

## Participant Profiles

### COMPANY "A"

**Expatriate Workforce Structure.** Company A was unable to match any expatriate jobs to the Canadian Jobs.

**Assignments.** Foreign assignments average three years in length. Expatriates typically return home after an assignment abroad and do not undertake any more foreign assignments. Staff members may turn down assignments without consequence.

Staff members are not required to accept any hardship assignments. The main factor for staff members turning down assignments is inadequate compensation. Other factors such as local conditions (isolation, personal security, cultural differences) and the inability of the spouse/partner to work at the assignment location are also common reasons. Attrition has remained steady, and the percentage of locally hired professional has been increasing.

**Spousal Compensation/Assistance.** Spouses may receive an annual allowance to cover professional certification, continuing education, or other training when assigned abroad.

**Relocation and Incentives.** Policies related to conditions of service abroad are designed to provide incentives to recruit and retain staff members and to maintain home country living standards and purchasing power.

The employer provides assistance with the sale of the home country principal residence (once per assignment) and pays all expenses for third party home management services. In addition, financial assistance is provided to staff members whose families remain temporarily in the home country.

Employees must pay a portion of the housing cost abroad, which is deducted from the base salary. Utilities costs, paid through the housing/cost-of-living allowance, are reimbursed in selected locations. Private schooling costs at the elementary and secondary levels are paid (except boarding) if the public schools are deemed inadequate.

Incentive premiums are paid in the normal pay cycle. The incentive premium amount is 15 percent of salary with no monetary cap. The cost-of-living allowance is paid as a percentage of base salary with no monetary cap. Allowances and incentive premiums are not taxable.

**Home Leave/R&R Leave.** Home leave travel is provided once a year. Staff members can use home leave to travel to a different country and still be eligible for reimbursement. In such case, the assignee receives reimbursement up to the amount that would have been paid had he/she returned to the home country. Rest and Recreation trips are not provided.