



Programme of Events

Wednesday 11 November

Registration – 2.00pm

Registration opens at 2.00pm, giving delegates plenty of time to arrive in Belfast, collect their conference badges and get settled before the evening's activities begin.

Optional Belfast Walking Tour – 4.00pm

For those arriving early, an optional guided walking tour will take place at 4.00pm.

The tour will showcase some of Belfast's history, culture and regeneration, while providing a relaxed opportunity to meet fellow delegates and start networking before the conference officially begins.

Welcome Party – 6.30pm | Second Nature Belfast

The conference officially gets underway with an informal Welcome Party at Second Nature Belfast from 6.30pm.

With food and drinks provided, this is a chance to put the name badges on, leave the business cards in your pocket and start getting to know the people you'll be spending the next two days with.

Thursday 12 November

Optional Morning Activities – 7.30am

The day starts with a choice of optional activities at 7.30am, giving delegates the opportunity to network in a more relaxed setting.

Choose from a 5K run, networking walk, yoga or a local volunteering activity.

Whether you want to get active, meet other early risers or give something back to the local community, there will be an option to suit you.

Registration and networking – 9am

Opening Session – 9.30am

The conference officially opens at 9.30am, with a welcome from Jo and Tad, followed by a welcome from the venue, an update from the ARP Committee, an update from the PR Committee and a spotlight from Platinum Sponsor Second Nature.

It is an opportunity to look at where the ARP is today, recognise the work being done across the Association and set the scene for the day ahead.

BREAK - 10.15AM

Session 1: The Middle Ground

Forget the traditional panel debate.

The Middle Ground puts delegates at the centre of the conversation.

A series of thought-provoking statements will be presented to the room, with delegates asked to decide whether they agree, disagree or sit somewhere in the "middle ground".

Topics will explore some of the industry's biggest tensions, including AI versus human service, cost versus employee experience, policy flexibility, sustainability, duty of care and the future role of RMCs.

The aim isn't to find a single right answer. Instead, facilitators will encourage different perspectives and open discussion before bringing the room together to identify where common ground exists.

Because in global mobility, the answer is rarely as simple as yes or no.

Session 2: Industry Breakout Tables

This session takes delegates away from the traditional conference format and into facilitated, industry-focused discussions.

Delegates will rotate through breakout tables exploring some of the biggest challenges and opportunities facing global mobility today.

Topics will include:

UK Corporate Housing Market: Changes & Updates on Renters' Rights

With housing increasingly becoming a constraint on mobility programmes, this table will explore whether relocation programmes are still being designed on the assumption that suitable housing will always be available.

The discussion will consider housing shortages, affordability, temporary accommodation supply, changing employee requirements and the expansion of mobility beyond London.

Household Goods & Removals: Is the Traditional Move Changing?

The way employees relocate their belongings is changing. Rising shipping and removal costs, longer lead times, sustainability expectations and increasingly flexible or shorter-term assignments are challenging the traditional approach of moving an employee's entire household from one country to another.

This table will explore how household goods and removals services need to evolve alongside changing mobility models — from full international moves and storage to smaller shipments, furniture rental, allowances and employees choosing to replace rather than relocate belongings.

The discussion will also consider customs and border challenges, insurance, sustainability, managing employee expectations and the importance of visibility and communication throughout the moving process.

Ultimately, does the traditional household goods shipment still fit the modern mobile employee — and what should the service look like next?

Cost Pressure vs Experience: An Unsustainable Trade-Off?

Relocation costs have risen significantly since the pandemic, while employees continue to expect flexibility, personalisation and greater support.

This table will explore the tension between shrinking or capped budgets and the need to deliver a high-quality employee experience — including the challenges around lump sums, managed programmes, flexibility, governance and demonstrating ROI.

Compliance Is Now a Real-Time Risk Function

Immigration, tax and labour regulations continue to change rapidly, while digital border systems and e-visas are increasing scrutiny and traceability.

This discussion will consider whether compliance is still something mobility teams react to, or whether it needs to be embedded into programme design from the outset.

It will also explore the growing overlap between mobility, legal, tax and risk — and what happens when responsibility becomes fragmented across multiple teams and suppliers.

The Fragmentation of Mobility Models

The traditional long-term expatriate assignment is no longer the only model.

Remote working, e-migration, short-term assignments, project-based moves, commuters and hybrid relocation models are creating increasingly complex mobility programmes.

So, do we even have a clear definition of "relocation" anymore?

This table will explore whether policies are keeping pace with new ways of working — and the resulting challenges around tax, payroll, benefits and governance.

Technology & AI: Underused but Overhyped?

AI is one of the most talked-about subjects in global mobility, but how much is actually being used?

This discussion will look beyond the hype to explore whether businesses are genuinely transforming mobility through technology — or simply digitising existing inefficiencies.

Delegates will consider data silos, predictive analytics, cybersecurity and the potential for AI to move mobility from a transactional function towards something more predictive and strategic. The objective across every table is simple: identify the challenges, share what's working and consider what comes next.

LUNCH - 12pm

Ariosi Training Session

A dedicated one-hour CPD-style training session delivered by Ariosi will provide delegates with the opportunity to step away from the broader industry debate and focus on professional development.

BREAK - 2.15pm

Session 3: Relocation Crisis Room

One of the headline sessions of the conference, the Relocation Crisis Room will put delegates' problem-solving skills to the test.

Working in teams, delegates will be given realistic relocation scenarios involving multiple stakeholders and competing priorities.

Then things will start to change.

Immigration delays, property problems, family concerns, budget constraints, client expectations and duty of care issues will be introduced as the scenario develops.

Teams will need to adapt, collaborate and make decisions as new information emerges before presenting their final solution.

The session is designed to demonstrate just how complex relocation can become — and the importance of collaboration between corporates, RMCs and suppliers when things don't go according to plan.

Session 4: Reverse Client Panel

What do you really want to know from corporate mobility and HR teams?

The Reverse Client Panel puts that question directly in the hands of delegates.

Rather than a traditional panel where speakers arrive with prepared talking points, attendees will help shape the conversation. Questions can be submitted ahead of the conference and there will also be an opportunity to submit questions during the session itself.

Our panel brings together:

- Pooja Chawla, Senior Talent Acquisition Manager, AVEVA
- Orla Kee, Global HR Director, Speedcast
- Catherine Lee, Associate Director (Immigration), Deloitte LLP

The aim is simple: to hear what delegates really want to know from corporate clients.

What are corporates looking for from their mobility partners? How are mobility programmes changing? What really matters when selecting suppliers? How are employee expectations evolving? Where does technology fit? What challenges are keeping mobility and HR teams awake at night?

These are just examples — but the audience will ultimately decide what gets discussed.

With questions submitted both before and during the conference, the session will be driven by the issues, challenges and topics that matter most to the people in the room.

Expect honest perspectives, practical insight and a conversation shaped by the ARP community — not a pre-prepared panel script.

Closing Session – 3.45pm – 4pm

The conference will close with a final wrap-up, bringing together some of the key themes and conversations from the day.

And there is one final reveal...

Where will the ARP Conference take us in 2027?

The venue for the 2027 ARP Conference will be announced during the closing session.

BUSES TO THE AWARDS GALA - Leave room2 at 6pm

6.30pm - late - 40 Years of the ARP: The Awards Gala Evening

The conference may finish, but the celebrations certainly won't.

The evening will bring everyone together to celebrate 40 years of the Association of Relocation Professionals and recognise excellence across the relocation industry.

Expect welcome drinks, entertainment, the ARP Awards Ceremony, gala dinner, a DJ and plenty of opportunity to continue the conversations from the day.

After four decades of bringing the relocation community together, this is a milestone worth celebrating properly.