

Enhancing global mobility strategies

Global mobility
policy advisory services

Central to the success of any international assignment program is the establishment of a policy that:

- ▶ Aligns closely with the organization's business objectives
- ▶ Is cost effective, as well as competitive, in the marketplace
- ▶ Allows for necessary global compliance and tax law adherence to help mitigate risks
- ▶ Is attractive to the employee and family
- ▶ Permits the organization to conduct business globally without any deterrents
- ▶ Helps to develop and retain global talent

Ernst & Young's global mobility policy advisory professionals are geared to assist you in every aspect of policy advisory services as they relate to the development or implementation of an international assignment or tax policy or modification of an existing one. We will bring our insights regarding recent trends – considering industry, economic environment and best practices. We have helped global companies of all sizes with their policies to bring the most benefit to each individual organization, identifying improvements or changes as they relate to cost minimization, alignment with corporate objectives, risk mitigation and employee buy-in.

Following our proven five-step approach, we will help you design a policy framework that incorporates all of your policy requirements, and help you create an infrastructure that provides the processes you need to keep it running smoothly. Once you have completed development of your policy, we will help you continue to monitor your program for accuracy and effectiveness within your organization and within the marketplace. If new tax laws come into effect or we have discovered new and better ways to implement a specific process, we will work with you to update your program to address them.

Team credentials

The Ernst & Young global mobility policy advisory team has extensive experience in developing and administering global mobility and tax policies, and brings a unique mix of international tax, human resources and advisory knowledge to every project. Our global network of advisors is available to assist with country-specific questions at any time.

The benefits our team brings:

- ▶ Holistic approach covering a full range of global mobility program considerations
- ▶ In-house knowledge spanning international assignee services, including tax, immigration, social security, human resources and cross-border equity
- ▶ Focus beyond policy creation to the critical implementation and follow-up phases
- ▶ Emphasis on the alignment of assignment and tax policies with each other and with your broader corporate goals
- ▶ Priority mitigating your total program risks

Once we determine together if your organization will benefit from a new or modified policy, we will work through the following steps – customized to fit your specific needs:

1. Assessment

In our initial “kickoff” meeting with you, we will help set up the overall project management framework for developing your policy, including a step-by-step workplan and timeline, communication protocols, roles and responsibilities, and document checklist. We will also spend time discussing “what is working” and “what is not working” and complete a needs assessment to help us determine what actions we need to take next. Hot topics such as cost management, localization, benefit delivery and corporate transformation will be included in the discussions as appropriate.

We will meet separately with key stakeholders in your organization to help in the evaluation process. For instance, interviewing the assignee and his/her partner, both of whom are directly affected by the international assignment, may reveal insights into the financial, professional and psychological effects resulting from assignment provisions and processes. Surveying functional heads could identify opportunities for improvement, such as enhancing compliance with both home and host jurisdiction regulations or balancing individual assignee concerns with company objectives.

2. Design

We will develop the best suited policy framework for your organization based on current trends and benchmarking results. We will start with the appropriate policy template and customize it to meet your specific needs. Our customizations will take into account your company’s unique culture, philosophy and strategic objectives, as well as your current issues and challenges, whether you’re focused on cutting cost, building “bench strength,” merging with another organization, or any number of other considerations.

Many of our clients have asked for benchmarking data when drafting their policies. We can leverage from our knowledge base that has been built over time and is based on our experience, or we can conduct client-based benchmarking surveys.

We can also assist in establishing processes for your programs so you can more easily administer them on an ongoing basis and in identifying leading practices, including policy guidelines and step-by-step management guides and letters of understanding for your assignees.

3. Implementation

Our team will provide you with several transition options so you can decide which plan will be most beneficial and provides the least amount of disruption for your assignees. With communication and training being critical to the successful rollout of your policy, we will work with you to define your target groups, shape messages, craft communications, train your policy administrators and implement your new policy and processes.

4. Post-implementation and analysis

To gauge the effectiveness of the transition to your new policy, we will help to implement several metrics to measure your new alignment with your project objectives. We will work with you to determine which stakeholder groups you wish to survey to determine overall satisfaction relative to the project.

5. Ongoing policy update process

In the months following completion of the project, we will check in with you and, if you wish, key stakeholder groups, to gauge ongoing satisfaction, and to determine if updates or additional modifications to policy are warranted. We find this is an important step in the process of keeping your policies up to date and your assignees satisfied.

Our global mobility policy advisory service offerings:

Tax equalization and international assignment/mobility policy advisory

- ▶ Policy guidelines
- ▶ Policy review and recommendations
- ▶ Benchmarking
- ▶ Policy development and drafting of international assignee policies and permanent transfer policies

Implementation

- ▶ Process redesign
- ▶ Policy administration
- ▶ Communication and training
- ▶ Current versus future-state calculations
- ▶ Assignment letters and secondment agreements

How do you know if policy advisory services are right for you?

- ▶ Do you have an international assignment policy? Does it cover all types of assignments offered, such as long-term, short-term and localizations?
- ▶ Do you have a detailed, written global assignee tax policy and process?
- ▶ Have you reviewed your policies within the past year to compensate for the current economic climate?
- ▶ Are your assignment costs excessive?
- ▶ Are you managing multiple policies due to mergers and acquisitions?
- ▶ Do you encounter issues absorbing returnees back into the home entity? How adequately do you retain these employees?

If you have concerns in any of these areas, then our global mobility policy advisory team can help you.

About Ernst & Young LLP

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 135,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

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In today's market, people make the difference between success and failure. As your organization grows, getting the right people in the right place is what gives you the competitive advantage. Our global mobility team advises many of the world's largest global employers – as well as those just venturing into their first foreign country.

Our performance and reward professionals help you design compensation programs and equity incentives that really engage your key people. We help you meet your executive tax compliance obligations, stay on top of regulatory change, manage your global talent effectively and improve function's strategic alignment. Let us help your organization achieve its potential by turning complexity into competitive advantage. It's how Ernst & Young makes a difference.

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