

International Assignment Policies Benchmarking Survey Results Summary



BOSSON CONSULTING
Providing Global Mobility Expertise
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September 2009

This report was produced in association with:
The Forum for Expatriate Management



Bosson Consulting provides expertise with employee relocation programs, including both international assignments and domestic relocations. Yvonne Bosson specializes in policy development and benchmarking; process reviews and gap analysis; training; quality reviews; support with Requests for Proposals 'RFP' and supplier transitions. If your program is outsourced, please consider Bosson Consulting for your 'out-of-scope' projects.

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SUMMARY

First and most importantly, I would like to thank all of the 152 participants. Your time invested in completing this survey is most appreciated, as without your data the results would not be as meaningful. Thank you!

This summary report includes graphed results from more than half of the 100 total web-based questions related to international assignment types and policy components for expatriates, short-terms, localizations and tax practices.

KEY FINDINGS

Based on the results of this survey, below are some briefly stated highlights of the results:

- EMEA was the largest host region and tied with the Americas as the largest home region.
- When asked if their program was managed in-house or outsourced, 69% responded their program was managed in-house. 53% of the companies have reviewed their policies in the last 12 months.
- The majority (53%) stated that the average length of expat assignments is 2-3 years.
- More than 30% of companies are still using expat standard tables and 64% of cost of living allowances are not capped.
- Less than 40% do not pay a foreign/intl service premium.
- 96% of companies in this survey do not track ROI and 72% do not track turnover.
- Regarding expat conversion to locals, 41% consider this after 5 years on assignment.
- Surprisingly, 15% state their assignees are responsible for any host tax liabilities.

DATA CUT

Additional data from the results of this survey are available for a nominal fee starting at \$250 for FEM members, \$500 for non-members. Examples of additional data available include industry specific results, access to view all survey questions and answers which includes a breakdown of questions answered as 'other'. Please contact Yvonne Bosson at bosson@ybosson.com to discuss additional data needed and applicable fees.

PARTICIPATING COMPANIES

There were 150 companies that participated representing small, medium and large corporations in most industries. Of these participants, 53% are headquartered in the Americas, 40% in Europe, Middle East & Africa 'EMEA' and the remaining 7% are headquartered in Asia-Pacific 'APAC'. The majority (23%) of the companies represented have between 10,001-25,000 employees globally. Following is the list of companies included in these results, based on the survey which concluded on August 31, 2009.

Actuant	Cundall
AEI Services LLC	Cyril Sweett
AES	DATASSIST HR
Aggreko	Dell
AgustaWestland	DHL (Logistics) Asia Pacific
Ahold	De Lage Landen
Air Products plc	Dr Pepper Snapple Group
Akamai Technologies	Duke Corporate Education
Aker Solutions	DynCorp International
Alcatel-Lucent	Electronic Arts
Apple Inc.	EnSCO International
Applied Biosystems	Ericsson
Arch Capital	Ernst & Young
Atkins Ltd	eSCO Societaet Strategy Consulting
ATOS ORIGIN	ESRI
Autodesk, Inc	Etisalat
Barrick Gold Corporation	Expedia, Inc.
Barry Callebaut AG	Flowserve Corporation
Baxter Healthcare	Fluor
Bechtel	Freshfields Bruckhaus Deringer
Bloomberg Financial Market	General Dynamics Land Systems - Canada
BNP Paribas	General Motors
Boeing Company	Haldor Topsoe
Brambles	Harsco Corporation
British Airways	Hartford
Cable & Wireless	Harvard University, Faculty of Arts & Sciences
Cambridge Solutions Ltd.	Hercules Offshore
CERNER CORPORATION	Hershey Company
Christian Aid	Hess
Complinet Ltd	HSBC Securities (USA) Inc.
Computershare Investor Services	HTC America
Cookson Electronics	Huntsman
Corus Group	IBM
Covidien	ILS
CRIF GROUP	IMS Health Incorporated
CSC Computer Sciences Ltd	ING Group

Intercontinental Hotels Group PLC
Interdean International Relocation
INVISTA
JDSU
KBR
Kellogg Company
Kimberly-Clark
Korea Telecom
KPMG AG
Kraft Foods Inc
Logica
Mannatech, Incorporated
Manulife Financial
Marks and Spencer plc
Mary Kay Inc.
Maxxium Worldwide BV
McDermott International
McGraw-Hill Companies
MeadWestvaco Corporation
Medtronic
Mercer
Mitsubishi UFJ Securities International plc
Moog Inc.
Mustang Engineering, LP
Newell And Budge Ltd
Newell Rubbermaid
Newell Rubbermaid EMEA
Nokia
Norton Rose Group
ON Semiconductor
Orbitz Worldwide
OSG Ship Management, Inc.
PA Consulting Group
Parker Drilling
Pentland Brands
PerkinElmer, Inc.
Perot Systems
Petro-Canada UK Ltd
Praxair, Inc.
Qtel International
Qualcomm Incorporated
Raytheon
Ricardo plc
Schawk, Inc.
Schlumberger
SCHOTT AG
Schroder Investment Management
ScottishPower
SEB
Sensata Technologies
Siemens plc

SingNet Pte Ltd
Smith & Nephew plc
SNY
Sodexo Remote Sites and Asia Australia
Standard Bank
Talisman Energy Inc
Tesco Stores Limited
Textron
Thermo
TNT Head Office B.V.
Toyota Financial Services - U.S.A.
Turner International
Umicore USA Inc.
Valspar Corp
Vertex Data Science Ltd
VSO (Voluntary Service Overseas)
Watanmal Group
WestLB London
WGY International Ltd
WJS Consulting
Woodside Energy Ltd
Xerox
Zurich Financial Services

Smooth Transitions

Successful Company Assignment



Preview Trip – Provides a good sense of the area, daily life & communities.

Home Search – We find the right school, community and home.

Location Recruiting – You sell the candidate, we sell the area.

Settling In – Documentation & an introduction to all of your needs for daily life.

Intercultural Programs – Adapting to a new culture, global team building & repatriation.

English As A Second Language – Communication is everything!

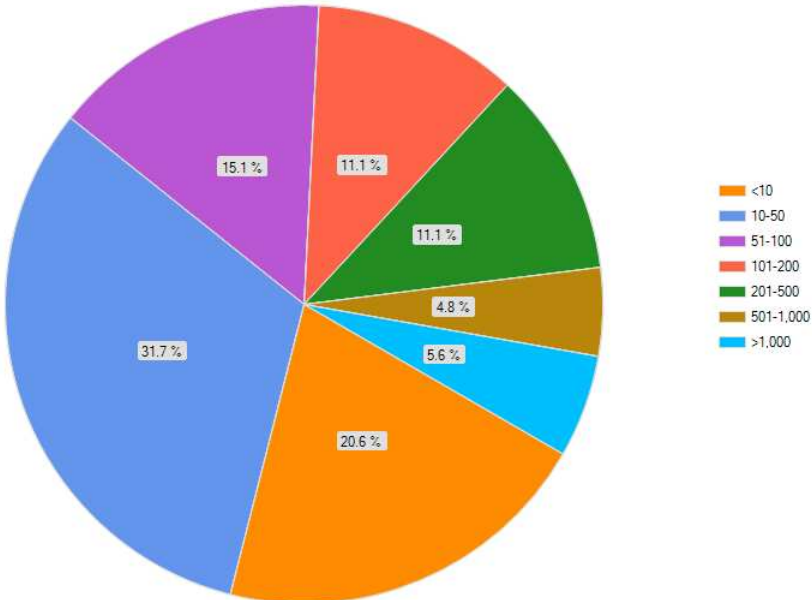
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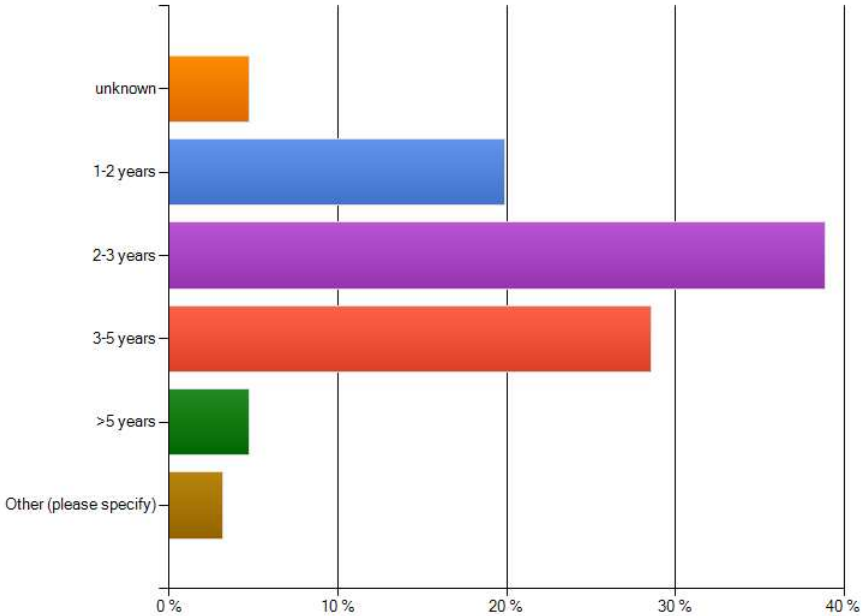
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EXPATRIATE ASSIGNMENTS

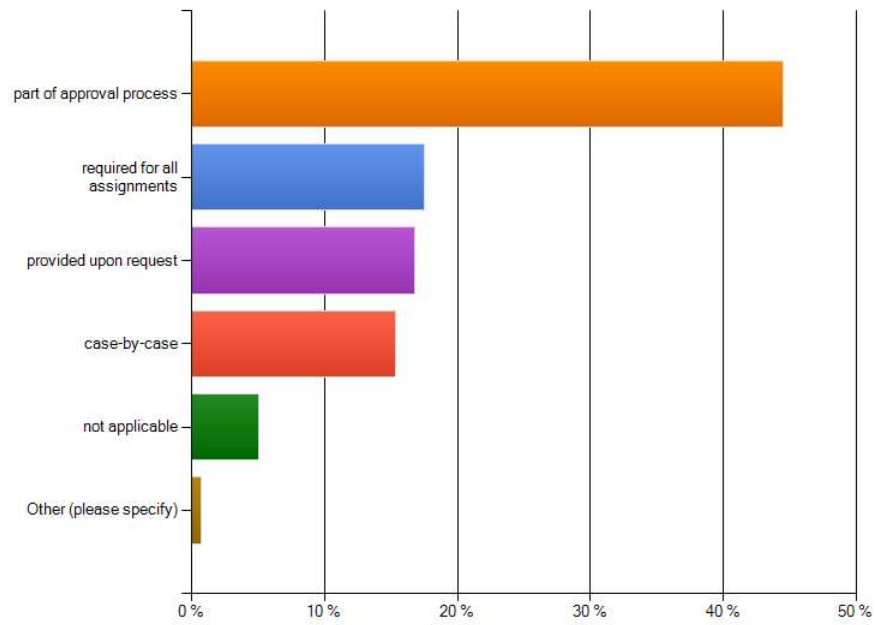
How many expatriates/long-term (>12 months) assignees do you currently have?



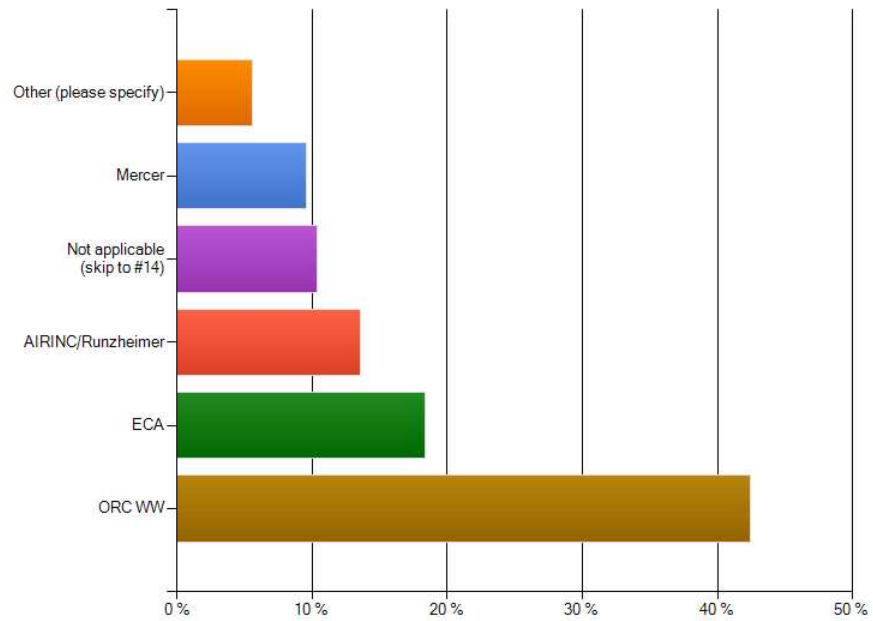
What is the average length of your company's expat assignments?



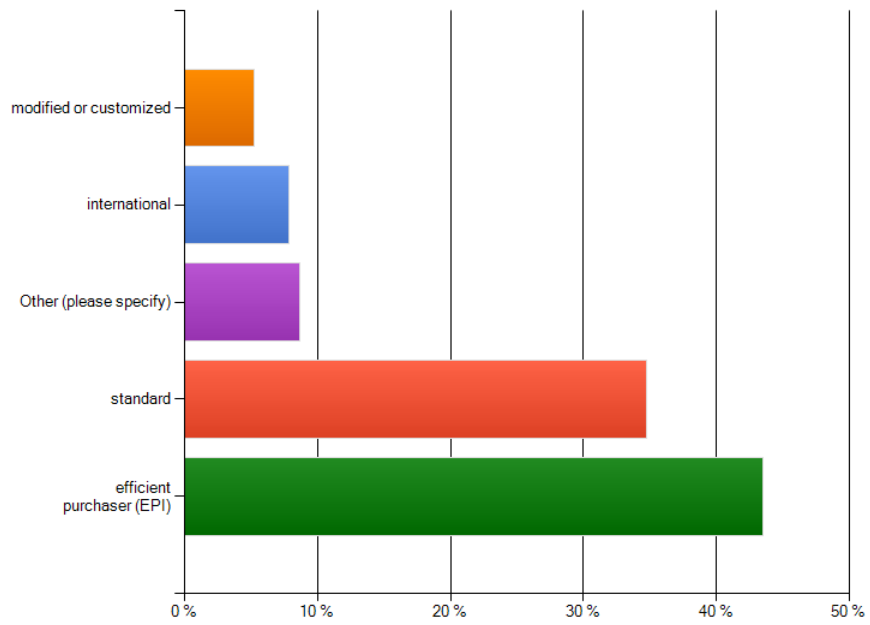
How are cost estimates used for expat assignments?



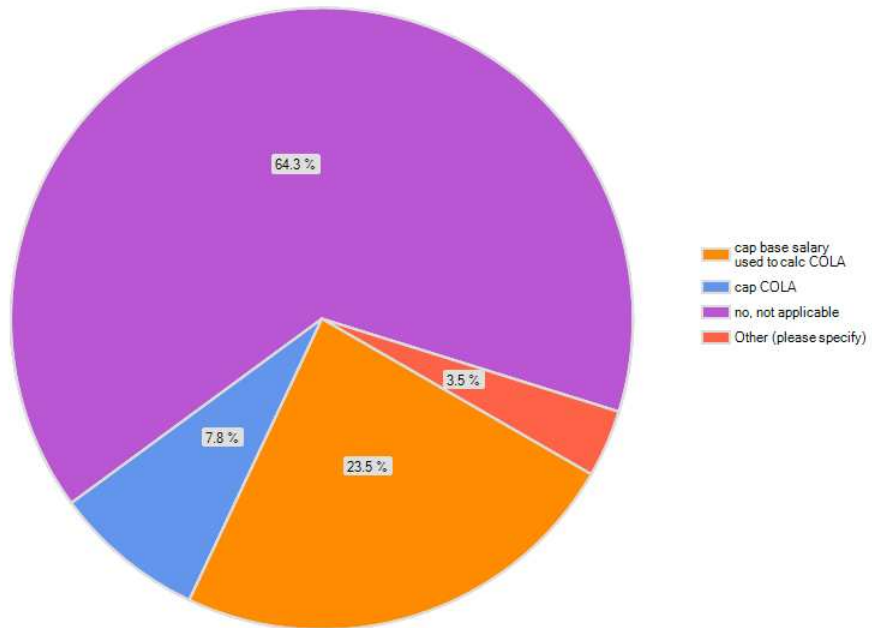
Where do you purchase your goods & services/cost of living data tables?



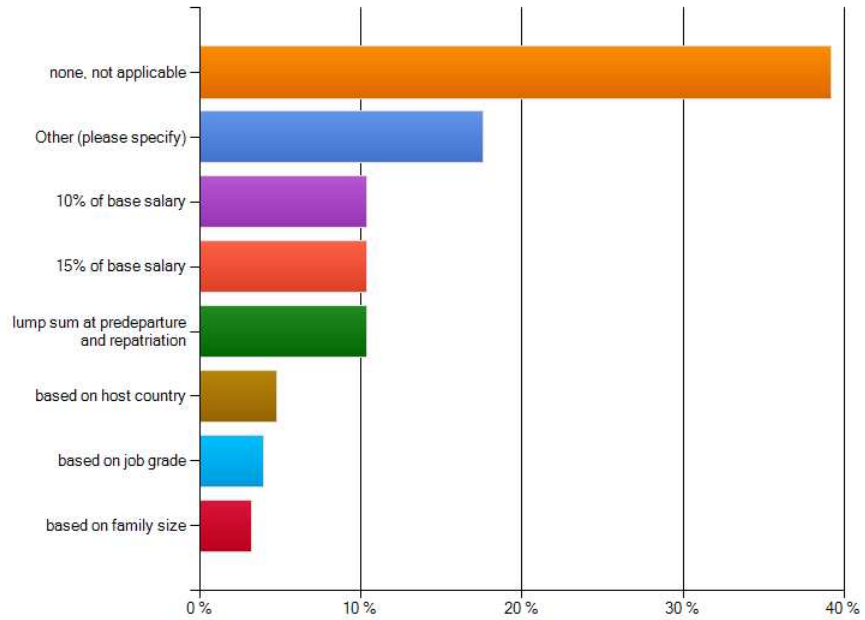
What cost of living index do you use?



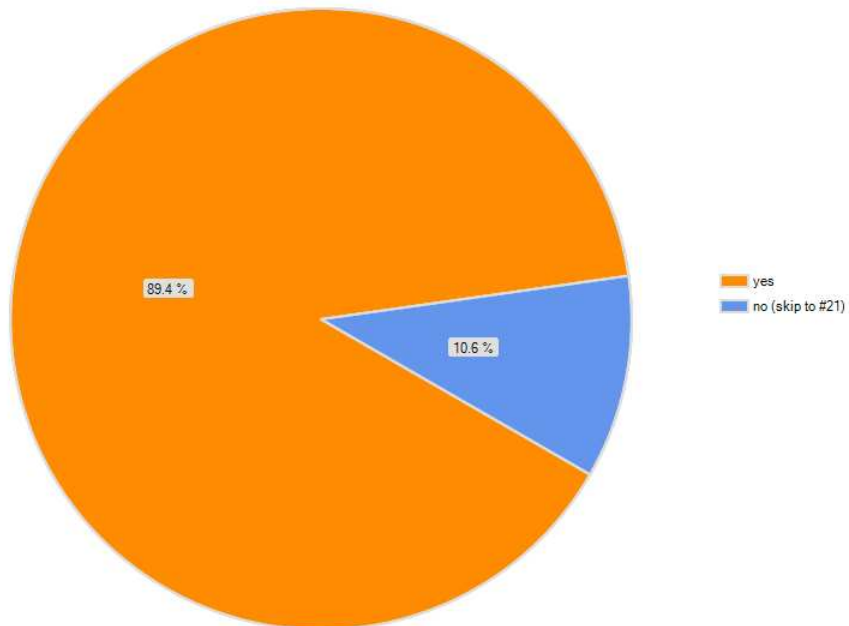
Do you cap the cost of living allowance 'COLA'?



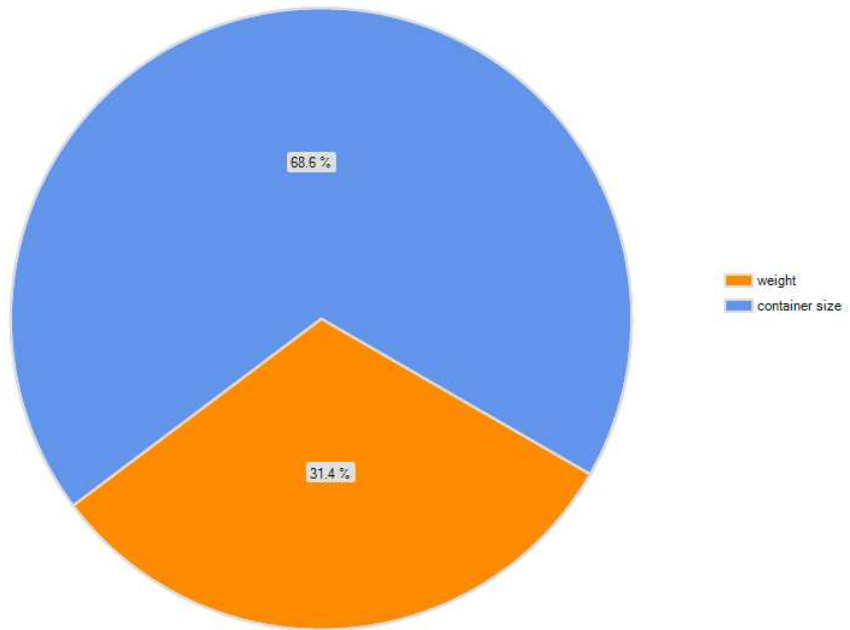
What is your policy regarding a foreign/international service or mobility premium?



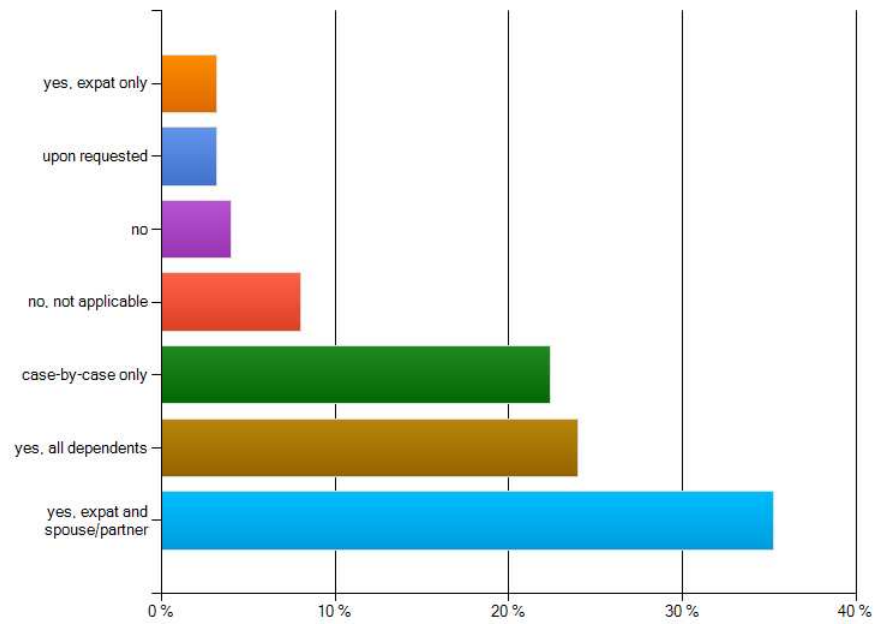
Do you provide a resettlement/relocation/misc allowance?



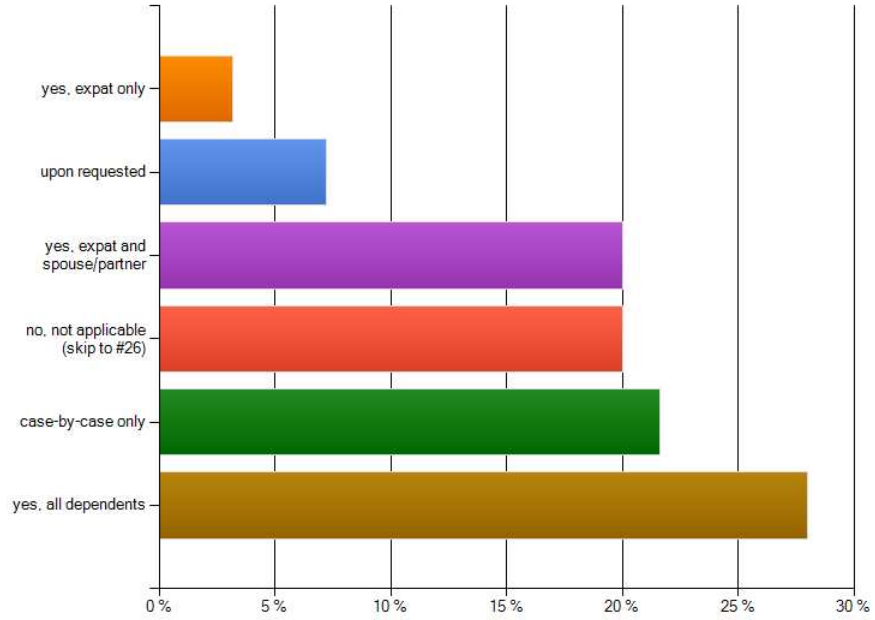
How do you limit the amount of household goods shipped?



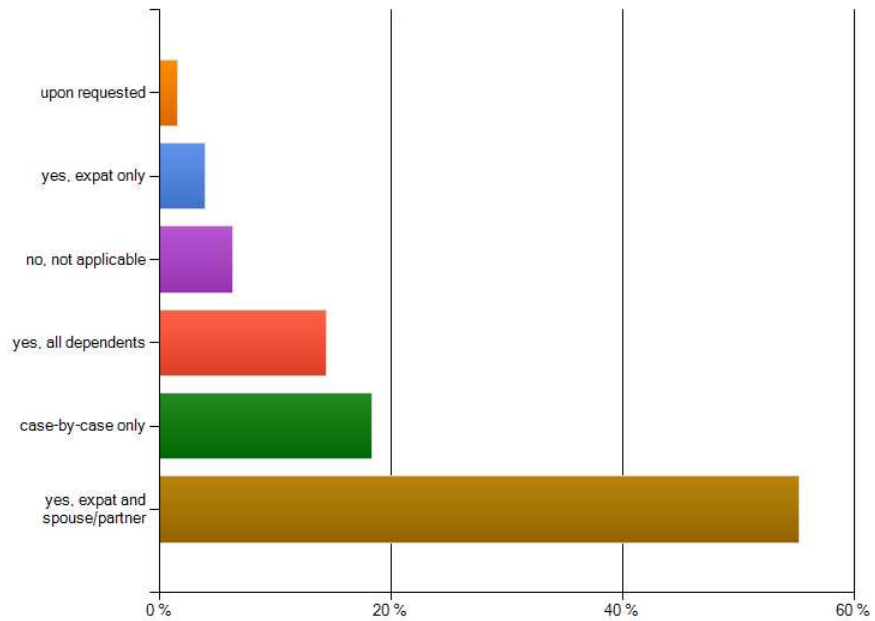
Is language training offered?



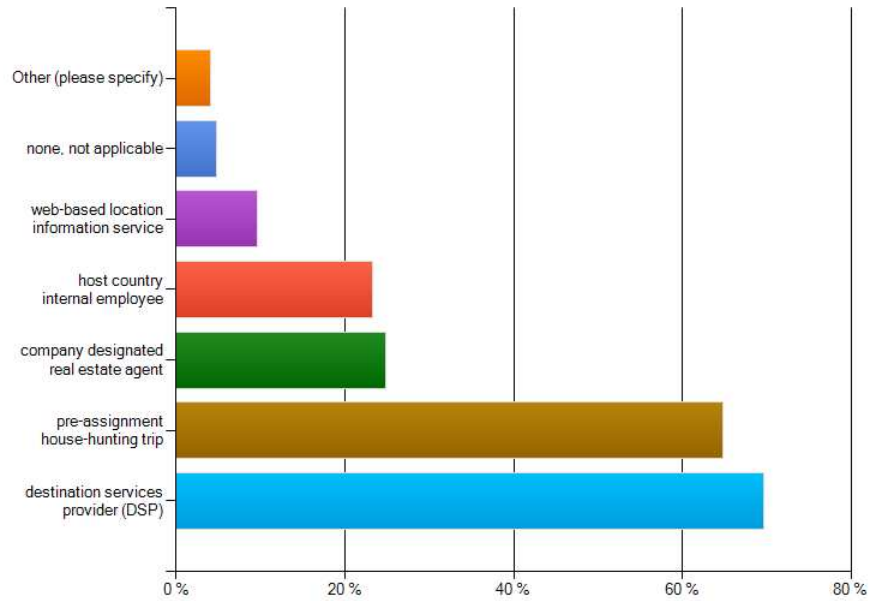
Do you offer cross cultural training?



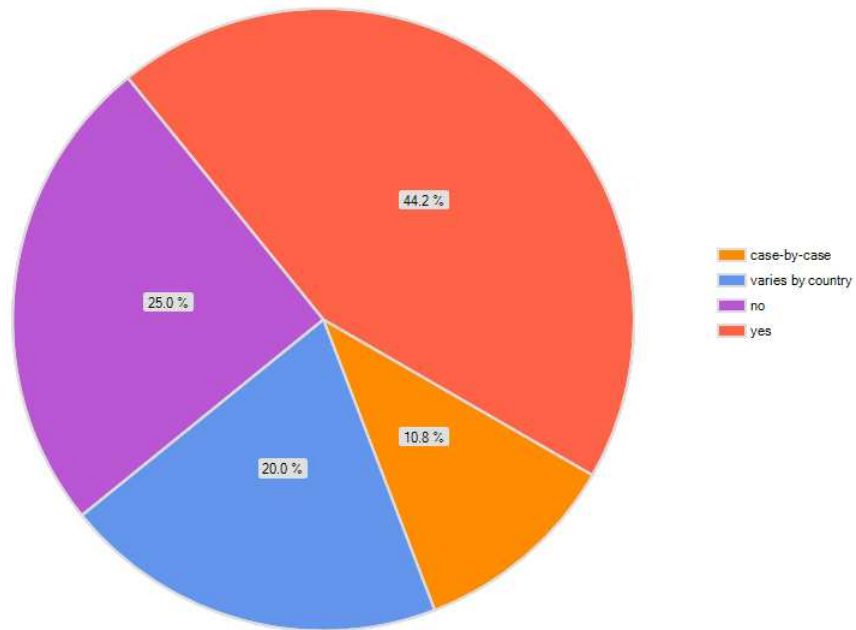
Do you offer a pre-assignment visit to the host country?



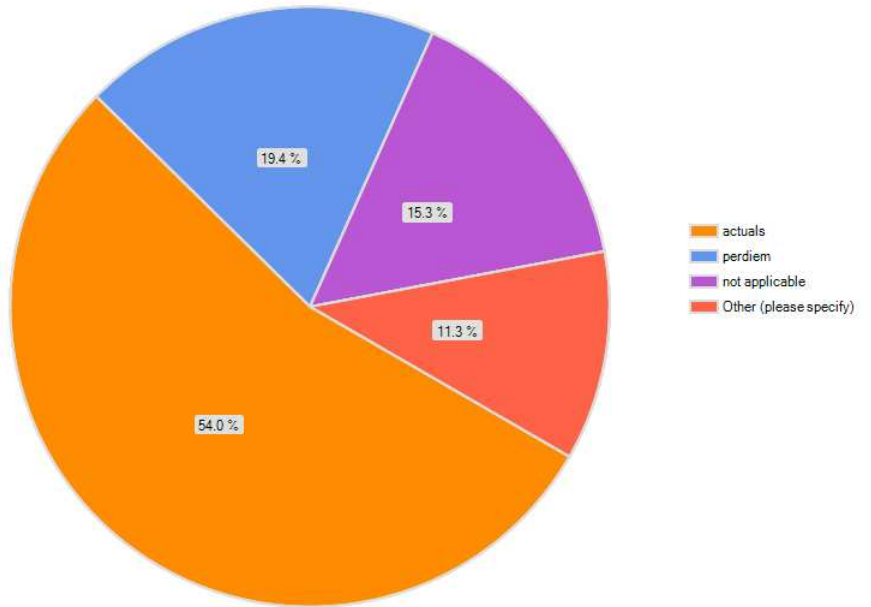
What kind of support is provided to assist the expat in finding suitable housing in the host country? Select all that apply.



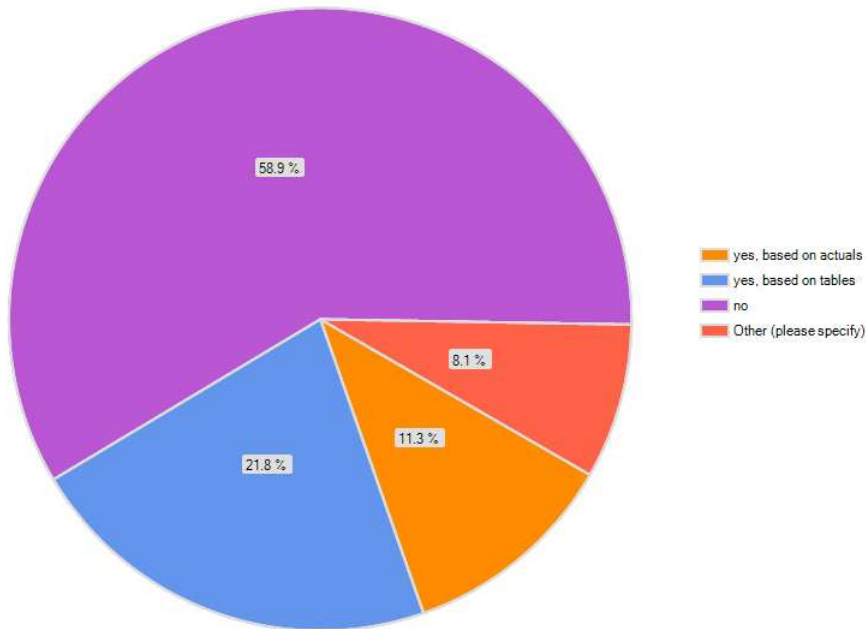
Do you use a DSP for settling-in support in the host country?



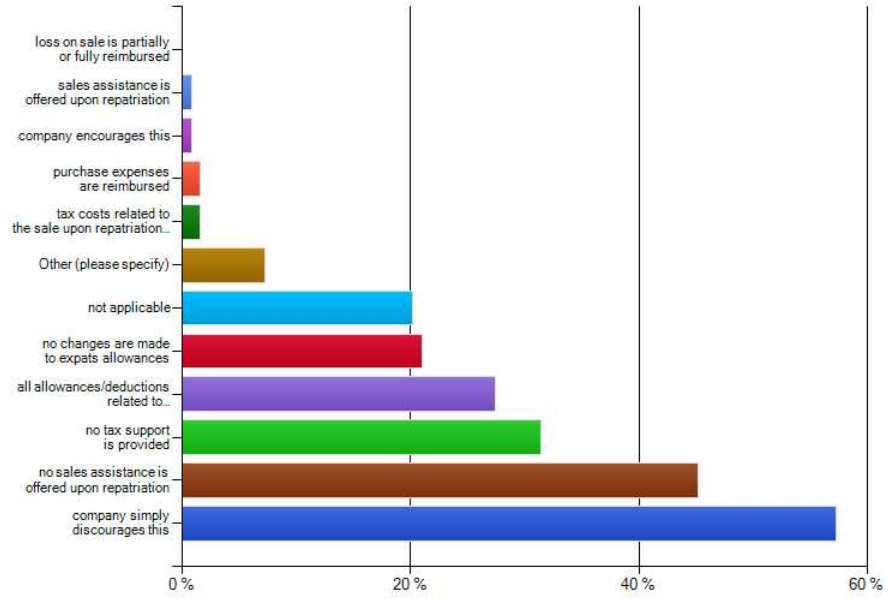
During temporary living, are expenses reimbursed based on actuals or a per diem?



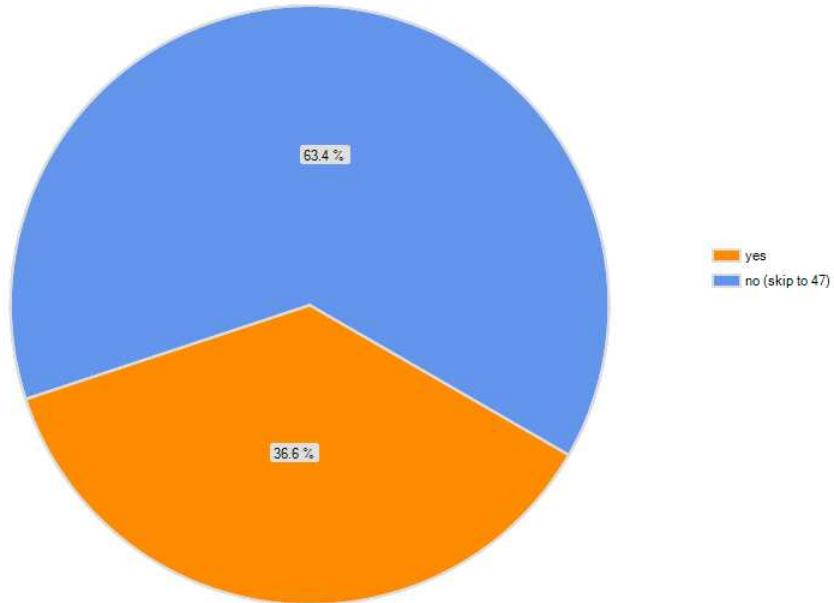
Do you deduct a home country housing norm?



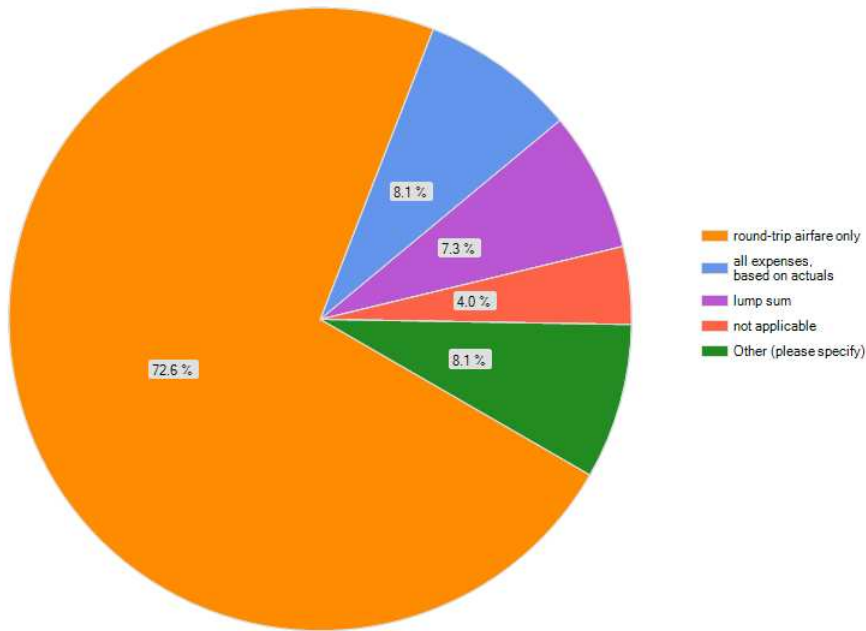
What is your position if the expat purchases housing in the host country? Select all that apply.



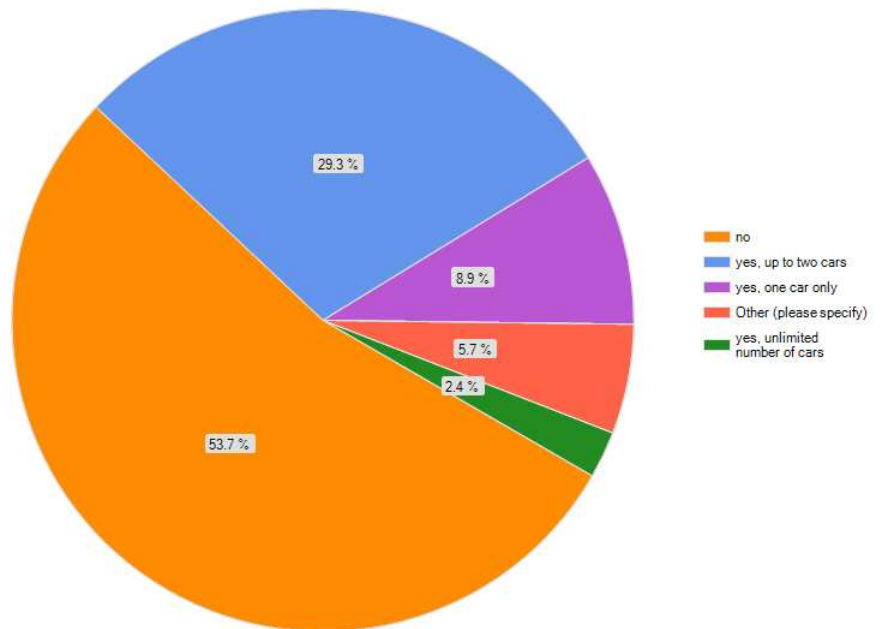
Are expats located in hardship locations entitled to rest and relaxation (R&R) trips?



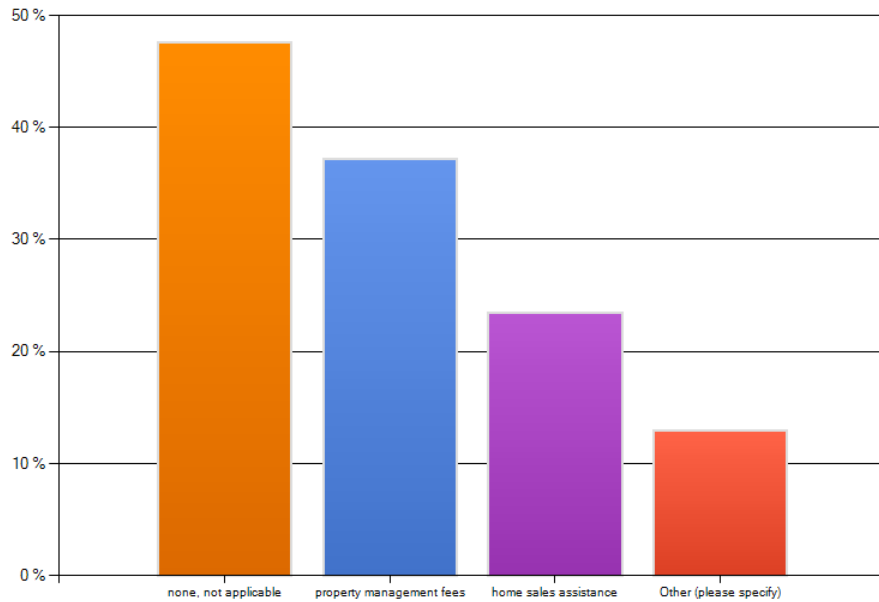
How is the home leave budget calculated?



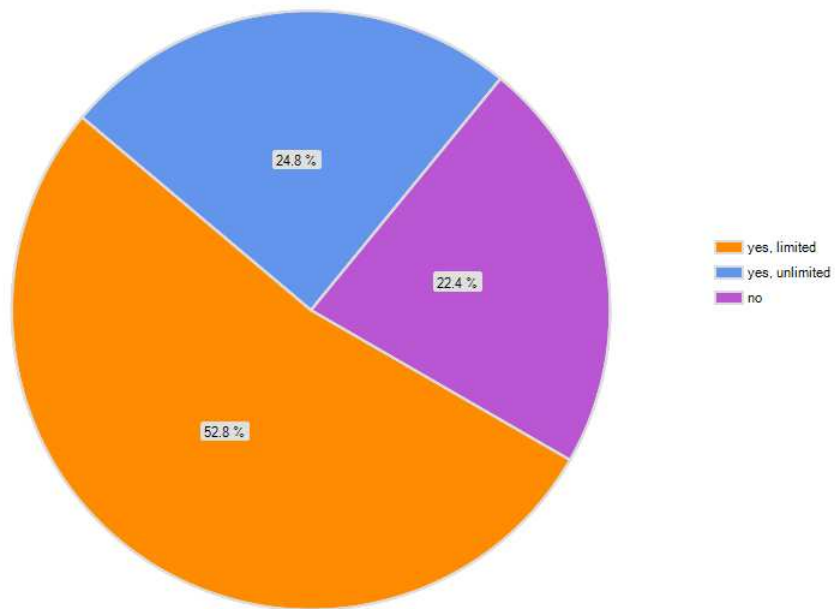
Is car sales assistance offered in the home country?



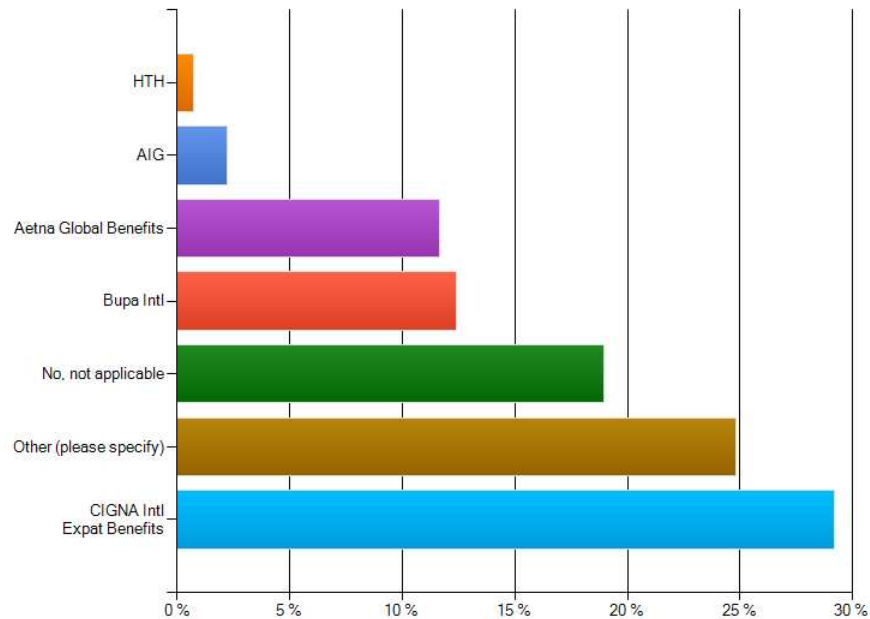
What kind of financial support is provided with home country housing? Select all that apply.



Does the company cover the expenses associated with storage of household goods in their home location?



Does your company use an international health provider?



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Temporary Housing
Rental Assistance
Transitional Support

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Experienced Team

Flexible Options
Customized Billing

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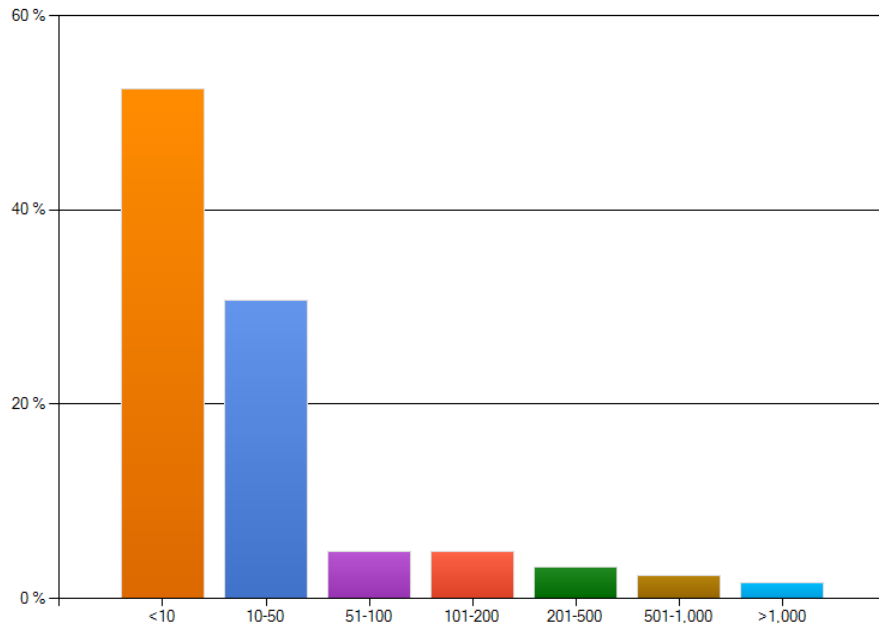
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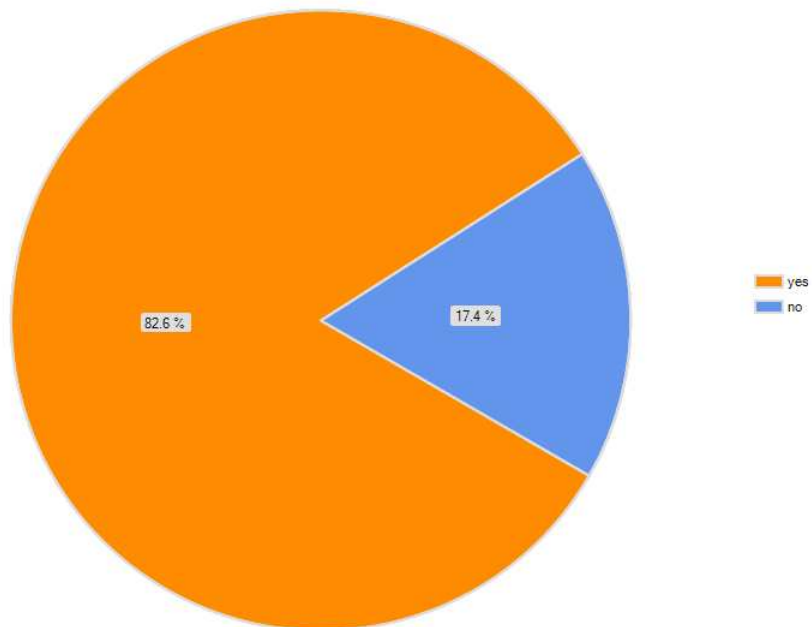
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SHORT-TERM ASSIGNMENTS

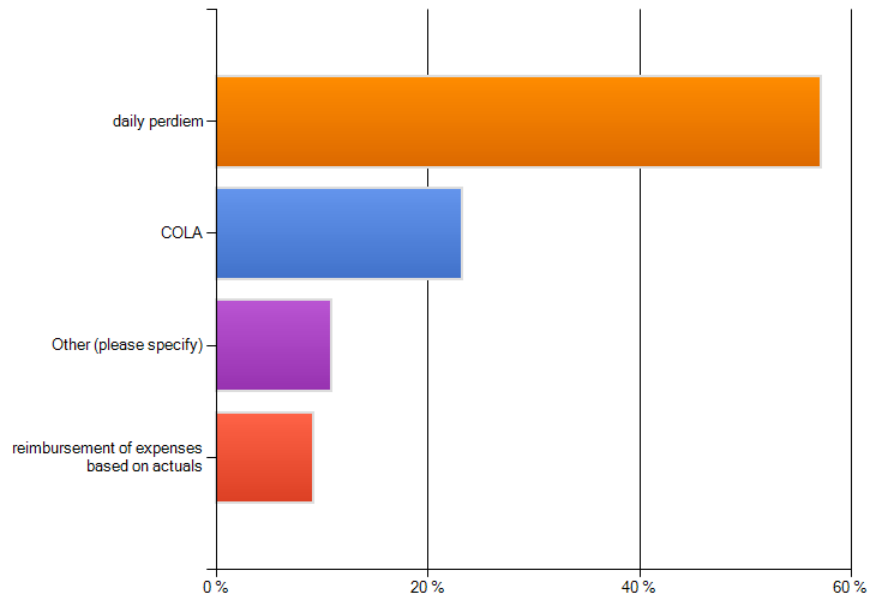
How many active short-term int'l assignees (STIAs) <12 months do you currently have?



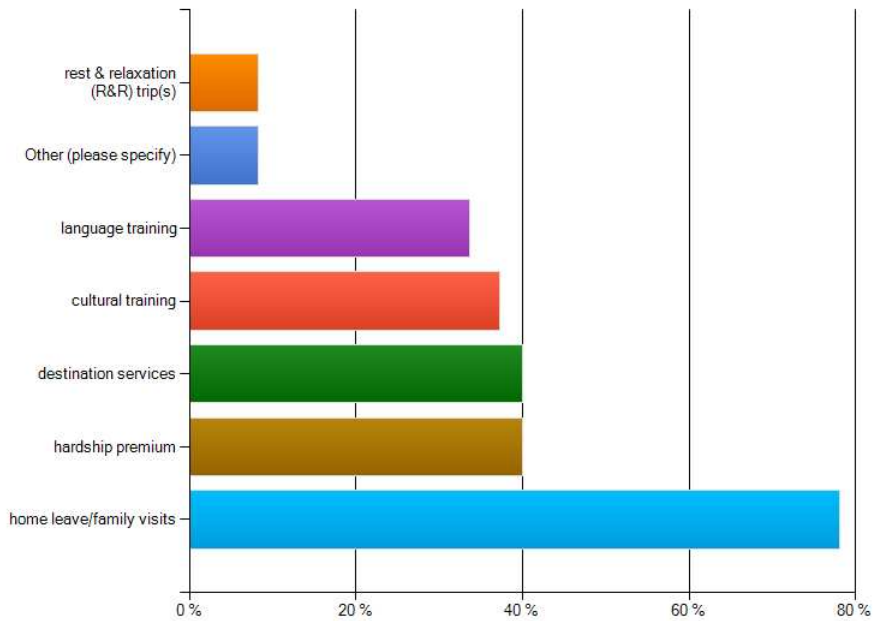
Are your company STIAs considered employee only/family separated?



What kind of financial support is provided to STIAs for misc. expenses in the host country?

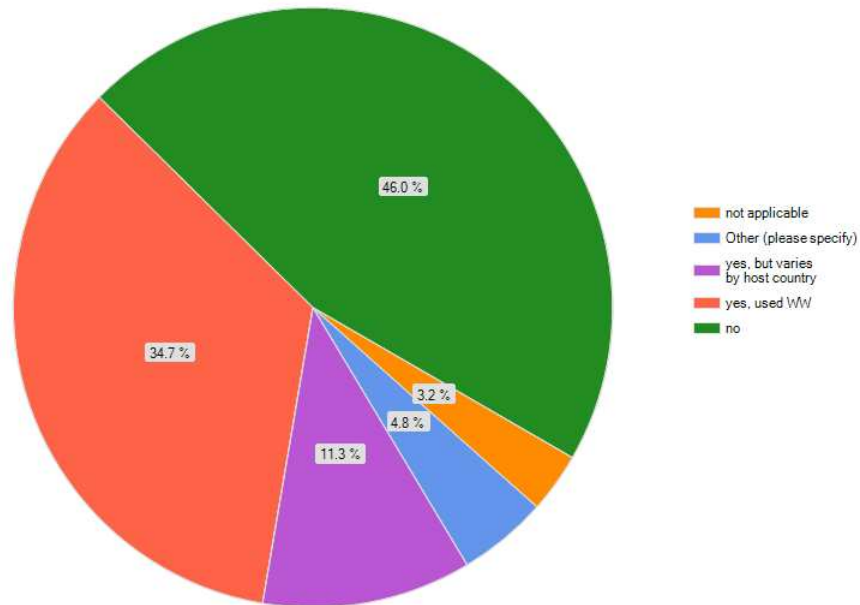


What additional support is offered to STIAs? Select all that apply.

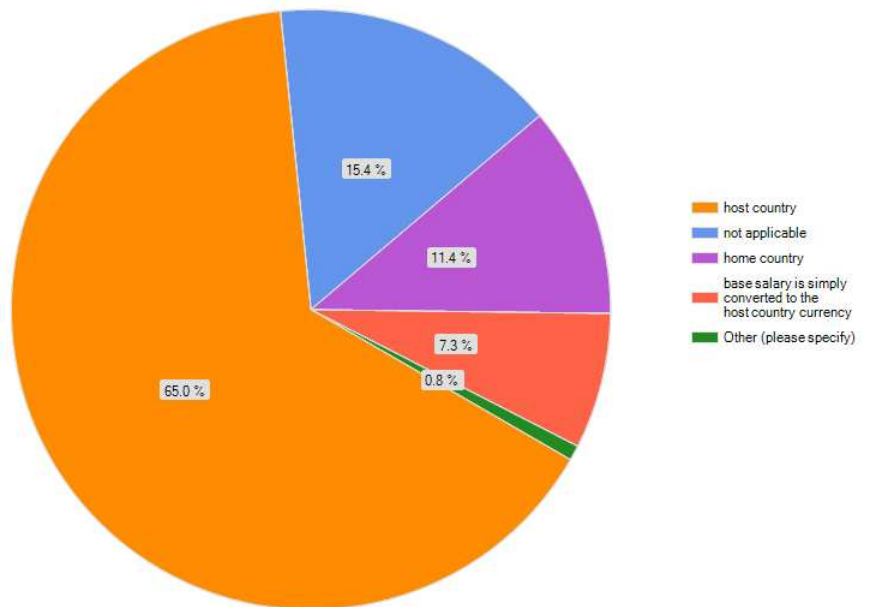


LOCALIZATIONS

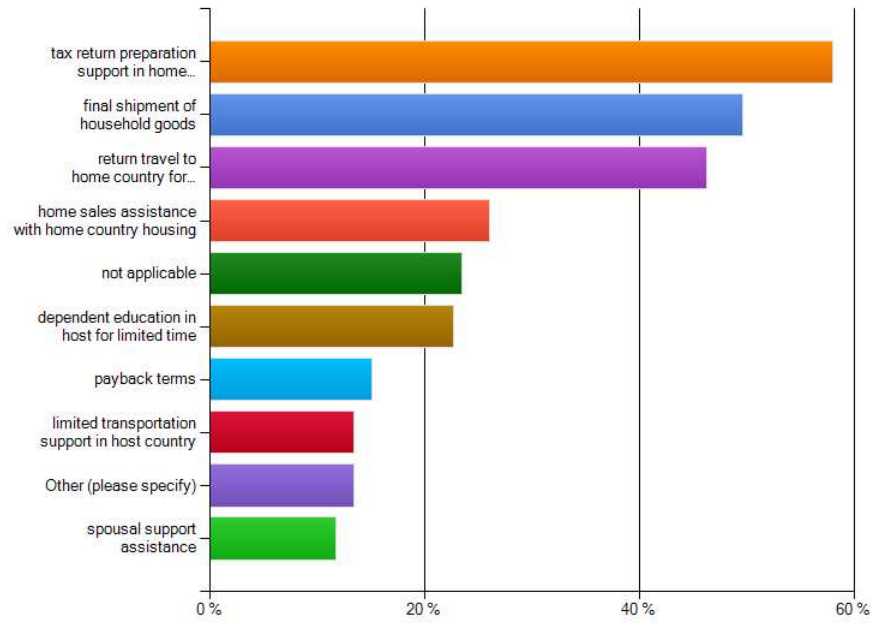
Does your company have a formal localization policy, agreement or guidelines?



Base salary for the localization is calculated in accordance with what compensation structure?

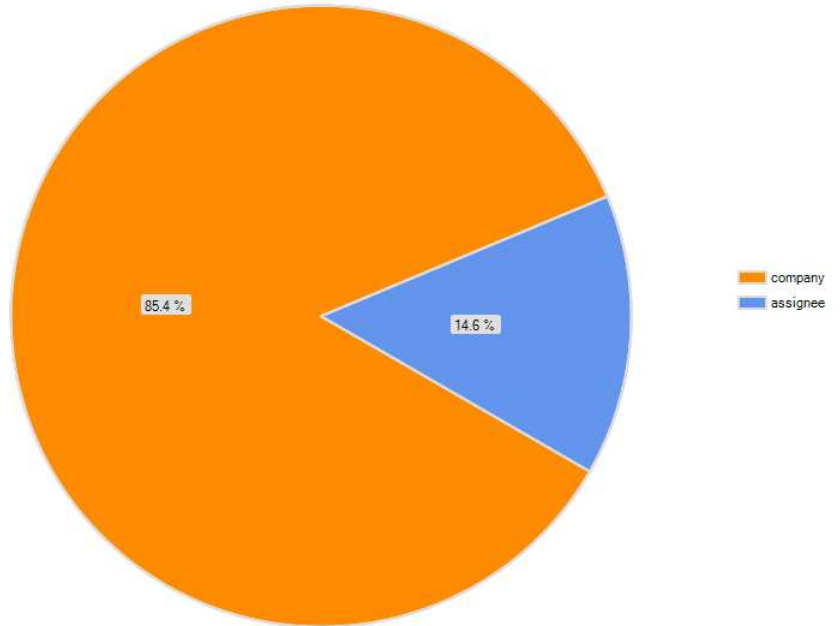


Which of the following benefits are offered with a localization? Select all the apply.

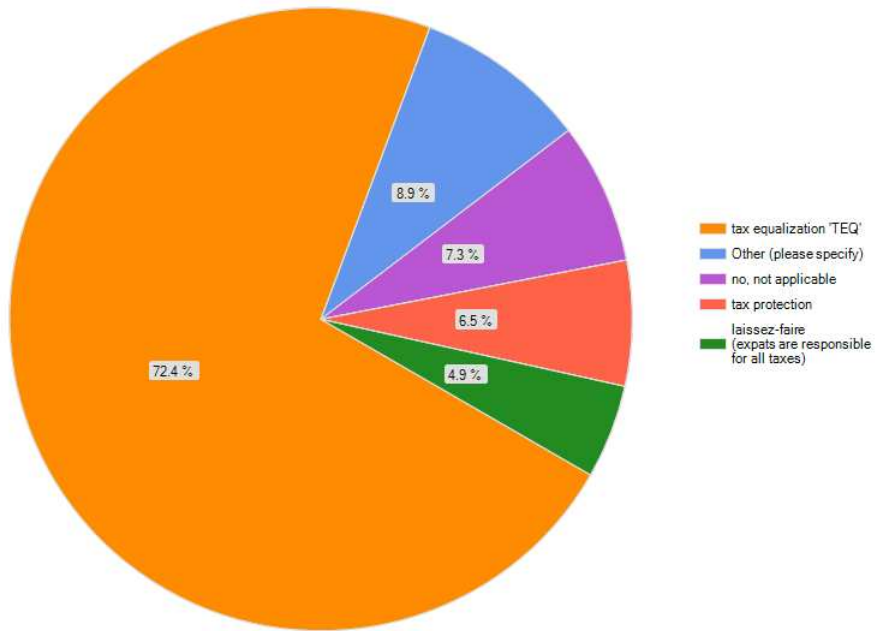


TAX POLICIES

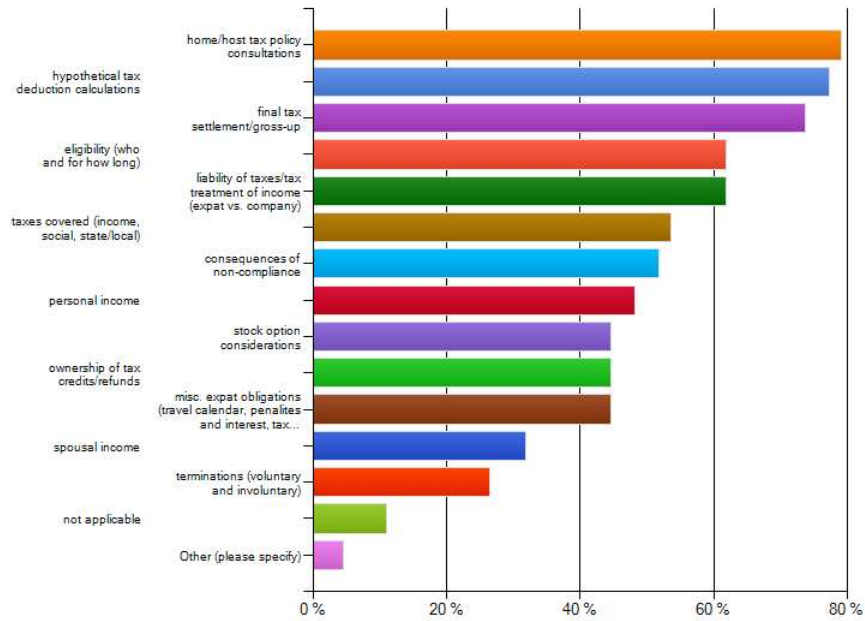
Who is responsible for assignment related host country tax liabilities?



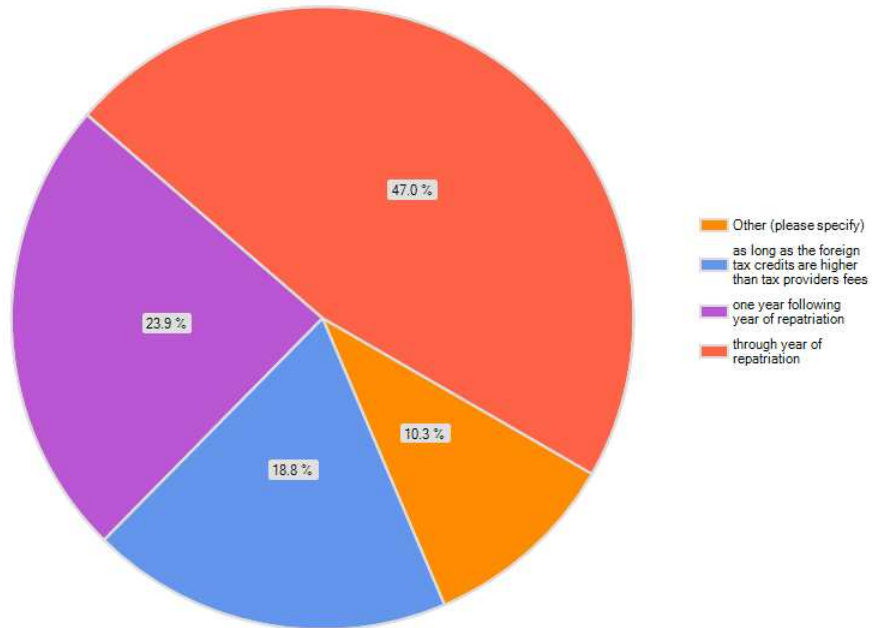
Does your company have an international tax policy?



Which of the following are included in the TEQ policy? Select all that apply.



How long are expatriates eligible for tax support?



What kind of tax support do you offer for localizations/payroll transfers?

