

# Net Expat® Newsletter

Issue 41

Expats Coaching | Dual Career Solutions | Expats Assessment

Offices throughout America, Europe and Asia-Pacific



## Contents

Learn more about NET EXPAT  
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**p 1:** Helping the locals to help your newcomers

Alain Verstandig,  
President, Net Expat Group

**p 1:** Local hires vs. international assignees

Christiane Schumacher,  
Head of Global Mobility and  
Neil MacGillivray, Global  
Mobility Manager,  
F. Hoffmann-La Roche,  
Switzerland

**p 2:** Working with Indians:  
Dos and Don'ts

Patrick Gidon, International  
Mobility Director at  
Capgemini, France

**p 3:** A successful approach  
to spousal assistance

Sabine Jaskula, Head of  
International Assignment  
Management, Continental AG,  
interviewed by Dr. Winfried  
Guba, Director NET EXPAT  
Germany

**p 4:** International Mobility at KPMG

Dominique J. Herrmann,  
Executive Director Global  
Mobility, KPMG Global HQ,  
New Jersey, USA

supported by



## Local hires vs. international assignees

Best Practices



**Christiane Schumacher,**  
Head of Global Mobility and  
**Neil MacGillivray,** Global Mobility Manager,  
F. Hoffmann-La Roche, Switzerland



**Alain Verstandig:** *How is international mobility organized at Roche and what type of employees do you send abroad?*

**Christiane Schumacher:** Global Mobility within Roche is organized from Basel and from San Francisco. We have two types of mobile employees: first, our "international assignees" who move abroad for a period of 3 months to 5 years.

**Roche ends up not paying any mobility premiums to anyone, but we offer great levels of support to each of our mobile employees**

We currently take care of 680 Roche international assignees from 45 home country locations to 67 host country locations. Next to these, we have our "foreign local hires" or "intercompany transfers": they are recruited directly by our HR colleagues in the host locations for permanent positions and honestly, we don't know exactly how many they are. Two years ago, we established a policy that sets minimum benefits for such transfers, including but not limited to: net to net calculation, immigration support, some relocation and removal services, temporary accommodation, welcome support for families etc. We have implemented this policy globally however, the individual countries can decide to top up the benefits provided – all depending

on the market practice. These measures ensure that our local hires know they are also being supported throughout their move.

**AV:** *How did you manage to agree on these benefits for your "local hires" in times where cost consciousness is key?*

**CS:** We have decided to put these benefits in place because they are very close to Roche values: we are not moving boxes, we're moving people! So we think that we have some responsibility towards them. Honestly speaking, it was not difficult to agree on this minimum support for local hires as we had enough business cases to defend it internally and our local HR colleagues were expecting these measures.

If you move, whatever status you're on, you need to have your peace of mind to be productive and successful. And having a minimum common set of support ensures that we do not rely on the negotiation skills of each local hire but instead treat everybody at Roche equally: this reflects clearly on Roche's reputation.

**Honestly speaking, it was not difficult to agree on this minimum support for local hires**

**Neil MacGillivray:** Consensus was relatively easy to reach within Roche on supporting our local hires: ■■■

## Helping the locals to help your newcomers

Editorial

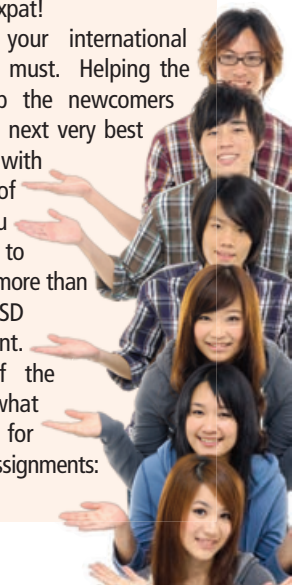


**Alain Verstandig**  
President,  
NET EXPAT Group

We can all be proud of the way the International Mobility industry has been reshaping itself over these last few years: more efficient policies, leaner support organizations, better information for future transferees, more affordable support programs in more locations around the globe... to name a few. Of course, we still have work to do in a never-ending quest for improvement.

Some powerful ideas might come to us if we have a look at what we do "around" transferees. The success of short and long term assignments can be linked to how we prepare "the surrounding environment" to receive mobile employees. Preparing the Chinese local direct reports for a soon to be transferred American top talent to Shanghai might be just plain... essential. Do they know how to work effectively with an American supervisor? Helping the German manager of a Brazilian expat transferring to Munich to understand how to adapt his leadership style might be as important as investing in training your expat!

Investing in your international assignees is a must. Helping the locals to help the newcomers might be your next very best idea. And with today's cost of training, you should be able to do this for no more than 200 euros or USD per participant. The result of the alignment is what we all want for international assignments: success. ■



# Net Expat® Newsletter

## WORKING ACROSS CULTURES

Are you part of a multicultural team working either in the same office or across borders? Do your Brazilian associates experience misunderstandings with your back office colleagues based in India?

Our new 2012 unique combination of training, webinar and individual coaching in 55 countries will help you

■■■ the policy is very reasonable in terms of additional cost and very much driven by local market practices. So for example, we do not offer international schooling to our local hires, only in those locations where this is driven by the local market. The objective is to ease the transfer by offering a fair and consistent relocation package to our transferred employees.

The challenge was less to agree on developing and implementing this policy and more to make sure that everybody is getting at least the same basic benefit: in the stress of each transfer, you can easily forget about what you're entitled to. So as always, policy, process and communication is key.

on in your career at Roche, international exposure is definitely an important part. In order to optimize international mobility, as we are constantly challenged on costs, we benchmark frequently and we really listen to our Roche colleagues around the world.

So for example, Roche ends up not paying any mobility premiums to anyone, but we offer great level of support to each of our mobile employees to keep our employees as comfortable as possible when they move around the world. In this respect, 2011 was a year with a special focus on family and spouse/partner support.

**NM:** Our offering has been considerably enriched over the last 4 years of collaboration with NET EXPAT and the feedback we receive on intercultural training and family/partner support is very positive. Roche recognizes that the expat partner successful integration in the new location

is key. Over the last 18 months, we have been working closely with NET EXPAT to provide additional support to expat partners who were restricted from working abroad (work permit limitations) with the addition of NET EXPAT's Career Continuation Program. This new support program has been well received by the business and assignees alike.



**CS:** It is the right of every single Roche department to challenge us, and we love to be challenged! But in the end, we need to get back to best practices, to data, to processes without forgetting that behind every individual that we move, there is a story.

**AV:** *How do you see the next few years?*

**NM:** We are in a tough world, and financial pressures will continue for the foreseeable future. However, as a business we continue to make a difference to the global healthcare market by selecting the best talents and carefully nurturing them to achieve their full potential with international mobility being an important component in the development of our key employees.

**CS:** As a global player, international mobility will always be very important at Roche. The cost pressure is currently very present, and this is why people will continue to make the difference. We'll make sure that we continue to treat our mobile employees equally, always seeking a win-win for the employee, his/her family and Roche. ■

In the stress of each transfer, you can easily forget about what you're entitled to. So as always, policy, process and communication is key

**AV:** *What about your international assignees?*

**CS:** We have experienced a sharp increase in international assignees over the last 3 years: being driven by mergers & acquisitions, international projects, or for skill gaps or personal development, Roche is strongly stimulating international mobility. In order to move

## Working with Indians: Dos and Don'ts

Expert Opinion



**Patrick Gidon,**  
International Mobility Director at Capgemini, France

**Alain Verstandig:** *Capgemini has been growing tremendously in India and currently employs 10.000 people there. What are the "do's and don'ts" when working with Indians?*

**Patrick Gidon:** Our experience is specific to the IT consulting industry however I think the following apply to every project:



### Dos :

- 1) On both the Indian and non-Indian side: select your team members carefully. Perfect command of English, key communication skills, ability to leverage cultural differences and lots of patience
- 2) On the Indian side, identify a few key senior people and send them a few weeks to your HQ outside India: this will give them an helicopter view, create a sense of common values and will help them to put future requests in perspective
- 3) Put in place dual teams (Indian and non-Indians) per function to

*please turn to p3 >>*





## A successful approach to spousal assistance

Corporate Vision



**Sabine Jaskula**, Head of International Assignment Management, Continental AG, interviewed by **Dr. Winfried Guba**, Director NET EXPAT Germany



**Winfried Guba:** With 164.000 employees and more than 260 subsidiaries and regional centers in 46 countries, Continental AG is one of the largest automotive suppliers worldwide. What are the main challenges regarding global mobility from your perspective?

expatriation: to find the right candidate for the right task abroad. The average expatriate does have a partner and one child. Hence safety questions or the dual career issue could be deciding factors. As we all know, the satisfaction of the accompanying family is one of the main success factors regarding expatriation. So we are proud to see in our latest internal repatriation study that nearly 95 % of the repats are prepared to go abroad again for Continental.

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**Sabine Jaskula:** Indeed the significance of global mobility is increasing. In 2011 alone, we have supported approximately 900 expatriates. This means that we have had to take into consideration 900 employees and their families, and 900 individual living situations. This represents one of the greatest challenges for

Another challenge is the increasing complexity of global mobility. Until a few years ago we mainly sent employees from Germany abroad. Now we increasingly face expatriation from other regions in

Our first good experiences and the positive feedback we have received from our spouses underline the importance and correctness of this decision

the world. This results in higher requirements, mainly regarding compliance, immigration regulations, social insurance and taxes. The establishment of consistent and transparent processes is far from being an easy task.

**WG:** You are offering expat partners the choice between dual career support or – in case there is a work permit barrier or the spouse does not want to work – a social integration support in the new cultural environment. What is the motivation for this in a cost sensitive industry such as yours?

**SJ:** We have already supported the families of our expatriates in a comprehensive way – with language training, intercultural training, entry requirement support and also spousal career allowance. However, this does not offer a solution for those dual career couples where the partner has to give up his or her job for the benefit of the expatriate. Therefore, we believe that we have found the right way to solve this by partnering with NET EXPAT, who does have the specific know-how to support the spouses of our expatriates in the host countries. Our first good experiences and the positive feedback we have received from our spouses underline the importance and correctness of this decision.

**WG:** There are still many companies who offer spouses the choice between dual career support and cash allowance. You are waiving this opportunity. What are the main arguments for this decision?

**SJ:** Our experience is – and this is what we also hear from other companies – that most of the partners who decide to take the cash allowance are uncertain about what they could or would like to do in the host location. We consciously don't want our spouses to regret a decision later on. Therefore we offer both a dedicated spousal allowance to cover, for example, integration, job search or distance education programs, and in addition – without any deduction – support and consulting regarding job search and social integration by NET EXPAT. ■



>> continued from p2

accelerate the integration process  
4) Constantly identify in great details who does what on each side  
5) Define and double check all deadlines as this notion is not perceived the same way across cultures  
6) Be respectful of the existing Indian senior leader and involve them in decisions: this will substantially increase the buy-in

### Don'ts

- 1) Don't forget to train your non-Indian HR people and key managers on how to deal with Indian colleagues
- 2) Don't forget families: a married

Indian employee will refuse a few months transfer if his/her family cannot transfer too



- 3) Don't forget the casts: some senior Indian talents belonging to lower casts might feel very uncomfortable when in presence of higher class Indian colleagues
- 4) Don't overlook the logistical aspects when moving Indians abroad: food is very important for Indians (don't forget vegetarians). Indians of a certain social status are not used to take care of the house-cleaning
- 5) For foreigners going to India for a long period of time: strongly recommend the use of drivers ■

## Some Clients

3M  
ACNielsen  
Airbus  
Alstom  
Apple  
AREVA  
AstraZeneca  
AVIVA  
AXA  
Bacardi-Martini  
BASF  
Bayer  
BD Biosciences Europe  
BNP Paribas  
Boehringer Ingelheim  
BMW  
Bosch  
BP  
Bristol-Myers Squibb  
Cadbury Schweppes  
CGG Veritas  
Capgemini  
Cargill  
Caterpillar  
Colgate Palmolive  
Cordis  
Corus Group plc  
Crédit Suisse  
Danisco  
Deloitte Touche Tohmatsu  
Dexia  
Diageo  
DuPont  
EDF  
Euroclear Bank  
ExxonMobil  
GDF Suez  
General Motors  
Givaudan  
GlaxoSmithKline  
Glon Institution of Higher Education  
Goodyear  
Honeywell  
ING  
INSEAD  
International Paper  
Janssen Pharmaceutica  
Johnson & Johnson  
Jungheinrich  
Kraft Foods  
Logica  
L'Oréal  
Leroy Merlin  
Mars  
MasterCard  
MBDA France  
Merck KGaA  
Merck Sharp & Dohme  
Methanex  
Munich Re  
Nestlé  
Newell Rubbermaid  
Nissan Europe  
Nyrstar  
NYSE-Euronext  
PerkinElmer  
Pfizer  
PricewaterhouseCoopers  
Procter & Gamble  
PSA Peugeot Citroen  
Puratos  
Reckitt Benckiser  
Roche  
Rolls-Royce  
Saint Gobain  
Sanofi-Aventis  
Schlumberger  
Solvay  
Sony  
Standard Life  
Suez  
SWIFT  
Tchibo  
The Body Shop  
Thermo King  
Total  
UBS  
UCB  
Umicore  
Unilever  
UPS  
Vallourec  
Voith  
Whirlpool  
...

## International Mobility at KPMG

Corporate Vision



**Dominique J. Herrmann,**  
Executive Director Global Mobility, KPMG  
International Cooperative, New Jersey, USA

**A**lain Verstandig: Dominique, what makes a good international mobility program?

At KPMG, we have a very strong commitment to our professionals and their families. "People support" services are central to the assignment experience due to their overall impact on assignee performance and client satisfaction.

**Dominique Herrmann:** In my view, a great mobility program is fully aligned with the organization's business strategy and is a key pillar of how it serves its customer base. We at KPMG serve many large and complex global entities. Our clients expect that wherever we do business our audit, tax and advisory services professionals will possess the necessary technical knowledge, will leverage their business experiences and global mindset, and will bring a forward-thinking and value-adding approach to their work.

To help ensure that is the case, KPMG International and its member firms have managed a sizeable mobility program since the 60's. During our 2011 fiscal year, more than 2,200 employees from nearly 80 countries were deployed as international assignees. Of these, approximately 1,000 expatriates were at the managerial level or above, including partners, and some 75% were on long-term assignments (over a year). Not surprisingly, the shift in countries of origin or destination reflects the evolution of our business: countries

such as China and India are now in the top 10 countries of expatriation, as well as countries of origin.

**AV:** How is mobility perceived?

**DH:** Very positively. Our professionals understand that an international assignment boosts their opportunities to work with leading companies and organizations on a host of exciting and challenging client engagements. Overall, they believe in the career-enhancing attributes of a mobility assignment.

At KPMG, we have a very strong commitment to our professionals and their families. "People support" services are central to the assignment experience due to their overall impact on assignee performance and client satisfaction.

We track how our professionals are doing through a robust assignee survey process. In fact, all assignees are surveyed several times during their tenures, including a year after it has been completed. Today, more than 80% of KPMG professionals report they are highly satisfied or satisfied with their assignment experience. In our view, being "neutral" is not good enough. Our objective is to be above 85% satisfaction on all key aspects of the international mobility experience. The survey process is not only about numbers, but also about gathering comments and stories that provide deep and meaningful feedback around the assignment experience. Thankfully, KPMG professionals are not shy about sharing their views. Their comments are key to identifying specific issues where action is needed. Ultimately, we want a team of professionals who are so thrilled with

their international assignment experiences that they are ready to become ambassadors for the program, and to serve as mentors to other assignees.

**AV:** One of the themes you receive in the feedback revolves around repatriation: what are the keys to successful repatriation?

At KPMG, it begins during expatriation, where we ensure that our assignees "stay connected" with their home practices to, hopefully, ease their re-integration at the end of the assignment. We assume it is easy because our professionals and family members are simply returning home, an environment they know well. That is a wrong assumption. And the country may have changed significantly in a matter of a few years they were away. Some practices are piloting re-integration management training programs with great results. When it comes to measuring success with repatriation, I look at turnover rates of returning assignees several years after they reintegrated into their original country member firms.



What they reveal is that they are lower than the general KPMG population, and lower than norms which I have seen from other specialized surveys. This reaffirms that we're on the right track with how we support our people. And helps us prove to others who may want to consider a move that an international assignment can be a wonderful "out of the box" experience, a great way to enhance their skills, and a unique test of their leadership abilities. ■

## Net Expat®

We help you expat your talents

NET EXPAT is a global leader in assessing, training and coaching expatriates and their partners. We provide expat partner support, expat coaching, intercultural training and expat assessment to over 200 multinational corporations in 55 countries where we have a local presence. Our ultimate goal is to assist corporations and expats in achieving successful international assignments, whether the move is for three months, three years or on a permanent basis.

Web site: <http://www.netexpat.com> e-mail: [info@netexpat.com](mailto:info@netexpat.com)