Breakthrough to the Future of Global Talent Mobility

2016
GLOBAL MOBILITY TRENDS SURVEY
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Explore the response to each question in the survey by region, industry and mobility program size.
RESPONDENTS' PROFILE

21ST ANNUAL REPORT

INSIGHTS FROM 163 GLOBAL COMPANIES REPRESENTING OVER 11 MILLION EMPLOYEES

Respondents' Company Headquarters

- AMERICAS: 54%
- EMEA: 40%
- APAC: 6%

Respondents' Industry

- Engineering and Manufacturing: 23%
- Consumer Products: 16%
- Information Technology: 15%
- Energy: 12%
- Financial Services: 12%
- Healthcare and Pharmaceuticals: 10%
- Other: 10%

Respondents' Mobility Program Size

- <=100 Assignees: 51%
- >100 Assignees: 49%
NEW CHALLENGES FOR GLOBAL TALENT MOBILITY

We have positioned our analysis of the data contained in this survey against the framework of the competitive realities of the global economy and the increasing demands being placed on Human Resources functions to help drive overall business success. Companies' approach to cross-border employee mobility continues to be strongly influenced by current economic conditions, such as the slowing pace of growth in China, volatility in the oil and gas industry, and growing challenges in key emerging markets such as those in South America. Companies continue to find an ever-increasing gulf between the demands of their businesses and the supply of candidates with the required education, skills and future potential necessary to fully execute on both the opportunities, and the challenges identified by the senior management teams. Millennials, soon to be the largest segment of the population in the workforce, will present a unique set of expectations having a bearing on attraction, engagement and retention for companies.

As such, the role of Human Resources functions in equipping their multinational enterprises with the required talent is more challenging, yet ever more critical. And as companies need to move employees across borders to enable global growth, talent mobility has become a key contributor to an organization’s overall success.

Yet, we often see gaps between the expected role of the Global Mobility function, and the capabilities needed to successfully meet and execute on the associated challenges.

Although many companies see evidence of talent mobility's potential to attract and retain key talent and have taken certain steps to align supporting business practices, the prevailing view is that the breakthrough for most is yet to occur.

This report explores these challenges through the results of the 21st issue of the annual Global Mobility Trends Survey. We also highlight a small but important number of companies with greater alignment to talent management practices whose global mobility programs show signs of delivering new levels of strategic contribution.

We would like to thank the 163 Global Mobility leaders who took the time to respond to our survey and to share their thoughts. We recognize that Mobility leaders in today’s world are extremely busy, and we greatly appreciate the generous gift of their views and experience.

We hope that you will find this report insightful and a valuable source of information for your journey of talent mobility transformation.

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Role of the Global Mobility Function

Ten percent (10%) of the respondents report that the role of the Global Mobility function is aligned with the wider talent agenda and actively engaged in workforce planning and people effectiveness.

Nearly half (46%) of the respondents indicate that the Global Mobility function is focused on ensuring globally mobile employees receive optimal levels of service support.

Another significant portion (44%) relays that the primary role of the Global Mobility function is to provide expert advice to stakeholders throughout the company.
THE TALENT MANAGEMENT GAP

In this year’s survey we asked respondents how they would best describe the role of the Global Mobility function in their company at this time. Nearly half (46%) of the respondents indicate that the Global Mobility function is focused on ensuring globally mobile employees receive optimal levels of service support. Another significant portion (44%) relays that the primary role of the Global Mobility function in their organization is to provide expert advice to stakeholders throughout the company. Only 10% of respondents report that the role of the Global Mobility function is aligned with the wider talent agenda and actively engaged in workforce planning and people effectiveness.

Providing high levels of service to relocating employees and their families is unquestionably a fundamental expectation for Global Mobility teams. However, meeting the business challenges of today and tomorrow may require many companies to reset resource focus and priority.

Gaps exist in the integration of international assignments into the overall career management process. A contributing factor is that Mobility leaders often lack the ideal level of visibility to the company’s wider talent management objectives and therefore have limited access to the metrics that could better enable measurement of the organizational value rendered from talent mobility.

Gaps exist in the integration of international assignments into the overall career management process.

There are examples of emerging success stories and companies are moving methodically in the right direction. It is increasingly clear to our respondents that aligning mobility to the company’s talent agenda can help companies break through to a more strategic and effective approach to attracting, developing and retaining key talent.
LEADERSHIP AND INTERNATIONAL EXPERIENCE

Companies are focusing on creating a pipeline of future leaders with global management experience. International assignments can be a significant draw and may be seen as a pathway to career enhancement for current employees. Many companies have developed robust rotational programs designed to give individuals that critical international experience, which is increasingly seen as fundamental and an essential leadership competency. Often companies are taking this a step further and formally communicating to their employees that taking an international assignment can be a substantial step forward in their career trajectory. In fact, 61% of the survey respondents say their company has communicated to employees that taking an international assignment is important to optimize their careers.

However, we find that many companies have not yet fully adopted those practices that would deliver on the potential the mobility holds for attracting and developing talent. For example, nearly three-quarters (73%) of companies don’t maintain a candidate pool for future international assignments, and 33% don’t have a process for employees to designate themselves as willing to accept an international assignment. In addition, only 23% of respondents report that they have a specific process in place that incorporates formal career planning from the point of time an employee accepts an international assignment.

When looking to attract top talent, a global organization can utilize its mobility policies and programs as a means to differentiate from the competition.

Is promoting international assignments as a pathway to leadership a hollow promise? It can be if companies don’t have career and assignment management practices in place to support the employee. Skepticism then grows – as do assignment refusals – if candidates are uncertain that the career gain is worth the life disruption.
only have a specific process for career planning from assignment acceptance.

73% don’t maintain a candidate pool for future international assignments.

33% don’t have a process for employees to designate themselves as willing to accept an international assignment.

23% of the respondents’ companies use their mobility policies for recruiting desired talent externally.
THE TALENT PIPELINE

For some time, there has been discussion about the need to develop a closer synergy between Global Mobility, Talent Management and the business to meet the challenge of a growing talent shortage. Based on the survey data however, it appears that companies may still have a way to go to reach that important connectivity and partnership. While a majority of companies (54%) report that they have enough internationally experienced talent to meet their business needs, one-fifth (20%) are unsure if they do. Accordingly, the design and execution of mobility programs is ideally informed by a clear line of sight to the company’s talent development goals pertaining to global skills.

On an equal plane – and consistent with the below findings concerning costs – many respondents do not measure, or have visibility into, the attrition rates for international assignees. Nearly half (48%) of the survey respondents say they are unsure whether their international assignee attrition rate is greater than that of their overall employee population when comparing similar positions.

It’s safe to say that measurement is the first step towards effectively managing assignee attrition and the ability to improve retention over time.
SENDING A PERSON VS. SENDING THE RIGHT PERSON

When we asked respondents what they believed caused assignments to go awry, poor candidate selection is the number two reason after family related issues. In addition, 14% of the respondents indicate that an initiative to improve the process of candidate selection would increase their company’s return on the investment made in international assignments.

Yet, nearly 80% of companies don’t formally assess the adaptability of international assignment candidates, and less than one-third (29%) use some type of self-assessment tool. Self-assessment tools have a role in equipping potential international assignees with the information to either self-opt out of assignments or to identify additional areas of focus for improvement.

Nearly 80% of companies don’t formally assess the adaptability of international assignment candidates, and only 29% use some type of self-assessment tool.

Better matching of candidates with the demands of a particular international assignment is a key area where the Global Mobility function can bring greater impact and ultimately contribute to critical business goals, including talent retention and the performance results from those going on assignment.

CANDIDATE READINESS: A HIDDEN RISK?

As in the case of candidate selection, candidate readiness is an area where the Global Mobility function can bring its expertise to optimize assignment success. According to the survey results, over a quarter (26%) of the assignees going abroad to take leadership positions do not possess the necessary skills for a leadership role in the host culture. In addition, nearly one in five assignees (18%) experience notable difficulty in adapting to the host location.

It is well understood that adaptation issues can lead to diminished performance – in some instances assignment failure, as well as potential attrition, either on assignment or post repatriation.

The inability to adapt to the host location is among the top three most commonly noted reasons as to why assignments are unsuccessful. Ensuring that intercultural training and skills are consistently provided to assignees and the accompanying families are foundational steps to reducing the number of assignees experiencing difficulty adapting to the host location and business environment. Mobility leaders are in a good position to leverage their understanding of the cost of assimilation support versus total assignment cost and to educate their organizations about the benefits of a greater use of these resources.
COST CONTAINMENT BECOMES COMMONPLACE

Like the rest of the wider business community, Mobility leaders continue to be expected to find savings and realize efficiencies. The high cost of global mobility programs, and the focus on cost reduction, has consistently come across in this survey’s results since the onset of the financial downturn in 2008. According to this year’s survey, nearly 70% of the survey respondents say that there had recently been an effort to reduce mobility program costs in response to business and economic conditions. The respondents also tell us that containing the cost of international assignments is equal in importance with compliance and risk management as the most challenging factors in managing international assignments today.

The most common reported initiative to control costs in this year’s survey is a greater use of alternatives to long-term international assignments. Reduction of policy provisions offered to assignees dropped to 6th place, after many years of ranking as the top cost control initiative.

For many companies there simply may be no further room to reduce benefits without seriously affecting the integrity of the program. What’s more, nearly all (96%) respondents report that the pressure to reduce costs has either increased or stayed the same compared to last year. Rather than a waning focus on cost, we see this as the normalization of cost pressure. Although natural cycles in different industries have allowed for an ebb and flow in cost focus historically, today the demand to contain costs is simply an everyday and standard part of doing business.
INCONSISTENT COST MANAGEMENT PRACTICES

Despite indications that the pressure to contain cost continues to be a considerable concern for Global Mobility leaders, our survey reveals that many companies have not yet adopted cost planning and associated management practices. As an example, only 61% of the respondents prepare cost estimates for all assignments, and only 26% of the respondents require a cost benefit analysis as part of the business justification for all international assignment types. Only half of the respondents (51%) report that they consistently track the actual total costs of international assignments.

Although the percentages are somewhat higher when isolating companies that say they are under active cost reduction efforts, the increase is only marginal. Creating visibility to estimated and actual assignment costs is recommended to achieve optimal cost results and to facilitate internal discussions concerning the business case for overall spending levels or within specific categories.

Many companies seem to be answering cost cutting demands by reducing the number of assignments or changing their mix to include more of the increasingly popular “one way transfers”. Nearly half (48%) of respondents who indicate that cost pressures have increased also report a decrease in the number of international assignments in 2015. While reducing the number of assignments unquestionably reduces program costs, eliminating opportunities for international assignments could also have other unforeseen opportunity costs, particularly in terms of talent development, filling the leadership pipeline and retention of key employees.
THE DEMAND FOR ACTIONABLE DATA

Enabled by technology, Human Resources leaders are looking to make significant improvements to operational effectiveness and transform their organizations. An important part of that shift involves a greater focus on data driven decision making. Mobility leaders not only need accurate data to quantify their program’s value, but also to initiate more meaningful conversations within Human Resources and with business partner stakeholders.

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We see a majority of Global Mobility leaders facing this reality, with over half (59%) of the survey respondents indicating that the quantity and breadth of mobility program related analytics expected from their senior leadership has increased in recent years.

On the other hand, mobility teams face many challenges to effectively deliver on this demand, as the infrastructure in place is often not adequate. Nearly half (44%) of the survey respondents note the top challenge in producing accurate reports is that the data resides in multiple, disconnected sources. Another 19% report that the data is not being captured. When we asked what type of data-driven program information the Mobility leaders would like to have, not surprisingly many respondents referred to the total cost of their assignments.
The top challenge in producing accurate reports is data residing in multiple, disconnected sources, reported by 44% of respondents.

The second biggest challenge is data not being captured, reported by 19% of respondents.

59% of the survey respondents indicate that the quantity and breadth of mobility program-related analytics expected from their senior leadership has increased in recent years.
Ten percent (10%) of the respondents report that the role of the Global Mobility function is aligned with the wider talent agenda and actively engaged in workforce planning and people effectiveness.

Nearly half (46%) of the respondents indicate that the Global Mobility function is focused on ensuring globally mobile employees receive optimal levels of service support.

Another significant portion (44%) relays that the primary role of the Global Mobility function is to provide expert advice to stakeholders throughout the company.
STRATEGIES + SYNERGIES = SUCCESS

If in many companies the Global Mobility function is experiencing a connection challenge and remains somewhat apart from the wider talent discussion, a small but important number of companies are realizing a greater alignment to talent management practices. And, consequently, their global mobility programs are taking on a different appearance than traditional models.

MAXIMIZING MILLENNIALS

As Millennials become a substantial part of the global workforce, there is a growing body of research that says their perspectives about work and careers are markedly different than that of their work colleagues from other generations. International opportunities are an expectation of perhaps a majority of Millennials, yet most companies have not yet established a plan or programs to address this dynamic affecting the future of their workforce.

Most survey respondents indicate that today the highest percentage of their assignees is between 40-49 years old, with the second highest percentage between 30-39 years old. The 20-29 years old category came in nearly last, ahead of only the 60+ category. Given the high visibility and cost of international assignments, it's believed that the investment in international assignments is most easily rationalized when applying it to older, presumably more experienced employees.

Interestingly, that distribution looks different for companies that see the role of global mobility in their company to be a strategic driver of their talent agenda. Those companies are sending more Millennials on international assignments than the rest of the survey respondents. In fact, those companies have double the percentage of international assignees who are 20-29 years old and nearly 10% fewer international assignees in the range of 40-49 years old.

Companies with greater alignment of mobility and the talent agenda are sending more Millennials on international assignments than the rest of the survey respondents.

Within organizations nurturing and building a truly globally capable workforce, an international assignment is often viewed as the ultimate development opportunity. This certainly holds true in our survey as those companies that rank individual employee development as part of their top three international assignment objectives also have a higher percentage of their assignees that are 20-29 years old. Leveraging this generation’s willingness to seek out international experience will also help contain overall program costs. However, it is important for companies to fully incorporate the international assignment experience into the overall career plan in order to maximize the return on investment.
**BETTER GOVERNANCE**

The companies that view the role of global mobility to be a strategic driver of their organization’s talent agenda tend to have better processes in place, and the gaps discussed earlier in this report are fewer in number. These companies are at the forefront of utilizing candidate identification, selection and assessment, have formal candidate identification processes in place and have integrated career management into the assignment lifecycle.

These companies are more likely to have formally communicated to employees that international assignments are important to career optimization, have complemented this initiative with their career planning, and adopted a repatriation strategy tied to retention, compared to the overall survey respondents. They also take a more active role in repatriation planning, with a greater percentage than overall survey respondents mandating job identification at the end of the assignment.

The companies that view the role of global mobility to be a strategic driver of their organization’s talent agenda tend to have better processes in place.

Companies aligned to the talent agenda also tend to have better cost management practices in place than the overall survey respondents. For example, a significantly higher percentage (81% vs. 61% overall) require cost estimates for all assignment types, and a higher percentage track the actual cost of assignments.
THE LINK BETWEEN GOVERNANCE AND OUTCOMES

There is evidence in this year’s survey results that companies that take a more strategic view of global mobility see positive outcomes in their program. For example, they report a smaller percentage of assignees that experience notable difficulty adapting to the host location; they also indicate a smaller percentage of assignments with unsatisfactory outcomes due to insufficient candidate selection rigor than the overall survey respondents.

Companies that see global mobility as aligned to their talent agenda report that assignees are promoted more rapidly and more frequently than the overall survey participants. In addition, there are also positive differences in international assignment attrition.

While 14% of companies overall tell us that the rate of attrition for their international assignees is higher than for their general population, that number is less than half that (6%) for the companies that see mobility as aligned to their talent agenda. In addition, a greater percentage report that the percentage of international assignees that leave voluntarily within one year of repatriation has been decreasing over the past few years.

Companies that take a more strategic view of global mobility see positive outcomes in their program.

ORGANIZATIONAL CONNECTIONS AND BUSINESS PARTNERSHIPS

Organizational alignment – structurally and in terms of objectives – was an indicator of overall enterprise focus on mobility measurement. Of those companies where the Global Mobility function reports into Talent Management, 17% specify they measure the estimated return on investment (ROI) of their international assignments, nearly three times the percentage for the overall survey participants (6%). And, the vast majority (89%) are able to answer confidently that they think their company has enough internationally experienced talent to meet its business objectives, compared to 54% overall.

On the other hand, for the companies that are aligned to the talent agenda, but don’t necessarily report into Talent Management, the same small percentage report that they track international assignment ROI as the rest of the survey respondents. However, more of them already have the building blocks in place to do so in the future.

Double the number (38% vs. 19%) gather and measure international assignment performance results against pre-agreed metrics and an even higher percentage (83% vs. 57%) consolidate results company-wide. Those practices, along with tighter cost management processes, are more likely to make measuring international assignment ROI more readily attainable.
CONCLUSION

BREAKING THROUGH THE BARRIERS TO DEMONSTRATE INTRINSIC VALUE

Some respondents have clearly broken through and are on a path to enabling and measuring talent success via their global mobility strategies and programs. For those companies at an earlier stage in this evolution, there may be near term opportunities to strengthen the connection between Global Mobility and both business and talent management goals. These alignments may be accomplished by the Global Mobility function implementing improved practices concerning cost management, for example, and reporting results linked to other outcomes viewed by the business as being most important.

As Global Mobility leaders ask themselves the same types of questions on the minds of their executive leadership and are able to implement solutions that provide answers, they contribute more strategically and effectively leverage their expertise to help meet some of the toughest globalization challenges companies face today.
The following companies participated in the 2016 Global Mobility Trends Survey and gave their permission to be identified.

AbbVie
Accenture
Actelion
Agrium Inc.
Aker Solutions
Akzo Nobel
Alfa Laval
Allianz Group
Arup
ATCO
ATCO Power
Aurecon Australasia
Avanade
Bayer AG
BMO Financial Group
Bombardier Inc.
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CA Technologies
Caterpillar Inc.
CH2M
Cia Hering
Cipla Limited
CNH INDUSTRIAL

Coats Group plc
Colgate-Palmolive Company
Corning Incorporated
Danfoss A/S
DaVita
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HP Inc.
HSBC
IMERYS
ING Bank N.V.
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Survey Findings in Detail

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<td>Countries with Greatest Challenges for Assignees</td>
<td>67</td>
</tr>
<tr>
<td>Married/Partners Choosing Single Status</td>
<td>68</td>
</tr>
<tr>
<td>Reason for Self-Selected Single Status</td>
<td>69</td>
</tr>
<tr>
<td>Spouse/Partner Employment</td>
<td>69</td>
</tr>
<tr>
<td>Impact of Spouse/Partner Employment on Assignment</td>
<td>69</td>
</tr>
<tr>
<td>Impact of Spouse/Partner Employment on Attracting First-Choice Candidates</td>
<td>70</td>
</tr>
<tr>
<td>Obstacles for Female Assignee Candidates</td>
<td>70</td>
</tr>
<tr>
<td>Impact of Low Female Assignee Acceptance</td>
<td>70</td>
</tr>
</tbody>
</table>
THE GLOBAL MOBILITY FUNCTION

Role of Global Mobility Function
Description of the current role of the global mobility function in respondents' companies

Benefit of Global Mobility
Primary benefit of global mobility to the company

Subject matter expert 44%
Aligned to talent agenda 10%
Service delivery focus 46%

Facilitates global business initiatives 80%
Drives expansion and growth 11%
Develops high potential employees 9%
Global Mobility Function Reporting
Functional global mobility reports to within company structure

Verbatim Comments
Global Mobility Function Reporting/Other
Executive Reward...Split between HR and Tax...Operations...Talent Acquisition...Global Rewards...Total Rewards...Global Reward...Human Resources-Total Rewards...Total Rewards...Relocation Services section...Pension & Benefits...Policy and Practice

Global Mobility Collaborative Relationships
Internal department global mobility has the most collaborative relationship with

The Global Mobility Function
**Global Mobility Team Structure**
Structure of the global mobility team

- **50%** Centralized
- **25%** Centralized managing regions
- **15%** Center of Excellence/Shared Services combination
- **4%** Decentralized regional teams
- **6%** Other

**VERBATIM COMMENTS**

**Global Mobility Team Structure/Other**

The mobility function is outsourced to a global mobility provider...Centralized policy but decentralized execution with no direct reporting relationship...Combination of Center(s) of Excellence and decentralized regional mobility teams reporting to a regional function who reports to Global Head of Center of Excellence...Mobility team is new and currently developing a global mobility strategy framework which includes looking at the People Team structure and what needs to be put in place for Mobility...Centralized but totally outsourced to 3rd party...
**Global Mobility Team Size**
Change in the number of full-time employees managing global mobility over last several years

- **Increased** 36%
- **Stayed the same** 45%
- **Decreased** 19%

---

**Global Mobility Team's Essential Skills**
Skills becoming most essential to management of global mobility

- **Service delivery/process development** 24%
- **Achieving cost efficiencies** 15%
- **Obtaining business alignment** 14%
- **Risk management/compliance expertise** 14%
- **Compensation & Benefits knowledge** 13%
- **Mobility logistics mastery** 7%
- **Talent management/development skills** 5%
- **Analytical skills** 5%
- **Financial acumen** 2%

---

**THE GLOBAL MOBILITY FUNCTION**
Brookfield Global Relocation Services
BUSINESS AND ECONOMIC CONDITIONS

Reducing Mobility Costs
Recent efforts to reduce mobility costs in response to economic conditions

Impact of Mobility Cost Reduction on Talent Development
Mobility cost reductions impacting ability to grow global talent

Respondents reducing mobility program costs in response to the economic conditions
Impact of Mobility Cost Reduction on High Potentials' Retention
Mobility cost reductions impacting ability to retain high potential employees

Yes 30%
No 70%

Respondents reducing mobility program costs in response to the economic conditions

Impact of Mobility Cost Reduction on Strategy Execution
Mobility cost reductions impacting ability to execute global business strategy

Yes 24%
No 76%

Respondents reducing mobility program costs in response to the economic conditions

Pressure to Reduce Program Costs
Change in pressure to reduce mobility costs compared to one year ago

Increased 39%
Stayed the same 57%
Decreased 4%

BUSINESS AND ECONOMIC CONDITIONS
VERBATIM COMMENTS: REASONS FOR CHANGE IN COST PRESSURE

Pressure to Reduce Cost: Increased

Support for globalization is at an all-time high, but not the costs of doing so. People still expect to be instantly rewarded through Expatriate “all-in” packages for accepting assignments. With a lack of viable candidates (talent density) we cannot always say no to high end packages...The easy to achieve cost savings have been met. Now other areas are looked into for optimization...Ongoing ‘bad’ results have led to more rigorous cost cutting exercises, including global mobility...What we "sell" is our human capital. Clients are cutting back/asking us to cut back on our costs and when this occurs our mobility program is directly impacted...Global economic downturn has affected financial services companies...Multiple factors, one factor in particular is poor control over exceptions in the past...The company underwent a global restructuring. There is an effort to refocus on improving product sales and cutting costs. The restructuring was not aimed at global mobility but our global assignee population was affected by the company strategy...Financial pressures within the industry...Significant downturn in the drilling industry...External stakeholders pushed [the company] to reduce cost (e.g. personnel cost)...Reduction of costs reduces the manpower and reduces the quality of services...General cost reduction goals within the company and more scrutiny from the finance department over international mobility...More mobility = more cost = more visibility to the cost of mobility...Country's economic situation (recession)...To be more competitive in the marketplace...To meet targets promised to Wall Street...Mobility is currently viewed more as discretionary spend than for development (and may be being utilized that way as well), therefore, when times are a little tougher due to reduced profits there is a natural reduction in mobility volume...We have committed to reducing our cost base, and international mobility is a huge cost, so it is an obvious way to help save costs...External factors, declining market, lower profit margin...Short term impact on costs/finance...Business performance in some Divisions...Budget constraints...Business development is not the same as before...Current and projected agriculture and construction business conditions are driving an overall corporate focus on cost savings, including mobility...Businesses recognize the high cost associated with global mobility and are looking to manage it more effectively, especially relative to the mobility benefits provided to junior assignees...Oil price downturn...The overall business environment of the industry...Quality of local staff in foreign subsidiaries has increased in the past years...Balancing the financial health of the company and the need to move critical talent where needed is, and [is] always going to be, a challenge. [Company] realizes that for a company to be successful and remain competitive, economies need to happen...More competitive business landscape...Need to deliver more for less...Wider macro-economic and geo-political drivers...Continued merger of the company; overall cost pressures from the business...Due to the financial crisis happening worldwide and especially in Brazil, along with political issues and high taxes...An objective to reduce centralized costs in response to regulatory pressures...Price of oil...Economic pressures...Intensified competition and economic situation of the company...Payback on mobility benefits is not apparent and results in an entitlement culture - too many roles being moved abroad or centralized into hubs without a valid up-to-date business case...Commodity price decrease requires greater efficiencies and reduction in operating costs...Low oil price environment has challenged all departments within the company to focus on costs. We must be able to demonstrate the right balance of cost/benefit to all stakeholders: assignees, local employees and Senior Management (and ourselves)...Internal pressure...Overspend in the previous year, creating more business awareness and alignment...Core company business shifted fully to service delivery through [divestiture]; mobility programs are driven by the need of being market competitive...Uncertainties in the broader economic environment...Cost pressures are put on the organization at all levels in all functions...
VERBATIM COMMENTS: REASONS FOR CHANGE IN COST PRESSURE
Pressure to Reduce Cost: Decreased

We have more employees moving because of business reasons so there is a focus on providing good mobility service and making it [easier] for employees to relocate so no focus on reducing the cost...Economy is good and we have global business needs... Reduced numbers of expats... We recently opened additional offices outside of the country.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>Using long-term assignment alternatives</td>
</tr>
<tr>
<td>18%</td>
<td>Ensuring fewer exceptions</td>
</tr>
<tr>
<td>14%</td>
<td>Finding process cost efficiencies</td>
</tr>
<tr>
<td>13%</td>
<td>Revamping policy structure</td>
</tr>
<tr>
<td>11%</td>
<td>Scrutiny of supplier fees</td>
</tr>
<tr>
<td>10%</td>
<td>Reducing employee provisions/payments</td>
</tr>
<tr>
<td>8%</td>
<td>Expanding hiring strategies</td>
</tr>
<tr>
<td>4%</td>
<td>Selecting better candidates</td>
</tr>
</tbody>
</table>

**Cost Control - Top Initiatives**
Top initiatives that have successfully contributed to mobility program cost control
MANAGING INTERNATIONAL ASSIGNMENTS

**Mobility Policy Suite Structure**
Type of mobility policy suite structure

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>53%</td>
<td>Single policy suite applied equally</td>
</tr>
<tr>
<td>17%</td>
<td>Segmentation by business reason</td>
</tr>
<tr>
<td>15%</td>
<td>Core/optional</td>
</tr>
<tr>
<td>7%</td>
<td>Segmentation by employee level</td>
</tr>
<tr>
<td>4%</td>
<td>Segmentation by region/geography</td>
</tr>
<tr>
<td>1%</td>
<td>One-time Lump Sum</td>
</tr>
<tr>
<td>3%</td>
<td>Other</td>
</tr>
</tbody>
</table>

VERBATIM COMMENTS

**Mobility Policy Suite Structure/Other**
Segmentation based on talent scarcity in host country...A combination of long term, short term, etc. with long term segmented based on strategic, operational, developmental...Suite of policies based upon assignment type and family size
Assignment Objectives
Primary objectives for sending employees on assignment

- Fill managerial skills gap (30%)
- Fill technical skills gap (24%)
- International management experience (15%)
- Employee career development (10%)
- Participate in projects (9%)
- Assimilate new entities/joint ventures (5%)
- Launch new initiatives (5%)
- Other (1%)

Ensuring a Contribution to Organizational Success
Steps to ensure assignments contribute to success of the company

- Align policies with business need (32%)
- Align with Talent Management (16%)
- Closer partnership with leadership (14%)
- Criteria to measure assignment success (8%)
- Service excellence (7%)
- Improve risk management (6%)
- Adopt cost efficiencies (6%)
- Track/measure program performance (6%)
- Align team structure/skills (3%)
- Other (1%)

MANAGING INTERNATIONAL ASSIGNMENTS
Brookfield Global Relocation Services
Assignment Management Challenges
Most challenging factors of managing assignments

- Compliance/risk management: 17%
- Containing costs: 17%
- Assignee/family adjustments: 15%
- Complex mobility program administration: 15%
- Assignee career management: 13%
- Managing policy exceptions: 10%
- Repatriating employee retention: 6%
- Candidate selection: 5%
- Safety and security: 1%
- Information and data security: 1%
- Other: 2%

VERBATIM COMMENTS
Assignment Management Challenges/Other

Assignees are encouraged to grow a local succession plan. However, in a number of countries it is clear that this is unlikely to be available in the period designated. There needs to be more honesty about what is feasible and what is not. Assignments with the home and host location reversed may be a better solution...Global Mobility to be consulted at earliest possible stage in order to educate business managers, avoid cherry picking and ensure compliance...Schooling
**Countries Challenging for the Mobility Team**

<table>
<thead>
<tr>
<th>Country</th>
<th>Rank</th>
<th>Challenge</th>
<th>Mexico (9)</th>
<th>Venezuela (11)</th>
<th>United Kingdom (7)</th>
<th>United Arab Emirates (NA)</th>
<th>Switzerland (NA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China (1)</td>
<td>14%</td>
<td>Saudi Arabia (NA)</td>
<td>4%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brazil (2)</td>
<td>12%</td>
<td>United Kingdom (7)</td>
<td>3%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United States (5)</td>
<td>8%</td>
<td>Indonesia (14)</td>
<td>3%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>India (3)</td>
<td>6%</td>
<td>Argentina (6)</td>
<td>2%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russia (4)</td>
<td>5%</td>
<td>United Arab Emirates (NA)</td>
<td>2%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Ranked showing percent of companies identifying them; last year's rank in parentheses)

**VERBATIM COMMENTS**

Countries Challenging for the Mobility Team / Please Describe

**Argentina:** Securing temporary housing...No jobs for spouses, security issues, exchange rate fluctuations...Currency restrictions...Hyperinflation, government regulations...Multiple acquisitions, payroll, immigration...Link to ‘Hard’ Currency

**Brazil:** Economic conditions...Safety...Standard of living expected was too high...Overall complexity (immigration, administration, payroll)...Security and red tape...Local regulations...Immigration and currency...International assignment housing issues and economic conditions...Payroll delivery...Tax...Legalizations and immigration issues...Understanding the environment; safety & security; tax implications...Local employment law regulations applying to expats - managing pay/benefits and policy...Regulatory environment...Employment law...Government, currency and employment laws...Economy, devaluation of Brazilian Real...Location challenges...Foreign exchange fluctuation & security...Local regulations are such a burden and expat unfriendly
compounded by current economic climate...

Complexity involved and having to deliver minimum NET salary to employee in Brazil...

Statutory complexities...Hardship location...Compliance...Food...Rapid deflation of Real...

Environmental changes in 2015 (high crime rates in major cities)...Immigration process delays and labor law...Highly bureaucratic, spouses cannot work, expensive expat housing...Local legislation...

Issues related to the depreciation of the Brazilian currency. This factor means a challenge also in the countries in which we have inbound expats from Brazil

**China:** Family concerns over quality of living/pollution...Financial administration of mobility expenses...Work & residence permit...Language skills and adaptability...Currency, making payments...Pollution, quality of life...Pollution concerns from assignees......Quality of living...Hardship location...Cultural differences and local living standards...Compliance risk...Strict money transfer rules for employee and company...Getting funds out of China...Work permit...Accommodations...Red tape, cultural challenges...Standard of living not meeting expectations of assignees...Health issues relating to air pollution and food quality...Immigration process...

Adaptation to local culture...Tax structure...Costs

**India:** Housing and security...Adaptation to local culture...Challenges with tax and immigration considerations...Government...Payroll issues...Local laws...Jobs for expat spouses...Corporate tax / PE issues...No jobs for spouses, tough living environment, exchange rate fluctuations...Red tape, cultural challenges

**Indonesia:** Complex immigration arrangements...Immigration process...Visa difficulties...Emerging country...Cost and living standards...Challenges with tax and immigration considerations...Safety

**Malaysia:** Government bureaucracy and rigidity...

Remoteness causes employees to create an almost 'unionized' environment - difficult to keep satisfied...Immigration issues...Living and political conditions not attractive for assignments from western countries...Immigration

**Mexico:** Safety, security and complicated immigration process...Currency...Increased competition...Housing sponsorship

**Philippines:** Difficult immigration process...

Immigration and set-up...Housing

**Russia:** Devaluation of Russian Ruble...Currency...

Local regulations (e.g. labour law/immigration/tax implications) during and post assignment...Compliance & currency volatility...Immigration, shadow payroll...Remote location, no jobs for spouses, security issues, exchange rate fluctuations...Economic situation, no pay split...

Current sanctions...Legal framework...High fluctuation of FX rate...Issues related to the depreciation of the Russian currency...Political environment...Government regulations, high costs

**Saudi Arabia:** Visa/immigration process and requirements are very complex and administratively

**Switzerland:** Significant reduction in work permit quotas...Cost...Complicated immigration and high mandatory costs...Compensation...Revaluation of the currency during Q1 2015...Housing...Local laws and immigration challenges...

**United Arab Emirates:** Navigating rules and regulations difficult...Tax Protection Policy then repatriating them or moving them onto a new assignment applying hypo tax...Compliance needs...Social issues...We are setting up a new legal entity to hire both locals and expats. Local regulations and requirements proving difficult...

Office closure due to challenging labor market

**MANAGING INTERNATIONAL ASSIGNMENTS**
**United Kingdom:** Determining appropriate visa categories...Immigration restrictions...Cost...Payroll tracking and compliance...New tax laws / compliance...Cost of housing for assignees...Compliance and impact on global benefits plan implementation...Tax

**United States:** Foreign exchange rate impacting equalized assignment...Compensation...Taxation...Taxes and laws...Social security matters...Cost of living...Unwillingness to support green card...

**Venezuela:** Extreme currency devaluation; lack of goods locally...Economic and security situation...Inflation and currency volatility...Inflation and exchange rate issues...Fixed exchange rate...Immigration...Cost of living...Extreme hardships, lack of essentials...Economic situation

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**Reasons for Assignment Refusal**

Most common reason for assignment refusal

- **38%** Family concerns
- **18%** Spouse/partner career/income
- **16%** Candidate uncertain reward is worth move
- **15%** Perceived insufficient compensation
- **4%** Location related concerns
- **8%** Other
Combination of family concerns and candidate not being certain if potential is worth the move. We don’t get candidates who turn down international assignment opportunities on a regular basis. It is rare for an assignment opportunity to be turned down. Loss of dual income if assignee is accompanied. This is not monitored. Not tracked. We do not track this data today. For us, it’s a mix of family concerns and perceived insufficient compensation.

**Data Driven Reporting Challenges**

- 39% Stayed the same
- 59% Increased
- 3% Decreased

**Change in Requirement for Program Reporting**

Changes in amount of data, analytics, and benchmarks requested by senior management.

**Reasons for Assignment Refusal/Other**

- 44% Data from unconnected sources
- 19% Data not captured
- 14% Questionable data accuracy
- 11% No time/resources
- 4% No internal analytical expertise
- 8% Other

**Managing International Assignments**

Brookfield Global Relocation Services
VERBATIM COMMENTS
Data Driven Reporting Challenges/Other

Not requested in past; putting appropriate report together...Data capture by several suppliers...Actually we have accurate data...Reporting is easy so not a challenge...Lack of software tools...Presentation of data...Difficulty benchmarking data

Mobility Program Performance Information
Areas of mobility program information / data mobility leaders would most like to have access to

VERBATIM COMMENTS
New or innovative mobility programs/policies recently implemented or considered for implementation in the next 18 months

We will implement a flexible system in 2016 with heavy focus on talent development....Flexible approach towards home leave. Implementing a budget for travelling during vacation in the [host] region ...One synchronized approach for short term business travelers with centralized per diems....Within a framework we have numerous policies - there are core + flex options depending on whether a move is employee or company initiated...Looking at a host based approach; formalized a regional program in MENA for new hires...We are working on the segmentation - have base line for all with different package dependent on reason for the international assignment...Expat Lite AVP Professional Development...We will shift to segmentation based on business reason and
MANAGING INTERNATIONAL ASSIGNMENTS

Brookfield Global Relocation Services

44

taking destination into consideration... Home country based tax equalization for all international assignees... Segmentation based on business reason... Local Plus... Clearer connection between talent management and mobility having commuters and self-motivating package offers... We are looking to implement a core/flex approach to our cross border (perm) policy globally... Globalist Assignment (for global nomads or international pool of talent)... Developing localization strategy and recommendation... We will be implementing a core/optional program next quarter... Add segmentation based on employee level on certain benefits and restructuring per diems for short term assignments to cut costs... Exchange Program - one-for-one developmental exchange assignments for our first time leaders with future senior leadership potential... We will be implementing a set of policies that differ based on business reason. We will also be introducing a managed lump sum approach for relocation costs for certain policies... Will review all policies and consider making the Tax Protection Policy for Middle East countries obsolete... Differentiated packages according to talent programs... We have a mutually beneficial international local hire policy... Reassessment of Extended Business Trip guidelines to cover assignments 3-6 months based on new tax regulations... Exploring the use of lump sum payments for domestic relocation... Considering implementation of a top talent rotational program to attract top junior profiles... Partner/spouse allowance for job search or qualification... Developmental assignment policy... We have developed a local policy covering all the gaps the international transfer policy may have when it comes to region specifications.... Releasing total revision of all international programs which have been fulsomely bench marked in industry... Program changes removed some discretionary cash, however increased family/spousal support, reduced redundant provisions such as air shipment... Having a more structured international expat policy for consistency... We are looking at centralizing assignment costs... European Commuter Policy (Regional), In-country Commuter (Regional-India and China)... There are currently no plans. Focus is on alignment, increased service delivery and effectiveness and cost reduction... Repatriation program: facilitating the cooperation between the repatriating assignee and his/her mentor in the home country... Lighter packages for consultants in order to move more people from delivery centers to customer locations.... Renewal of the current suite of policies... Making more use of localizations... Segmentation based on different business groups... Providing a wide range of mobility policies to provide business appropriate support/cost balance for mobile associates, also incorporating a global employment company... After certain period of home base assignment, so called soft landing to be applied, which means the gradual out-phasing of assignment allowances... Local plus, global talent rotations... Short term policy for assignments of 12 months to 18 months duration and intra-regional policy for assignments within a geographic region with a duration no longer than 3 years... Core-flex program targeted at low cost project move... Providing the flexibility in applying benefits for employee... Looking at host plus approaches for temporary assignments since we are already taking this approach informally... Segmentation based on business reason and employee level... Localization framework and better developed short term policy...
TRACKING COST AND MEASURING ASSIGNMENT ROI

Assignment Cost Estimates
Preparation of cost estimates before assignment initiation

Assignment Cost-Benefit Analysis
Requiring a cost-benefit analysis as part of the assignment business justification

Assignment Cost Tracking
Company consistently tracks actual assignment costs
Challenges Tracking Assignment Cost
Most common challenges in tracking assignment costs

Comparing Actual and Estimated Costs
Comparing of actual vs. estimated assignment cost at the end of assignment

Formal Measurement of ROI
Measuring of Return on Investment (ROI) of the mobility program
**Definition of ROI**
Company measurement of Return on Investment (ROI) is quantitative or qualitative.

**Future Calculation of ROI**
Company will begin to calculate Return on Investment (ROI) in the future.

**Initiatives to Improve ROI**
Initiatives to improve Return on Investment (ROI) of the assignment program.

**Respondents who measure the Return on Investment (ROI) of their mobility program**
- Qualitative: 44%
- Quantitative: 56%

**Future Calculation of ROI**
- Yes: 22%
- No: 19%
- Unsure: 59%

**Initiatives to Improve ROI**
- Establishing, documenting, tracking objectives: 32%
- Career path planning: 24%
- Pre-assignment cost/benefit analysis: 16%
- Improved candidate selection: 14%
- Company-sponsored mentor program: 8%
- Improved assignment preparation/support: 6%
MOBILITY PROGRAM DEMOGRAPHICS

Assignment Volume Growth Rate
Assignment volume growth rate in 2015 compared to 2014

Future Assignment Volume Growth Rate
Assignment volume growth rate in the next two years

Reason for Assignment Volume Growth
Reason for future increase in international assignments volume

Respondents who believe that the number of international assignments in their company will increase

<table>
<thead>
<tr>
<th>Reason for Increase</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business growth</td>
<td>66%</td>
</tr>
<tr>
<td>Merger &amp; acquisition activity</td>
<td>17%</td>
</tr>
<tr>
<td>Changing assignment objectives</td>
<td>8%</td>
</tr>
<tr>
<td>Workforce dynamics</td>
<td>3%</td>
</tr>
<tr>
<td>Recruitment strategy</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>
### Top Assignment Destinations
Companies' top destinations for assignments in 2015

<table>
<thead>
<tr>
<th>Location</th>
<th>Percent</th>
<th>Location</th>
<th>Percent</th>
<th>Location</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States (1)</td>
<td>22%</td>
<td>Switzerland (9)</td>
<td>5%</td>
<td>Mexico (12)</td>
<td>2%</td>
</tr>
<tr>
<td>China (2)</td>
<td>11%</td>
<td>Hong Kong (6)</td>
<td>4%</td>
<td>Australia (NA)</td>
<td>2%</td>
</tr>
<tr>
<td>United Kingdom (3)</td>
<td>8%</td>
<td>Netherlands (17)</td>
<td>3%</td>
<td>Canada (14)</td>
<td>2%</td>
</tr>
<tr>
<td>Singapore (4)</td>
<td>6%</td>
<td>United Arab Emirates (13)</td>
<td>3%</td>
<td>France (7)</td>
<td>2%</td>
</tr>
<tr>
<td>Germany (5)</td>
<td>5%</td>
<td>Brazil (10)</td>
<td>2%</td>
<td>India (8)</td>
<td>2%</td>
</tr>
</tbody>
</table>

*(Ranked showing percent of companies identifying them; last year's rank in parentheses)*

### Emerging Assignment Destinations
Companies' top emerging destinations for assignments in 2015

<table>
<thead>
<tr>
<th>Location</th>
<th>Percent</th>
<th>Location</th>
<th>Percent</th>
<th>Location</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>China (1)</td>
<td>8%</td>
<td>India (13)</td>
<td>4%</td>
<td>Australia (11)</td>
<td>2%</td>
</tr>
<tr>
<td>United States (7)</td>
<td>8%</td>
<td>Brazil (2)</td>
<td>3%</td>
<td>Germany (12)</td>
<td>2%</td>
</tr>
<tr>
<td>Singapore (NA)</td>
<td>6%</td>
<td>Malaysia (4)</td>
<td>3%</td>
<td>United Kingdom (NA)</td>
<td>2%</td>
</tr>
<tr>
<td>United Arab Emirates (3)</td>
<td>5%</td>
<td>Philippines (15)</td>
<td>3%</td>
<td>Canada (NA)</td>
<td>2%</td>
</tr>
<tr>
<td>Mexico (5)</td>
<td>4%</td>
<td>Saudi Arabia (NA)</td>
<td>3%</td>
<td>Indonesia (9)</td>
<td>2%</td>
</tr>
</tbody>
</table>

*(Ranked showing percent of companies identifying them; last year's rank in parentheses)*
## MOBILITY PROGRAM DEMOGRAPHICS

### Assignees by Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 - 29 years old</td>
<td>11%</td>
</tr>
<tr>
<td>30 - 39 years old</td>
<td>31%</td>
</tr>
<tr>
<td>40 - 49 years old</td>
<td>38%</td>
</tr>
<tr>
<td>50 - 59 years old</td>
<td>17%</td>
</tr>
<tr>
<td>60+ years old</td>
<td>3%</td>
</tr>
</tbody>
</table>

### Assignees by Gender

- Male: 75%
- Female: 25%

### Assignees by Marital Status

- Single men: 22%
- Married/partnered men: 49%
- Married/partnered women: 19%
- Single women: 10%
SOURCING ASSIGNMENT CANDIDATES

Available Talent to Meet Business Objectives
Sufficient availability of international talent to meet business objectives

- Yes: 54%
- No: 26%
- Unsure: 20%

Sourcing Assignees from New Locations
Recruitment of mobile talent from new or non-traditional regions/locations

- Yes: 30%
- No: 70%
VERBATIM COMMENTS
Sourcing Assignees from New Locations – Please Describe

Many short term projects nowadays with people from all kind of countries on short term assignments/business travel..."India, LATAM and APAC...Actively engaging in emerging markets and areas where we are making new investments to grow and develop talent locally...Local talent councils are established to get a hold of local talents...India, China, Brazil...We source globally, also in countries where we do not have offices...The Talent Acquisition & Planning function is currently utilizing external suppliers to understand available talent pools...Expanding in Middle East and ASEAN...Utilizing talent from Chile and Mexico for the first time - assignments within the South American region...External local hires from countries [where] we don't have any presence...Working in Asia to find new hires willing to work in Africa. Usually UK nationals currently on assignment...The Shared Service Center usually was not a source of mobile talent. Now it’s changing...Asia expanding hires from tradition of Hong Kong - now using China, Singapore...China, Peru, Chile...More assignments don't touch HQ locations...We are leveraging those from Argentina due to [their] economic conditions [and wanting] to leave country on a permanent basis...In each location where we are in business we identify and train local talent including international assignments...Through acquisitions...Company sources globally mobile talent from all regions...Due to the nature of our business and the different locations worldwide, we have international assignees from and to each location to increase the international experience of our talent....We explore sourcing talent in any new country or region where we may be acquiring assets, exploring new business ventures, etc. or where we believe competency and skills have become available...More and more talents from third countries (not headquarters) are sent on assignments...For higher positions, highly qualified talents with proven international experience from all over the world...India, Philippines, Malaysia...Global talent rotation policy ensures knowledge sharing and talent development between developing and developed locations and vice versa...The company is starting to consider international mobility as an opportunity of professional growth in Asia Pacific...We are currently testing a recruiting initiative from Latin American countries to staff some open positions in APJ; aim is to get the skills where it exists and get it where we need it, optimizing the time to hire and therefore associated cost...India and Poland...We are sourcing more developing markets talent like Malaysia, India, etc., although the majority of expats still come from developed markets in EU and NA

Communicating Importance of Assignments to Employee's Career

Company communicates the importance of assignments to employee's career
VERBATIM COMMENTS
Companies in Which Communication of the Importance of Assignments to Employee's Career Increased Interest by Female Employees - Please Describe

Yes, our employees know that in order to grow, international experience is a must!...The interest is always high, there is not an increase....Depending on the business segment, there are [some areas with] more women on mobility than men. Efforts have been made to increase those numbers as well...International experience is a mandatory development step towards senior global executive roles...More women (mostly single) inquire about international assignment opportunities...The diversity programs are linked to global learning programs and international assignments.... [Company] is very strong about its diversity and inclusiveness and encourages women to take international assignments by having a range of family friendly policies that provide solutions to some childcare concerns and make this decision easier for female assignees...Depends on project location as to interest of female employees.... Women are aware that an international career/ international job experience is important to take a next step in careers...It has increased the interest of female employees for an international opportunity...Young female employees are more mobile and have more willingness to take opportunities abroad...They want to get ahead just like the male counterparts...Same communication for male and women, no differentiation; as a medium company with many small affiliates, international mobility is important if you are willing to grow within [company]...From an international permanent perspective we are always 20%+- higher than industry...International experience is one of the 5 "mandatory career steps" at [our company]...Young female talents are encouraged to take an international assignment...Interest of female employees increased with our internal project that develops, attracts, retains and engages talented women at [company], and its communication...Encouragement for women as international assignees early career opportunities... ...Increasing to locations where single females or married females have the possibility to work...Our internal networks have specific focus groups targeting female employees that confirm the awareness of the international opportunities and potential career impact...The messaging is really about career experiences you need and the international assignment is implicit in this messaging. There is significant interest in international assignments at a time when we are scaling back on traditional assignment packages...
Recruiting External Talent Using Mobility Policy
Active use of mobility policy for external talent recruitment

Increase in Assignment Refusal
Increase in the first choice candidates’ assignment refusal over the past 2 years
ASSESSING ASSIGNMENT CANDIDATES

**Assignment Career Management Process**
Company has a specific process for career planning from assignment acceptance

**Adopting Assignment Career Management Process**
Company intends to incorporate formal career planning in conjunction with assignment acceptance

**Assessing Candidate Adaptability**
Company uses formal tools to gauge candidate assignment adaptability
VERBATIM COMMENTS

How do you use the Formal Assessment Tool Results

To determine capability to work on higher spec rigs, used for [career development] purposes...To determine if the employee and their family would be successful on assignment, adapting to new things and places...They are used to create statistics to improve our internal mobility processes, such as selection, training and repatriation...Good results to prepare the new candidates...Often generic and when HR business partners explore talent for international assignments they are often less flexible than stated in the formal assessment tool...We do not have a formal candidate assessment tool. We do it via various intense interviews...For employee selection...To ensure we are meeting assignee needs and making adjustments as needed...Whenever needed the company provides intercultural training in order to make the transference a smooth process, with less intercultural impacts...Candidate assessments and tools used are determined by HR and the business group they support - it is not handled in the mobility function...Through external provider through a psychological assessment for potential assignee and family...Shared with Global Mobility manager and receiving HR manager...To determine suitability...Assist potential expat in making decision whether or not to take assignment...Preparation and awareness for employee as well as potential management tool...To access expected success of the assignment and flag any potential issues

Use of Candidate Self-Assessment Tool

Company uses a candidate self-assessment tool

<table>
<thead>
<tr>
<th>Yes</th>
<th>29%</th>
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<tbody>
<tr>
<td>No</td>
<td>71%</td>
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Assignment Self-Nomination Process
Company has a process for employees to formally designate themselves as willing to accept assignments

Formal Assignee Candidate Pool
Maintaining a formal candidate pool for future assignments

Yes 67%
No 33%
Candidate Readiness - Cultural Adaptation
Percentage of assignees experiencing difficulty adapting to local culture or business environment

18% of assignees experiencing difficulty adapting to local culture or business environment

Candidate Readiness - Leadership Skills
Percentage of assignees in leadership positions that possess the skills to be a leader in the host culture (negotiate, lead employees and resolve conflict)

74% of assignees in leadership positions possess the skills to be a leader in the host culture
Repatriation Strategy Link to Career Management

Company has a formal repatriation strategy linked to career management/planning and retention

VERBATIM COMMENTS

Describe Your Repatriation Strategy Linked to Career Management

Planning for next position begins at least 6 months before end of assignment...We have repatriation terms in our policy that we post for all employees and localizing is usually done by exception. The intent is for employees to take their knowledge/experiences/connections back with them to their home location...Assignment objective, post assignment plans, ongoing succession management discussions...Managed within each business unit, in some areas of the business there is formal career coaching provided through external vendors...Technically one exists, however practically objectives typically change before the repatriation occurs and gaps result, often resulting in either termination upon repatriation or shortly thereafter...Performance and succession planning, as well as responsibility for career development, comes under Global Mobility...Career counsellor connection...Per our policy, [company] will try to place the expatriate in a US role upon return from assignment...

Integration of future returns in people reviews and career discussion process 6 months before return and follow up of annual appraisals...Long term personal planning data base, mentoring concept...Handled within the business as part of the employee's career planning and redeployment upon assignment conclusion...International assignment and repatriation a part of the career planning for high performing individuals...The assignee will, prior to repatriation, be linked to a 'mentor' in the home country leadership team. The mentor's responsibility is to assure that the assignee is 'landed' successfully in regards to career management in the home country...Repatriation program in place to cover costs associated with returning; return to job or receive package; medical assessments sometimes required...For those in specific management roles, there is a structured career management/planning process in place...
### Timing of Repatriation Discussions
Timing of first discussion regarding repatriation planning

- **8%** Before assignment start
- **28%** >6 months before repatriation
- **50%** <6 months before repatriation
- **14%** Doesn't take place

### Job Identification for Repatriating Assignees
Most common methods to identify positions for repatriating assignees

- **Informal networking** 34%
- **Originating department** 26%
- **Formal job postings** 8%
- **Do not assist** 7%
- **Other** 25%
VERBATIM COMMENTS
Job Identification for Repatriating Assignees/Other

Talent Councils...Both informal as well as formal job postings and identification by the department that originally authorized the international assignment...Mixed onus on employee to use networks as well...Internal resourcing team... HR business partners work with management to identify jobs for mid/higher level employees. Lower level employees work with staffing group... Sending organization will meet with leadership to identify potential roles. Not a requirement/mandatory but expected. If nothing identified employee will network and apply for roles formally...HR and business unit succession and talent management discussions...HR and employee themselves (depends on level)...Many remain in same position but different location... Succession planning...On the fly...Reporting and partnering with HR business partner organization on returning assignee placement...Talent management process - annual review of talent and open positions...Employee returns to their current position...Mix of networking and role postings... HR and management collaboration...Global Mobility Services engages home and host stakeholders (HR and business leadership) one year prior to repatriation to identify a role. Sometimes it is in the department where the assignment was authorized, other times it is a new returning unit...Executed at a business unit level... [Company's] HR will work to see if an opening is present for the repatriating colleague...Joint project work between home country, functional network, activity HR and group HR...Facilitated by Talent group...Identification of a job by the department that originally authorized the international assignment...Identified by our management team...Combination of the formal and informal process...Normal career planning... Next steps are determined and shared with employee... Career management meetings...It’s all contingent on the assignee & circumstances & timing/case by case... Home group has responsibility...Company’s leadership team... Global mobility team identifies the position in home country by circulating updated profile of the candidate within department heads of relevant departments. In case no position is found, candidate is placed in the department where he/she was working prior to the assignment, till the time a suitable position is found...Formal job postings or managed selection processes at a global level.
VERBATIM COMMENTS
Career Impact of an Assignment/Other

The majority of assignments are project related, not specifically set up to benefit an employee's career...We have not analyzed impact...Depends on level... Mixed depending on the quality of the expat... Deeper skills in cross culture, business acumen and technology...Depends on the reason for the assignment...It depends on the identified objective of the move, personal vs. business request vs. contract delivery; it also varies depending on the employee's aspirations....Attrition rate is higher for former assignees but those that stay tend to be promoted more rapidly...

Knowledge transfer to future assignees 41%
Aptitude to conduct cross border business 37%
Assessment of employee potential 14%
No appreciable benefit for company 3%
Other 4%

Company Benefits from Assignee Skills
Company's primary benefit from assignee's skills and experiences post assignment
EVALUATING ASSIGNMENTS

**Reasons for Assignments Failure**
Factors most commonly responsible for assignments not going as planned

- 33% Family related issues
- 18% Poor candidate selection
- 18% Cannot adapt to host location
- 14% Job expectations not met
- 7% Compensation-related dissatisfaction
- 5% Quality of life
- 4% Security/safety concerns

**Documenting Assignment Objectives**
The employee’s assignment objectives are documented and specific business outcomes are expected

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>38%</td>
<td>62%</td>
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</table>

**Reasons for Not Documenting Assignment Objectives**
Reasons for not documenting assignment objectives/outcomes

- 66% No process in place
- 11% Not considered important
- 10% Lack of resources
- 13% Other

Respondents who do not document assignment objectives and expected business outcomes
VERBATIM COMMENTS
Reasons for Not Documenting Assignment Objectives/Other

No process, lack of resources and in midst of acquisition...Assume business is doing this...
Inconsistently done today based on business unit. Plan in place to implement a process starting next quarter...Have robust performance management processes and development plans that apply to all employees and not just assignees...

Just introducing this for some assignment types...Objective tools run by year so refresh annually...Program very new...Individual management by objectives does exist...Managed by the business, not by Mobility...
There is a company process which foresees yearly objectives to achieve. It is applied also during the assignment abroad...

Measuring Assignment Performance
Company gathers and measures performance results against pre-agreed metrics

Consolidating Assignee Performance Metrics
Performance results are consolidated to measure assignee performance company-wide

Respondents who gather and measure the assignment performance results against pre-agreed performance metrics
ASSIGNEE RETENTION & ATTRITION

Attainment Rate for Assignees vs. All Employees
Attainment rate for assignees returning within past 2 years is greater than for employees who have not been on assignment

Changes in Post-Repatriation Attrition Rate
Recent fluctuation in voluntary assignee attrition (within 1 year of repatriation)

Reason for Post-Repatriation Attrition
Most common reason for assignees to leave company after repatriation

- New role expectations not met: 34%
- Employee more marketable: 32%
- No opportunity to use experience: 16%
- Poor assignment experience: 1%
- Other: 16%
Lack of work in returning location (we are a consulting/project management based firm)...No role available... Recent restructuring/new role does not meet expectations... No jobs available... Unsure, have very high retention rate upon repatriation...Almost zero so not an issue... Personal reasons... Company did not have role for repatriating colleagues... We do not currently monitor...We do not have retention issues - our employees have a long term career orientation...We don't need them anymore...New role does not meet expectations, but we do not exactly know when/why the assignee leaves...Repatriation only occurs when the employee resigns in the new country and decides to go back to their home country...Seeks other employment opportunities/interests... Termination... Right now no one is leaving due to industry conditions

**Programs to Increase Assignee Retention**

Programs/initiatives used to increase assignee retention

- No initiatives/programs in place (44%)
- Process to identify new position pre-repatriation (35%)
- Opportunities to utilize experience post-assignment (23%)
- Define role and expectations (23%)
- Greater family support (16%)
- Internal communications about assignment value (11%)
- Other (9%)

Respondents provided multiple answers

**VERBATIM COMMENTS**

**Reason for Post-Repatriation Attrition/Other**

Claw back on costs made to ensure that the assignee pays for costs him/herself...Expat sponsor program...None...Discussion to introduce repatriation cultural awareness meeting...Repatriation benefits...Have none but planning to set up some...Sponsorship program...We currently do not have a program in place...Will begin stronger programs this year...Program under construction ...Aligning international mobility with talent management
# FAMILY-RELATED ASSIGNEE ISSUES

## Countries with Greatest Challenges for Assignees

Countries with greatest challenges for assignees, spouse/partners and children

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<tr>
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<th>Country</th>
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</thead>
<tbody>
<tr>
<td>China (1)</td>
<td>19%</td>
<td>United States (7)</td>
<td>5%</td>
<td>Iraq (16)</td>
<td>2%</td>
</tr>
<tr>
<td>Brazil (2)</td>
<td>7%</td>
<td>Mexico (6)</td>
<td>4%</td>
<td>Nigeria (NA)</td>
<td>2%</td>
</tr>
<tr>
<td>India (3)</td>
<td>7%</td>
<td>Indonesia (9)</td>
<td>3%</td>
<td>United Kingdom (17)</td>
<td>2%</td>
</tr>
<tr>
<td>Russia (5)</td>
<td>6%</td>
<td>Singapore (NA)</td>
<td>3%</td>
<td>Angola (11)</td>
<td>2%</td>
</tr>
<tr>
<td>Saudi Arabia (NA)</td>
<td>5%</td>
<td>United Arab Emirates (13)</td>
<td>3%</td>
<td>Argentina (4)</td>
<td>2%</td>
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(Ranked showing percent of companies identifying them; last year’s rank in parentheses)

## VERBATIM COMMENTS

### Countries with Greatest Challenges for Assignees /Please Describe

**Brazil:** Security issues...Remote in-country locations with limited international schooling or none...Safety and security...Access to international schools...Language and currency...Duration of legalization processes...Safety and security concerns...Bureaucracy...Safety/security/health

**China:** Tier 3 cities do not have international education available...Quality of living issues...Air quality, access to healthcare...Cultural and environment adaptation...Costs...Air pollution concerns for family...Language and access to international schools...Language...Immigration and local living environment...Remote operations...Hardship location...Language/culture/quality of life...Visa issues for unmarried couples...Family matters...Pollution, small cities...Schooling and education - hardship location plus exchange rates...Health...Cultural differences, climate...Culture, pollution...Standard of living...Air pollution and food quality...Language...Remote in-country locations...Pollution / Quality of living...Cultural differences...Security/health concerns...Cultural barriers...Pollution, weather, health

**India:** Location issues; we offer more home trips than normal for this location...Culture...Lack of
More married/partnered assignees going on long-term assignments as 'single-status'

**Married/Partners Choosing Single Status**

- **Yes**: 27%
- **No**: 73%

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**Saudi Arabia**: Security and cultural challenges...
Cultural...Typically immigration causes delays for both the employee and spouse...Socio-cultural issues...Culture differences...Immigration process and requirements...Security...Singapore: Language, culture...[Acceptance of] same sex couples...Taxes...Cultural differences...Schooling...Schooling and education...

**United Arab Emirates**: New location for us...
Housing and schooling...Cultural challenges...Typically immigration causes delays for both the employee and spouse...Immigration process and cultural differences...Social/ability to acclimate...

**United Kingdom**: Cost...Taxes and laws...Assignee and/or spouse needs/demands...Compensation and tax costs...

**United States**: Taxes and laws...Assignee and/or spouse needs/demands...Different standard of living (proximity to city life)...Spouse not provided work visa...Immigration...Cost of living...Culture...Cost of housing in certain areas...Visa...When coming from Europe, perceived deficiencies with school system and pension concerns...Visa...Immigration process

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spouse work options and cultural adaption...
Cultural differences, local living standards...
Operating in everyday life is difficult due to general hardship levels of the country...Cultural and environment adaptation...No jobs for spouses and difficulties linked to traffic...Difficult in terms of safety and local opportunities...Security...

**Indonesia**: Immigration requirements...
Immigration (work visa), not accepting same-sex marriages, high crime rate...Immigration restrictions...Security, culture...Cost and infrastructure...Emerging country, safety, remoteness of area...

**Mexico**: Safety...Schooling, housing/safety concerns...Environment, security...Safety concerns...Security...

**Nigeria**: Crime...Hardship location...Emerging country - relatively new country for us...Cost and security...Security...Safety, health concerns...

**Russia**: Political situation, etc...Immigration (work visa), not accepting same-sex marriages, high crime rate...Safety; foreign exchange concerns...Spouse can’t work...No jobs for spouses and education issues...Anti-foreigner sentiments...Unstable economy...Lack of infrastructure for expatriates...Security concerns...

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**FAMILY-RELATED ASSIGNEE ISSUES**

Brookfield Global Relocation Services
Spouse/partner career concerns

- 55% Spouse/partner career concerns
- 21% Host quality of life
- 14% Host education quality
- 7% Host lack of family support
- 2% Host safety and security

Reason for Self-Selected Single Status
Reason for increase in self-selected single status for long-term assignments

Spouse/Partner Employment
Employment status of the spouse/partner accompanying the assignee

- Not employed prior to or during assignment: 31%
- Employed before and during assignment: 16%
- Employed prior to assignment only: 49%
- Employed during assignment only: 4%

Impact of Spouse/Partner Employment on Assignment Acceptance
Spouse/partner employment related resistance to accepting an assignment in the future

- Increase: 39%
- Stay the same: 56%
- Decrease: 5%
Impact of Spouse/Partner Employment on Attracting First-Choice Candidates
Impact of spouse/partner employment concerns on ability to attract first choice candidates

Obstacles for Female Assignee Candidates
Females face greater obstacles to accepting assignments than males

Impact of Low Female Assignee Acceptance
Adverse impact of low female acceptance of assignments on creating a gender balanced senior management team

FAMILY-RELATED ASSIGNEE ISSUES
VISIT THE
GLOBAL MOBILITY TREND MICRO SITE

globalmobilitytrends.brookfieldgrs.com

Explore the response to each question in the survey by region, industry and mobility program size.
2016 GLOBAL MOBILITY TRENDS SURVEY
DATA EXPLORER

globalmobilitytrends.brookfieldgrs.com

Explore the responses to each question in the survey by respondent region, industry and mobility program size, please visit our microsite.

About Brookfield Global Relocation Services
Brookfield Global Relocation Services develops and implements comprehensive talent mobility solutions for corporate and government clients worldwide. With deep industry experience and unparalleled insights on the future of talent mobility, we enable our clients to craft mobility programs that will empower them to attract, retain and develop top performers. With nearly 2,000 people across five continents, we combine a global perspective with deep on-the-ground resources in local markets. As an operating company of Brookfield Asset Management, a leading global alternative asset manager, we have the financial strength, stability and ability to scale necessary to be a long-term partner to the world’s largest organizations as well as smaller, expanding companies.

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