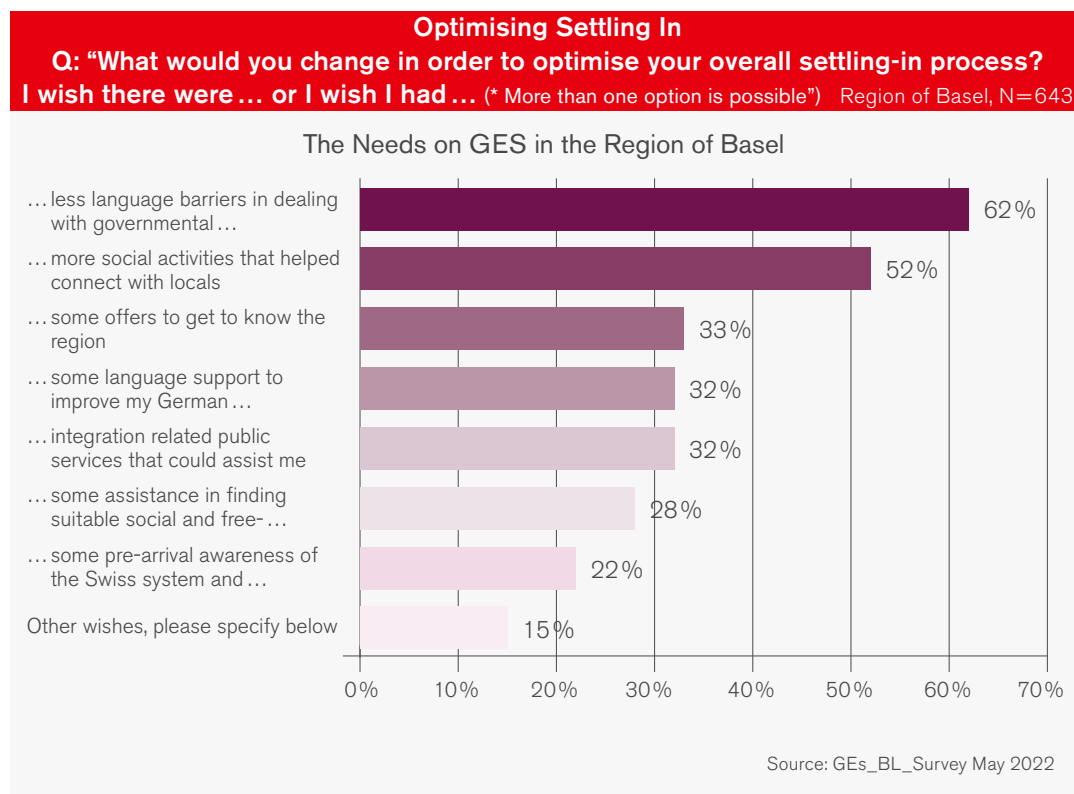
Based on the previous analysis step II, it is evident that a certain fraction of GEs undergoes difficulties while processing host country adjustment in the Region. Moreover, step III identifies the predominant challenges that hold up or prevent GEs from settling in. As acknowledged previously, how effective the adjustment process would be is shaped by various factors: One's own adjustment ability, the differences between the host and home country environment, the integration / settling-in support provided by the host location and the support by the employer.

This part, step IV, is intended to analyse what are the needs that could be fulfilled in order to ease the settling in process from the locational standpoint. What would facilitate to

- minimise the duration of the crucial phases \*(see Figure 3-4, pp. 45)
- reduce the proportion of GEs PICP in the in the Region
- and stretch the adjustment curve as flatten as possible

Subsequently, participants were asked the following question: "What would you change in order to optimise your overall settling-in process? \*More than one option is possible". Seven statements were provided, including the option of elaborating further concerns in the comment field. The analysis below is carried out for the Region as a whole due to negligible differences in the response rate between the cantons for all the criteria.

Survey Analytical Table 3-14: Fastening the Settling in Process- the Needs



*"If English is also added as an official language in government related, tax related, housing related documents that would be very helpful"*

Source: GEs\_BL Survey May 2022

The most popular wish, "less language in dealing with government authorities" (official websites, documents information and consultancy etc.), is recorded with a rate of 62% among 643 total respondents. Moreover, "I wish there were more social activities that helped connect with locals" appears as the second most wanted criteria with a 52% response rate. Referring back to the key challenges, a similar fact is observed.

Factors such as making local friends and establishing social life as well as the language barrier in dealing with governmental authorities are registered as the first two most difficulties in settling into the Region.

Besides these wishes, approximately one third of the respondents (33%) perceive that their settling process would have been easier if there were some offers to get to know the Region, in addition to language and public related integration support. Correlating this fact to the key challenges, it should be noted, a similar proportion, 30% of the respondents, rated that getting familiar with the Swiss system as well as understanding the local rules and regulations as the key challenges in the Region.

Meanwhile, the needs such as having assistance to find suitable social and free time activities is wished by almost another 30%, whereas 22% claimed that they wish to have had some pre-arrival awareness of the Swiss system and sociocultural awareness. Besides these above-noted criterion, GEs seem to have other needs, which are documented with a 15% response rate. In addition to these, most of the respondents elaborated their concerns and further needs by commenting beyond these given statements.

• Selected Statements of GEs concerning the challenges and the needs

**GEs Statement**

*"The Swiss 'system' is very different to the UK. The fact that many/most people speak English, and my working language is English, make it difficult to learn German. In addition, all 'official' correspondence etc is in German which makes it difficult for a newcomer to settle in and learn a new system."*

Source: GEs\_BL Survey May 2022

**GEs Statement**

*"From my perspective, an aspect that could be improved through initiatives is the integration between locals and expats. It is more than a language barrier. In my career in CH, I have only met a limited number of Swiss colleagues and friends. I went hiking in group, I took courses of various types, swimming classes. Rarely those brought me friendships. So it could help to have more exchange events organized by the region to bring in contact expats and locals. It would also help practicing German."*

Source: GEs\_BL Survey May 2022

**GEs Statement**

*"Very difficult to establish meaningful relationships with locals – they are friendly but do not include us (for example, we invite them to our home, they do not invite us back). We have one set of Swiss friends and everyone else we socialize with are also expats. We enjoy being here but it's hard to feel like this is home without being integrated into the local community. I've seen surveys of various countries, including Switzerland, where the data supports difficulty integrating here. Perhaps this is a cultural thing that will not change, but learning the truly local language may be a way to help?"*

Source: GEs\_BL Survey May 2022

**GEs Statement**

*"More frequent communication from local authorities on some local gatherings. We have been living in several other countries but integration to Switzerland is particular challenging. People are nice but pretty reserved, hard to make friendship. In the Italian and French speaking cantons the people are more welcoming. The feeling of being a foreigner despite living here 14 years."*

Source: GEs\_BL Survey May 2022

**GEs Statement**

*"If there was a local Swiss person to help us understand Swiss people better. From a child perspective, it would be helpful if there was an organized group of expat children so that they can exchange their experiences. Or 2-3 three Swiss school peers who would provide some "culture or generation" orientation classes (through school) or take expat children to 1-2 hour tour in Basel... whatever, just to minimize the stress and somewhat higher bars of integration in Switzerland."*

Source: GEs\_BL Survey May 2022

## 5. Summary: Perspective of GEs – Key Challenges, Needs and Expectations

The tables (a-c) below summarise the findings of the survey under the following three aspects. On one hand the tables comprise the key challenges that are claimed to affect the settling in process of GEs, on the other hand the tables encompass related needs and wishes that are claimed by GEs in order for optimising their settling in process.

- Services and offers provided by the governmental authorities
- Aspects related to the Region of Basel as hosting location
- Policies and laws that have an impact on settling in

Survey Analytical Table 3-15: a–c. Perspective of GEs-Challenges and Needs

| <b>Perspectives of Global Employees (Survey)</b><br><b>a. Services and offers provided by governmental authorities: Cantons and Gemeinden/Städte</b>  |   |
|---|---|
| Challenges related to   | Needs / Desire of GEs   |
| Language Barrier  | <ul style="list-style-type: none"> <li>Governmental Authorities Ex: Web sites, e-mails and legal documents related to administration; information booklets in EN, FR and IT.</li> <li>Reducing language barrier in public places ex: museums</li> <li>Hobbies and activities provided in EN</li> <li>Front office services in governmental in various languages: EN, FR and IT</li> </ul>   |
| Improving German Language skills  | <ul style="list-style-type: none"> <li>Vouchers for German language courses</li> <li>Connecting with locals to practice DE ex: cooking classes, leisure activities in EN/DE</li> <li>Integration related programs to learn German: German language lunch table or coffee to practice German in a relaxing setting</li> </ul>  |
| Dealing with Immigration Office related aspects<br>Visa/work permit process<br>Difficultés for non-EU/EFTA  | <p>Clear instructions and guidance are desired from the immigration office with regards to</p> <ul style="list-style-type: none"> <li>Visa/work permit processing and registration services</li> <li>Digitalization of above process is desired; this ensures transparency for both parties</li> <li>Clear guidance and instructions regarding the process of obtaining Swiss citizenship</li> </ul>  |
| Understanding Swiss System <ul style="list-style-type: none"> <li>Local rules and regulations</li> <li>Recycling Concept</li> <li>Limited orientation support</li> <li>Healthcare/ Insurance</li> <li>Schooling and Education</li> <li>Tax regulations</li> </ul> | <ul style="list-style-type: none"> <li>Relevant information about services and offers</li> <li>A GEs representative who can assist with questions about various topics that come in the initial phase and later</li> <li>Coaching sessions: System coaching/ understanding the rules and regulations when moving in the Canton</li> <li>Orientation Support: Monthly checking for at least six months – many questions arise only after living here for a few months</li> <li>Adequate orientation program for 3 months, 6 months and 9 months</li> <li>Checking the progress on a monthly basis</li> </ul> |



| <b>Perspectives of Global Employees (Survey)</b><br><b>a. Services and offers provided by governmental authorities: Cantons and Gemeinden/Städte</b> |   |
|--|---|
| Challenges related to  | Needs / Desire of GEs   |
| Establishing a Social Network<br>Finding Local Friends<br>Networking with System   | <ul style="list-style-type: none"> <li>• Connecting with local families who can assist with simple settling in questions</li> <li>• Organizing events, get together with people in similar situation</li> <li>• Welcome day organized by the local community (Gemeinde)</li> <li>• Buddy system or welcome evening to new joiners to improve social integration</li> <li>• Assisting with how to take part of the local community and interacting with local people</li> <li>• Establishing community spirit with the neighborhood</li> <li>• More frequent communication with local authorities on local gatherings</li> <li>• Implement a buddy system for the newcomers by the Gemeinde</li> </ul> |
| Understanding the Tax System   | <ul style="list-style-type: none"> <li>• Clarity over tax submission / Clear explanation of the tax system</li> <li>• Cantonal tax administration different from Gemeinde</li> <li>• Information about impact when changing immigration status</li> <li>• Leaflet explaining taxes and how to submit the taxes in EN</li> <li>• Forms and paperwork related to taxes in EN</li> <li>• Clear explanations about tax impact of each visa or change in immigration status</li> </ul>   |
| Spouses' settling in<br>Job market integration<br>Social integration   | <ul style="list-style-type: none"> <li>• Guidance for finding a suitable job</li> <li>• Support spouses with the job search by local authorities (especially high skilled people like doctors, accountants, lawyers etc.)</li> <li>• Connecting the spouses with companies that are in need of Global Talents</li> <li>• Connecting with other spouses / Connecting with locals</li> </ul>  |
| Lack of Information and Accessibility  | <ul style="list-style-type: none"> <li>• Support finding doctors ex: family doctors, dentists</li> <li>• Information from Gemeinden regarding local regulations and opportunities to integrate</li> <li>• Information about public transportation system, driving rules and infrastructure</li> <li>• Leaflet/website with an overview of potential activities ex: sports, cultural activities</li> <li>• Information that is reliable and official and that can be updated on a regular basis</li> <li>• It would be very helpful to have a digital centralized platform where every GE could gather official necessary information about the Region</li> </ul>                                      |
| Lack of knowledge Geography / Politics: Region, Canton and Gemeinde  | <ul style="list-style-type: none"> <li>• Providing information and coaching about political system, geographical knowledge about Switzerland, Region, Canton and Gemeinde</li> <li>• Understanding the local customs, traditions and festivals</li> <li>• Tour package around the Region</li> </ul>   |

| <b>Perspectives of Global Employees (Survey)</b><br>b. Aspects related to the Region of Basel as hosting location |   |
|---|---|
| Challenges related to   | Needs / Desire of GEs   |
| Public School, Kindergarten and Child Care  | <ul style="list-style-type: none"> <li>• Assistance at schools, who can help dealing with school system</li> <li>• Coaching for children to integrate and understand Swiss schoolings</li> <li>• Flexibility/ assistance with school requirements for dual career parents</li> <li>• Extended day care for dual career parents</li> <li>• Provide further childcare and after school services and childcare during holidays</li> <li>• More activities for children before and after regular office hours</li> <li>• Affordable childcare services and after school programs</li> <li>• Help connecting with other parents</li> </ul> |
| Challenges in finding affordable and suitable housing   | <ul style="list-style-type: none"> <li>• More apartments, houses for rental</li> <li>• Bigger apartment and houses suitable for families</li> <li>• More temporary accommodation</li> </ul>   |
| Infrastructure  | <ul style="list-style-type: none"> <li>• Longer shopping hours and also on weekends</li> <li>• More indoor sport facilities in the city</li> <li>• More parking options for people who do not have a garage in apartment</li> <li>• More frequent and extended hours of public transport in small communities</li> <li>• Safer and drug free Region</li> </ul>  |

| <b>Perspectives of Global Employees (Survey)</b><br>c. Policies and laws that have an impact on settling in: Federal, Cantonal |  |
|--|--|
| Challenges related to  | Needs / Desire of GEs  |
| Taxation:<br>High tax burden for natural persons and families  | <ul style="list-style-type: none"> <li>• Competitive taxation in comparison with other cantons</li> <li>• Reconsider modifying tax policies with regards to taxation on school benefits payments by companies</li> <li>• Help with subsidies or deductions in taxes for day care</li> <li>• Consider reducing the tax burden for families</li> </ul> |
| Integration Law and Policies:<br>New commers<br>Canton and Gemeinde  | <ul style="list-style-type: none"> <li>• Welcome day for expats with sessions in EN</li> <li>• Integration events by the Canton or the Gemeinde</li> </ul>   |
| Public School – integration  | <ul style="list-style-type: none"> <li>• More integrated public schooling system</li> </ul>  |

### E. Finding and Analysis 3: The Perspectives of Gemeinden / Städte in BL

As the hosting location, a number of Gemeinden and Städte (municipality or cities) in Basel-Landschaft play significant roles not only in attracting and accommodating GEs in the Region. It was understood each of them has unique and various value propositions that are attractive for various GEs. Nevertheless, the study intended to examine if there were any potential for enhancing the locational attractiveness as well as the settlement process for GEs. With the purpose of finding a collective solution, we sought to develop further understandings on:

1. to which extent the Gemeinden and Städte would be able to add further value to the existing qualities, services and offers, if necessary?
2. to which extent are these authorities willing to collaborate with this project and how feasible it would be to achieve the project goal?

The findings are summarised below.

#### 1. Understanding the needs of GEs and adding further values

It was found that all the Gemeinden we visited were highly interested in understanding the various needs of Global Employees that would facilitate optimising their settling process in the Region. Moreover, it was learned that some of these authorities are already in the process of enhancing the locational attraction among GEs in various scales. When asked what kind of information would be needed or valuable for the authorities that would help optimising the current condition, there was a wide range of requests. Below, their concerns and interests as regards to “what needs to be understood” are summarised under various aspects.

##### *Quality of Life:*

- What is understood and desired by GEs in terms of quality of life?
- What is missing here, what could be improved?
- Is there any need for adding further values to existing infrastructure and transportation?

##### *Settling in:*

- What could be improved that the GEs can better settling into the Gemeinden / Städte?
- In addition, what do they wish for? What do they recommend?

##### *Social inclusion:*

- Willingness / desire for establishing a social network – making contact with locals?
- How important is the social component for GEs (integration, club life, language)?
- If they wish to gain better understanding of the local culture, community and the Swiss / Local system?

#### Gemeinden / Städte statements

*“What can we do for the GEs that would facilitate them to get easily settled in our Gemeinde / Stadt” ... What are their requirements and wishes?”*

*“If the findings of the survey suggests that the GE's need support in building up network, we gladly offer a hand, e.g., finding a location for a regular exchange.”*

*“Our Welcome culture offer for the newcomers could be adapted, for instance, providing the necessary / additional information also in English.”*

**Source: Expert Interviews, Gemeinden / Städte, Canton of Basel-Landschaft, Dec2021**

#### *Services offered by Gemeinden / Städte:*

- What regulatory/administrative hurdles need to be lowered?
- How the services by the authorities could be improved: Should the employees of the administrations be trained in social skills and English?

#### *Information and communication*

- What kind of information is missing?
- Any suggestions for improving communication and information sharing (e.g. reducing language barrier)?
- How do GEs gather information concerning understanding the local system, social and sports activities and other available offers within the canton and Gemeinden?

#### *Choice of residential area*

- What are the key decisive factors (schooling option, childcare, standard of living, proximity to the city, tax rate, etc.) for choosing a residential area? What is missing?

To find the answers, most of the concerns listed above have either been addressed in the survey questionnaire or face-to-face interview with GEs. Some of the information was gathered also through researching social media such as Facebook expat group, and previous studies. However, due to limitation this study only consists of the survey analysis.

When asked where/if they see any potential for adding further values to the existing qualities and services in their Gemeinden / Städte, the following responses were given by the authorities, however, would be considered within their own capacity individually:

#### **Gemeindne /Städte statements**

*"We have about 10% English speakers in our community. However, we have not had any indication that the service would be expanded in English. Here we rely heavily on the feedback from your survey with GEs."*

*"So far, we do not (yet) have any offers for expats, but if the survey suggests such needs, we would consider providing additional services"*

*"The German language course we offered for non-native speakers have to be optimized for GEs – for this we would ultimately have to have more information from the study"*

**Source: Expert Interviews,**  
Gemeinden / Städte, Canton of  
Basel-Landschaft, Dec2021

#### *Information sharing:*

More values could be added to the welcome culture event, for instance also providing information/websites in English

Informing about Swiss school system to those have children

#### *Reducing language barrier:*

E.g., website, welcoming brochure, questions and answers in French and English

#### *Offering language courses:*

Optimising/adapting existing language German courses for GEs

#### *Social inclusion:*

Finding locations for regular meetings and exchange for GEs to help them build network in the community.

#### *Strengthening the ecosystem:*

Connecting with HR departments that deal with GEs in the organisations. Connecting with professional-related networks such as LinkedIn, Xing, etc.

## 2. Perspectives of Gemeinden / Städte: Potential for Collaboration

All the Gemeinden / Städte that were communicated have welcomed this project idea and perceived this initiative as important from their standpoints, and therefore have shown a great deal of interest. Moreover, all the Gemeinden expressed willingness to collaborate, however, in various scales. Some of the potential commitments are indicated below:

- Take part of any suitable activities for optimising the locational attractiveness as well as the settlement process of GEs
- Being part of GEsNet Community (Global Employees Network Community) and strengthening the ecosystem
- Being part of the GEs settlement platform (see p. 19), when / if implemented

### Gemeinde / Städte statements: Potential for Collaboration

*"..... This project idea makes sense and we consider this as important. In our Gemeinde we have very specialized companies. Most often they are facing challenges to find the right talents. We therefore consider, it is very important to optimise the locational attractiveness that would help to attract GEs"*

*"Unquestionably a good idea and a great project, which can be clearly placed in the value chain...."*

*"Positive – we are interested in knowing what the needs of these employees are so that they can live and integrate in our Gemeinde/Stadt"*

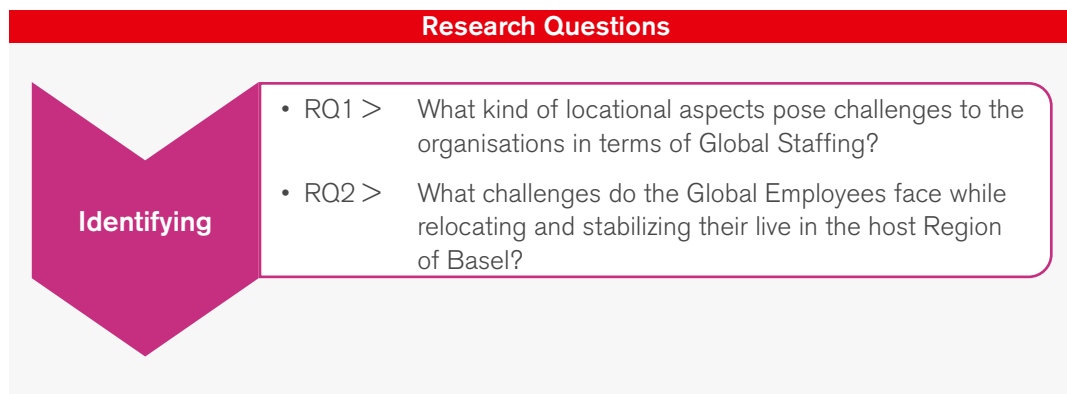
*"We are open to the project. Locational attractiveness has many different facets. When it comes to bringing together what can work well together, but so far it is perhaps not yet perceived in this way – we also see added value for our Gemeinde/Stadt "*

**Source:** Expert Interviews, Gemeinden / Städte, Canton of Basel-Landschaft, Dec2021

## F. Feasibility Analysis Summary

The feasibility analysis answers the first part of the research questions RQ1 and RQ2 (see next page): On one hand, the macro-environmental factors of the Region that pose challenges to the organisations concerning attracting and retaining essential Global Talents are identified. On the other hand, the study **identifies** the challenges and **explores** the needs of the Global Employees while settling into the Region.

In addition to these, this study also examines to which extent the hosting Gemeinden / Städte in the canton Basel-Landschaft are able to / willing to collaborate for improving the current condition concerning Global Staffing.



### 1. The Perspectives of the Organisations

More than 15 organisations involved in Global Staffing in the Region were introduced to the project idea and were investigated. It is exposed that these organisations are in a greater need of Global Staffing ever than before, due to increasing demand for specific talents that cannot be fully covered by the local talent pool. It demonstrates that this demand for Global Workforce will continue to grow, especially in the field of STEM sector (Science, Technology, Engineering and Mathematics).

Building up a competitive Global Workforce is considered urgent and /or important for the long-term success of these organisations. Especially those businesses and institutions that are leading in innovation, research and development, regardless of the size, in the need of attract the best human capital available worldwide. As declared at the beginning the macro-environmental factors of the host country play a substantial role, not only in attracting global talents but also in retaining them. In this regard, despite a broad category of advantages, the Region of Basel is claimed to have some room for enhancement as a hosting location. Throughout the expert interviews at the organisations, the aspects that have the potential for improvement are identified in four spheres. (See tables a-d, p. 32 – 38).

- Locational attributes and offerings: e.g. schooling and housing facilities social-cultural aspects etc.
- Services and offers at the governmental authority's canton and Gemeinden / Städte, e.g. language barrier, visa and work-related services
- Policies and laws: federal / cantonal and Gemeinde / Städte: e.g. tax policies, Brexit
- Strengthening the existing ecosystem: access and network and collaboration in the Region of Basel


## 2. The Perspectives of GEs

Furthermore, the survey that involved more than 800 GEs in the Region of Basel was intended on examining their perspectives on the Region as the hosting location. The indexes such as overall satisfaction, feeling of fulfilment and feeling accepted/welcomed in the Region were measured at first. It has been evidenced that a vast majority of the GEs (93.5% of 818) who participated in the study are either satisfied or very satisfied in terms of quality of living in the Region, whereas only 3% claimed to be unsatisfied. In the meanwhile, again a vast majority, over 81% of the studied population, expressed their feeling as high or very high about fulfilment, whereas 5% exposed this as low and the rest as neutral. However, considering the index feeling of accepted and feeling at home, only half of the participants (50% of 818) claimed to have high or very high, while approximately 17% claimed that they do not feel accepted and welcome, and the rest (34%) are feeling neutral about this.

A further examination on the findings have been brought to the recognition that nearly 30% of the sample population had no trouble while trying to settle into the Region, whereas a majority of GEs population (70% of 643) are facing or have faced challenges while trying to adjust their lives to the new environment in the Region. Part of this population, 40% out of 643, already was able to overcome these difficulties however in various timeframes, whereas the rest, almost 30% still find the settling process rather difficult regardless of their length of residence in the Region. This so-called Population that is currently in the **Critical Phases (PICP)** signifies the proportion of the sample population who either finds the adjustment process rather difficult or has the feeling of not yet settled in or does not feel welcomed or at home here in the Region. Accordingly, one-third of the sample population (of 643 total respondents) is estimated to be currently in PICP, regardless of the length of residence in the Region. This analysis finds that half of the population that has been living in the Region for just below a year (<1 year) falls into the PICP mass, whereas still a quarter of the population that has been living here for more than eight years is recognised to be in the critical phases (see p. 48–50).

Although a positive correlation has been acknowledged between the level of German knowledge and the ease of settling in, a considerable portion of native and fluent German speakers is identified to be also in this PICP category in terms of settling in (see p. 51–52). By analysing this, it could be concluded that to gain further effect on the settling-in process, one should develop German language skills higher than intermediate level (B1).

Considering the predominant challenges faced by GEs, “making local friends and establishing social life” is regarded as difficult or very difficult by 60% of the participants (out of 643). This may be due to language barrier and or the nature of local culture in terms of making new friends. Challenges related to dealing with governmental authorities, for example, tax-related aspects, appeared to be the second most challenging, rated by 43% of the respondents as difficult, whereas only 12% find it difficult or very difficult to deal with residential and work permit-related aspects. In the meanwhile, finding appropriate accommodation is claimed to be the third biggest challenge for GEs in the Region. In addition to these difficulties, approximately one-third of the sample population find it difficult to understand the local rules and regulations and the system in Switzerland in general.



This study identifies that 20% (out of 340) of the spouses fall into the critical phases at present, while 34% of the spouses are identified to be unemployed in the Region. Besides the general challenges described above, social and job market integration appears to be the predominant challenge among spouses. Moreover, considering the respondents' category with families, 11% (of 269) residing in the Region claimed that their children find the integration process very difficult. 63% of them claimed it was easy or very easy for their children to integrate whereas 27% find this neutral.

When examining the widespread needs and desires of GEs, it was found that the request for less language barrier at the governmental authorities is ranked at the top of the list. Followed by wishes such as the desire for being connected with locals, obtaining offers to get to know the Region, support for improving German knowledge and integration-related services, assistance for finding suitable activities and pre-arrival awareness of the Swiss system are identified to be the most favourable ones by GEs. By further examining over 4000 various comments left by GEs, it has been acknowledged that most of the challenges arise after a few or even several months of arrival. It is claimed to be, to a certain degree some of the challenges could be avoided by being informed and gaining knowledge about the general local system and the Region before arrival. Hence, assistance is desired not only during the initial phase but also before the arrival as well as after the initial phase. Moreover, a regular check-up with the settling-in progress during the first year is recommended by experienced GEs that encountered challenges in their settling-in process. Considering the services provided by relocation companies, the majority that it would have been rather harder to get settled without these facilities validate it. However, what should be taken into consideration is that not every GE is assisted by the relocation companies and when so, not everyone is provided with both relocation and orientation services or similar facilities.

### **3. The Perspectives of the Gemeinden / Städte**

Besides these findings, the study also assesses the willingness of the Gemeinden / Städte that we communicated in canton Basel-Landschaft. The purpose was to identify whether it was possible for adding further value to the existing qualities in order to meet the needs of the organisations and the Global Employees. Most of the Gemeinden / Städte that were interviewed are stepping forward to optimise the current condition of global staffing, however with various degrees of commitment. All the experts that were interviewed / communicated have shown a great deal of interest in acknowledging the needs, wishes and expectations of GEs concerning optimising their settling-in process in the canton. This report provides the answers to most of the questions raised by the authorities during the interviews.

Ultimately, the findings of this feasibility analysis give broad answers to the research questions RQ1 and RQ2 that would facilitate finding solutions for optimising the current conditions of Global Staffing.





## Chapter 4: Conclusion: A call for a holistic approach

The “war for winning the right talents” increases globally due to the growing global shortfall of qualified candidates – a specific talent is rare, valuable, difficult to imitate, and hard to substitute. Simultaneously, the shortage of high-profile talents in the Region of Basel results in a greater need for Global Staffing than ever before.

This study intended to examine whether there is a need and room for improving the current condition, for acquiring the necessary Global Workforce, that would bring an effective outcome to the Region in the long run. If so, how could it be achieved? What are the concerns of the organisations in the Region as the employer? Do the GEs face any challenges while settling into the Region, if so what? What are the perceptions of Gemeinden / Städte that accommodate GEs in the Canton of Basel-Landschaft in terms of improving the current condition?

The study finds that all the organisations that were investigated appreciate the quality the Region of Basel offers as the hosting location. These entities are grateful for the support and the services provided by the governmental authorities and the collaborative approach of the canton. Nevertheless, it is perceived to be there is still room for enhancement in some respects, with regard to locational attractiveness, that would increase the chances for the companies to attract and accommodate their necessary global workforce. This analysis identifies the challenges that are aligned with the Region of Basel and examines the needs of the organisations and GEs concerning Global Staffing.

To attain sustainable outcome of Global Staffing, it is vital that the GEs gain an adequate level of psychological wellbeing. Satisfaction towards life is the key to psychological well-being. This study identifies that a vast majority of GEs (93.5% of 818) involved in the survey are satisfied with the quality of living and have a high level of overall satisfaction (82% of 643) in the Region. Yet, considering the indexes such as feeling accepted and feeling welcome, approximately only half of the sample population (50%) in the Region regarded this as high or very high.

When relocating to a new country, GEs and their accompanying members are undergoing the settling in process, a so-called host country adjustment that can, to various degrees, cause psychological distress to GEs. This could possibly lead to poor performance or even premature termination of employment. In both cases, the outcome of the Global Staffing would be efficient neither for the employer nor for the employee.

Considering this, it was intended to examine the perception of GEs in terms of “*Ease or Difficulty of Settling*” in the Region. This study identifies nearly 30% (out of 643) of the sample population face no challenges while settling into the Region, whereas 40% said to have faced challenges in the past, but are now settled in. Nevertheless, one-third of the sample population is currently identified to be in the critical phases in the Region. This, so-called *Population in the Critical Phases (PICP)*, indicates the portion of GEs who feel not yet settled in regardless of where they come from or the duration of residing in the Region. Based on these findings, it could be concluded that nearly 70% (of 643) of the population fall into the critical phases while settling into the Region, however, part of this population (40% of 643) already managed to overcome these challenges and feel settled in, whereas the rest (30% of 643) are identified to be still in the critical phases.

This study acknowledges a positive correlation between the level of German knowledge and *Ease of Settling in*. Yet, it should be emphasised that a considerable amount of native and fluent German speakers also falls into the category of *PICP* in terms of settling in. This exemplifies that the ease of settling in in the Region has to do with more than just the language barrier. Accordingly, it could be concluded that the host country adjustment in the Region of Basel is not only affected by the language barrier, but also impacted by other challenges such as difficulties in establishing social life, getting familiar with the Swiss system, understanding the local rules and regulations, and finding appropriate housing and activities etc. This report identifies GEs' needs that are required for easing the settling-in process (see Survey Analytical Table 3-15). The most requested needs were identified to be less language barrier in dealing with governmental authorities, having assistance or guidance for dealing with settling in related aspects, etc.

The study went on to further investigate, from the locational standpoint, what could be done to optimise the current condition regarding Global Staffing – Attract and Accommodate GEs in the Region of Basel. It should be noted that this analysis, is a collective work, which is the outcome of the comprehensive knowledge of more than 80 experts within the ecosystem related to Global Staffing. By exchanging the findings, ideas and input with these experts, it is implied that *minor adjustments to the existing system* and *adding further values to the existing qualities* would improve the Region's competitiveness in terms of Global Staffing.

Considering these, this report suggests some concrete strategies. Relating to the concern of what kind of values could be added to which qualities, a few concrete suggestions have been drafted intended for specific stakeholders such as cantonal authorities, Gemeinden / Städte, and public schools

Furthermore, as a collective solution for instance establishing a combined platform, a digital and physical helpdesk, is recommended. This indeed urges a centralised approach that is a *One-stop Shop Portal* so-called *GEs Living Community Network* in the Region. The purpose is to place all the existing necessary information in one pool and provide adequate access to the information and services of the Region. Moreover, as a pioneering approach, this living ecosystem would foster regular interactions between various members of the community.

This would foster many opportunities for various actors to discuss related topics, such as the impacts of any legal changes and the trends etc., promptly. Experience, ideas and wishes could be effectively exchanged whenever possible and already proactively. This is expected to enhance mutual understandings that is expected to shape a more agile ecosystem and thus to enhance the Region's competitiveness with regards to Global Staffing. Overall, this living platform is projected to boost the locational attractiveness and to speed up the settling in process for GEs in the Region.

To sum up, this study leads to the conclusion that there is a room and potential for improving the current condition in terms of attracting and accommodating necessary Global Workforce. The better way to achieve this is to stimulate a more holistic approach in the Region by exploiting the potential of existing qualities. The strategies that are proposed in this study could be implemented effectively by establishing further collaboration between the key players within the ecosystem, particularly between the canton of Basel-Landschaft and the canton of Basel-Stadt.

The execution of the project indeed requires resources and cooperation. This could be a long and winding road since it involves various stakeholders in the private and public sectors. At this stage the canton Basel-Landschaft invites the key players to institute a holistic approach, make collective decisions on proposed strategies and realise feasible solutions – solutions that respect different interest groups while taking the Region forward.



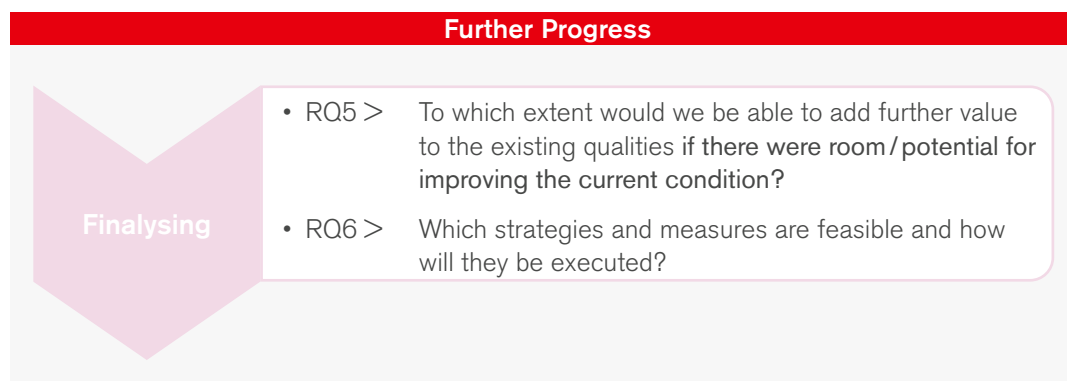
## Chapter 5: Limitation factors

It should be noted that the GEs sample population does not include those individuals who have rejected the job offers or the ones who terminated the contract prematurely and returned to their home. It would have been more resourceful if the reasons for their choice were examined. Moreover, it would be more informative, if the study were to be extended, also by conducting expert interview with the agencies and companies that hire Global Employees for the Region.

The geographical boundary of this research was set within the Region of Basel since the intention was to examine the current condition in the Region concerning Global Staffing. However, it would have been more resourceful if the study were to be extended nationwide in Switzerland. This would have facilitated comparing the findings between the major cantons that require and involve Global Staffing. This would enable us to analyse further, develop a more comprehensive understanding and learn aspects related to Global Staffing in a broader perspective on the national level and that would help foster a more holistic approach nationally, if necessary.

## Chapter 6: Further progress

This study declares that there are still some potentials for improving the current conditions in terms of attracting and retaining the necessary Global workforce in the Region. Based on the findings the study recommends potential strategies with concrete measures for improving the current condition. Now, this validation and recommendation lead to resolving the last sets of questions that are indicated below.



Canton of Basel-Landschaft is stepping forward with progressing further and thus welcoming the key players to participate in the next GEs Forum, scheduled to be held in Spring 2023. 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.

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



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# Appendices

The following documents are available upon requests:

- Expert Interview Questionnaire: Organisations
- Expert Interview Questionnaire: Gemeinden
- Survey Questionnaire

## **Feasibility Analysis 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**

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