





BY ANY MEASURE, 2016 WAS A YEAR OF MOMENTOUS CHANGE AND CHALLENGES – IN OUR WORLD AND IN OUR INDUSTRY.

For us at Dwellworks it was also a year of investment and innovation. Like our clients and customers, we operate in a world not only of continuous change, but also of continuous demand for change. Customers want smarter solutions, better services, thoughtful choices and options, mass customization, greater market intelligence, and nimbler and more intuitive technologies. And, of course, we want these solutions delivered at greater efficiencies, higher performance, and lower cost of service.



Through innovation, we responded powerfully and positively to these challenges. In a year where customer activity and opportunity varied across regions and service lines, we became ever more market aware. We improved service in smarter and more engaged ways, with shorter service delivery cycles, greater supplier engagement, and greater connection with relocating employees... all without adding cost to our clients and their customers. We're equally proud to have built a model which allows us to flex our skills and leverage our networks to offer new services to more clients – like mortgage lenders and corporate housing providers – while staying true to our core commitment of being the best business-to-business solution provider for the global mobility industry.

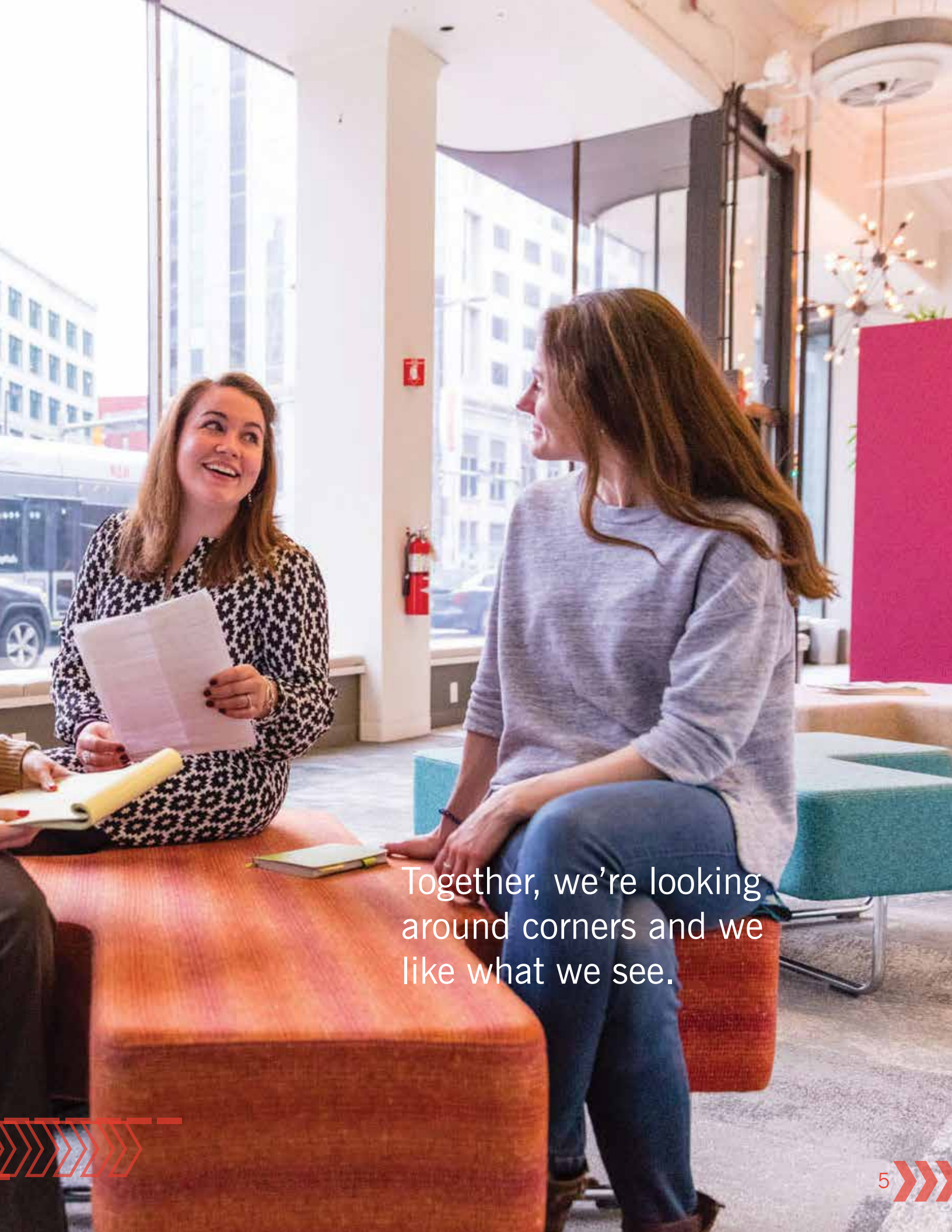
With thanks, always, to our clients and the people they serve, our best-in-the-industry network, and our relentlessly talented and engaged associates, we hope you will enjoy our 2016 Annual Report. We hope you too are looking forward to an exciting 2017, as Dwellworks steps up to celebrate its 10th anniversary.

- The Dwellworks Senior Leadership Team

A GOOD IDEA FINDS NEW OUTLETS


What started out as Appraisal and Property Management, and quickly expanded to include Destination Services in the US, has since grown to support global Destination Services and Intercultural Training as well as a booming rental services market in the US and Canada. In 2016 we found opportunities to leverage our expertise in network management, product design, and lean and agile operations. By year's end we had also added operations in Hong Kong and London (in addition to our well-established Truro office) and were supporting Corporate Housing companies with property solutions outside their core markets as well as Mortgage Lenders needing high performance, high compliance appraisal management partners. With each step forward, our company has utilized the power of team to respond to change, and each change has positively reinforced our core business with fresh thinking, new technologies, and renewed opportunities to engage.





Together, we're looking around corners and we like what we see.



A woman with long brown hair, wearing a green jacket, leans over the shoulder of a man with dark hair and a beard, wearing a teal polo shirt. They are both looking intently at a screen (not fully visible). The background is a grey wall with a small blue poster that says "Goal Assist".

Our commitment to
growth from within:
13% of our associates
accepted new roles



PEOPLE:

GREAT TALENT DRIVES POWERFUL INNOVATION

Did you know the Dwellworks team includes a six-sigma black belt who runs our Project Management Office? Two full-time legal counsel staff members? Developers who write apps to improve the customer experience? Certified real estate appraisers – including a USPAP instructor – to complete quality control reviews on appraisals? A two-person Skunkworks lab? That kind of talent allows us to incubate and execute at a fast and successful pace, and provides a thriving environment of opportunity, employee engagement, and retention.

INNOVATIONS

- + Revised organizational structure to provide an opportunity for growth and leadership from within our existing high potential staff for new roles in Global Network Management, Project Management, US Destination Services, and Account Management
- + On-boarded 58 new associates and promoted or internally transferred 29 associates into new positions within the company
- + Evaluated and implemented a new Human Resources technology platform solution
- + Welcomed 12 students total from the US and UK to our college internship program
- + Delivered 20 internal leadership training sessions
- + Received Gold Fit Friendly Worksite and Community Innovation awards from the American Heart Association for healthy initiatives generated by our Wellness Committees
- + Philanthropy Committees focused their fundraising and participation efforts on organizations assisting children, animals, homeless and hunger, and arts and culture around the world
- + Green Committees championed a cleaner environment, including our annual participation in the Greening of Detroit and spring planting sessions on Earth Day
- + Fun Committees nurtured a more connected organization, and spurred innovation, inventiveness, and creativity



IN MEMORY OF LINDA SERMAN

It is fitting that, in a year when we celebrate vision, grit, and the ability to make the most out of every opportunity, we honor the memory of Linda Serman. In 1979, Linda and a friend had an idea and the courage to start a business, which became an award-winning national service provider and an integral part of the Dwellworks foundation in 2007.

Her legacy lives on through the laughter she shared, the passion she inspired, and the care she provided to so many in her 28 years leading RAI. She used to say, “We are nothing if not stunning.” Linda, you were stunning through and through.



Smart people
drive smart process.



PROCESS IMPROVEMENTS

As a company, we agree to work with our clients, customers, network suppliers, business partners, and each other according to our Elements of Engagement:

- + Be Passionate
- + Be Accountable
- + Be Collaborative
- + Be Fearless
- + Be Respectful

With an Elements of Engagement mindset and Lean and Agile process tools, our team is unstoppable in the improvements and innovations they introduce, advocate for, and implement. We have included a sampling of the innovative “ideas in action” that Dwellworks greenlighted for success in 2016.

One of the things I love about Dwellworks is that we are constantly learning and evolving. Our openness to innovation and change continually make us a better company, and our use of cross-functional groups is an example of that openness. I look forward to seeing what lessons we can learn to help move Dwellworks forward in 2017 and beyond.

Claire Hall – Destination Services, Canada

INTERCULTURAL SOLUTIONS

Migrated DFA Intercultural Global Solutions to the Dwellworks brand and transitioned the service team to our Cleveland headquarters.

Improved the delivery process of our intercultural trainings by offering them through Dwellworks University and redesigned our culture guides into an easy-to-follow, online format for an improved user experience.

Launched a self-paced online service offering, CultureCloud™, providing assignees with the flexibility to access intercultural services through Dwellworks University anytime, anywhere.



CORPORATE HOUSING SERVICES

Created a business model to provide property sourcing and fulfillment services to support client needs in underserved markets.

Leveraged the market knowledge and relationship expertise of our on-the-ground Destination Consultants to identify and validate properties and utilize standardized lease templates, property information sheets, and online video tours to facilitate a high-quality customer arrival experience.

Offered originally in Mexico, we gained valuable insight on how to best grow our service offering, which we now also deliver to corporate housing clients in Germany, Austria, Costa Rica, and Luxembourg.

DESTINATION SERVICES AND RENTAL ASSISTANCE

Improved Employee Welcome Guides – now delivered in an electronic format worldwide, with optional printed documentation on request.

Expanded Use of RentCoach™ – a cost conscious solution that offers virtual rental guidance from one of our local experts – for relocating employees with limited benefits or those who have requested minimal but meaningful support.

Automated Internal Survey Process – By utilizing Lean and Agile methodologies and our powerful Business Intelligence data reporting, we reduced the amount of time needed to administer, record, and report quality survey scores by 38%.



CORPORATE HOUSING AUTHORIZATIONS

406 in 2015 and 1,070 in 2016





Innovation is a constant at Dwellworks, and it's a reflection of everything that Dwellworks already was: passion, great people, and strong values. Our service in Costa Rica has been strengthened thanks to a restructured team dynamic, more efficient business practices, and enhanced training for our consultants – all of which were born out of new ways of thinking.

Gabriela Baudrit – Destination Services, Costa Rica

Our company encourages associates to be innovative and empowers team members to make them feel that their ideas are heard, and they can make a difference. The entire team is constantly coming up with new operational innovations that help tackle both long- and short-term goals. This mindset allows Dwellworks to pioneer new ways of delivering intercultural programs to make learning easier for the assignee.

Nicole Barile – Intercultural Solutions, US

APPRAISAL SERVICES

Introduced automated review software for efficient tracking of errors and omissions, mitigating risk of inaccurate reports and enhancing the ability of our internal quality review appraiser team to complete files in shorter timeframes.

Intuitive new operating system provides all the tools needed to ensure highly-qualified Dwellworks network appraisers are assigned to each order.

Achieved zero defects in guaranteed buyout calculations in 2016 as a result of the focused efforts of our team to identify areas for process improvement.

PROPERTY MANAGEMENT

Enhanced service defect analysis process to ensure root cause discovery, corrective action, and best practice sharing for future prevention, resulting in improved homeowner survey scores and less noise.

Incurred zero monetary write-offs related to winterization issues – a vital area of risk management for our organization and our clients.

NETWORK MANAGEMENT

Realigned our LATAM Destination Services Network Management team to provide suppliers with a single point of contact, and additional operations and supply chain support for Mexico and Costa Rica.

Engaged in 126 in-market supplier sessions across 7 different countries, meeting with over 550 suppliers from all services – nearly 63% of our total volume.

Worked to improve supplier engagement to optimize use of our network and ended 2016 with a global network utilization rate of 82%.

Supplier networks around the globe completed over 3,000 learning sessions through Dwellworks University.



640 Homes under management

90%

Average satisfaction score of Homeowners in Property Management Programs

20,000+

appraisals delivered in the US and Canada

5.5%

Absolute variance appraisal performance

20,000+

Destination Services programs completed globally

Average service satisfaction score for Destination Services programs delivered globally

93%

7,430 Renters

served through our Rental Assistance Solutions

92% Average service satisfaction score for Rental Assistance delivered in the US and Canada

1,372

Intercultural Solutions programs delivered globally for assignees and families from 88 countries

70% conversion rate for our Corporate Housing clients

2016 BY THE NUMBERS



2016 INDUSTRY INVOLVEMENT

- + Completed rigorous audit for recertification of the EuRA Global Quality Seal for all global DS office locations
- + Sponsored 4 associates to earn their CRP and 4 to be awarded their GMS
- + Attended EuRA and WERC® conferences on 4 continents, with active members on both boards
- + Delivered 4 WERC® Learning Zone webinars and wrote 5 Mobility magazine feature articles
- + Participated as speakers, committee members, and attendees at 22 regional industry conferences

2016 AWARDS

- + BP Core Value, Respect Award – Destination Services
- + BGRS Silver Award, US Real Estate and Home Services – Property Management
- + Cartus Platinum Commitment to Excellence Award – Costa Rica Destination Services
- + Cartus Silver Commitment to Excellence Award – Mexico Destination Services
- + Cartus Silver Commitment to Excellence Award – US Destination Services
- + Cartus Silver Innovation Award – Property Management (Winterization Project)
- + Crown Relocation Partnership Award, Sharing Category – UK Office
- + Graebel DAVE Award (Distinguished Alliance Member of Value & Excellence) – Bob Rosing
- + Lexicon Supplier Excellence Award – Appraisal
- + Lexicon Commitment Award – Chuck Naso
- + NEI Service Exceeding Expectations Award – Intercultural Solutions
- + Sterling Relocation Listening Award – Dean Foster/DFA Intercultural Global Solutions
- + Worldwide ERC® Meritorious Service Award – Andy Horvath



We're getting out in front of regulatory and compliance requirements more than ever before.



GLOBAL GOVERNANCE:

A More Complex Business Environment Demands Deeper Expertise... Here's How We Responded

Staying ahead of governance matters continued to be a top priority in 2016, and the year presented many opportunities for innovation and best practice. Our regulatory, privacy, and governance efforts were strengthened by the addition of Hank Roth as Chief Privacy Officer and Associate Counsel.

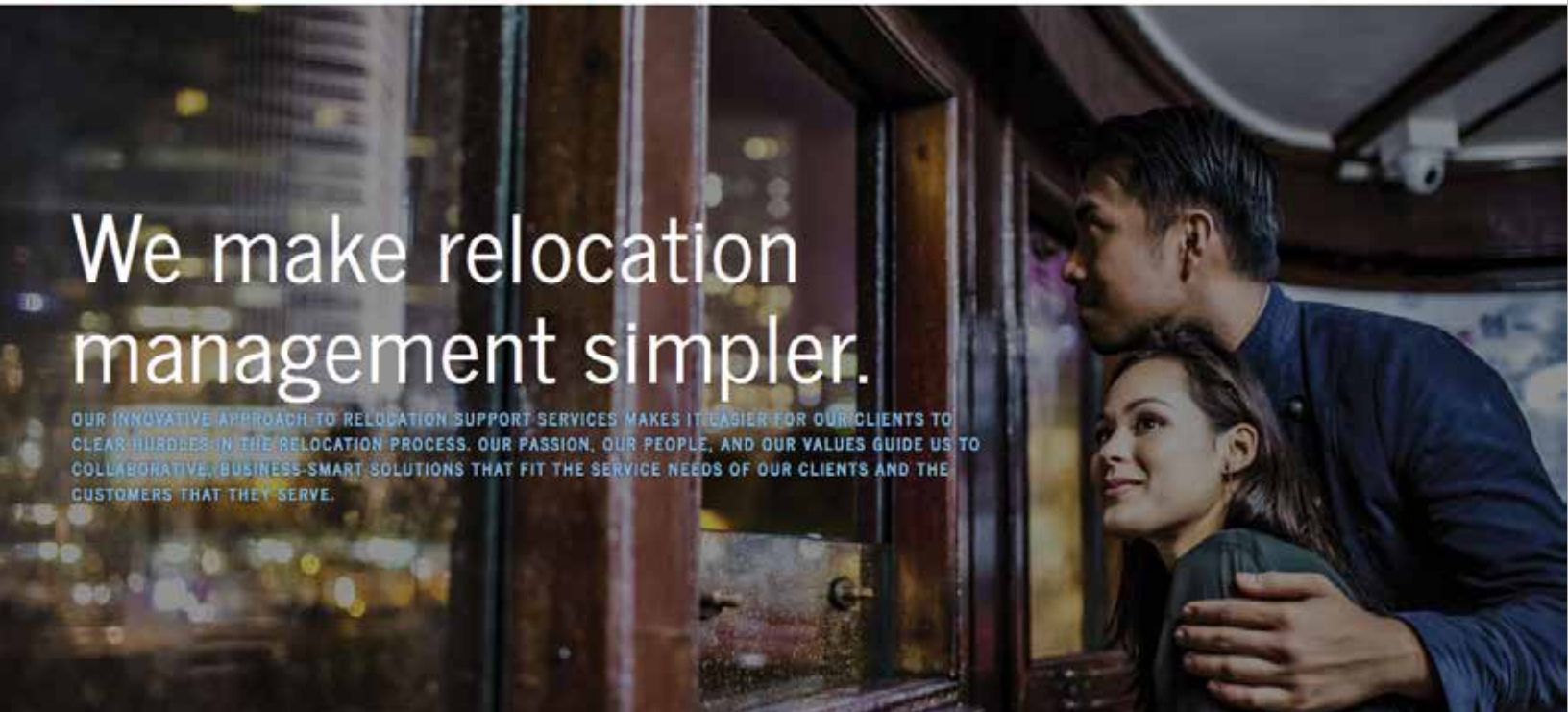
Already an industry leader in compliance to meet the complex flow-down requirements of relocation management companies (RMCs) and their clients, we're getting out in front of regulatory and compliance requirements more than ever before, and more than most providers in our industry. We fully subscribe to prevention rather than remediation as our compliance philosophy.

A lot of companies don't get involved in compliance because they're not going to do it unless they're asked. We are able to remain proactive because we have the appropriate resources and Lean and Agile activities.

Hank Roth – Chief Privacy Officer, US

- + Created an Enterprise Risk Management (ERM) Committee, chaired by the Chief Privacy Officer, which established policy, protocols, and enforcement across the global organization
- + Completed SSAE 16 audits to provide our clients even greater assurance of our business process controls, documentation, and operational readiness
- + Filed for self-certification application of US/EU Privacy Shield – among the first in the industry to do so. Our RMC clients can state with confidence that Dwellworks is fully aligned and validated as compliant with their own commitments to data privacy and security
- + Added new members to our global compliance champion roster. Key projects included disaster recovery and business continuity, and socializing new policies and procedures regarding corporate compliance and risk management
- + Remained vigilant in our network compliance efforts by continuing to require system-validated annual review of our Code of Conduct for all suppliers





We make relocation management simpler.

OUR INNOVATIVE APPROACH TO RELOCATION SUPPORT SERVICES MAKES IT EASIER FOR OUR CLIENTS TO CLEAR HURDLES IN THE RELOCATION PROCESS. OUR PASSION, OUR PEOPLE, AND OUR VALUES GUIDE US TO COLLABORATIVE, BUSINESS-SMART SOLUTIONS THAT FIT THE SERVICE NEEDS OF OUR CLIENTS AND THE CUSTOMERS THAT THEY SERVE.

SYSTEMS AND TECHNOLOGY

At Dwellworks, we celebrate the collaboration between clients, account directors, operations, product design, supply chain, governance AND our technology team and partners. The commitment to smart, thoughtful technology – developed, launched, reviewed, iterated and improved upon – is crucial to our ability to grow at the pace our customers expect and to staying competitive both in our service offerings and in our cost of operation.

Corporate Website

We were excited to launch our newly redesigned corporate website (dwellworks.com) in October with the help of a global cross-departmental team. The new site represents the culture, brand, and dynamics of our innovative organization.

The success and growth we've had as a result of innovative projects like the creation and rollout of myDwellworks™ is very exciting. Having innovative technology designed for relocation service delivery offers great benefits to our clients and positively impacts customer satisfaction. I'm proud to be part of a company that is leading the future of global mobility service delivery in a technology-driven world.

Dylan Sitlapersad – Client Services, US

Operating System Innovations

API: Launched project management plans in partnership with three separate RMC clients to create an Application Programming Interface (API) between our systems. These APIs, which we expect to pilot early in 2017, will provide an information link to simplify data transfer and make reporting more timely and accurate, resulting in less data to chase, a decrease in the number of data inputs between systems, and fewer opportunities for data entry error.

myDWEELLWORKS™: Expanded our myDwellworks™ Destination Services platform to now display local, current, neighborhood-specific information in 75 global locations to improve the user experience.

SPARK: Implemented SPARK, a Dwellworks-proprietary solution for the intelligent and intuitive management of our US Destination Services Consultant network. Through SPARK we've empowered our Destination Services Program Managers to access systemically managed information on Consultant service history, availability, caseload, and other key metrics to select well-aligned choices for each relocating employee.

Business Intelligence

Intelligence and analytics are key to innovation: the better we understand the information we manage, the more strategic we can be in offering solutions to clients and in prioritizing improvements to our internal operations.



With information comes improvement and innovation, including:

- + Automating recurring reports
- + More visual reporting for a faster, better, actionable grasp of the information
- + Tracking volume to monitor network trends and proactively source new network suppliers

Mobile Applications

Our Property Management Field Agents have used a Dwellworks-developed app for property walk-throughs for the past two years; in 2016 we bridged the app to our Destination Consultants conducting walk-throughs for global assignees. The app makes it possible to more accurately and securely document and report on property condition, and immediately and effectively resolve questions about security deposit refunds.



Whether it's working with the company's technologies for communication with each other or integrating new associate teams, there's always something different I'm being asked to do. I enjoy working closely with other areas of the company to solve problems quickly and completely.

Lindsey Petiya – Information Technology, US

“Because our clients asked us to.”

This is the answer we've given every time we're asked about a new service offering, geography, or a technology-driven improvement, and it always will be. With hundreds of such client-driven requests per year and a talented team of Dwellworks associates always looking for better ways to work, we needed to organize our efforts while fostering innovation. We decided to build a Project Management Office to capture, organize, and then provide support and structure to the innovative ideas and projects that come our way. We also designed an incubator for highly disruptive, creative, and game-changing ideas – our Skunkworks division. Through these efforts we have created the foundation to drive incremental as well as significant change.

Highly disruptive, creative, and game-changing ideas.





SKUNKWORKS

One of the best ways to be innovative is to think like an outsider, re-imagine your limitations, and sometimes ask yourself, “What if?” That’s what led us to create an internal “Skunkworks” division – which is a concept born over 50 years ago, but more important today than ever before. Give a small, talented team the freedom to challenge the norm, to investigate the “What ifs” – to literally function outside the bureaucracy and constraints of a typical company structure, and see what develops. Not every idea and innovation can be a winner, and that’s okay.

Our Skunkworks team employs design thinking which starts by asking, “What’s the end result we want?” and then works backwards from there. The team conducts user interviews and testing to discover if the idea or end result is plausible and oftentimes uncovers challenges to solve. Prototypes are developed, tested, and then delivered for use – either as a totally new offering or sometimes as a change or enhancement to an existing offering.

We’re excited about the possibility of some of our own disruptive Skunkworks projects in 2017, and look forward to sharing more about them soon!



PROJECT MANAGEMENT OFFICE

In mid-2014, Dwellworks implemented a Project Management Office which established a core set of project management tools and disciplines to support and ensure the success of high-level strategic projects and client-focused initiatives. Dwellworks made significant investments in PMO in 2015 by deploying cutting-edge Lean and Agile training methodologies to drive efficiencies and innovation at every level of the organization.

We now have 24 global “Lean and Agile Champions” leading quick and impactful sprints and mini-projects throughout the organization. We designed a project-focus matrix to better organize and manage open projects, and a benefit measurement system to determine the overall gains achieved from each project or initiative.

Cross-functional partnerships on major strategic and client initiatives involve subject matter experts and members of other departments who can provide a fresh perspective. It is critical to establish teams of effective size based on their role in the project, instead of hosting large group meetings, to gain insight without overcommitting everyone’s time.

32 projects completed in 2016

Project cycle time improvement since implementing Lean and Agile:

3 Months

34.2% percent

of Lean and Agile project ideas are generated “from the floor”

In 2017 we plan to double down on our commitment to Lean and Agile and continue to empower more champions across the organization. We’ll look to rollout more “train the trainer” sessions and also create a new Lean and Agile Training Program for new hires. We’ll also continue utilizing cutting edge tools that complement and support change management such as “cloud collaboration” software via Microsoft 365 and online team Kanban boards.

Together, we strive to accomplish more in less time with thoughtful goals, appropriate participants, regular communication, and measurement of our success.



BACKLOG
DOING

What are we going to sell? Start-up?

How is it being sold? To who?

Create Matrix of products and curriculum

What is MVP? [for one product]

Sales Channels
Need to identify business model

Target Market Segments

What needs to be created for delivery? Assessment of our current materials

Need a brand identity name
What is the Brand/story Behind this?





“When you’re finished changing, you’re finished.”
– Benjamin Franklin

That will never be Dwellworks.

Our clients joined up with Dwellworks because of our people and our reputation, and they have stayed because we partner with them on their own value propositions.

That has led us to stay continually innovative, both in what we offer and in how we work.



What to expect for 2017:

- + An expanded Dwellworks Destination Services operation in Hong Kong, and learning more about client needs in Asia
- + Deploying a supportive solution for renters who self-manage their moves. Recognizing the size of this population, and the limited service solutions available, we're committed to providing clients with a smart, cost-effective response
- + Exploring additional markets where our Corporate Housing clients need local expertise and reliable, high-quality temporary housing options
- + Enhancing myDwellworks™ to support fully mobile deployment, including the ability for our Destination Services Consultants to provide real time updates
- + Refreshing our Intercultural Support Solutions to offer multiple service lengths and modalities and a full range of cultural agility needs – including frequent business travelers, short-term moves, long-term assignments, and executive refresh briefings
- + Expanding the use of our Destination Services Walk-Through app globally



