

Participant Profiles

COMPANY "B"

Expatriate Workforce Structure. Company B has three levels of expatriates, comparable to DFAIT/CIC's Job C and Job D.

Assignments. Foreign assignments average four years in length. While some return home after one assignment abroad, cases may differ. Other factors override personal choice with respect to location of the assignment. Staff are not required to go on hardship assignments.

No data were available on reasons for turning down assignments. Turnover remains steady among expatriates, and the percentage of locally hired professionals also remains steady.

Compensation. Compensation is shown in Canadian dollars in the following table.

Title	Job Match	Minimum	Maximum
Manager/Consultant	Job C Match	\$80,600	\$134,200

Employees receive a bonus worth 5-28% of salary, based on performance; 10-100% of salary through an employee stock option plan and other business-line specific long-term incentives; 25% of salary in the form of benefits; and perquisites worth 3-20%, covering car allowance, financial planning, and club membership. These perquisites are provided in accordance with host country norms for the position.

Spousal Compensation/Assistance. There is currently no compensation assistance for spouses. Spouses receive an allowance to cover job search expenses abroad, and assistance in obtaining a work permit abroad.

Relocation and Incentives. Policies related to conditions of service abroad are intended to maintain home country living standards and purchasing power. Staff members are required to pay a housing deduction for housing abroad, if the cost is above a certain amount. Company B also assists expatriates with home country housing by paying all expenses for third-party home management services and by guaranteeing staff members reimbursement of a loss from the rental of the principal residence, with a cap. The company provides assistance with the sale and purchase of the home country principal residence once per assignment.

Private schooling costs abroad are paid (including boarding where necessary) if public schools are deemed inadequate. Room and board are paid for dependents pursuing post-secondary education while the staff member is abroad.

There is no incentive premium provided. Hardship premiums are paid in the normal pay cycle. Hardship premium amounts are determined by the International Compensation Data provider and are expressed as a percent of base salary with no monetary cap. A cost-of-living allowance is