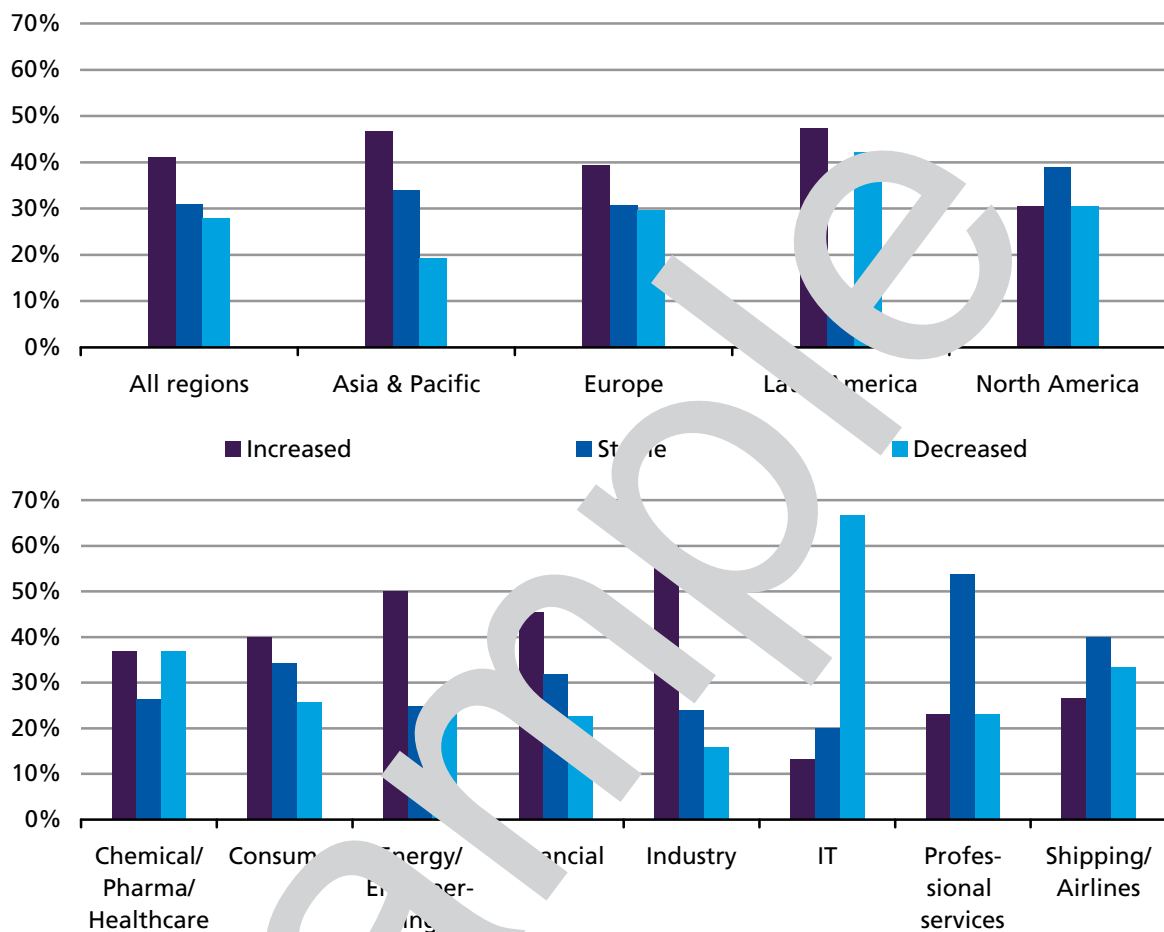


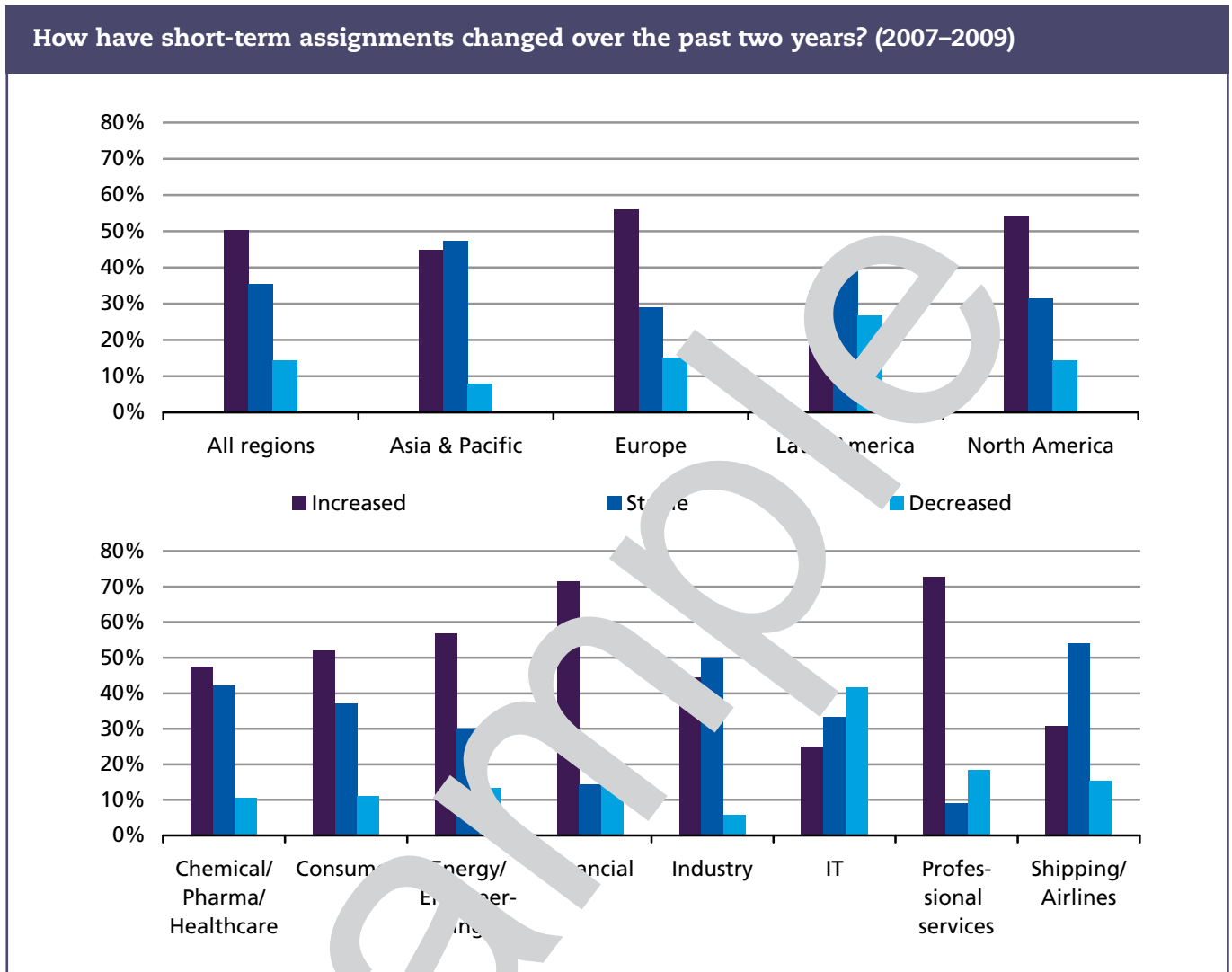
The IT sector seems to be the hardest hit by the economic crisis. Thus, only slightly over one in 10 IT companies (13%) report an increase in the number of traditional long-term expatriates and nearly all report a decrease. Conversely, less than one in five of the industry companies report a decrease in the number of traditional/long-term expatriates and three in five report an increase. Among North American companies the proportion of companies reporting an increase of traditional/long-term expatriates and those reporting a decrease is the same. Nearly half of Asia Pacific and Latin American companies report an increase of traditional/long-term assignments over the last two years.

How have traditional/long-term assignments changed over the past two years? (2009)



Short-term “commuter” assignments – and, more generally, assignments that may avoid the move of a whole family – are increasing at a higher rate than traditional long-term assignments. They are generally more cost-effective and represent one alternative to the career and education disruption that traditional long-term assignments may provoke, thus increasing the assignments’ acceptance by the employees and decreasing the risk of assignments’ failures. Furthermore, the application process for this type of assignment is generally easier than for traditional/long-term assignments.

In terms of international short-term assignments increase, European and North American companies are the trend leaders, with 56% and 54% respectively. In Latin America, traditional long-term assignments remain the typical assignment type, with 47% of companies indicating an increase of long-term assignments against 33% indicating an increase for international short-term assignments. The industry sectors with the highest increase rates of international short-term assignments are Professional Services (73%) and Financial (71%).



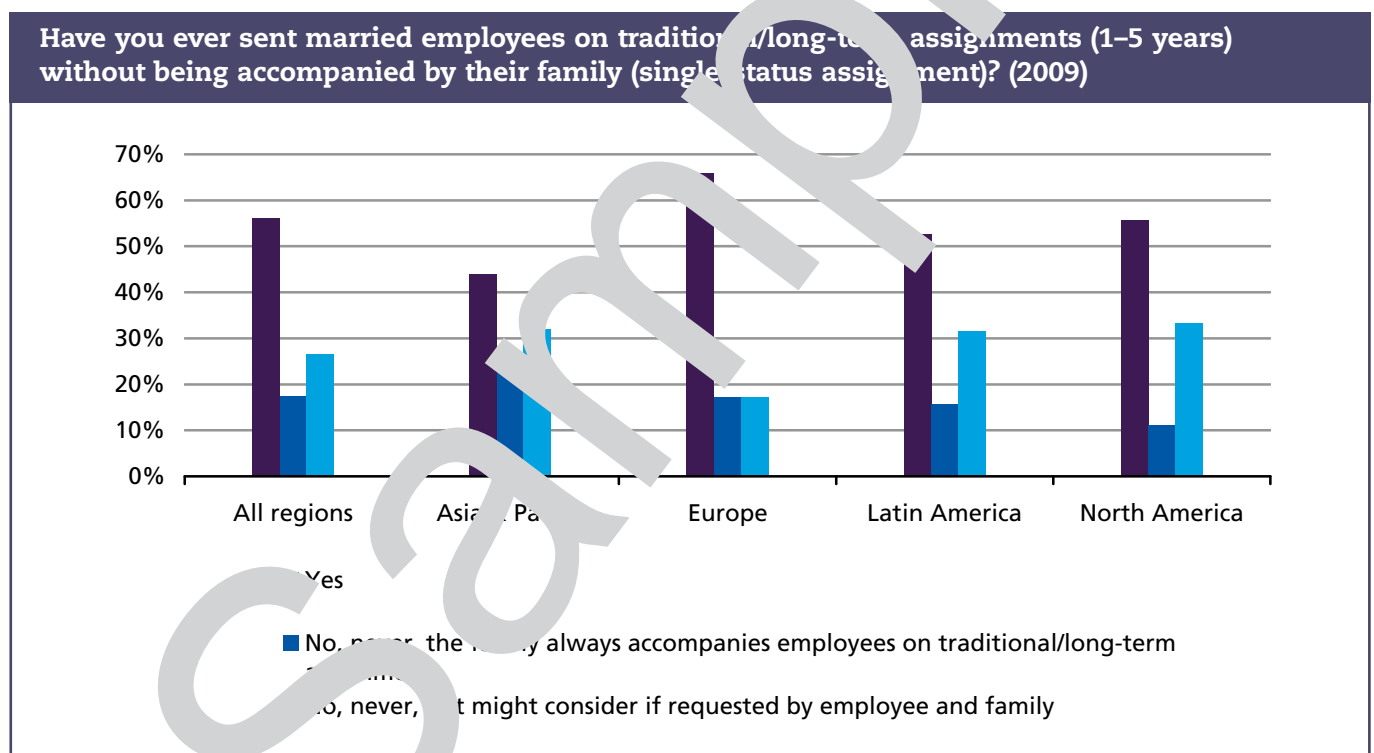
Intra-region assignments are on the rise, confirming the 2007 survey trend. Thirty-eight percent of firms globally report an increase, while only 10% report a decrease. In Latin America, where language barriers are much less of an issue than in Europe and Asia, nearly two-thirds of companies report an increase in such assignments.

In this survey, Asia Pacific companies report the highest increase in the use of commuters – that is, employees who carry out job-related tasks by commuting every week or every two weeks from the home location to a place of work in a host location while maintaining a principal residence in the home location. Fifty-seven percent of Asia Pacific and 42% of European and North American firms report an increase of this type of assignment. No Latin American firms report an increase of this type of assignment, as travel distances between countries are typically not short enough to justify a commuter arrangement.

Commuter assignments are often based on personal considerations (spouse career continuity, children’s schooling). But the more such assignments are the result of personal choice, the less they tend to receive company financial assistance.

## Is the number of single-status assignments (non-accompanied assignments) increasing?

With more and more dual career situations or postings in extreme locations, single assignments sometimes represent the only feasible way of promoting assignment acceptance. When asked whether they ever sent married employees on traditional/long-term assignments without their family, over half (56%), or about the same proportion of companies as in 2007, responded affirmatively. European companies lead the trend in this type of single-status assignment, with two-thirds (66%) responding that they send married employees on assignment alone. Although traditionally companies do encourage family growing, gender and cultural diversity of expatriates as well as dual career situations are likely to lead to an increase in single-status assignments. Companies also see single-status assignments as a possible cost-cutting measure. Indeed, a shift has taken place in North America: While in 2007, four in 10 North American companies indicated that they had never sent married employees on single-status assignments, only one in 10 companies gave this answer in the 2009 survey.



One-quarter of respondents' companies do not adapt the package of married expatriates on single-status assignments, and nearly one-quarter (23%) adapt the package case by case. Other companies provide additional home trips or a higher flight budget (22%) or an adjusted cost-of-living allowance (18%).

In terms of assignment purpose, the biggest increase in the number of assignees is reported for business expansion, with almost seven in 10 participants (69%) indicating an increase. There are many new destinations for expatriation, with companies starting to send expatriates to destinations such as North Korea, Mongolia and Mozambique and to other remote locations, particularly in the Energy/Engineering sector. The second-highest increase of expatriates is to fulfil a specific project need, with 59% reporting an increase, followed by career/management/leadership development assignments and know-how transfer, with over half (53%) reporting an increase for the former and slightly less than one half (49%) for the latter.