



Global Assignment Policies and Practices survey

2019 results

Global Mobility Services

KPMG International

home.kpmg/gappsurvey



Contents

Introduction	4
Key findings	5
Organization profile	6
Program overview	12
Policy overview	20
Pre-assignment and relocation	26
During assignment	50
End of assignment	72

Tax policy	80
Immigration	90
Assignment management technology	96
Data and analytics	100
Automation and robotics	108
How to access KPMG International's GAPP survey	114
KPMG's Global Mobility Services practice	115
Glossary	117

Introduction

I am pleased to present the 2019 report of our Global Assignment Policies and Practices survey (GAPP survey). This web-based survey continues to provide valuable trends and insight on how global organizations administer their global mobility programs. To date over 250 global, cross-industry organizations have participated in the GAPP Survey.

The detailed data in this report allows you to compare and contrast your organization's current practices with those of peers and other organizations. The data also promotes new ways of thinking on global mobility policies and practices, whether you are designing a new program or refreshing your current one.

Benefits of the survey

Participation in the GAPP survey is free and will allow you to benchmark your organization in relation to other survey participants on numerous aspects of an international assignment program, including: assignee selection and assessment, assignment preparation and planning, talent and performance management, assignment compensation and allowances, administration and outsourcing, use of data analytics and robotics, as well as tax reimbursement approaches.

About this report

This report is a snapshot of the GAPP survey, which is the main survey housed on **home.kpmg/gappsurvey**. The GAPP survey is dynamic — changing every time a new participant logs in and answers the questions.

Results are published as of August 2019 for purposes of comparison. Real-time information is available on our website at **home.kpmg/gappsurvey**. Thus, there may be statistical variances between today's results and the August 2019 report. Even with additional organizations' results added, however, the trends are not likely to deviate from those highlighted in this report and the key findings.

Each year, KPMG reviews the survey questions and, with additional input or requests from clients, determines any new questions or trends that should be addressed.

The survey's comprehensive framework for 2019 is as follows:

- organization profile
- program overview
- policy overview
- pre-assignment and relocation
- during assignment
- end of assignment
- tax policy
- immigration
- assignment management technology
- data and analytics
- automation and robotics.

A written analysis that reveals noticeable differences in policy provisions or leading program trends is included in the beginning of each section of the report.

In summary

This report represents a broad overview of global mobility policies and practices used in the marketplace today.

If you have any questions regarding this report or need additional information about KPMG's Global Mobility Services, please feel free to contact us at: **us-taxgmssurvey@kpmg.com**.

Sincerely,



Achim Mossmann
Principal, Global Mobility Services

KPMG in the US
T: +1 212 954 6812
E: amossmann@kpmg.com

Key findings



Automation and robotics

As a result of digitization and an increase in the use of automation, robotics and artificial intelligence, companies are searching for enhanced program solutions with: assignment planning and initiations, cost projections for prospective packages, and automating payroll and compensation collection as being top priorities.



Data and analytics

There is increased focus on predictive workforce analytics to support program success and measure assignee experience, employee experience and satisfaction. This includes assignment costs and volume (67 percent), employee satisfaction (39 percent) and vendor performance (24 percent).



Talent management

Companies are taking a more purposeful approach to mobilizing talent globally with developing stronger integration between talent management and global mobility throughout the employment lifecycle. For those that have aligned their global mobility program to their organization's talent management framework, nearly 47 percent note that global assignments are a formal part of their organization's talent development, succession and retention initiatives.



Policy

Sixty percent of 2019 GAPP survey participants cite the use of international assignments as being a top program goal for supporting overall global business and talent development objectives. Improving alignment between business objectives, mobility policy types and assignee assessment and selection continues to be vital in supporting the talent agenda.



Flexibility in approach

Many organizations are offering greater flexibility in their assignment policy approaches — setting policy frameworks with core and optional provisions and expanding the range of choices for either the business or the assignee. For example, through menu-driven or points systems or through lump-sum payments to allow choice for assignees in developing packages best suited to their personal needs with a key focus on enhancing the employee experience.



Future mobility

Over the next 5 years, survey participants expect to rely on shorter duration assignments such as extended business trips (56 percent), short-term assignments (75 percent) and developmental/training assignments (46 percent). These increasing trends are opposed to an expected reduction (51 percent) in the use of traditional, full balance sheet, tax equalized long-term assignments.

Organization profile

Organizations headquartered in the US represent the largest share of participants in the survey (46 percent).

Organizations with fewer than 10,000 employees make up 29 percent of the survey population. There is a broad spectrum of industries in the survey, with the largest representation from manufacturing (12 percent), technology (10 percent), financial services (7 percent), and consumer and retail products and energy (6 percent each).

Over 75 percent of those who participated in the survey were in mobility management positions within their organization.

The information on companies' organizational profiles will allow you to review the survey data tailored to your company's profile and industry requirements.

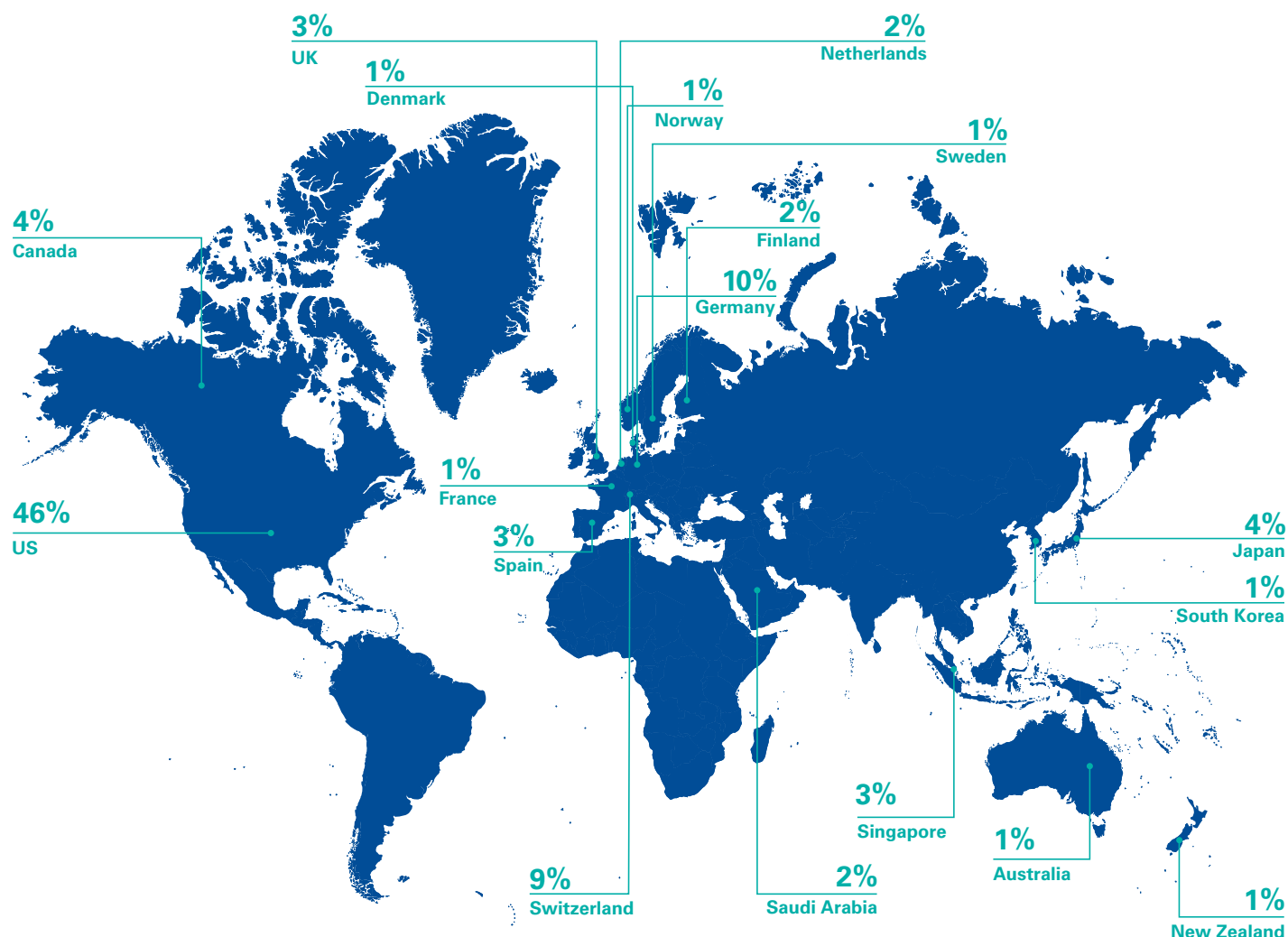
Whether to mitigate risk or gain a competitive advantage, companies on the offense continually evolve their business models to

meet global business needs. As business models evolve, organizations themselves evolve, now being driven and enabled by digitization and automation, and fundamental shifts in workforces. Five generations in the workforce, the 100 year life, and the genuine commitment to embracing inclusion and diversity as part of organizational culture are not just changing the way that organizations behave or operate, they are changing the way organizations are fundamentally structured. Further, the attitude of companies to risk — what risks they should carry and how risk should be managed — is also changing organizational structures.

Global mobility functions need to carefully consider what their departmental priorities should be, how risks are mitigated and how best to structure their teams and deliver their services. Many organizations are transforming to become leaner, more focused and strategic, more inclusive, and more predictive in their approach which are also highlighted throughout this report.



Where is your headquarters located?



0%

Austria, Belgium, China (People's Republic of, excluding Hong Kong (SAR), China and Taiwan), Hong Kong (SAR), China, Hungary, India, Indonesia, Ireland (Republic of), Luxembourg, Other: Americas, South Africa, Algeria, Angola, Argentina, Bahrain, Bolivia, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cameroon, Chile, Colombia, Congo, Cote d'Ivoire, Cyprus, Czech Republic, Democratic Republic of Congo, Ecuador, Egypt, Gabon, Gambia, Ghana, Iran, Iraq, Israel, Italy, Jordan, Kenya, Kuwait, Lebanon, Libya, Malawi, Malaysia, Mali, Mauritius, Mexico, Morocco, Mozambique, Namibia, Nigeria, Oman, Other: Africa, Other: Asia-Pacific, Other: Europe, Other: Middle East, Palestine, Panama, Paraguay, Peru, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Senegal, Sierra Leone, Slovakia, Slovenia, Swaziland, Syria, Taiwan, Tanzania, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, United Arab Emirates (UAE), Uruguay, Venezuela, Vietnam, Yemen, Zambia.

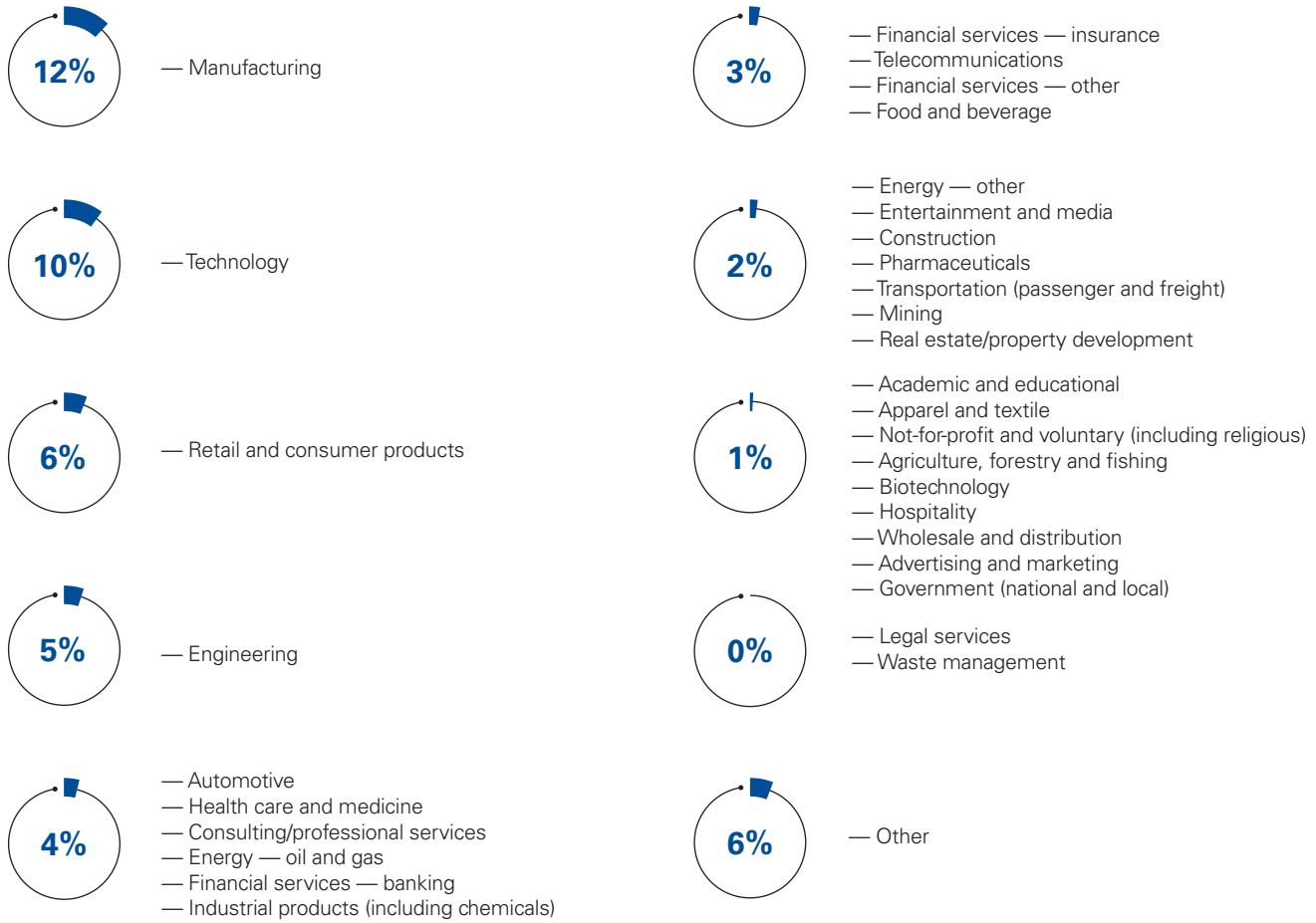
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

According to your best estimate, how many employees do you have worldwide?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

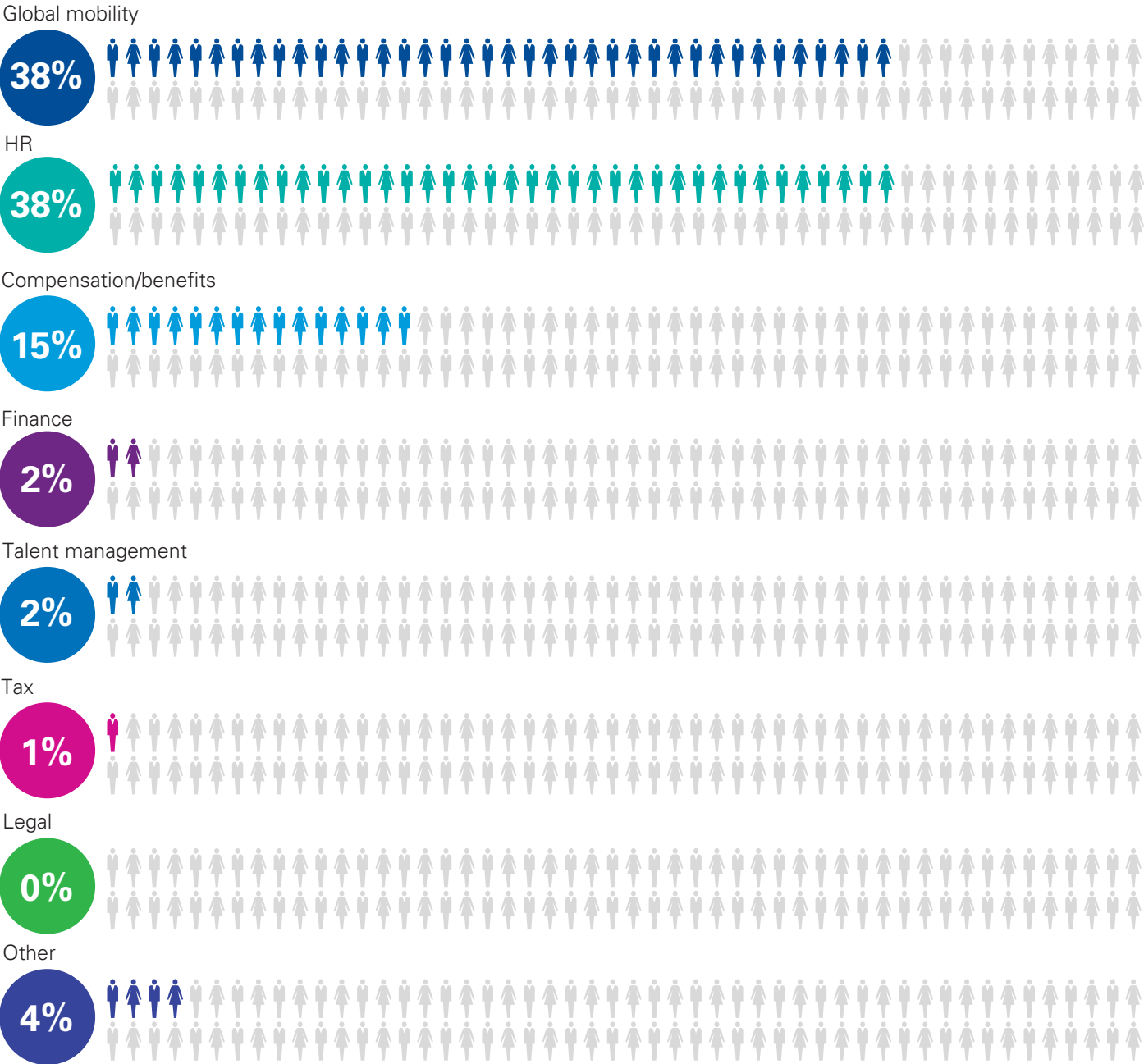
How would you classify the industries in which you operate?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

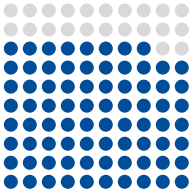
What department in your organization are you a part of?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

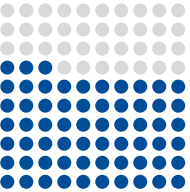
Indicate if your department is also responsible for the following activities, as they pertain to international assignments.

78%



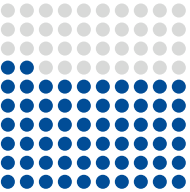
Immigration

63%



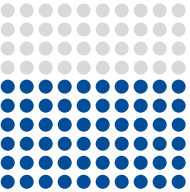
Compensation

62%



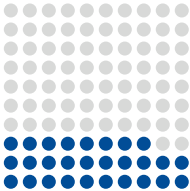
Benefits

60%



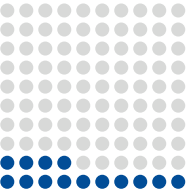
Domestic relocation

28%



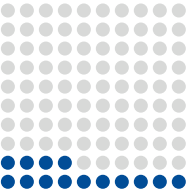
Employee relations

14%



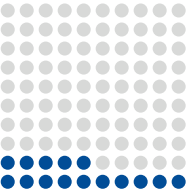
Staffing/recruiting

14%



Training/
development

15%



Other

Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Program overview

Similar to last year, 46 percent of survey participants have 50 assignees or less, while 44 percent have anywhere from 51 to 500 assignees, and only 10 percent have programs with over 500 assignees. The top originating (home country) and receiving (host country) locations for survey participants are primarily concentrated in North America and Europe, while several in the Asia Pacific and Central/South American regions are considered prospective receiving locations for future assignments over the next 5 years.

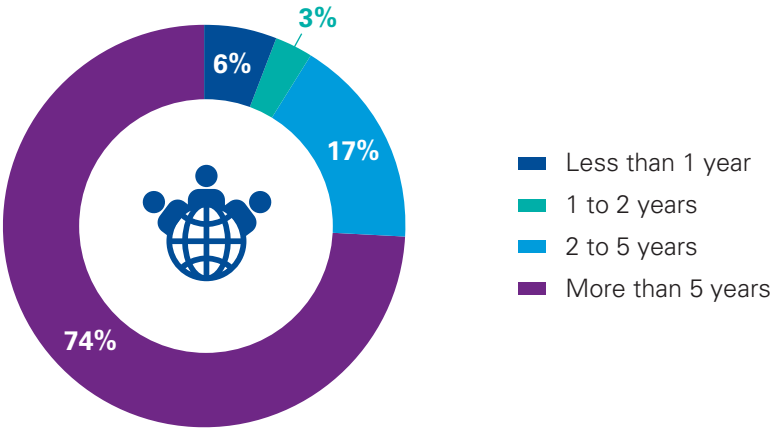
In assessing their international assignment programs, participants say the primary goal is to support their organization's business objectives while adapting to the shifting demands of

the global business environment; however, controlling program costs continues to be a key program driver for most participants.

Income tax and immigration compliance present the most challenges for participants and are two of the top functions that organizations look to outsource to service providers (91 percent of participants outsource tax preparation services and 83 percent outsource immigration services) in supporting global compliance. The major reasons cited in the survey for outsourcing support are to reduce administration and improve internal service quality and efficiency, along with gaining access to a third-party service provider's global resources and knowledge.



How many years have you had a formal international assignment program?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

In addition to compliance, what are the top three goals for your international assignment program?

Top choice: Supporting the organization’s business objectives



Second choice: Controlling program costs



Third choice: Being adaptable to changing business requirements



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Please identify the top three compliance topics in terms of those that represent the most challenges when relocating personnel.

Top choice: Income tax



Second choice: Immigration

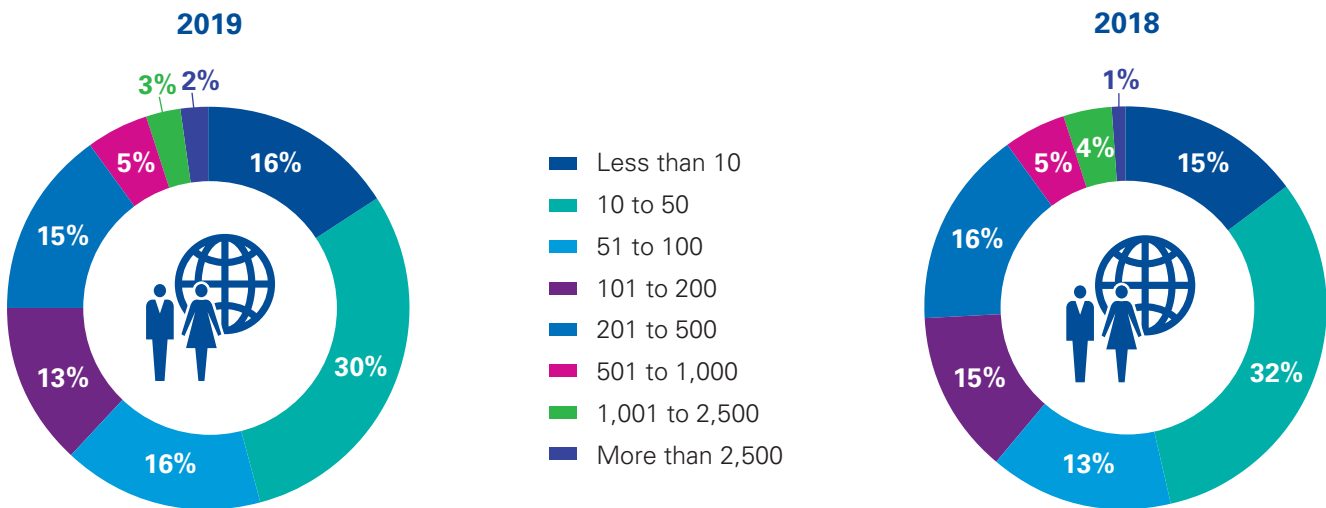


Third choice: Permanent establishment



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

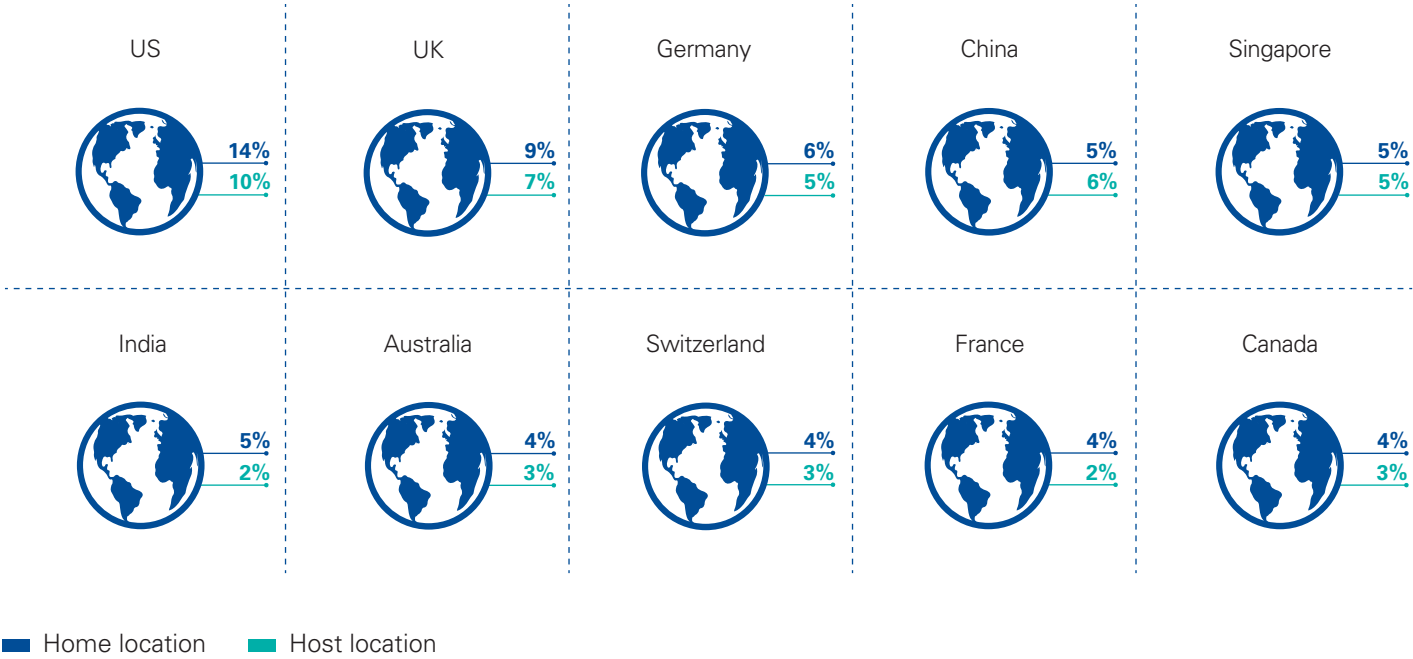
How many international assignees do you have?



Note: May not total 100% due to rounding.

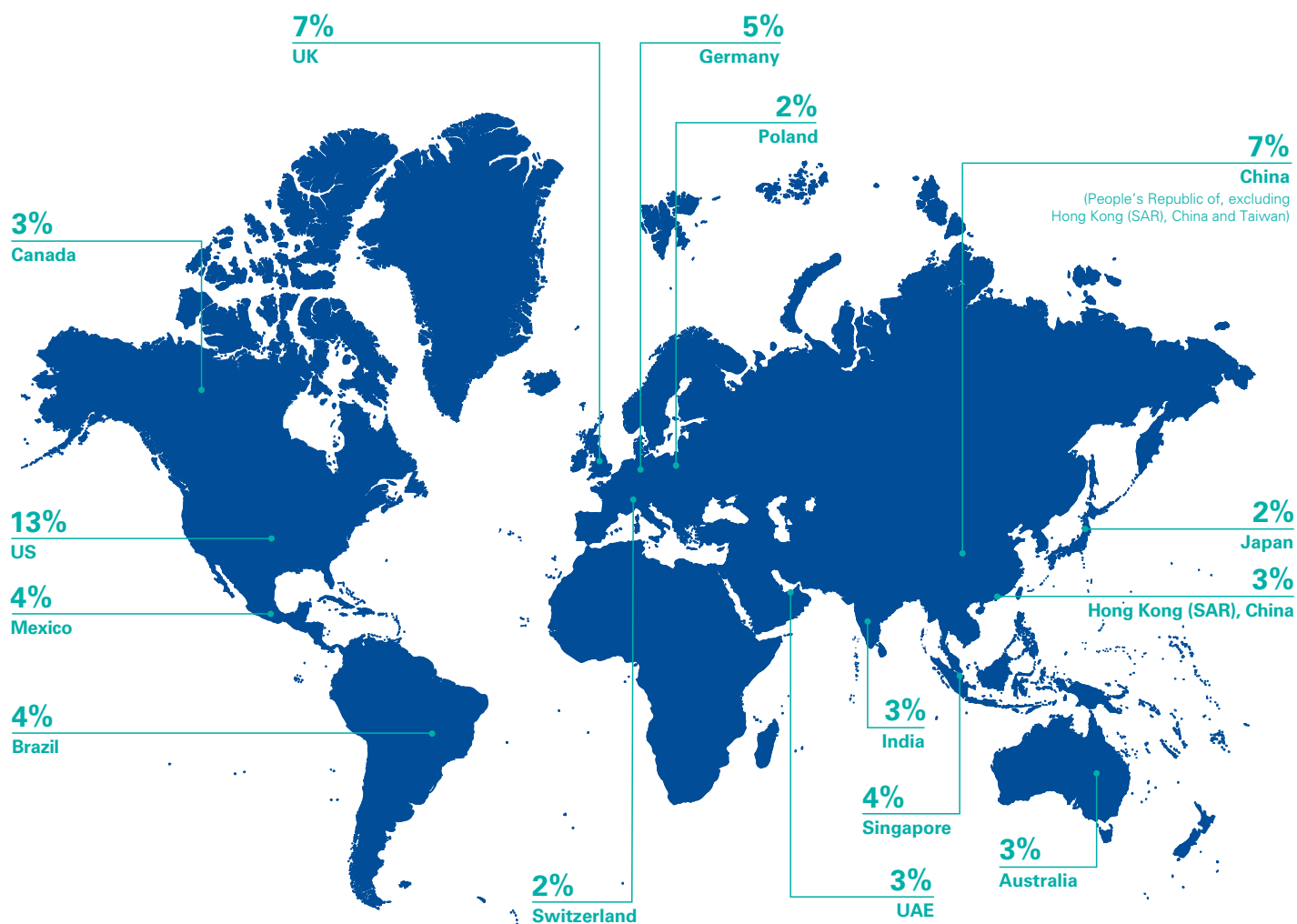
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Please identify your top 10 sending and receiving locations.



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

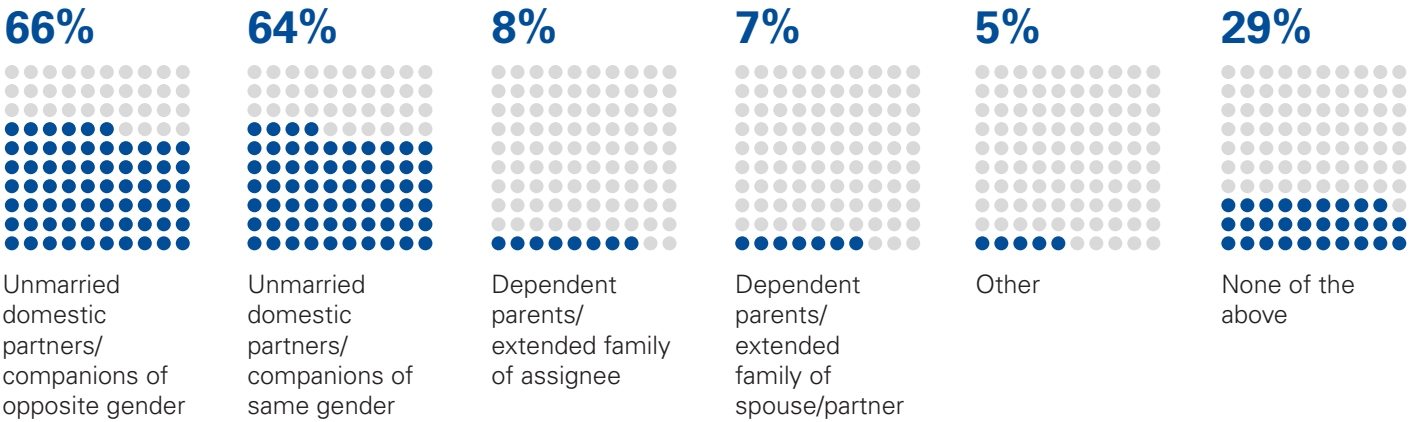
In which locations do you anticipate an increase in assignment volume over the next 5 years?



Notes: Chart includes top 15 responses. Respondents chose all answers that applied for their organization.

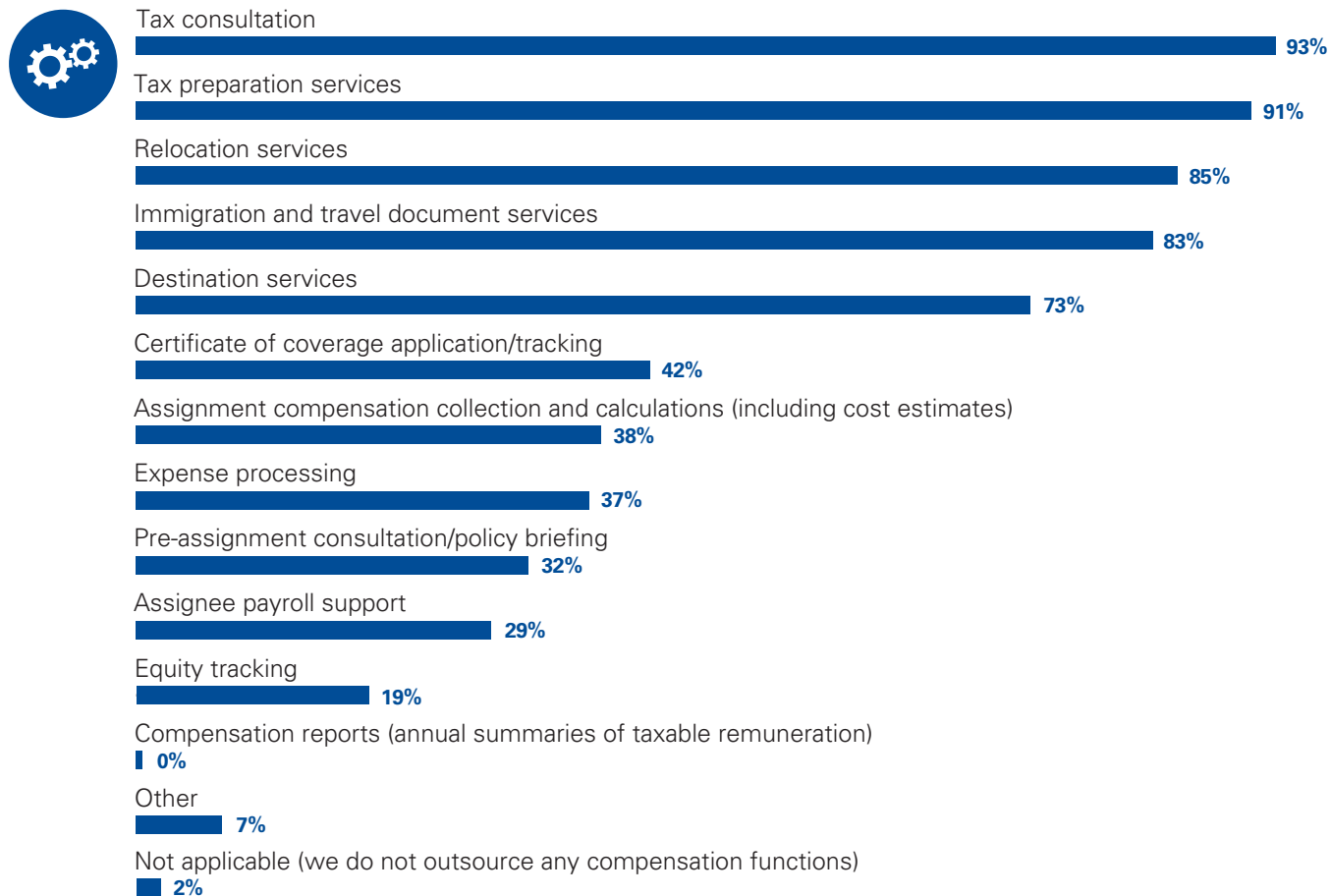
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

In addition to legally married spouses (opposite and same gender) and dependent children, do you include any of the following in your definition of family for purposes of international assignment benefits?



Note: Respondents chose all answers that applied for their organization.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

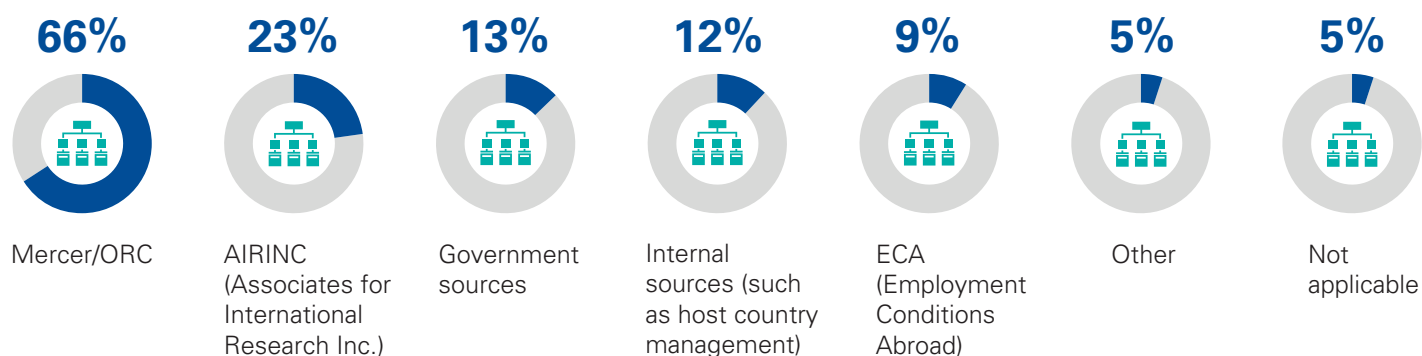
Which of the following functions do you outsource?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

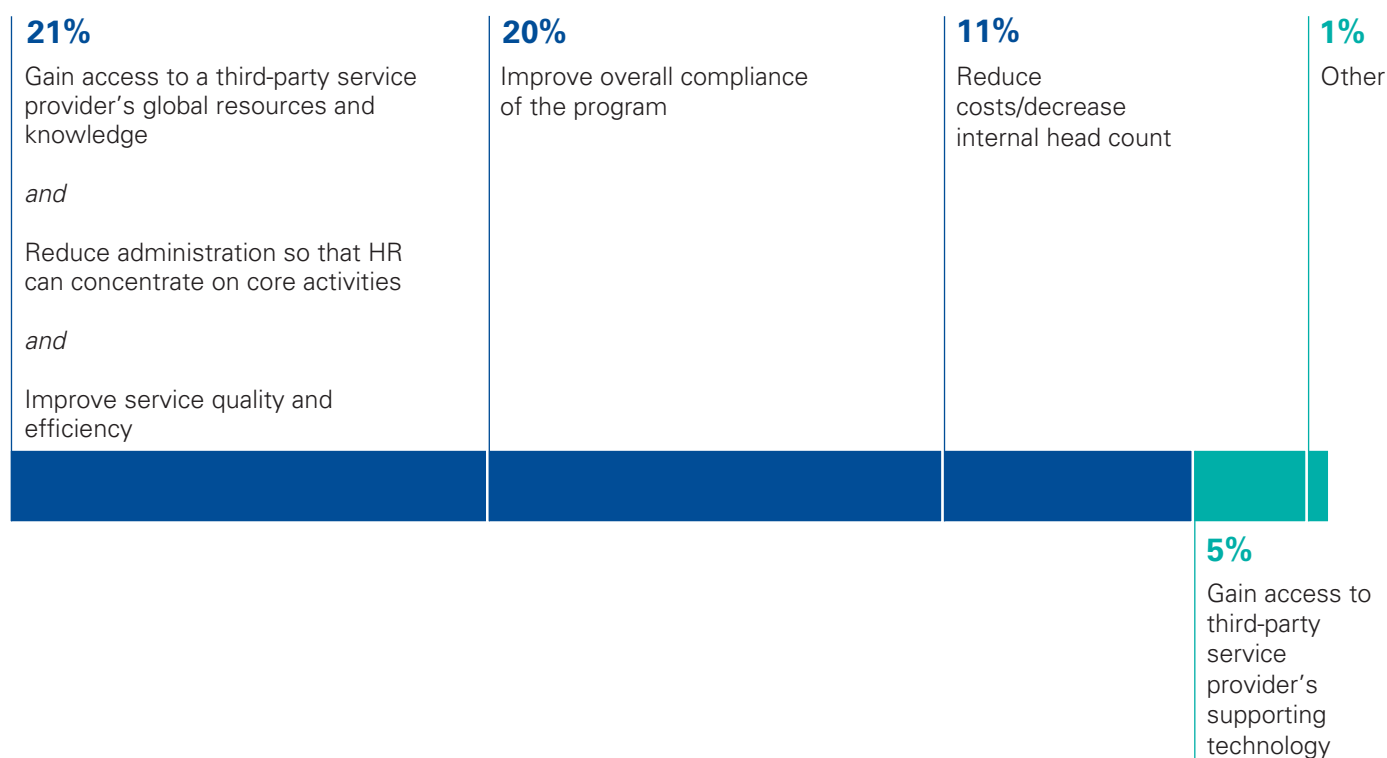
From which of the following external sources do you receive your international assignment data (e.g. COLA, housing, hardship, etc.)?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What are your top three reasons for outsourcing?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Policy overview

Organizations continue to use a variety of different mobility types to support program goals — long-term and short-term assignments are the most common (86 percent and 75 percent, respectively). Permanent transfer/indefinite length assignments are also a common practice for 64 percent of survey participants (up 1 percent from 2018). KPMG professionals have witnessed these permanent transfer/indefinite length assignments as being a growing policy trend throughout the last few years as a method for reducing program costs and assisting with global talent acquisition and retention needs.

Over the next 5 years, participants expect to rely more on shorter duration assignments (i.e. extended business trips [56 percent], short-term assignments [75 percent] and

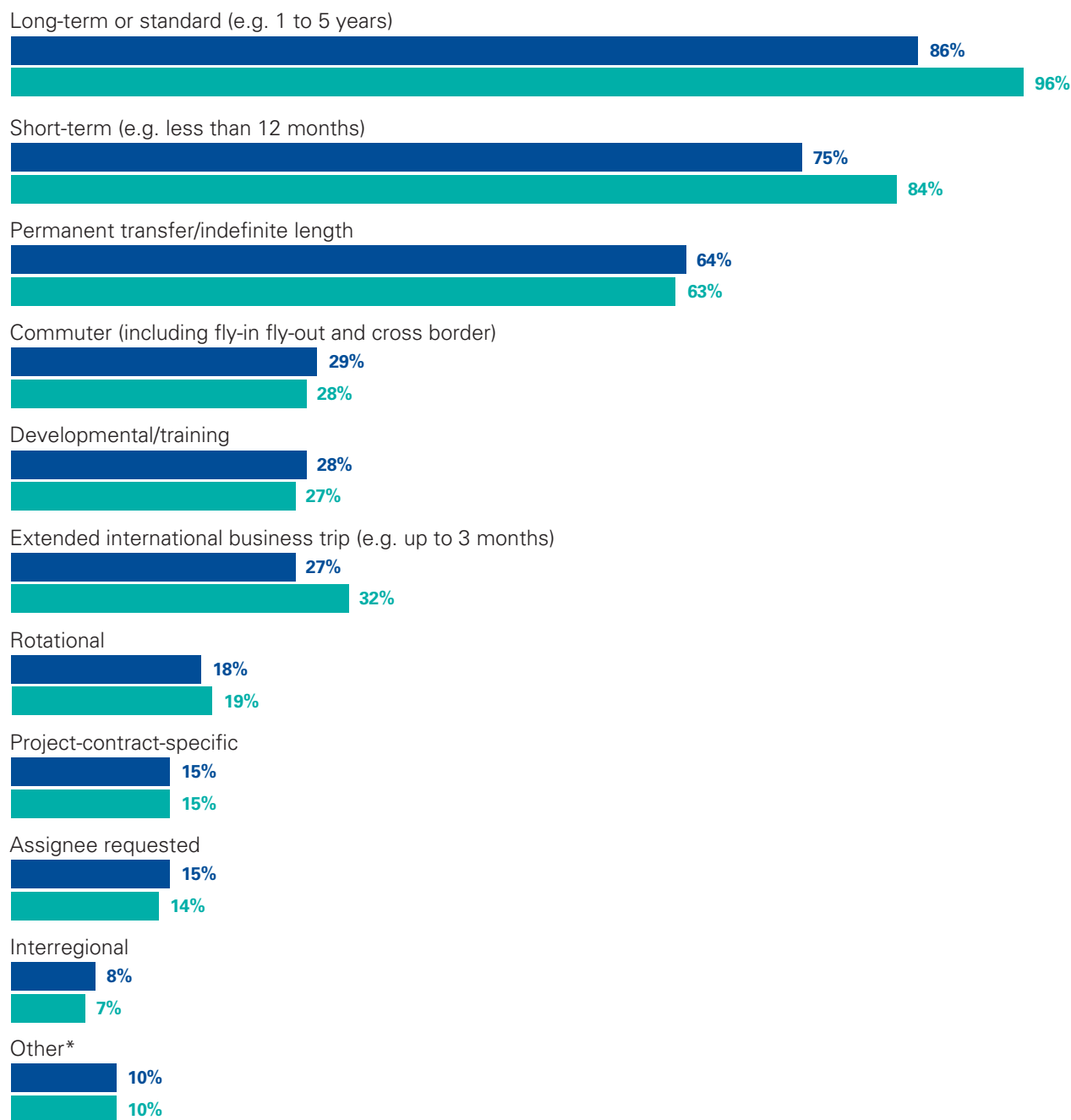
developmental/training assignments [46 percent]). In contrast, participants expect the use of long-term assignments to decrease (51 percent) over the next 5 years.

A home country system approach continues to be the prevailing basis for the majority of survey participants as it pertains to base compensation (80 percent), variable compensation (63 percent, same as 2018) and equity payments (56 percent, down 1 percent from 2018).

Home country retirement/pension plans are also preferred for 90 percent of participants, while international plans are primarily applied for medical insurance/health care coverage (60 percent).



What types of formal assignment policies do you currently use?



■ 2019

■ 2018

*Local plus, higher education, global nomads, global employment company, temporary location, business traveler, global employment company, global nomads, higher education, local plus, localization, mobility lite, third country nationals.

Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Policy overview

Over the next 5 years, do you anticipate the policy types to increase, decrease or remain the same?

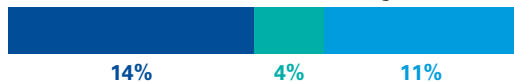
Short-term (e.g. less than 12 months)



Extended international business trip (e.g. up to 3 months)



Permanent transfer/indefinite length



Developmental/training



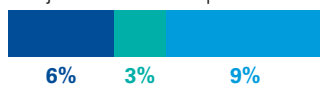
Commuter (including fly-in fly-out and cross border)



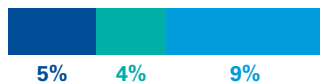
Long-term or standard (e.g. 1 to 5 years)



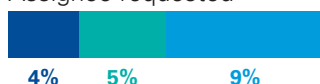
Project-contract-specific



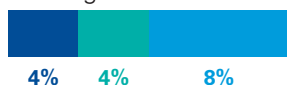
Rotational



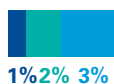
Assignee requested



Interregional



Other

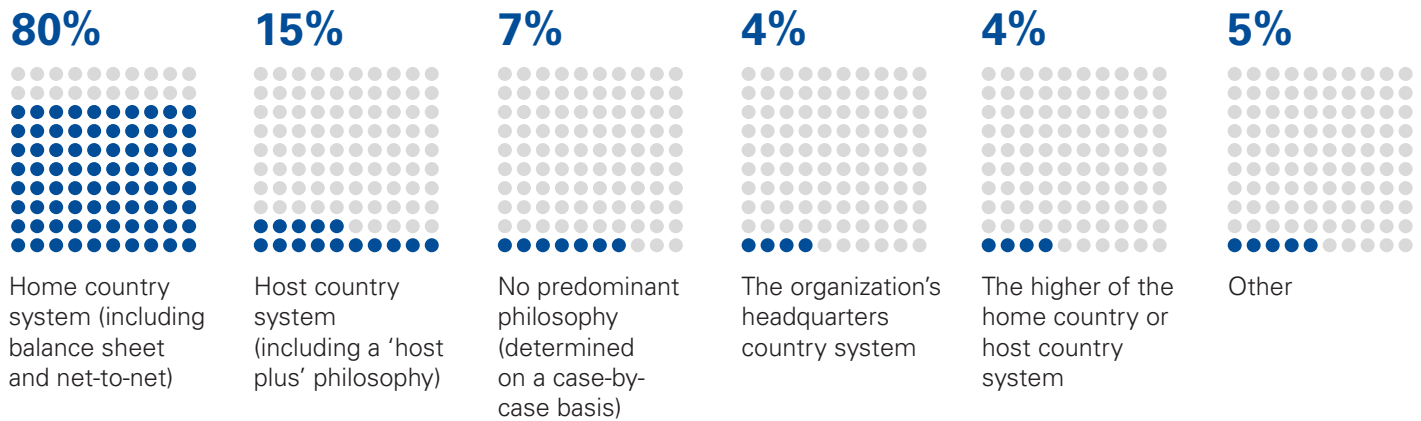


■ Increase ■ Decrease ■ Remain the same

Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

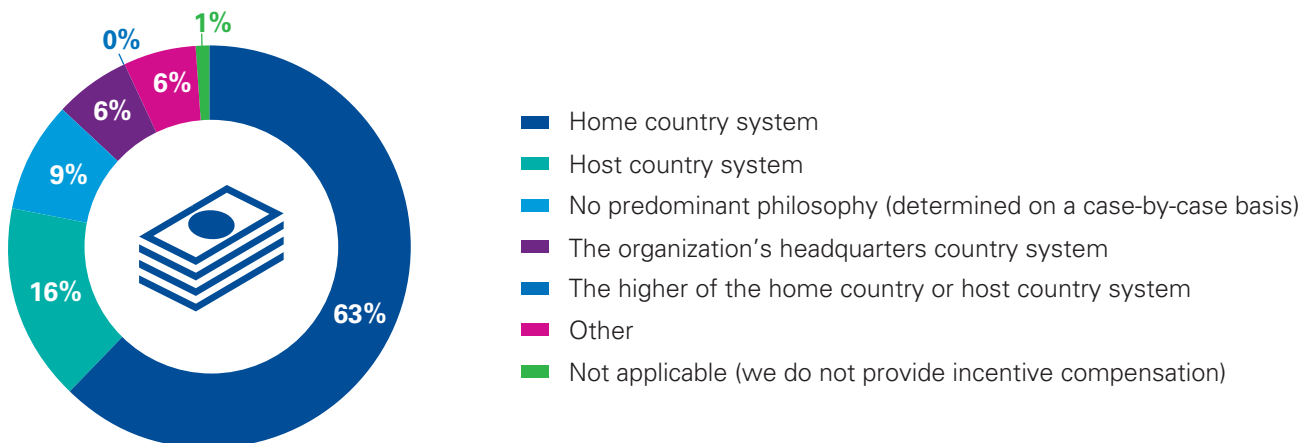
What is the basis of your core long-term assignment (or equivalent) policy's base compensation approach?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is the basis of your long-term assignment (or equivalent) policy's approach to the payment of variable compensation?

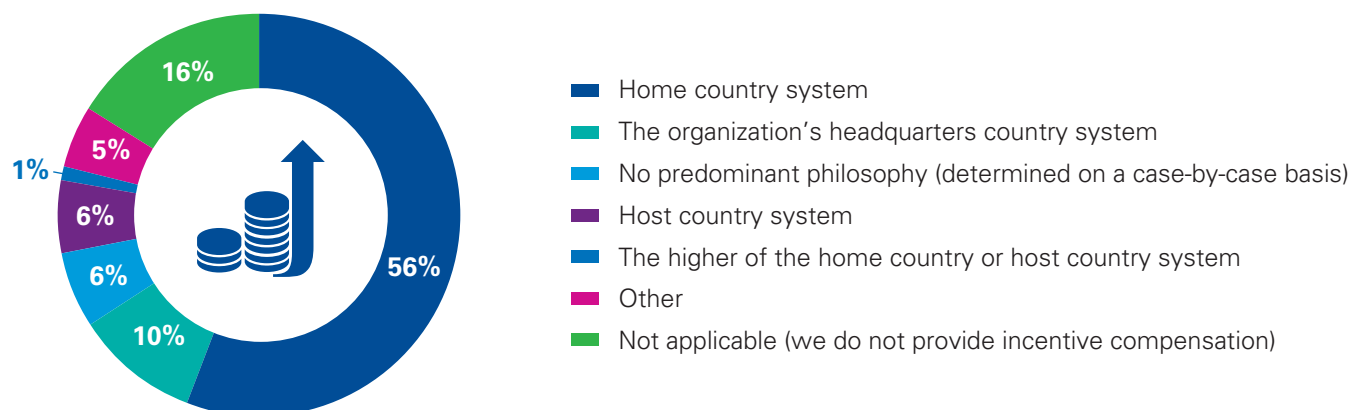


Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Policy overview

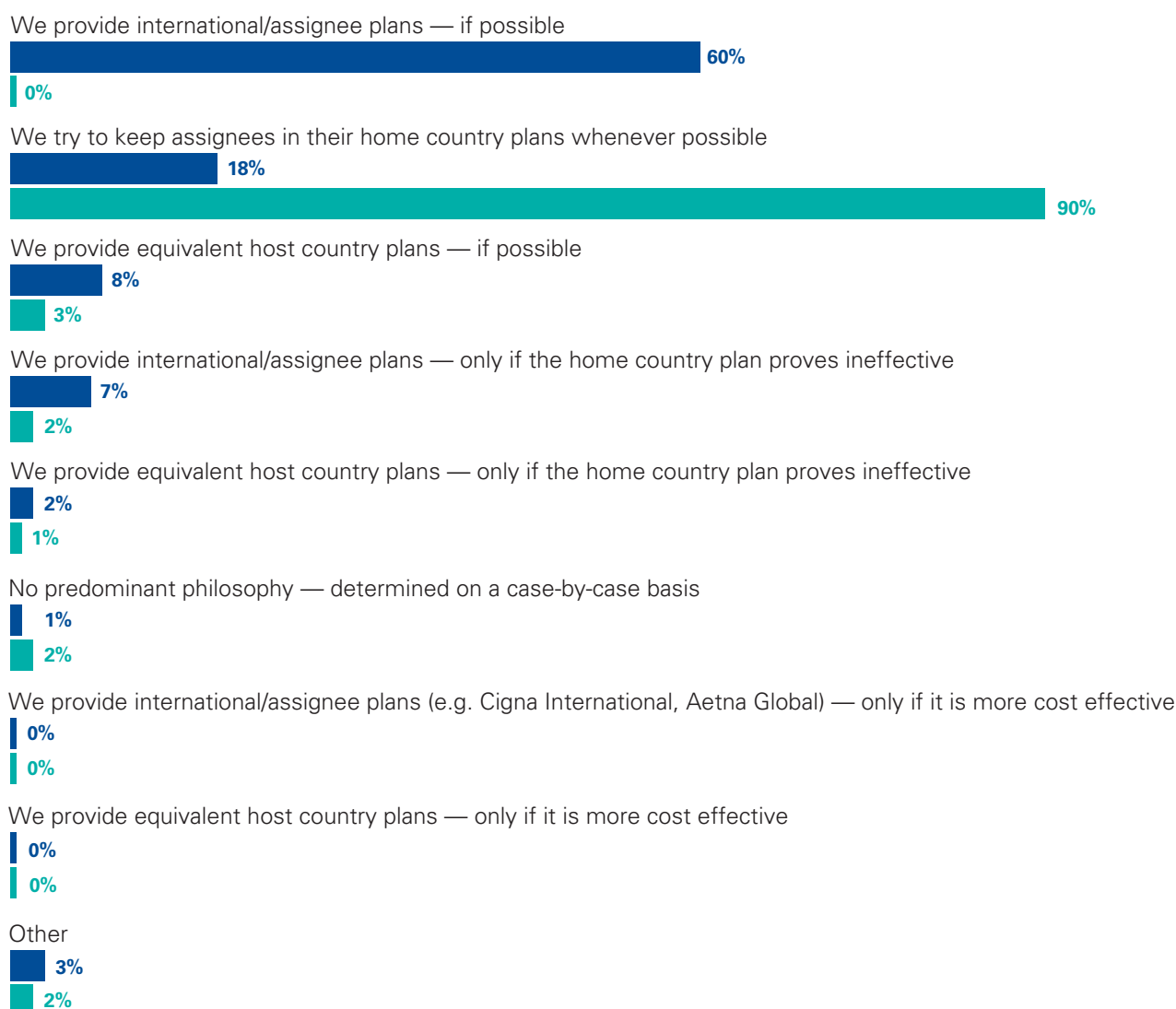
What is the basis of your long-term assignment (or equivalent) policy's approach to the payment of equity?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is the basis of your long-term assignment (or equivalent) policy's approach to the provision of employee benefit plans?



■ Medical/Health care

■ Retirement/Pension

Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Pre-assignment and relocation

In sourcing prospective mobility assignments and transfers, the applicable business unit drives the selection process for 88 percent of organizations surveyed. While several participants assess an employee's suitability for an international assignment through an informal review by line management/human resources or via self-assessments, participants also identified that they do not have a provision in place to make an informed and objective assessment of an assignee's global skills suitability (44 percent).

Overall, management of the assignment planning process is lacking, with 35 percent saying it is not well managed and 26 percent having a neutral point of view.

Cost estimates continue to serve as a valuable tool for program managers, with 78 percent requiring an estimate for some or all assignment approvals. Estimates are primarily used for budgeting purposes (90 percent), and they often account for assignee-specific data (89 percent), relocation costs (92 percent), and tax and social security costs (94 percent).

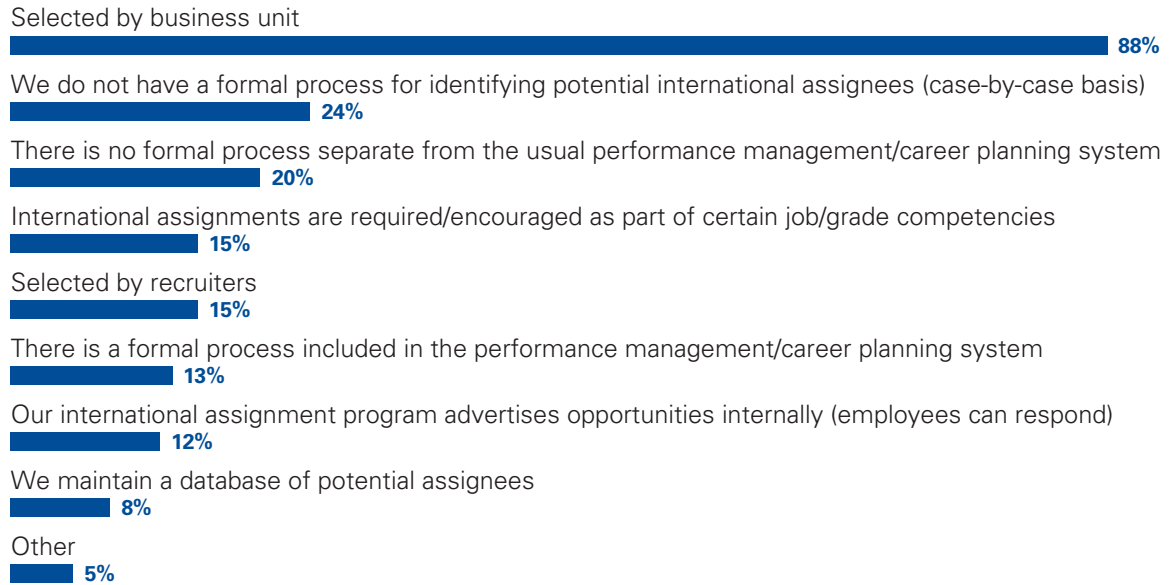
Pre-assignment consultations and tax briefings are widely provided as core policy benefits (79 percent and 85 percent, respectively) to thoroughly review the prospective assignment terms and conditions prior to relocation.

In proactively preparing an assignee and accompanying dependents for a potential assignment, 87 percent of organizations provide a formal pre-assignment visit to the host location, with the majority (57 percent) authorizing both the assignee and the spouse/partner for the trip. Language and cross-cultural training remain included under the majority of organizations' standard policies with an observable trend of these trainings beginning pre-arrival in the host country to support transition and quicker integration. The assignee's spouse/partner and children are also more likely to be included in training, rather than limiting the lessons to the assignee only.

Household and personal goods shipments, temporary living, miscellaneous relocation allowances and destination services are provided as core relocation-related policy benefits by the majority of organizations, while home country storage of household and personal goods, home country housing assistance, and home country vehicle sale/lease breakage assistance are not provided as often to assignees or are provided as a flexible/optional benefit at the discretion of the organization.



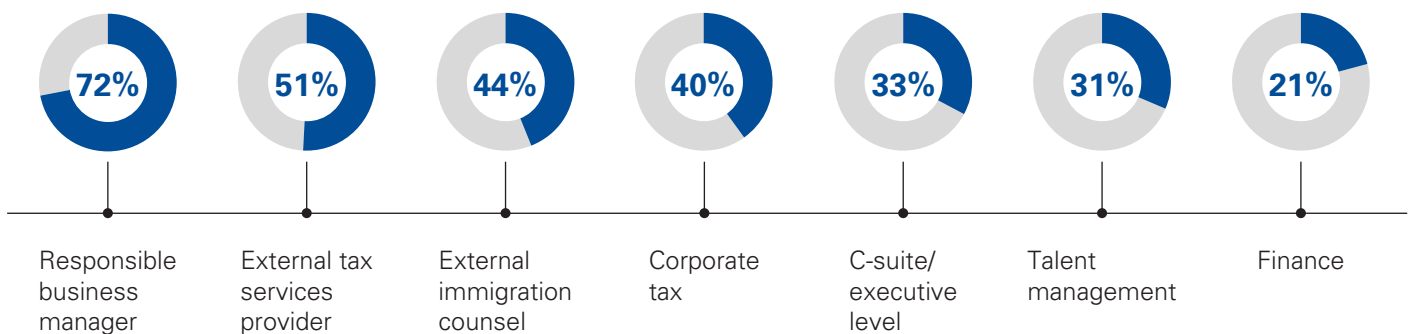
How are prospective international assignees sourced within your organization?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

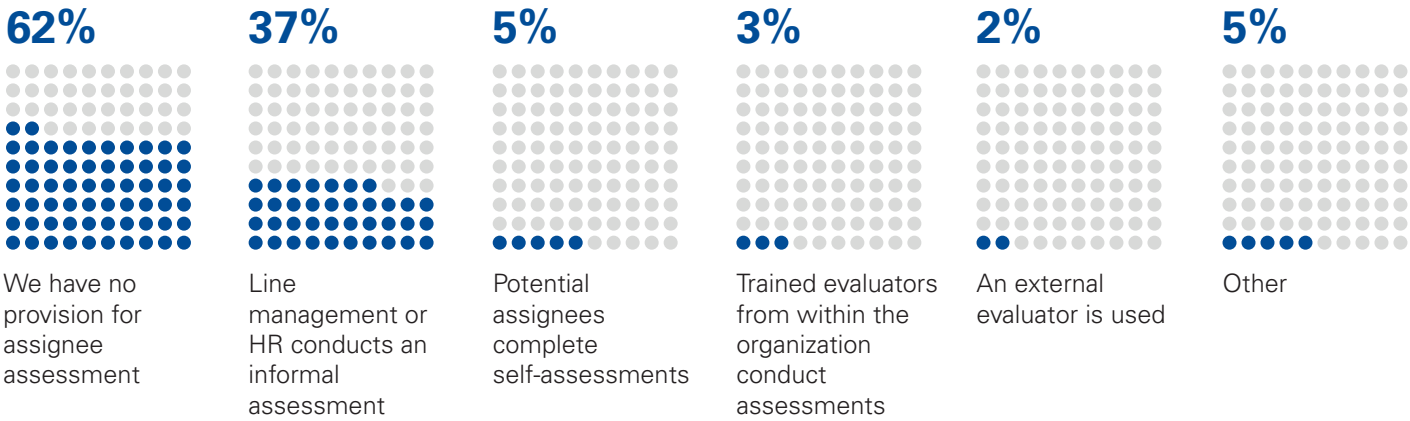
In addition to global mobility, what other stakeholder groups are involved in the pre-assignment cross-border risk review and selection process?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

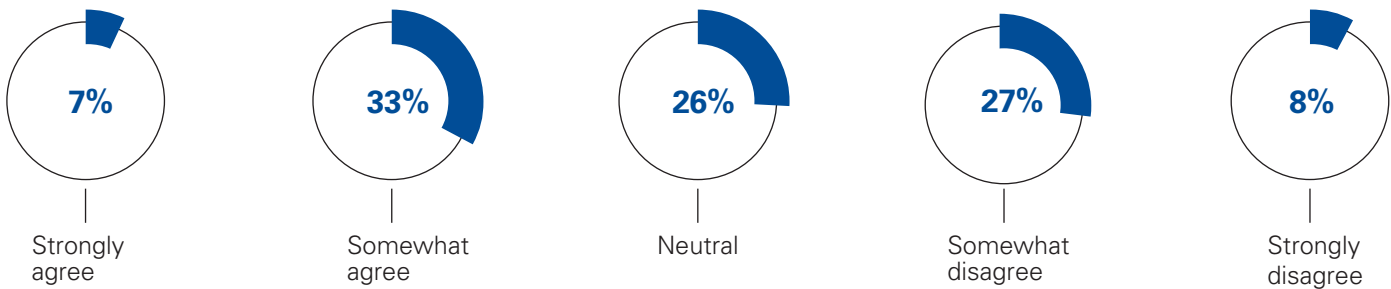
What is your approach to assessing a potential assignee’s suitability for international assignment?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you agree that your organization manages the assignment planning process well?



Note: May not total 100% due to rounding.

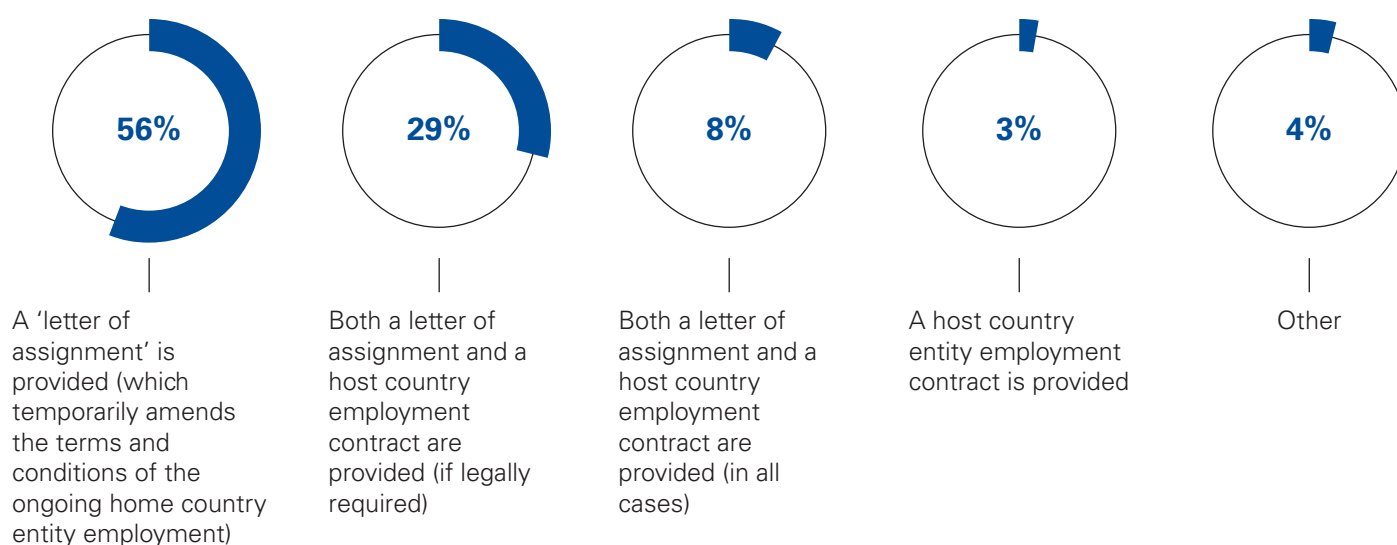
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which statement best describes the employment relationships that apply to assignees?



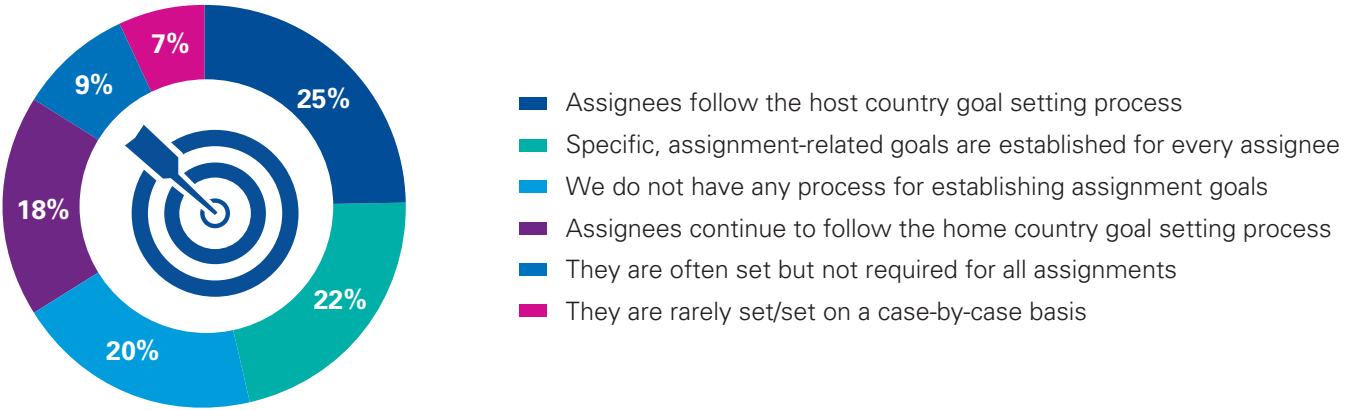
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which statement best describes how your organization documents the employment relationship and the assignment terms and conditions?



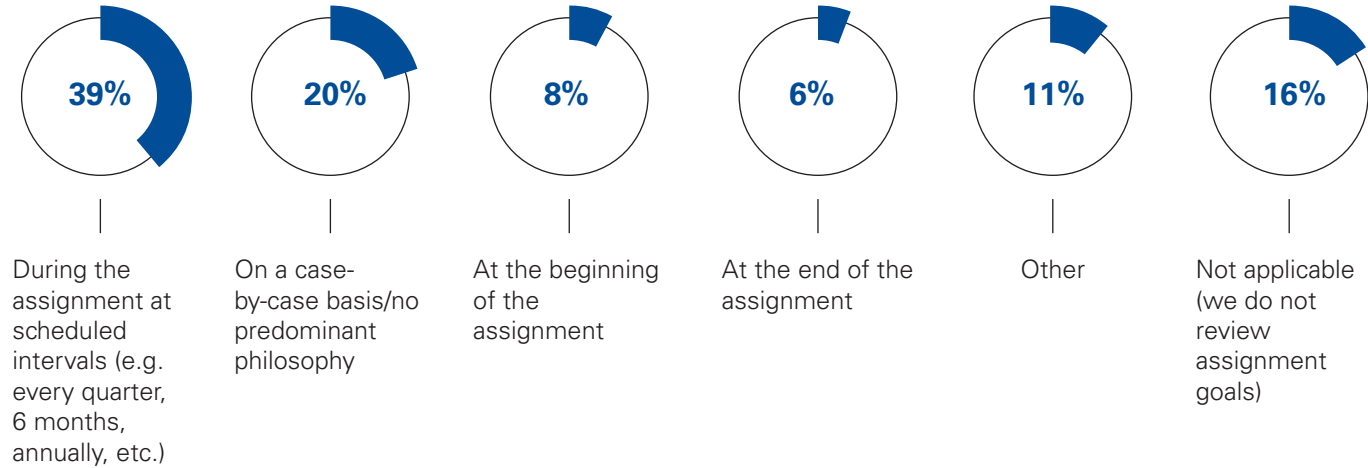
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which of the following best describes your approach to assignment goals?



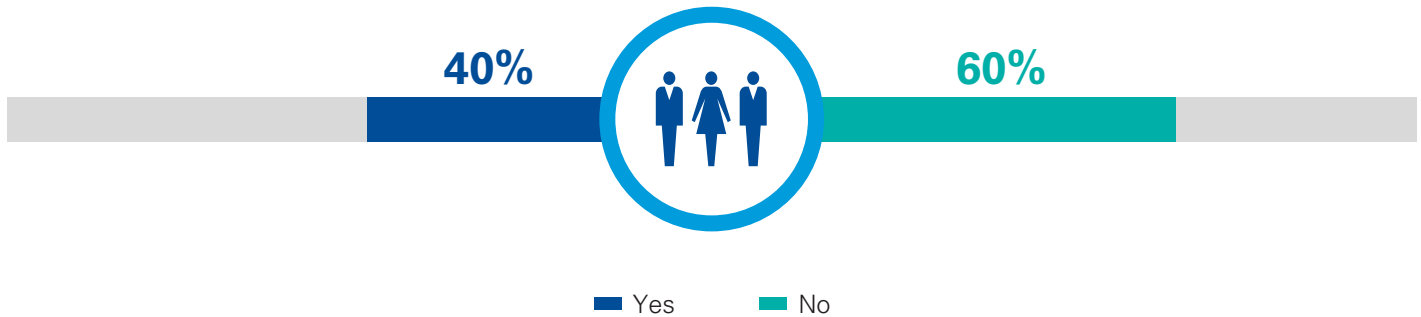
Note: May not total 100% due to rounding.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

When are assignment goals reviewed?



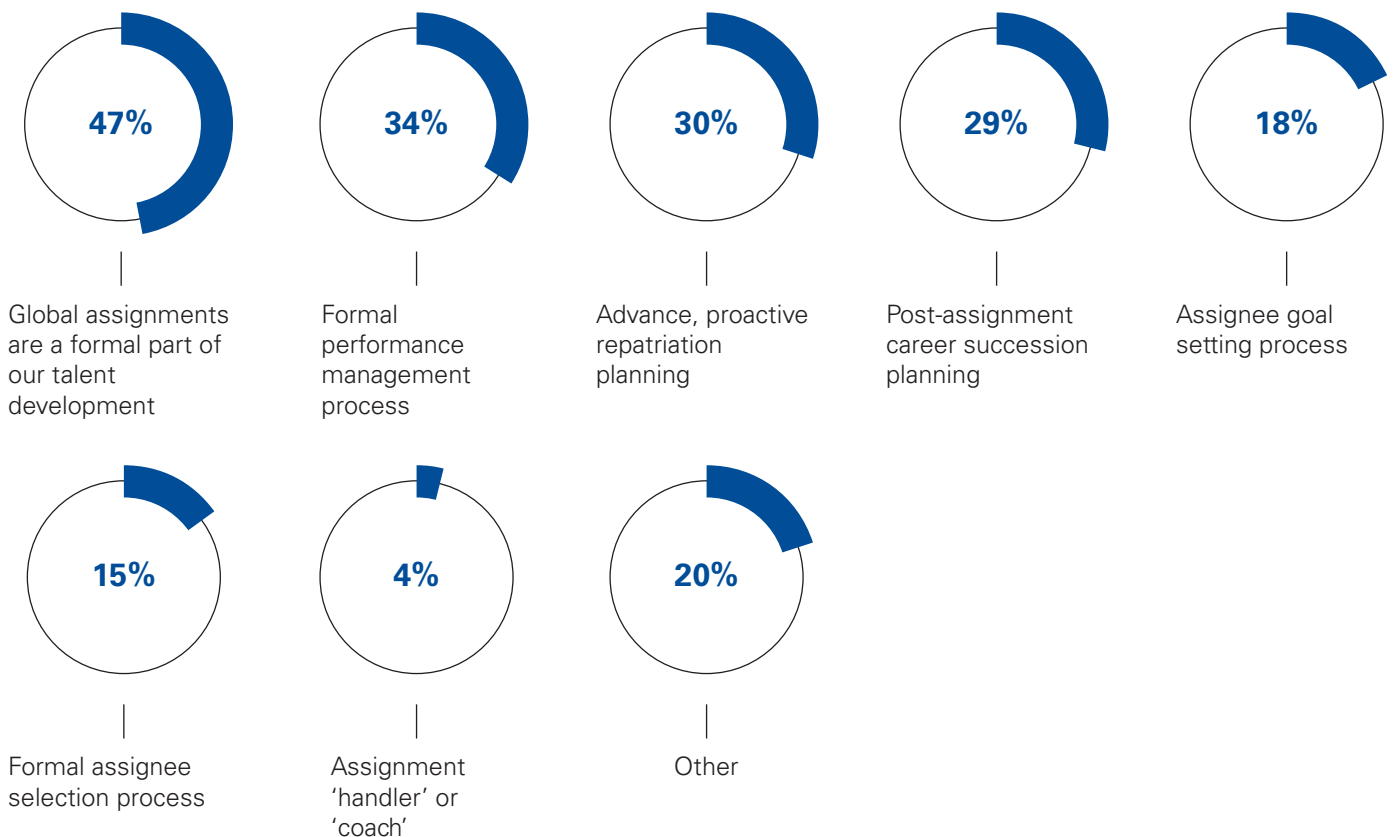
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Is your global mobility program aligned to the organization's overarching talent management initiatives?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

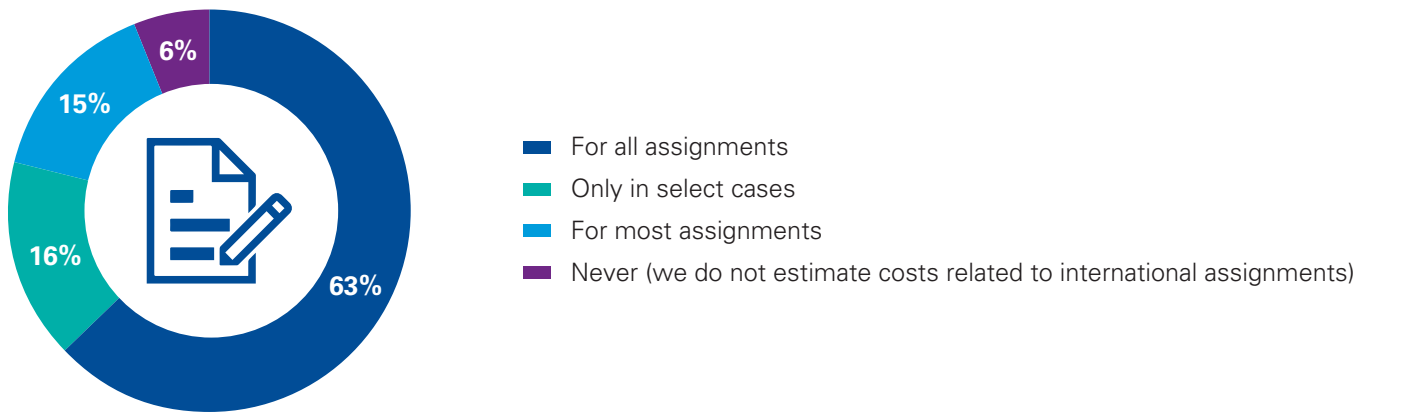
If your global mobility program is aligned with the organization's talent management initiatives, which of the following apply to your program?



Note: Respondents chose all answers that applied for their organization.

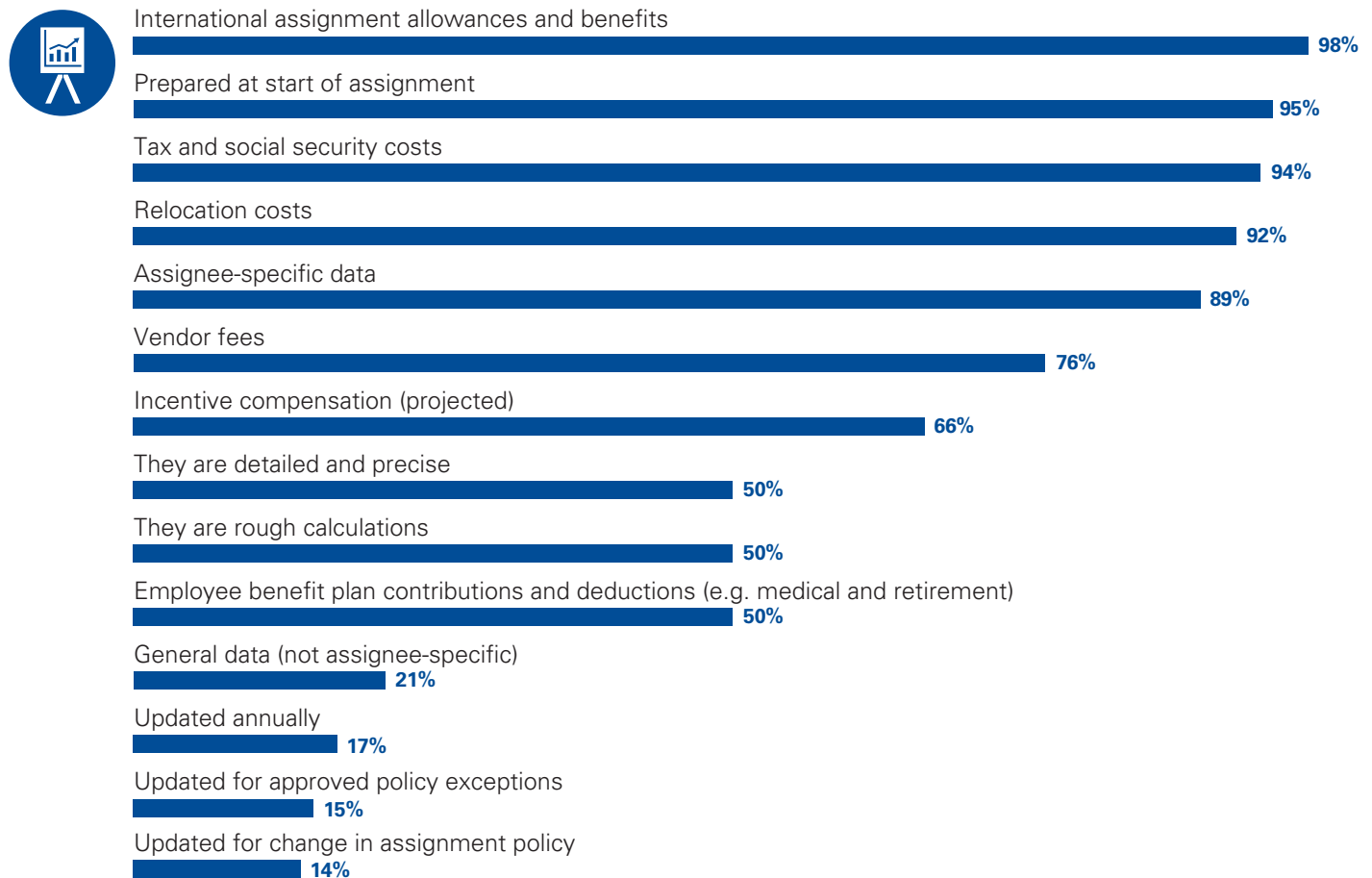
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

How often do you prepare cost estimates for international assignments?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which of the following statements describe your approach to cost estimates?



Note: Respondents chose all answers that applied for their organization.

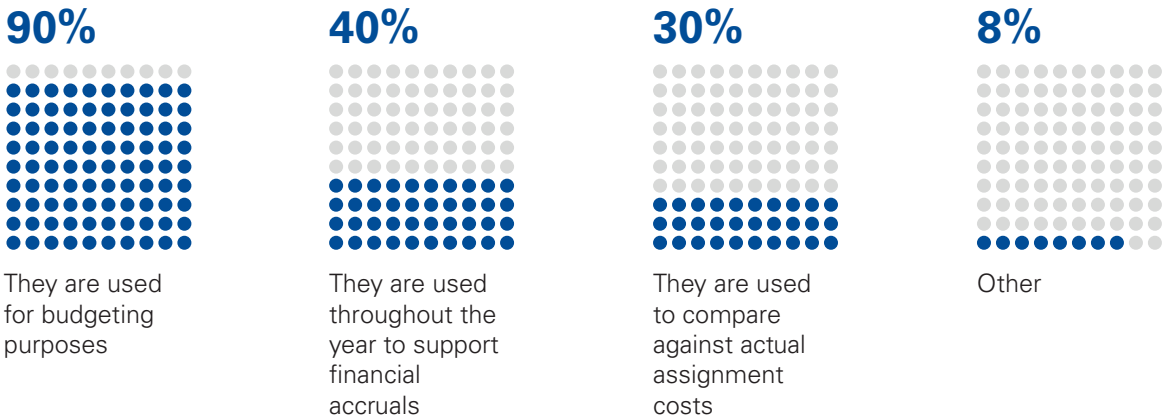
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which of the following statements best describes the importance of cost estimates in determining whether or not a pending assignment will be approved?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

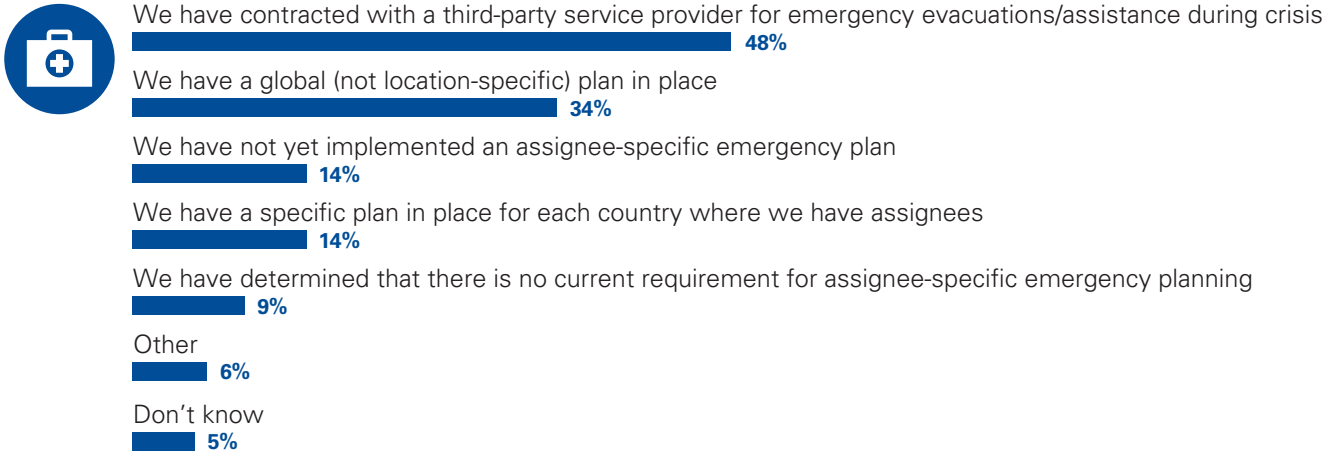
Aside from assignment approval, which of the following statements describe your use of cost estimates?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

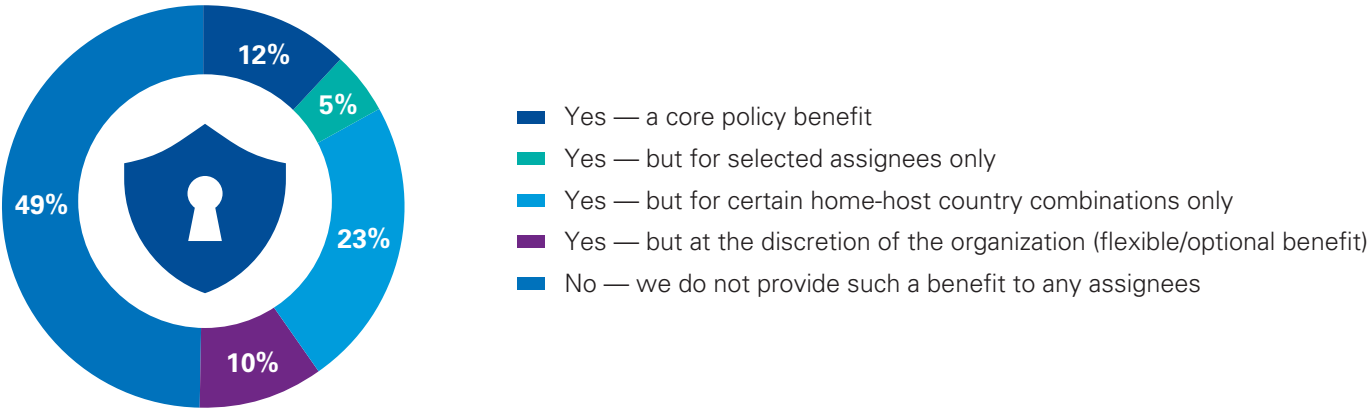
Which of the following statements describe your emergency planning for assignees?



Note: Respondents chose all answers that applied for their organization.

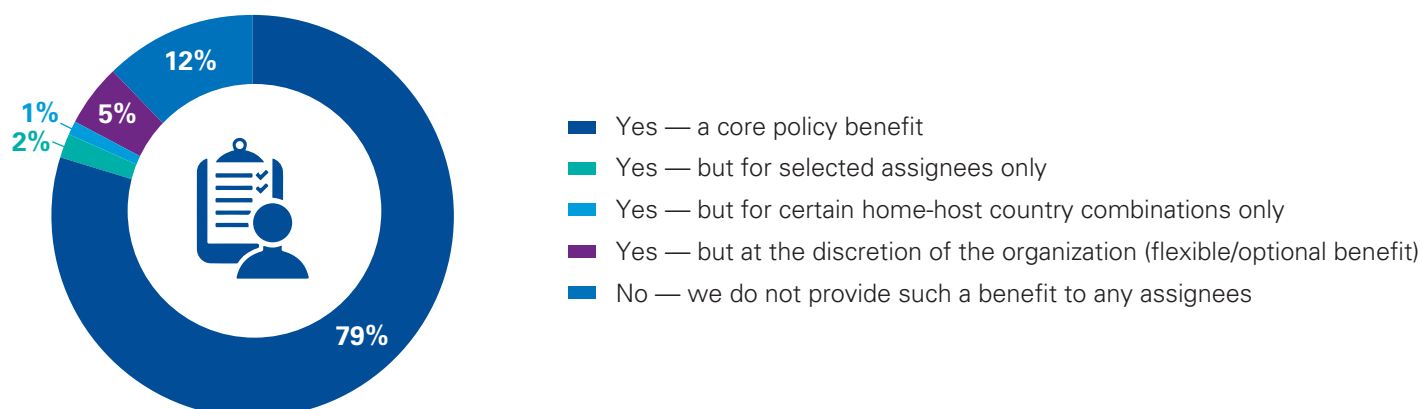
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide a security briefing (even if it is part of the pre-assignment consultation)?



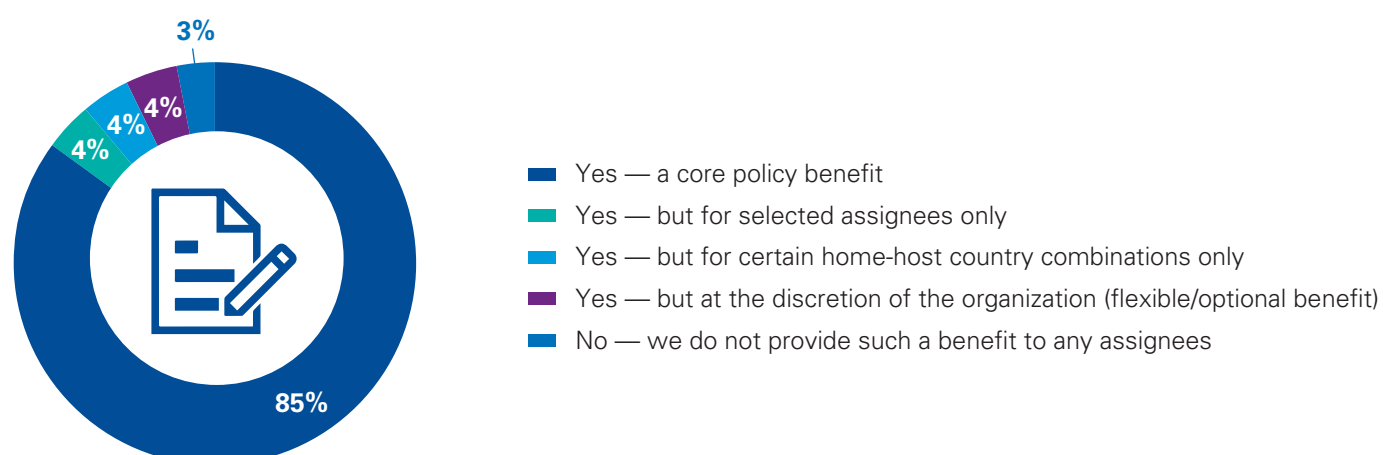
Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide a pre-assignment consultation to review approved assignment benefits and services?

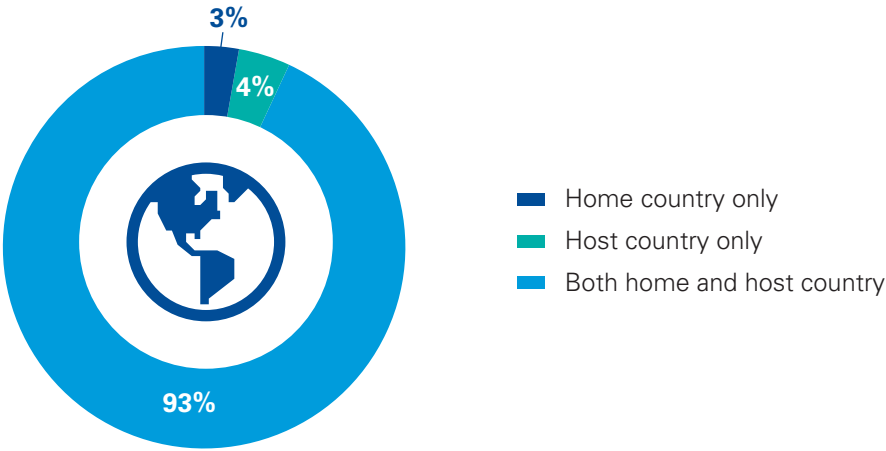
Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide a tax consultation?

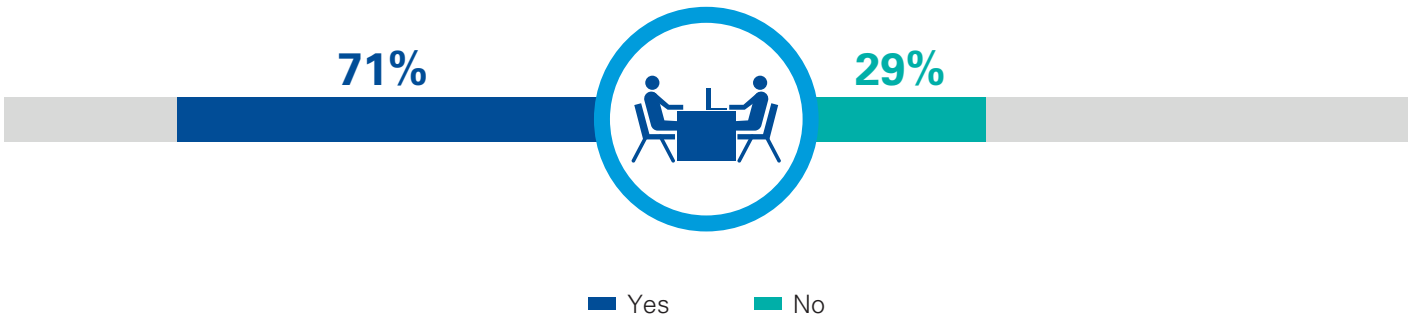
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

For which countries do you provide a tax consultation?

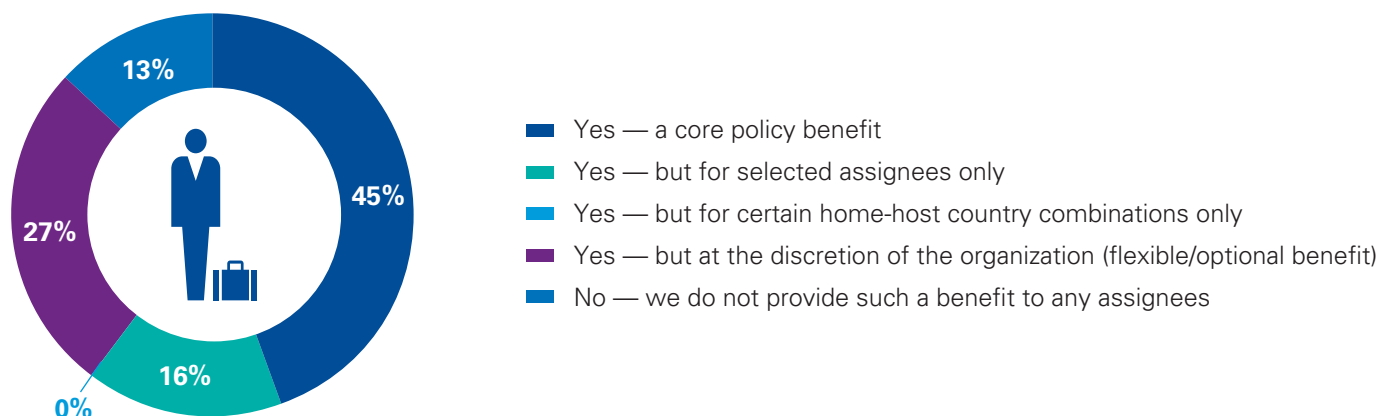


Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Is the tax consultation mandatory for the assignee?

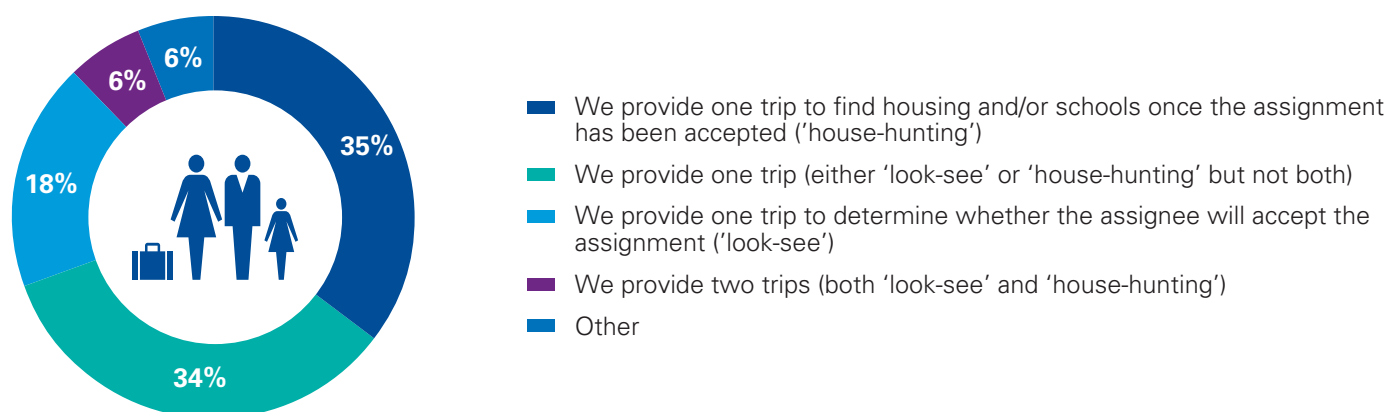


Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide a pre-assignment visit?

Note: May not total 100% due to rounding.

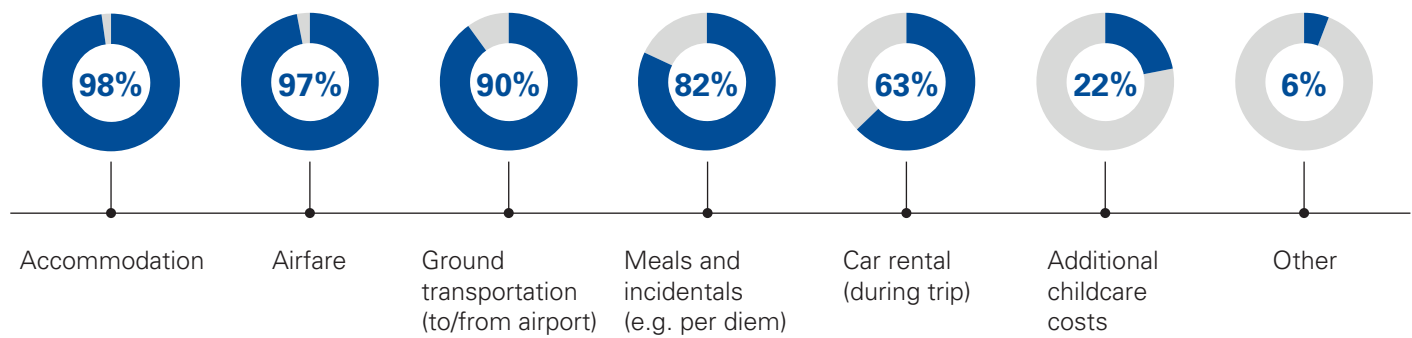
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which statement best describes your approach to pre-assignment visits?

Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which pre-assignment trip costs does your organization reimburse?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

For how many days do you allow pre-assignment visits (exclusive of travel days)?



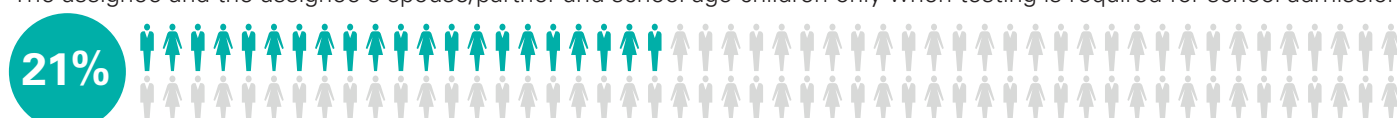
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Who is authorized for a pre-assignment visit to the host country?

The assignee and the assignee's spouse/partner



The assignee and the assignee's spouse/partner and school-age children only when testing is required for school admission



The assignee and the assignee's spouse/partner and children



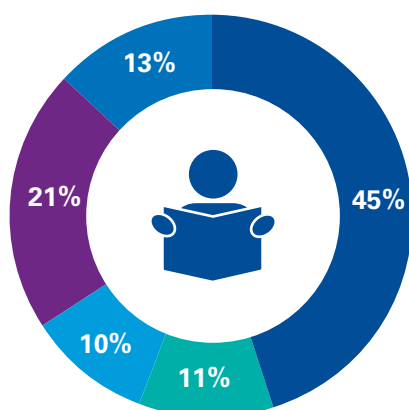
The assignee only



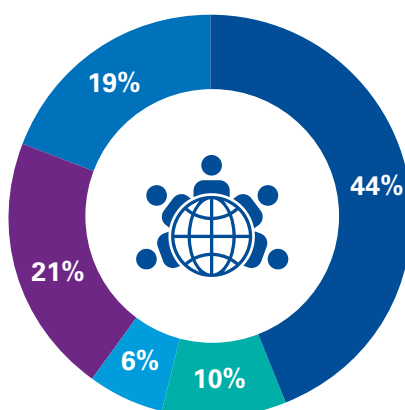
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide language/cross-cultural training?

Language training



Cross-cultural training



- Yes — a core policy benefit
- Yes — but for selected assignees only
- Yes — but for certain home-host country combinations only
- Yes — but at the discretion of the organization (flexible/optional benefit)
- No — we do not provide such a benefit to any assignees

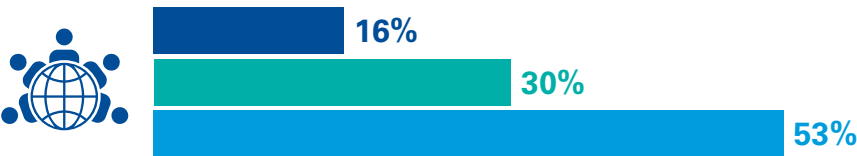
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

To whom do you offer language/cross-cultural training?

Language training



Cross-cultural training

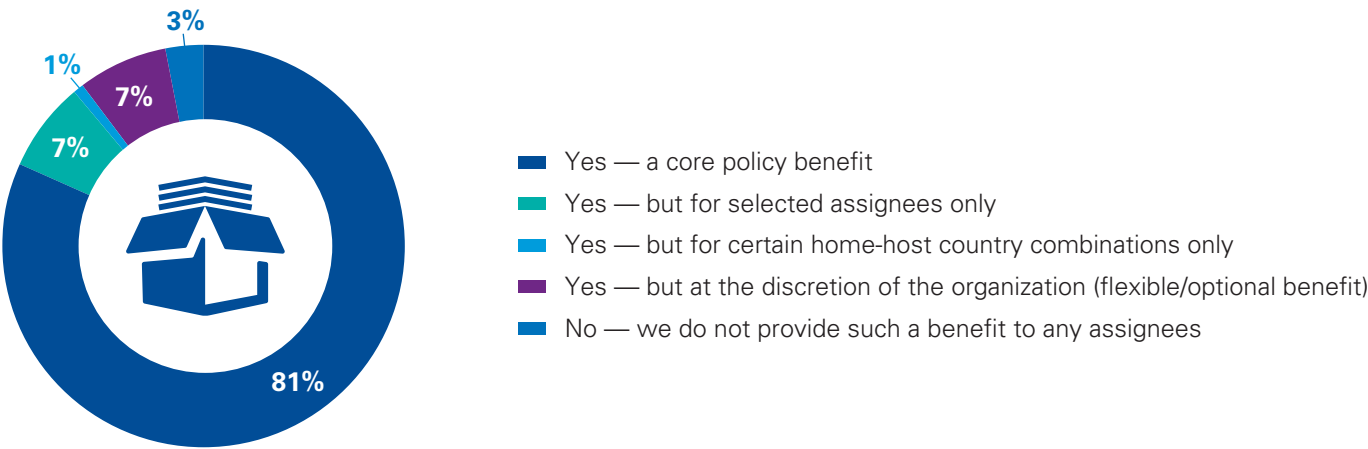


■ The assignee only ■ The assignee and spouse/partner ■ The assignee, spouse/partner and children

Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

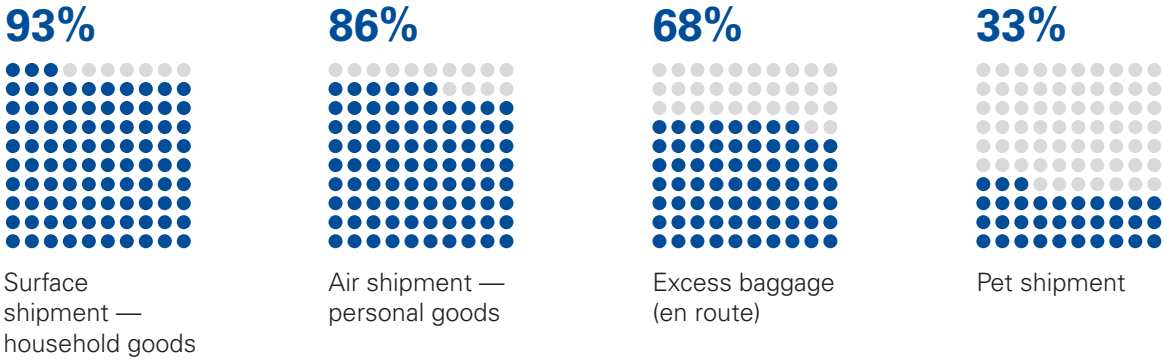
Do you provide a household goods shipping benefit?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

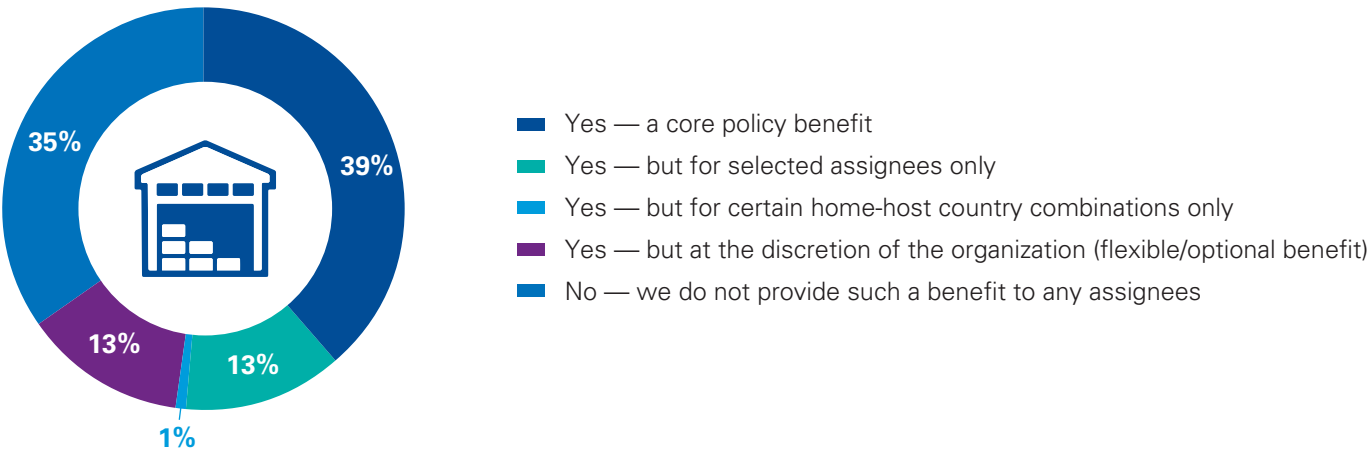
What shipping costs do you reimburse?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

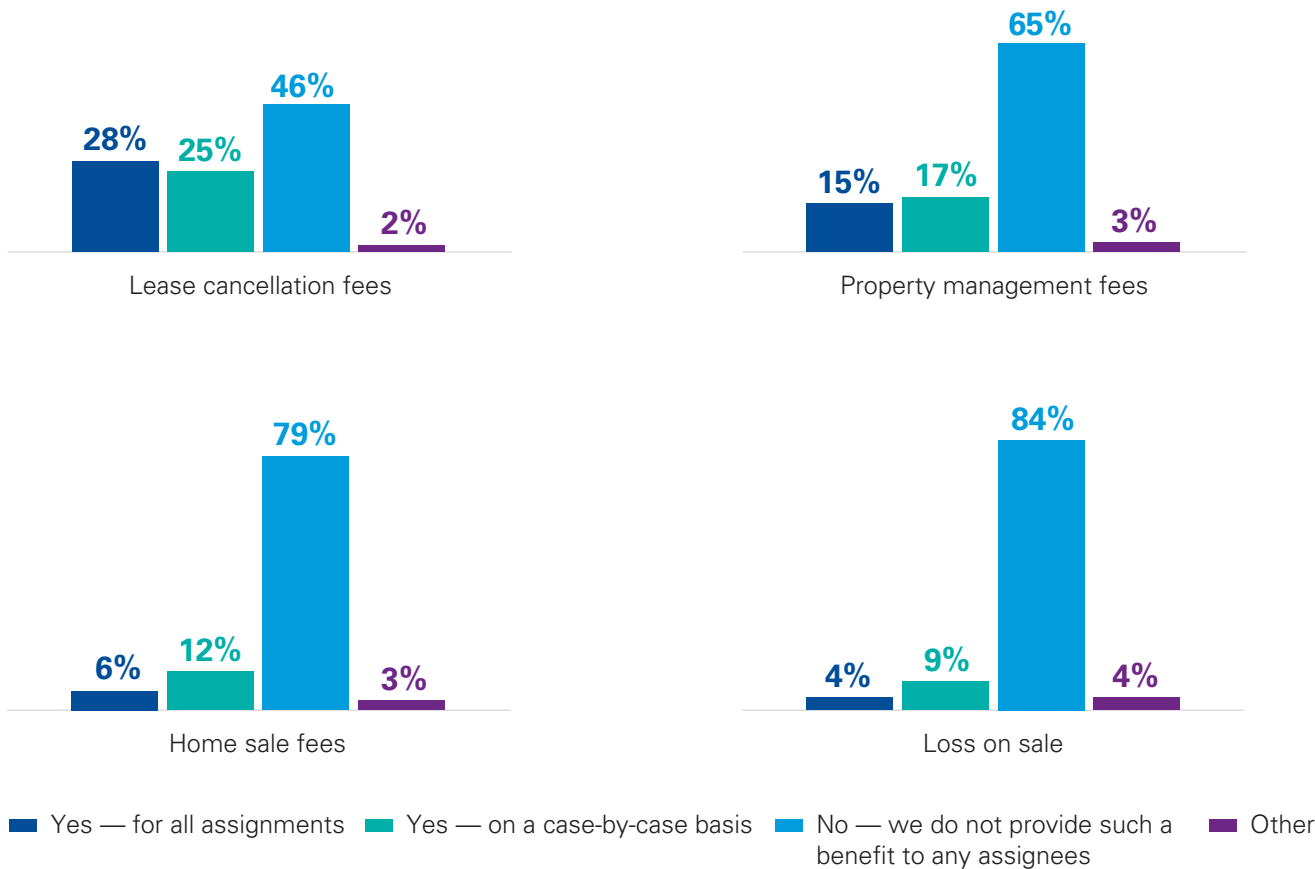
Do you provide a home country storage benefit?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Of the allowances related to home country housing below, please specify if you provide.

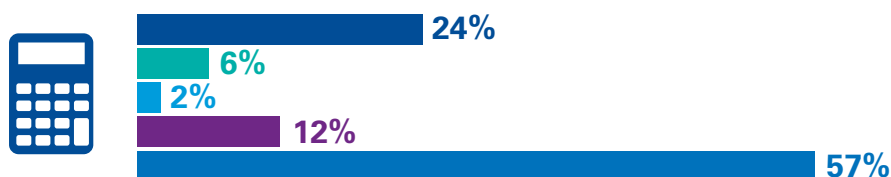


Note: May not total 100% due to rounding.

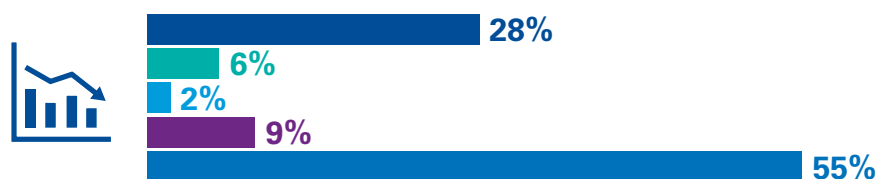
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Of the allowances related to home country cars below, please specify if you provide.

Lease cancellation fees



Loss on sale



Shipment costs to the host country



Home country storage fees

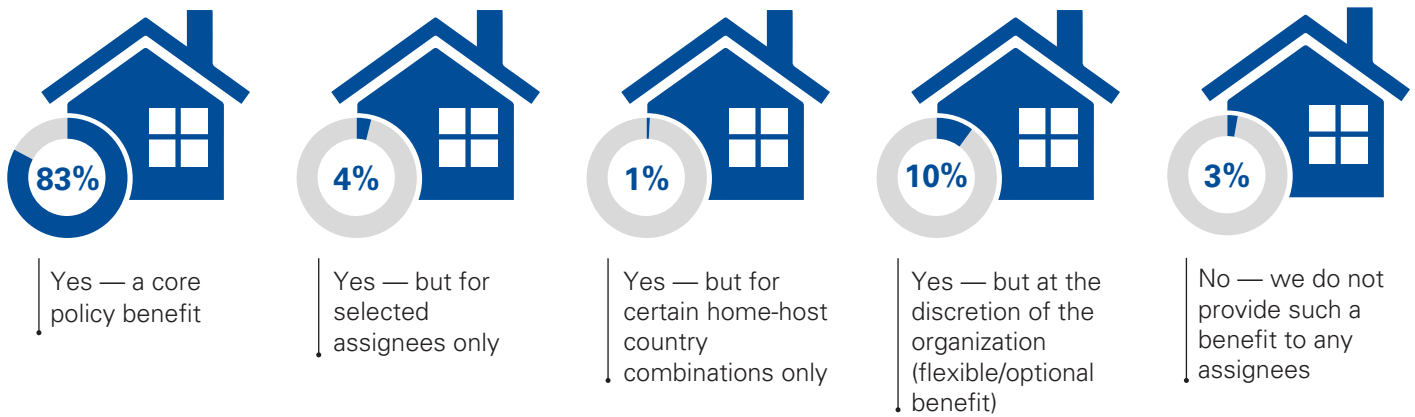


- Yes — a core benefit
- Yes — but for selected assignees only
- Yes — but for certain home-host country combinations only
- Yes — but at the discretion of the organization (flexible/optional benefit)
- No — we do not provide such a benefit to any assignees

Note: May not total 100% due to rounding.

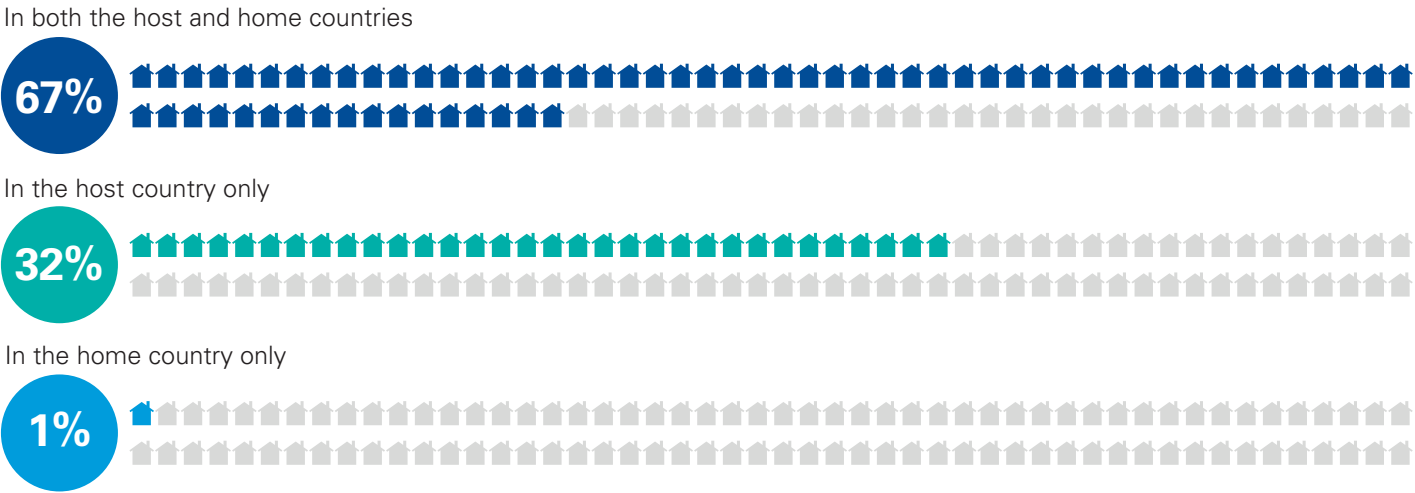
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide temporary living?



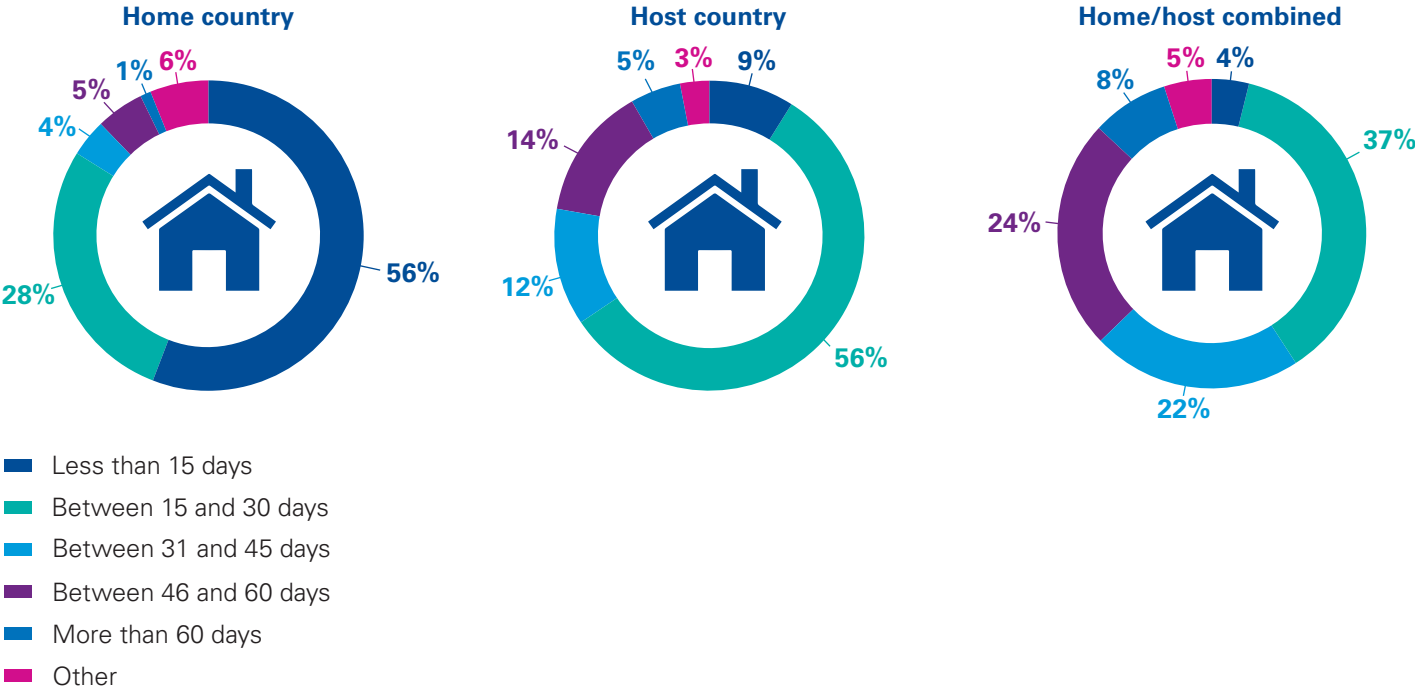
Note: May not total 100% due to rounding.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Where do you offer temporary living assistance?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

For how many days do you provide temporary living assistance?

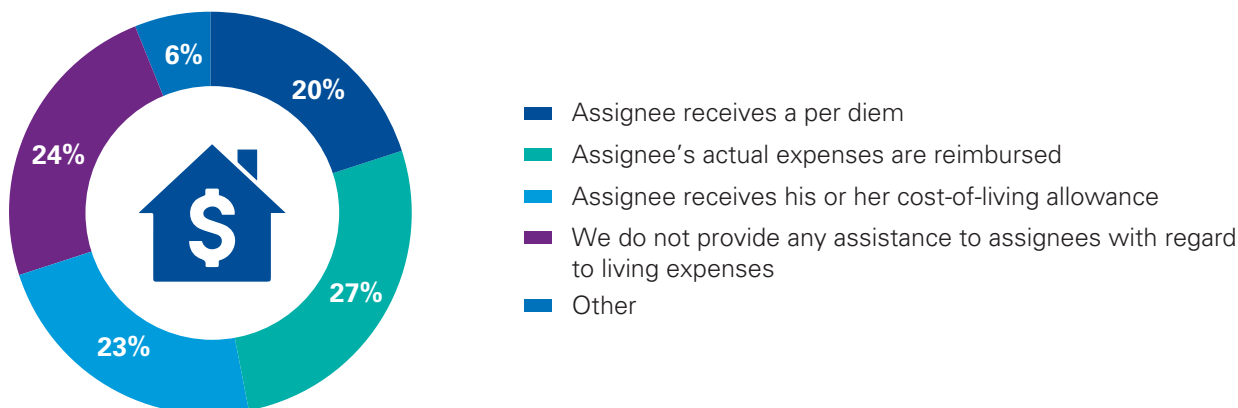


Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which of the following best describe your approach to temporary living expenses?

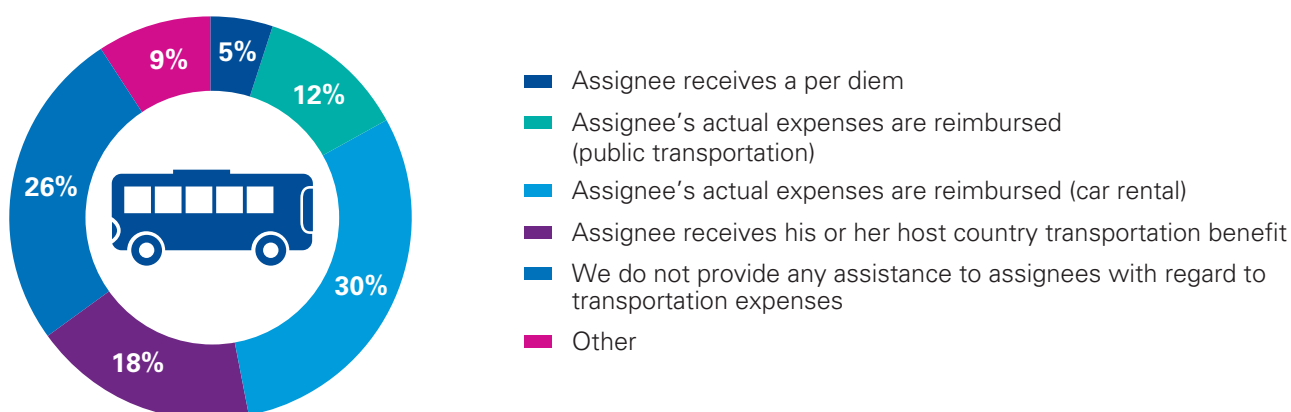
Living expenses



Accommodation

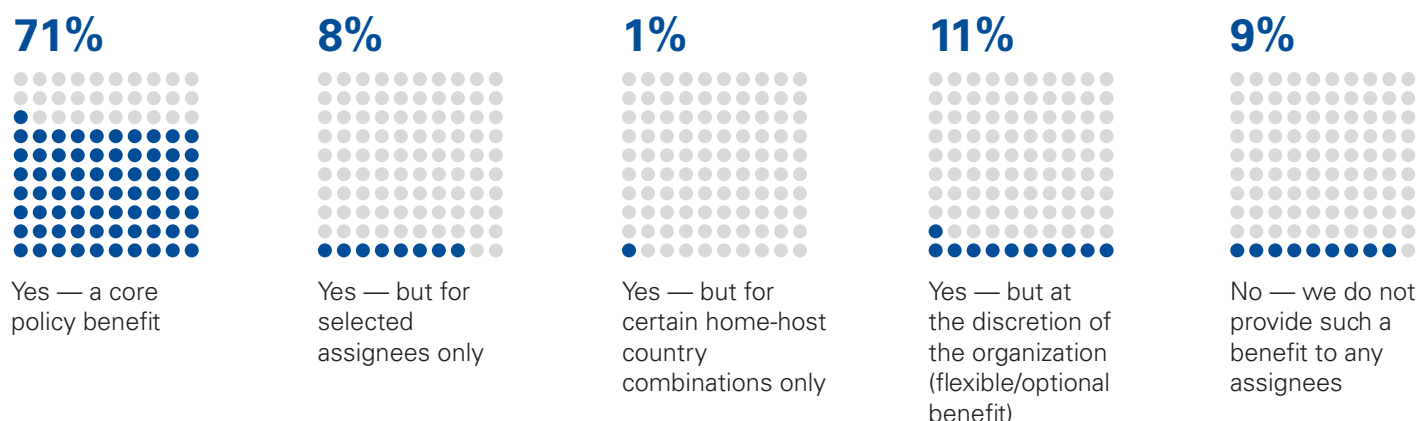


Transportation



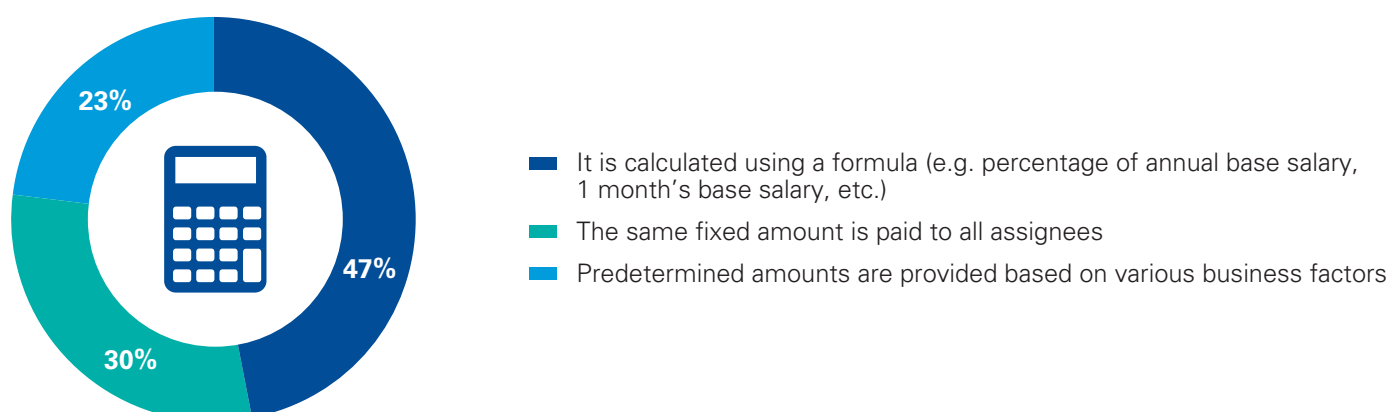
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide a miscellaneous relocation allowance (or equivalent)?



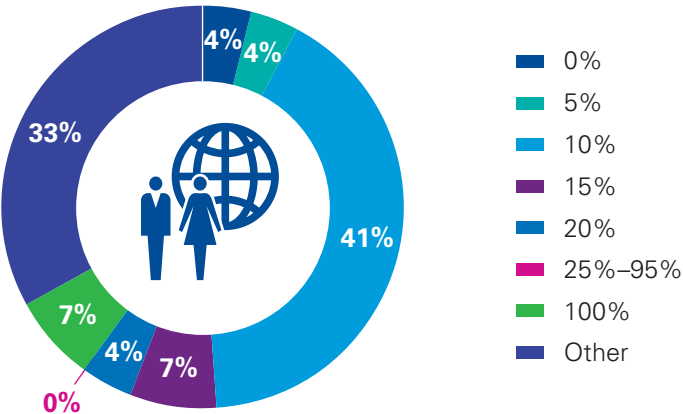
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

How is the amount of the miscellaneous relocation allowance calculated?



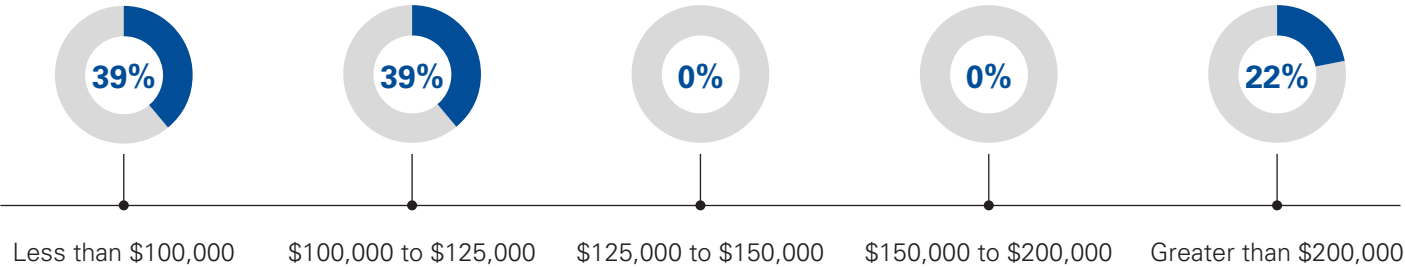
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What percentage of annual base salary is used to calculate the miscellaneous relocation allowance?



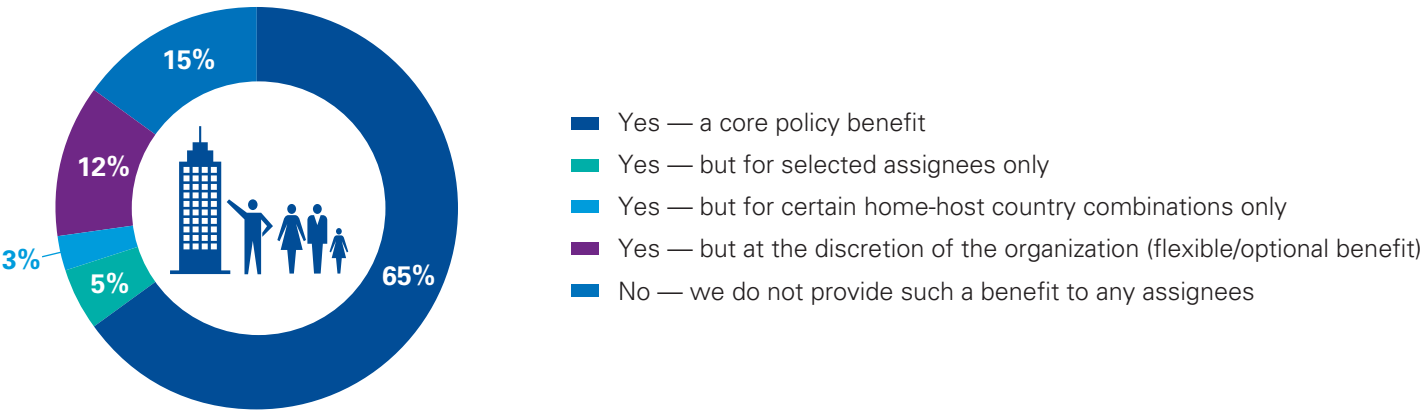
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is the annual base salary cap or limit when you calculate the miscellaneous relocation allowance (in USD)?



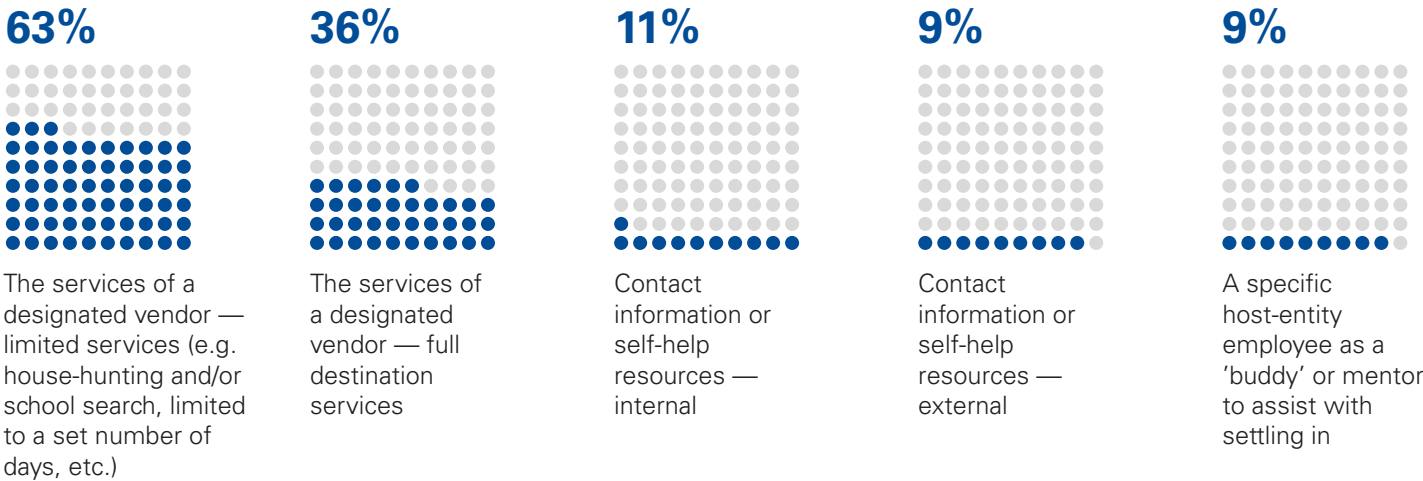
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide destination services?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What destination services do you provide in the host location?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

During assignment

The use of legacy mobility incentive premiums continues to decrease in popularity. However, there are differences within regions with only 35 percent of organizations headquartered in North America and 44 percent of organizations headquartered in Europe providing such a benefit to their assignees. Asia-headquartered organizations were an outlier with 64 percent still offering a mobility premium.

In contrast, a cost-of-living allowance/goods & services (COLA/G&S) differential allowance is provided as a core policy benefit for 66 percent of participants. In calculating the COLA, survey participants tend to rely on the popular 'standard' and 'efficient purchaser' indices (EPI) (56 percent and 44 percent, respectively). KPMG has observed an increase in the use of the EPI index over the last decade. The use of limited/capped COLA amounts appears to be steadily increasing, as organizations look for opportunities to reduce program costs while still providing the allowance to assignees. Negative COLA practices remain less common, with only 12 percent of organizations implementing this type of approach under policy, versus 82 percent of organizations who do not collect a negative COLA at all. The majority of survey participants (70 percent) pay hardship and danger premiums, relying primarily on government or outside third-party data providers for determining hardship/danger locations and allowance amount determinations.

Overall, the majority of survey participants discourage the purchase of housing in the host country (70 percent). If a purchase occurs, survey participants have mixed opinions on how to respond: 52 percent will discontinue housing assistance but 23 percent will continue the housing allowance at the same rate as if the assignee were still renting.

Organizations are generally requiring assignees to return to their home country during home leave (62 percent) but some allow assignees to go wherever they want when on home leave (29 percent); however, organizations tend to be aligned on the amount of home leave trips

(Continued on page 51)

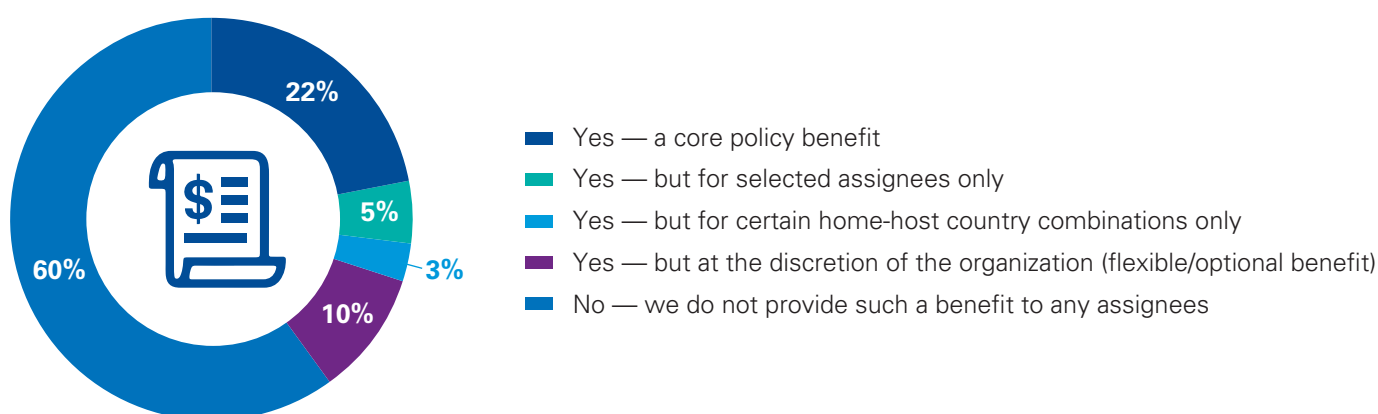


offered per year of assignment (70 percent provide one trip per year). KPMG has also noticed that many organizations have moved to providing a lump-sum annual travel allowance to minimize program administration, which allows greater flexibility in the use of an annual home leave travel budget for assignees while also aligning the home leave travel benefit with their business travel policy.

Many organizations that offer incentives for assignees to accept international work opportunities extend these benefits to dual-career couples and their dependent/ accompanying children. Benefits for the children

of assignees in primary and/or secondary school are almost universal — 96 percent offer some form of benefit. However, a smaller proportion (70 percent) offer benefits to children in pre-school typically covering the cost if pre-school is customary in home or host country locations. Only 19 percent offer benefits for tertiary education levels. Spousal/partner assistance is also offered, in some capacity, for 66 percent of participants, most commonly in the form of either work visa assistance in the host country or an allowance that must be used for designated expenses, including work visa assistance, education and/or job search assistance.

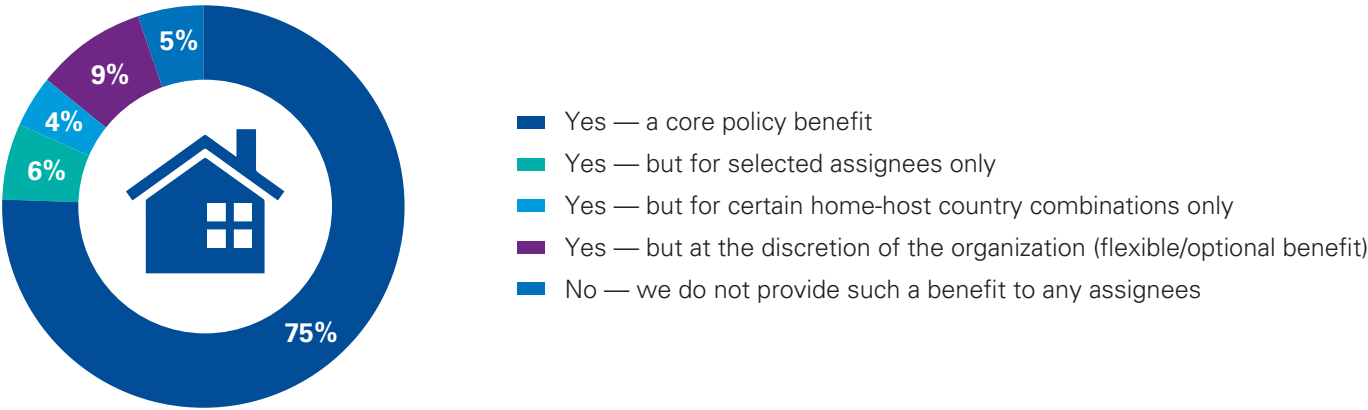
Do you provide a mobility premium (or equivalent)?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

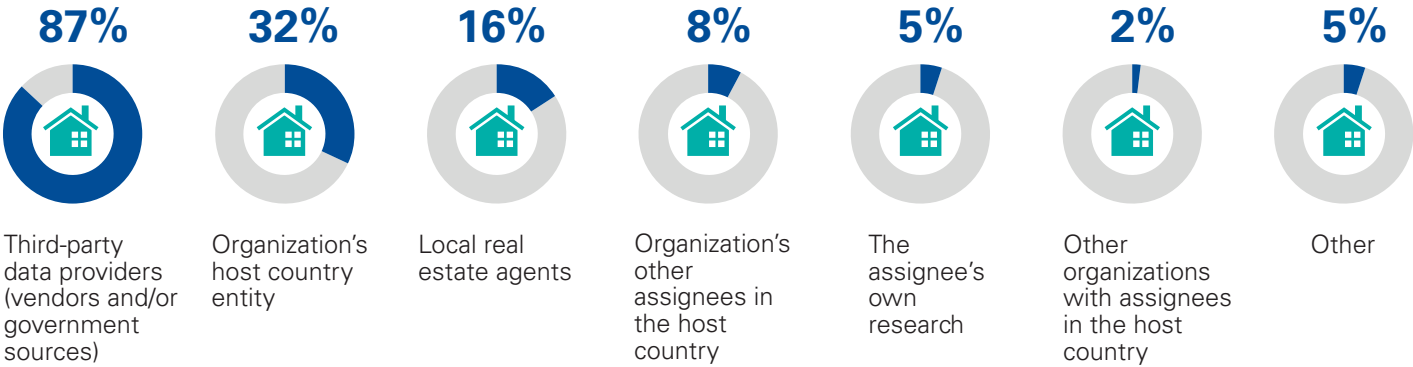
Do you provide host country housing?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

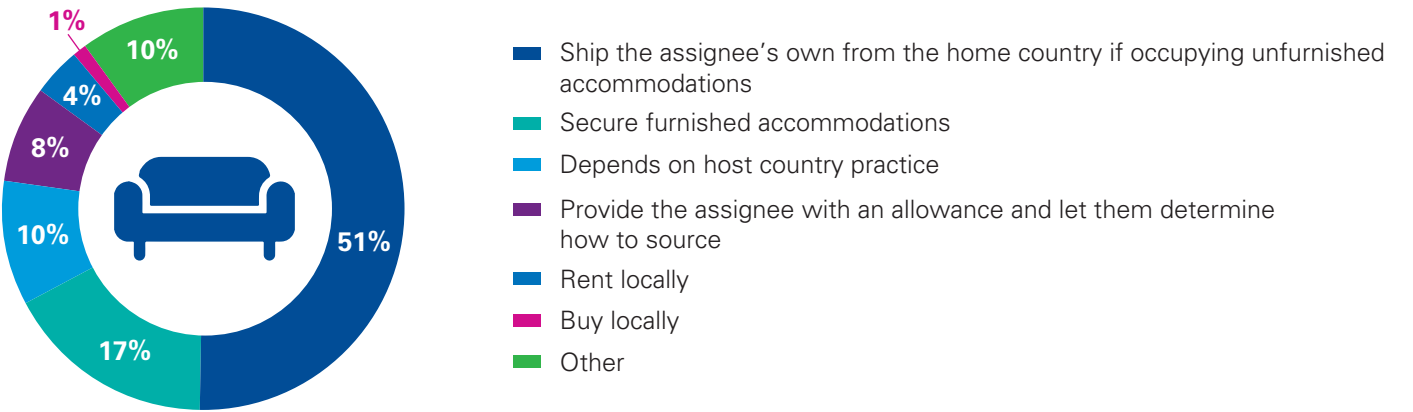
From where do you obtain information to determine the amount for host country housing?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

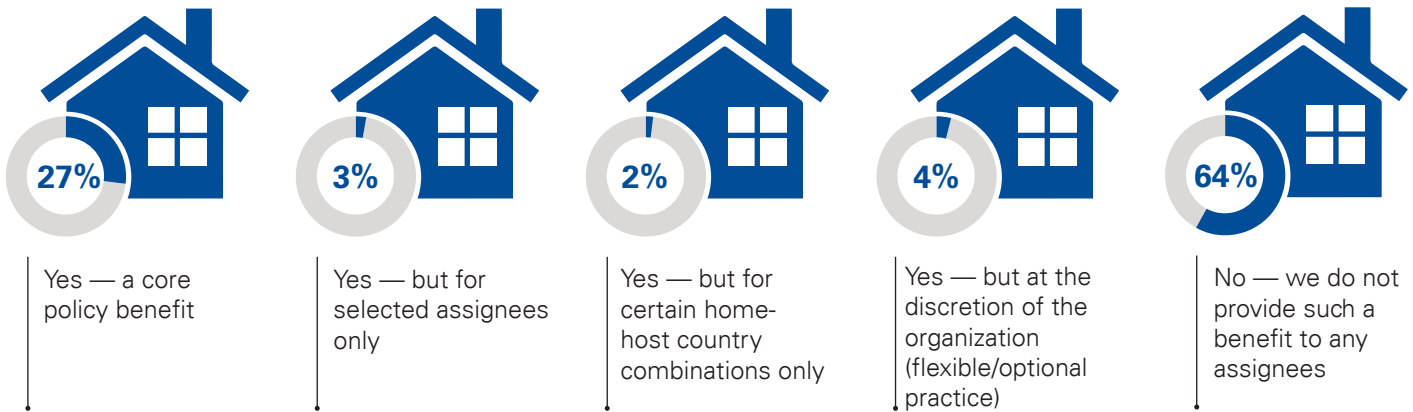
How do you provide host country furnishings?



Note: May not total 100% due to rounding.

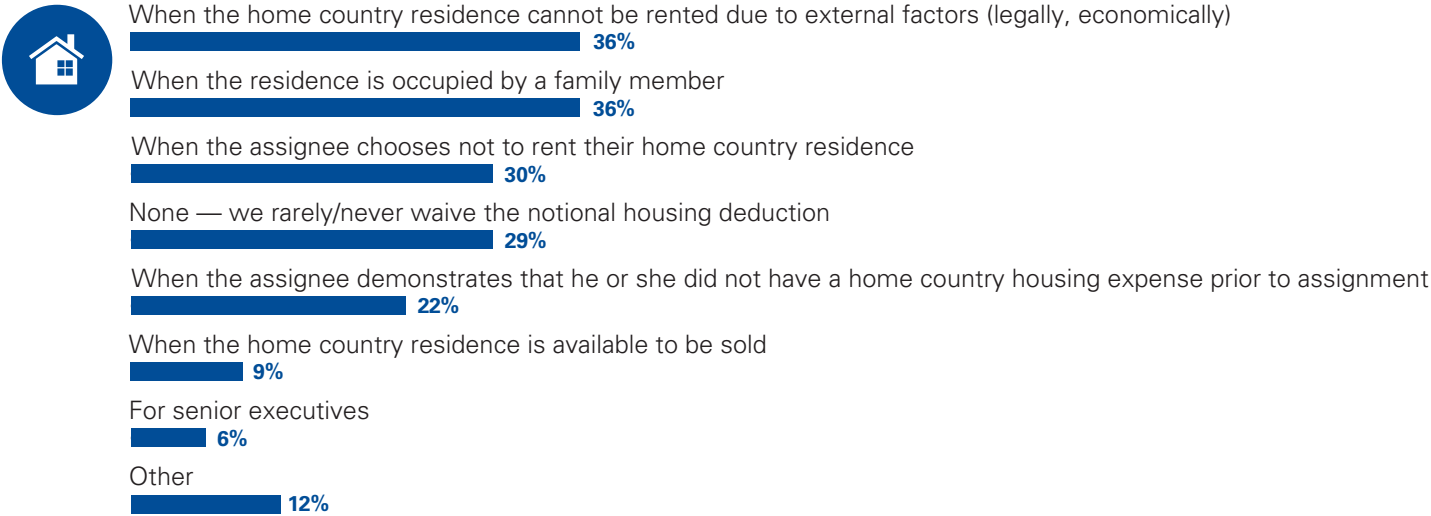
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you deduct a home country housing norm?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

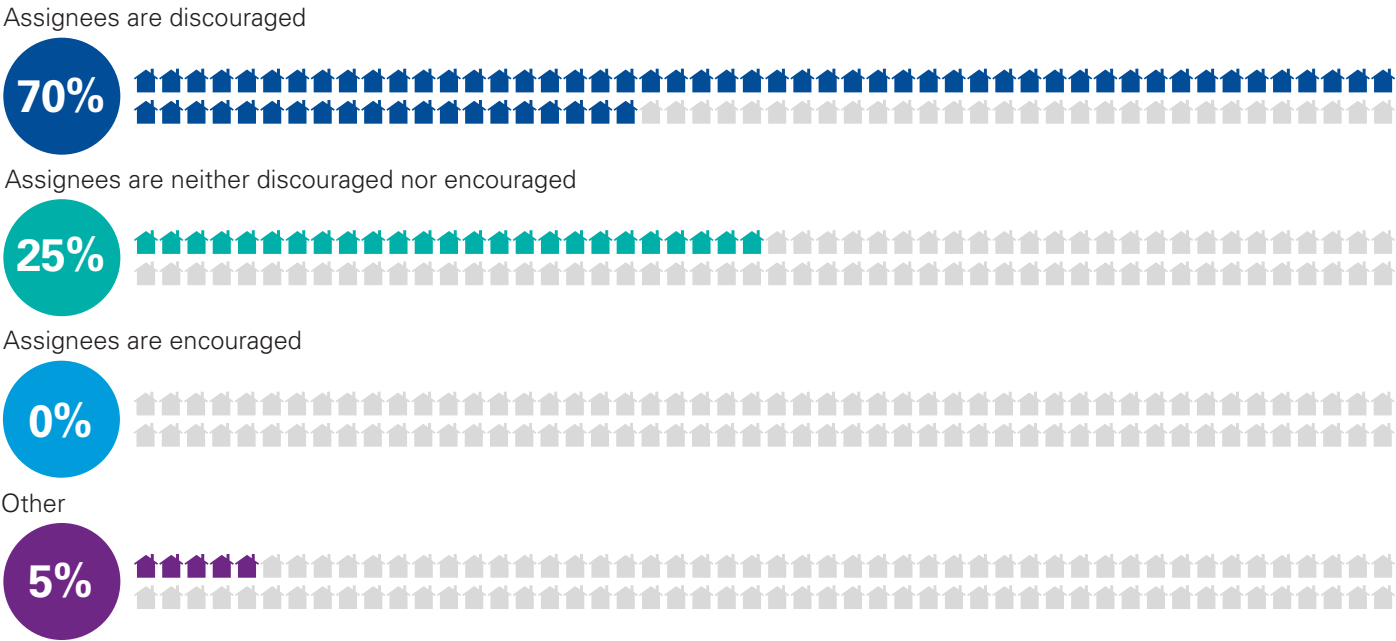
Under what circumstances would you waive the home country housing norm?



Note: Respondents chose all answers that applied for their organization.

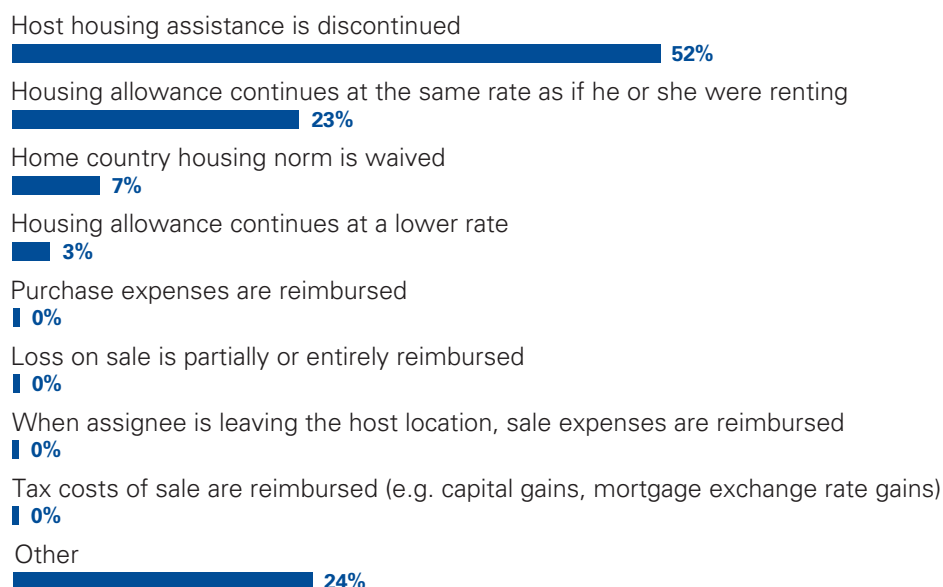
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which of the following statements reflects your policy toward the purchase of housing by assignees in the host country?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

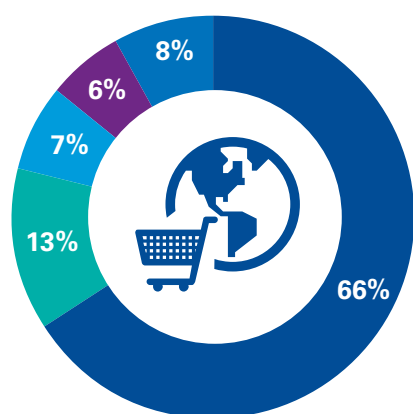
If the assignee purchases housing in the host country, what action do you take?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

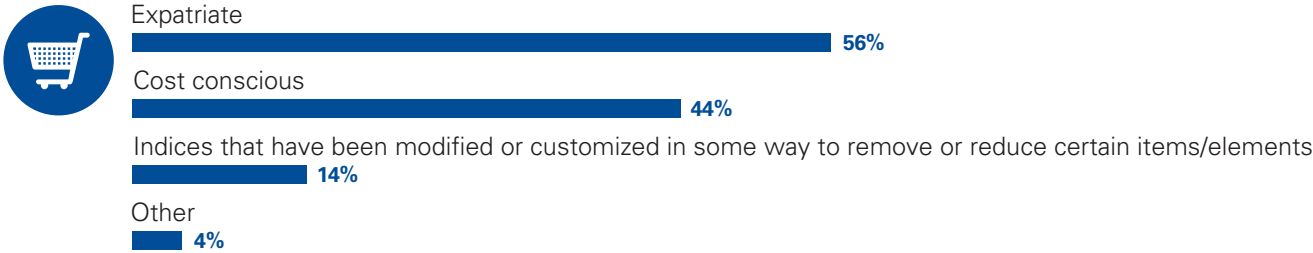
Do you provide a cost-of-living allowance/goods & services (COLA/G&S) differential or equivalent?



- Yes — a core policy benefit
- Yes — but for selected assignees only
- Yes — but for certain home-host country combinations only
- Yes — but at the discretion of the organization (flexible/optional benefit)
- No — we do not provide such a benefit to any assignees

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

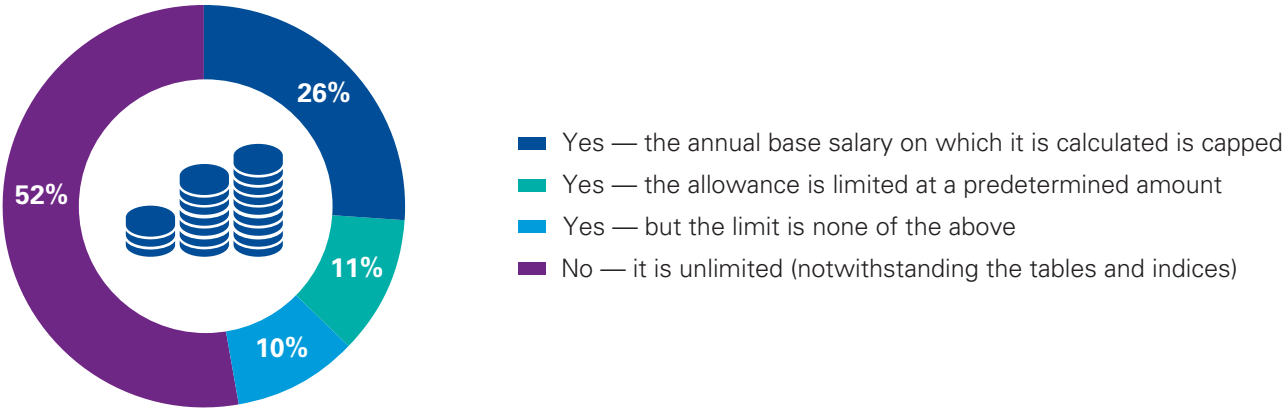
Which of the following types of cost-of-living/goods & services indices does your standard policy use?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

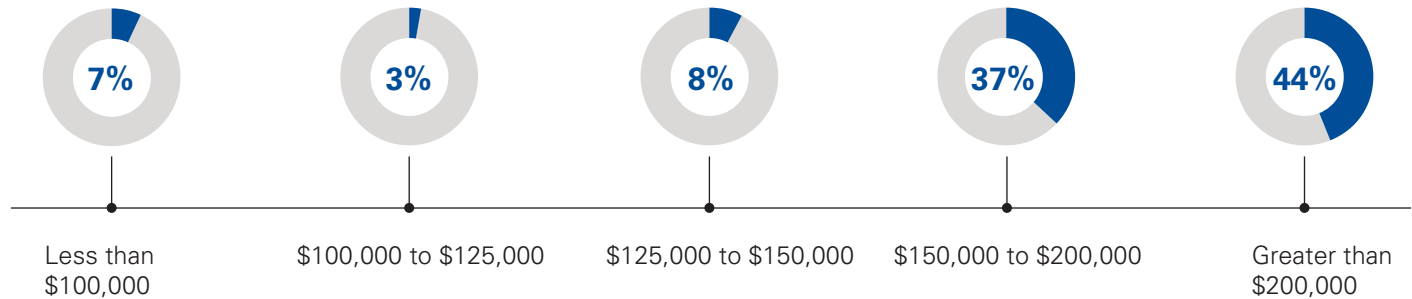
Do you cap or limit the amount of COLA/G&S?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

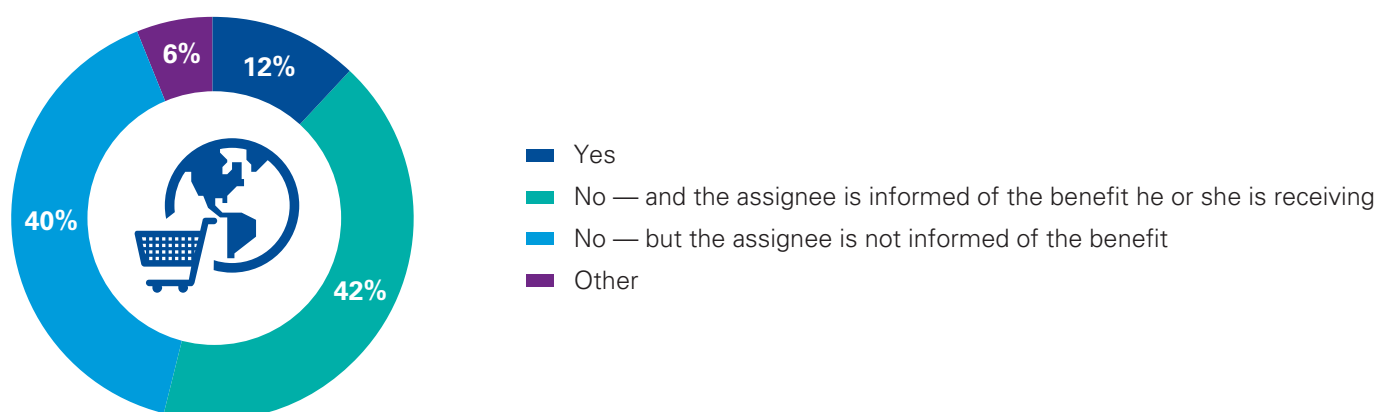
What is the annual base salary cap or limit when you calculate the COLA/G&S (in USD)?



Note: May not total 100% due to rounding.

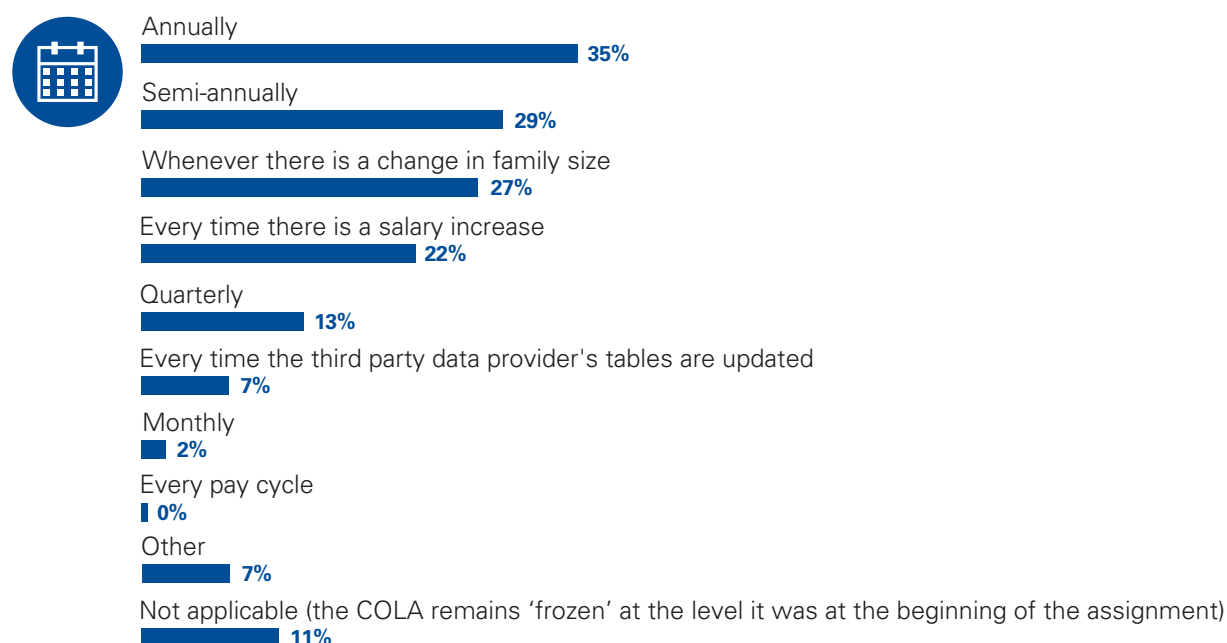
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

If the cost of living in the host country is determined to be lower than that of the home country, do you implement a negative COLA/G&S?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

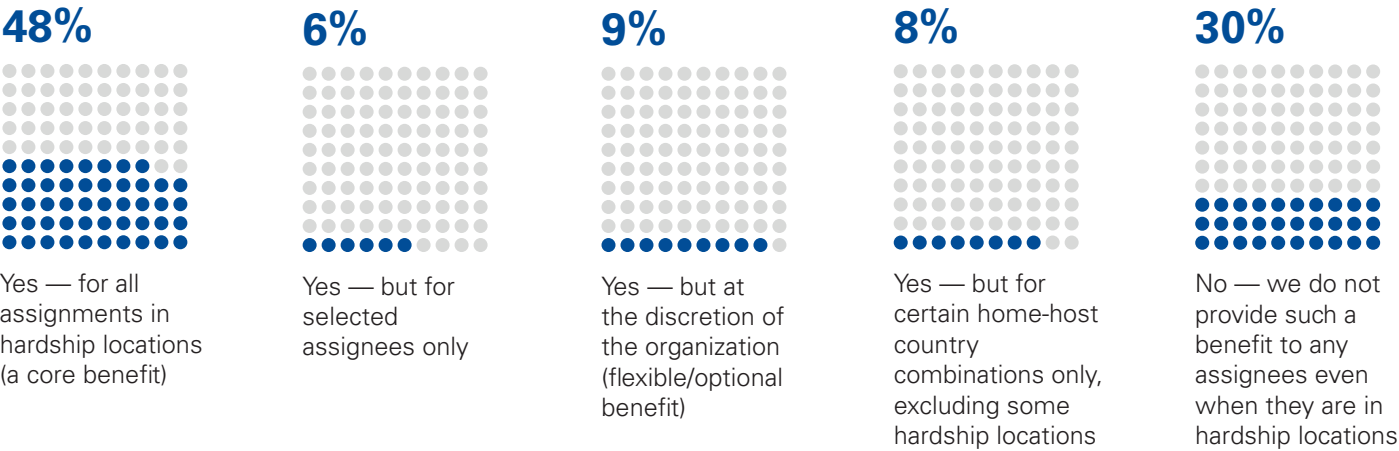
When do you update the COLA/G&S during the assignment?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

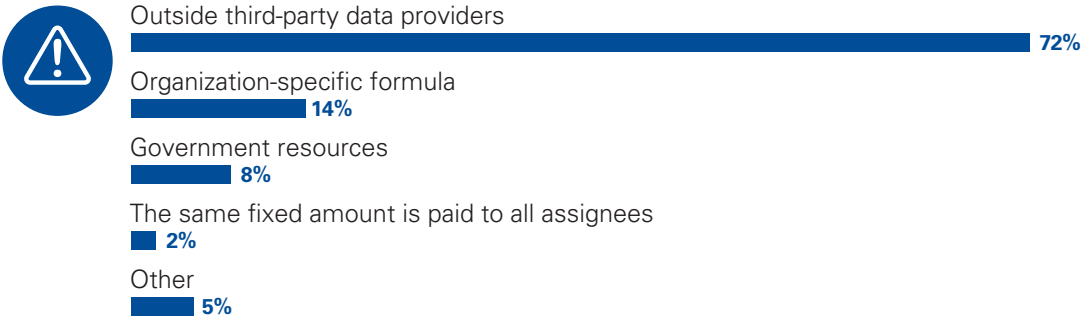
Do you provide a hardship/danger premium?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

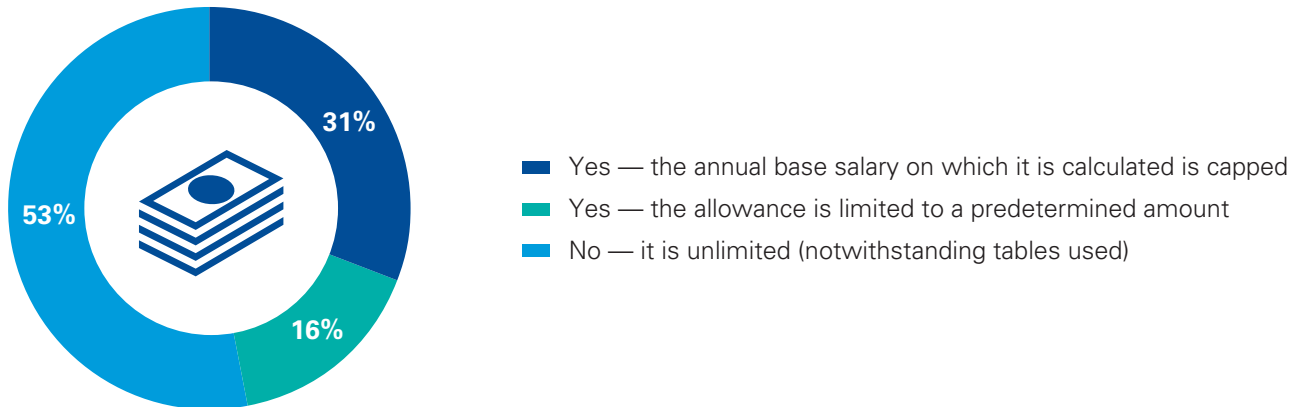
How is the amount of the hardship/danger premium calculated?



Note: May not total 100% due to rounding.

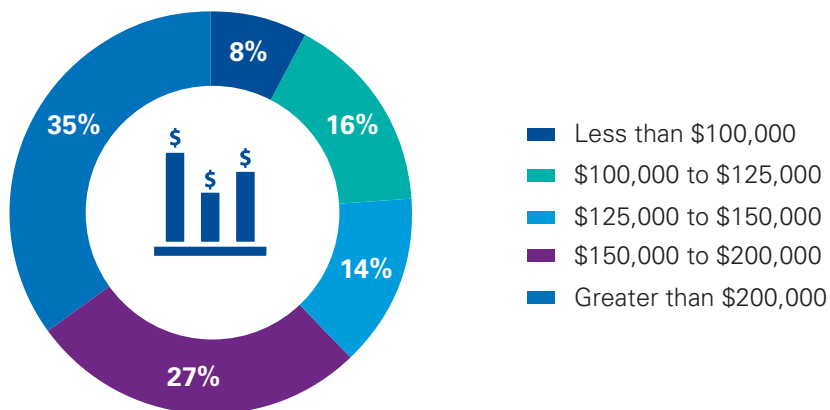
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you limit or cap the hardship/danger allowance?



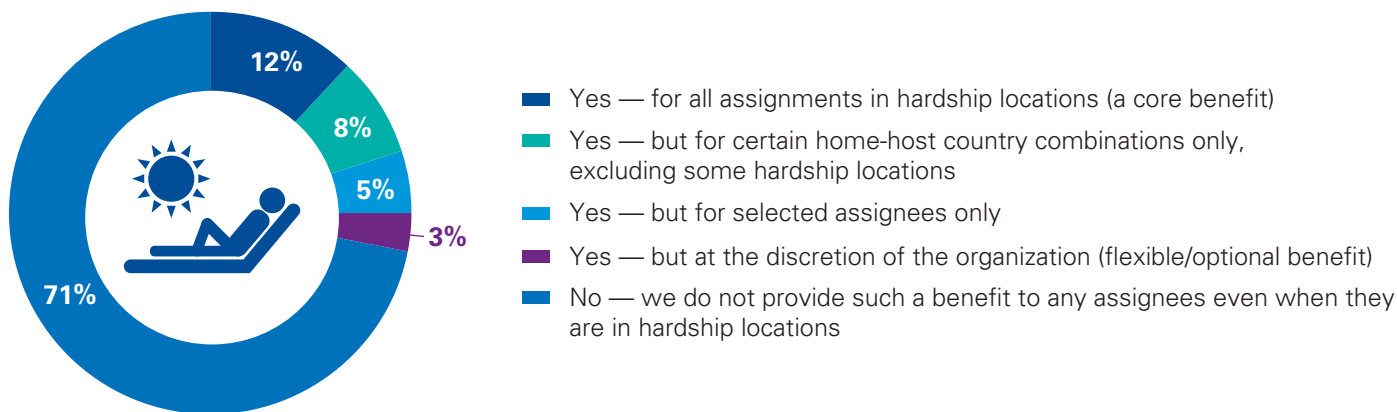
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is the annual base salary cap or limit when you calculate the hardship/danger premium (in USD)?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

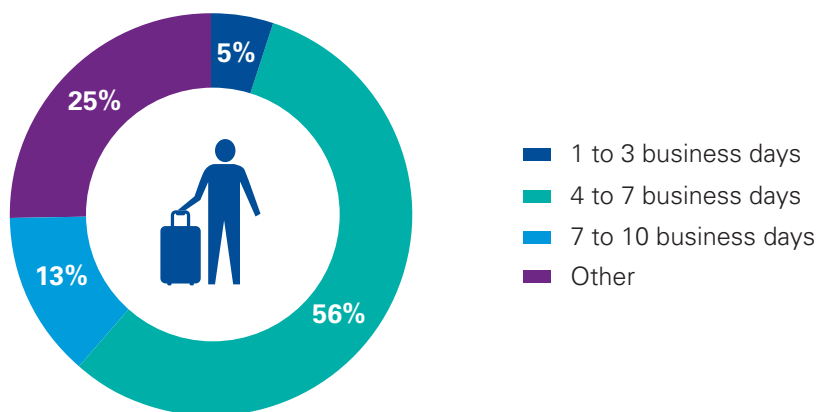
Do you provide rest and relaxation trips?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

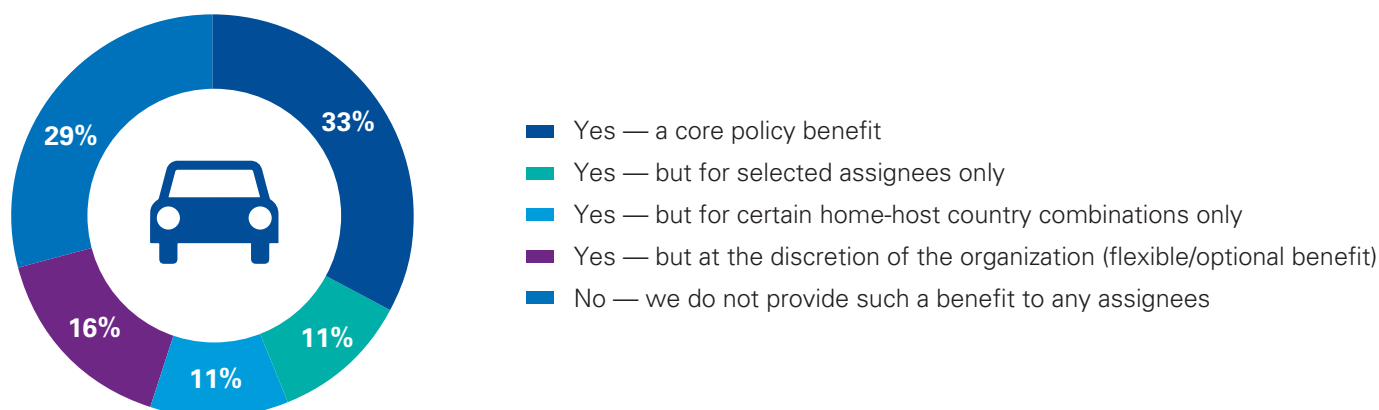
For how many days do you allow rest and relaxation trips (exclusive of travel days)?



Note: May not total 100% due to rounding.

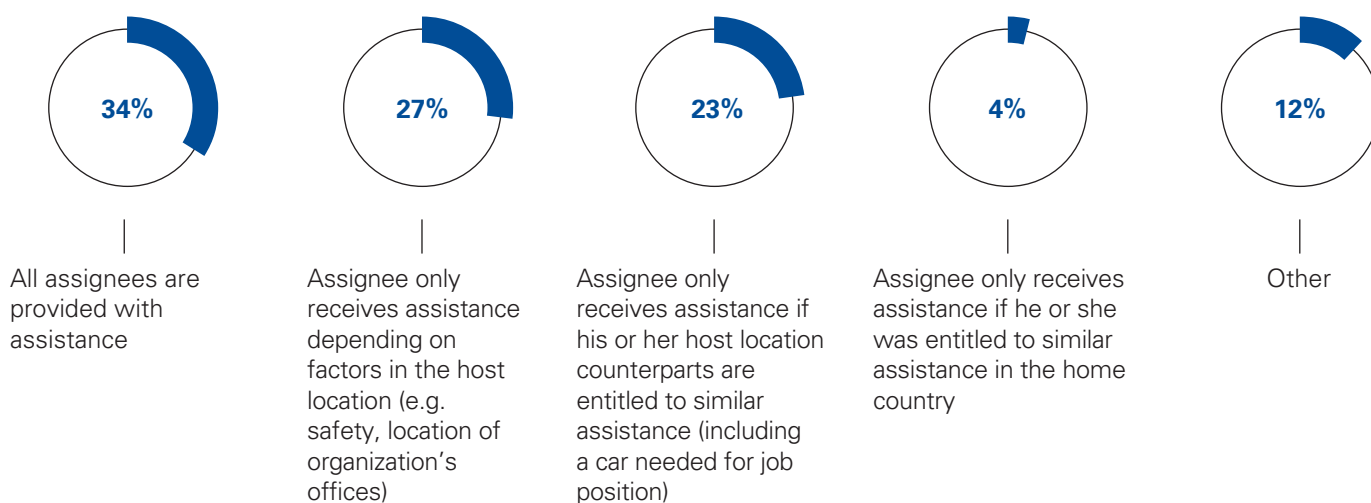
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide a host country transportation benefit to assignees (excluding what is provided as part of your COLA)?



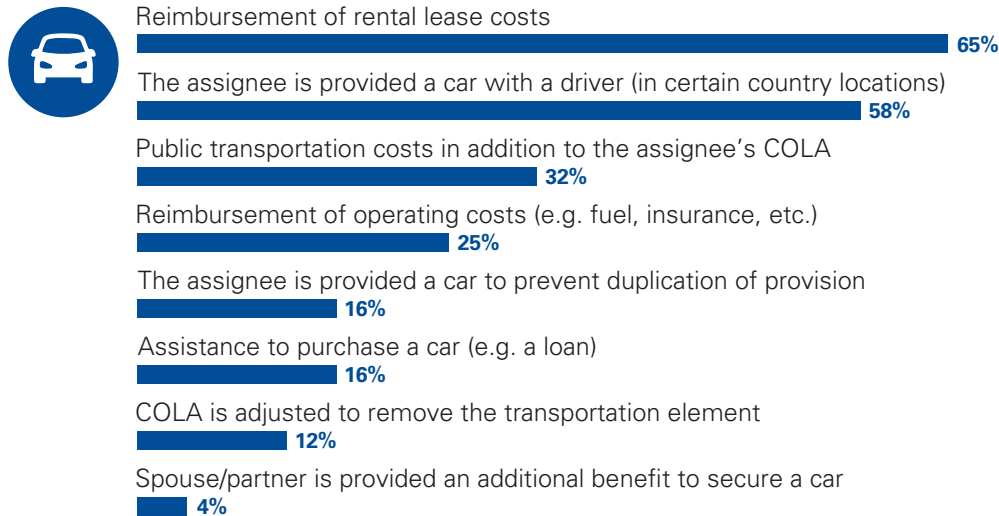
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Under what circumstances do you provide a host country transportation benefit (excluding what is included in the cost-of-living market basket)?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

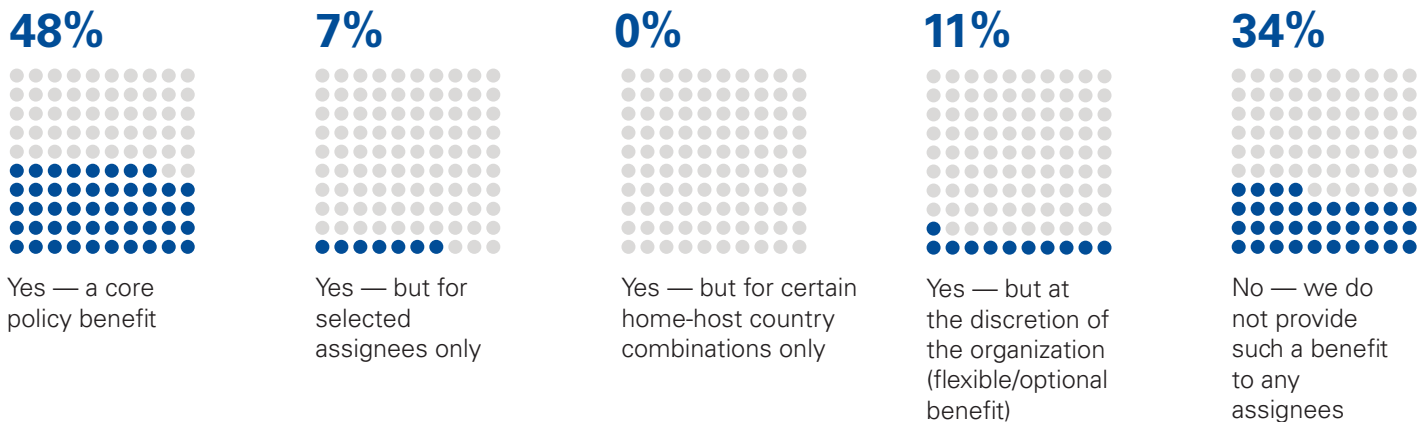
What type of host country transportation benefit do you provide?



Note: Respondents chose all answers that applied for their organization.

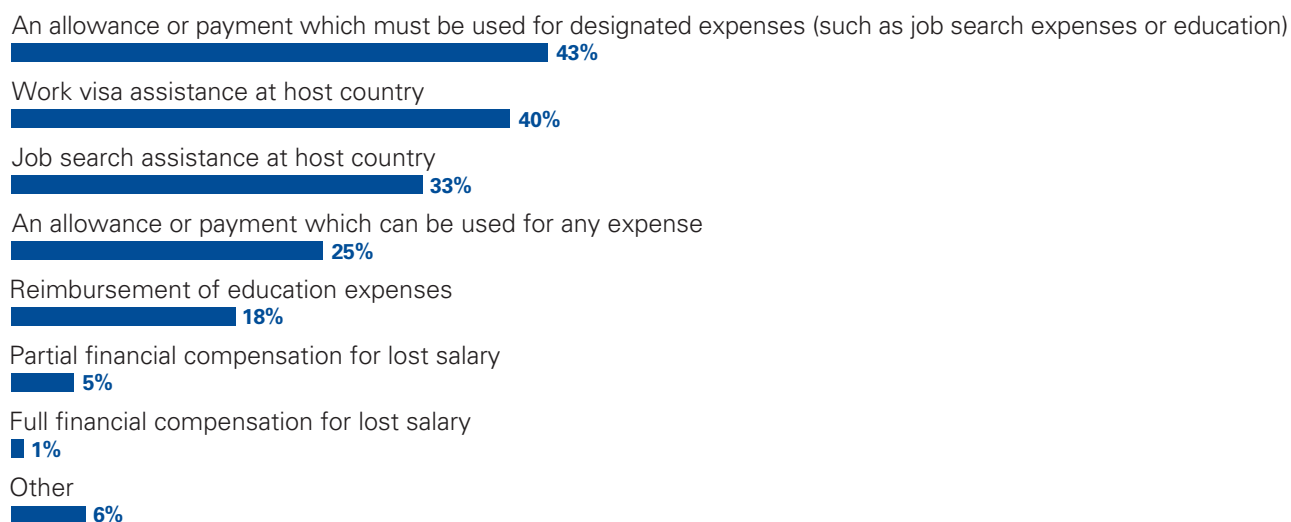
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide spousal/partner assistance?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What types of spousal/partner assistance do you provide?

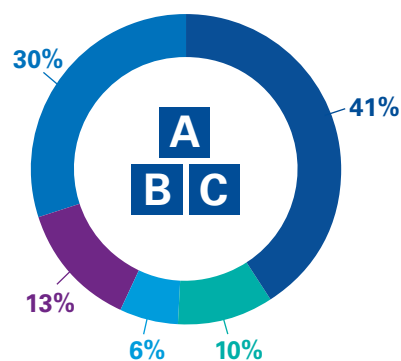


Note: Respondents chose all answers that applied for their organization.

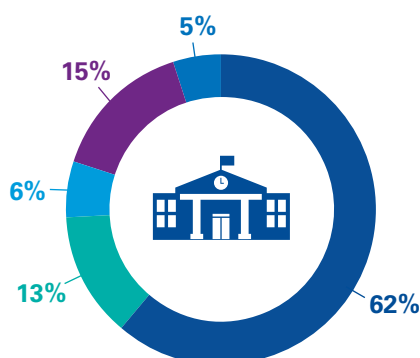
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide assistance for children's pre-school, primary/secondary and/or tertiary (college/university) education costs?

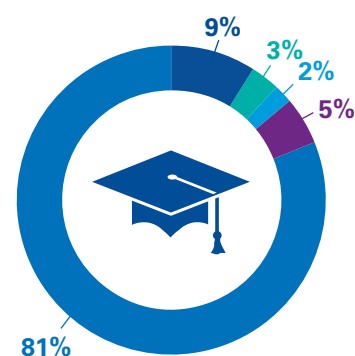
Pre-school education



Primary/secondary education



Tertiary education



- Yes — a core policy benefit
- Yes — but for selected assignees
- Yes — but for certain home-host country combinations only

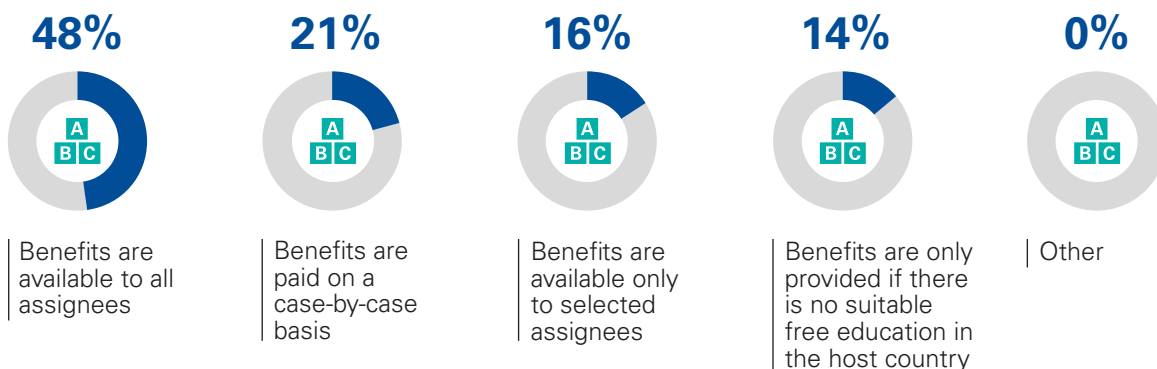
- Yes — but at the discretion of the organization (flexible/optional policy benefit)
- No — we do not provide such a benefit to any assignees

Note: May not total 100% due to rounding.

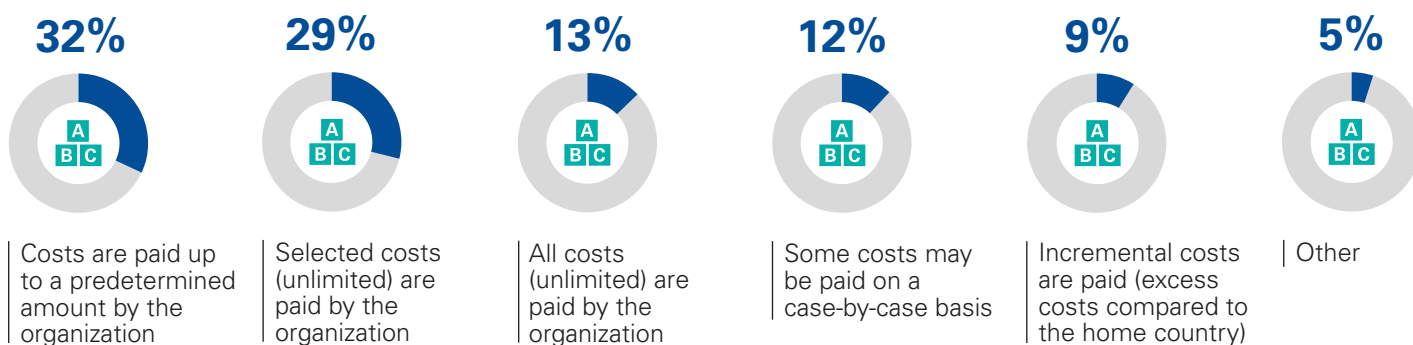
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is your approach to pre-school costs?

Eligibility



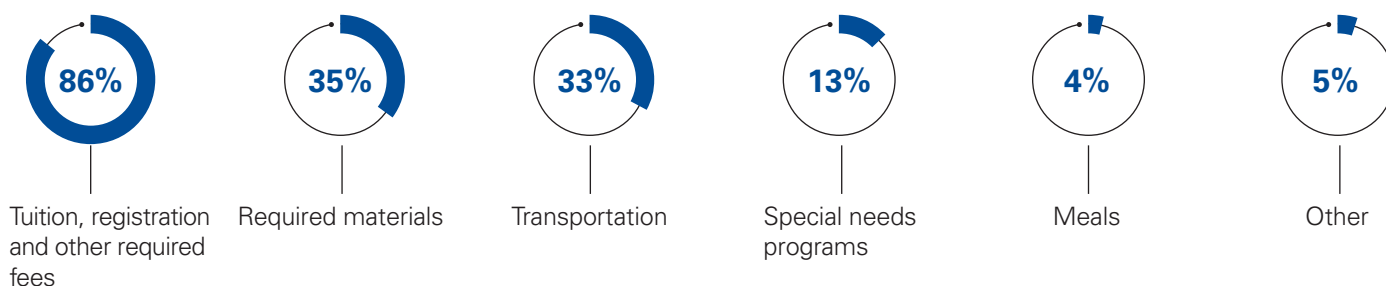
Cost limitation



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which of the following pre-school costs are paid?

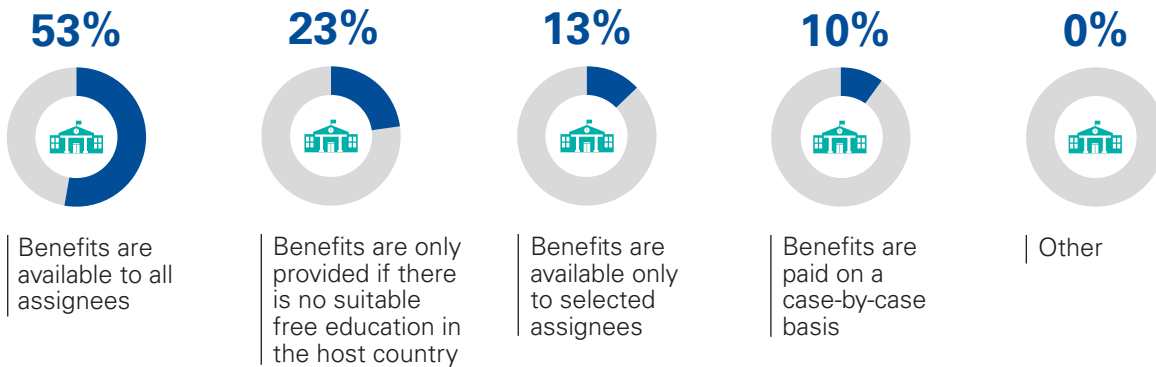


Note: Respondents chose all answers that applied for their organization.

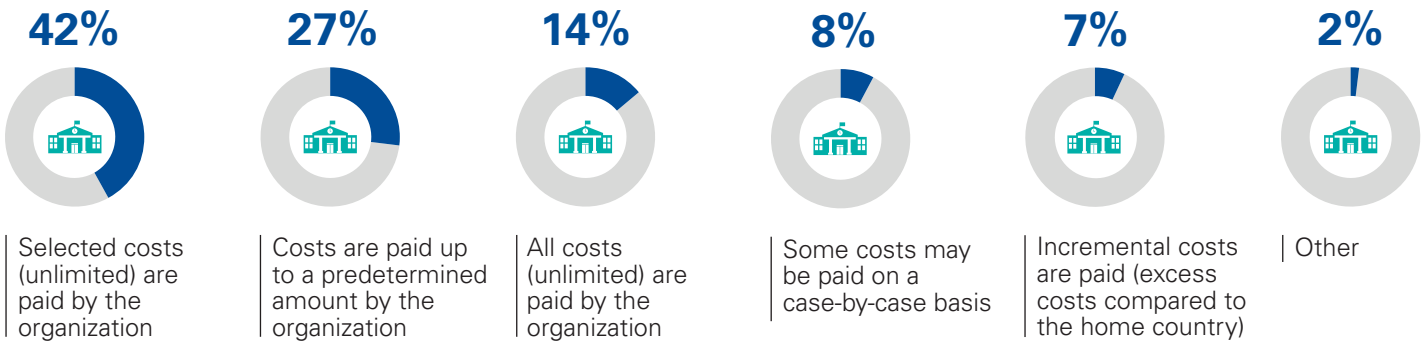
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is your approach to primary and secondary schooling costs?

Eligibility



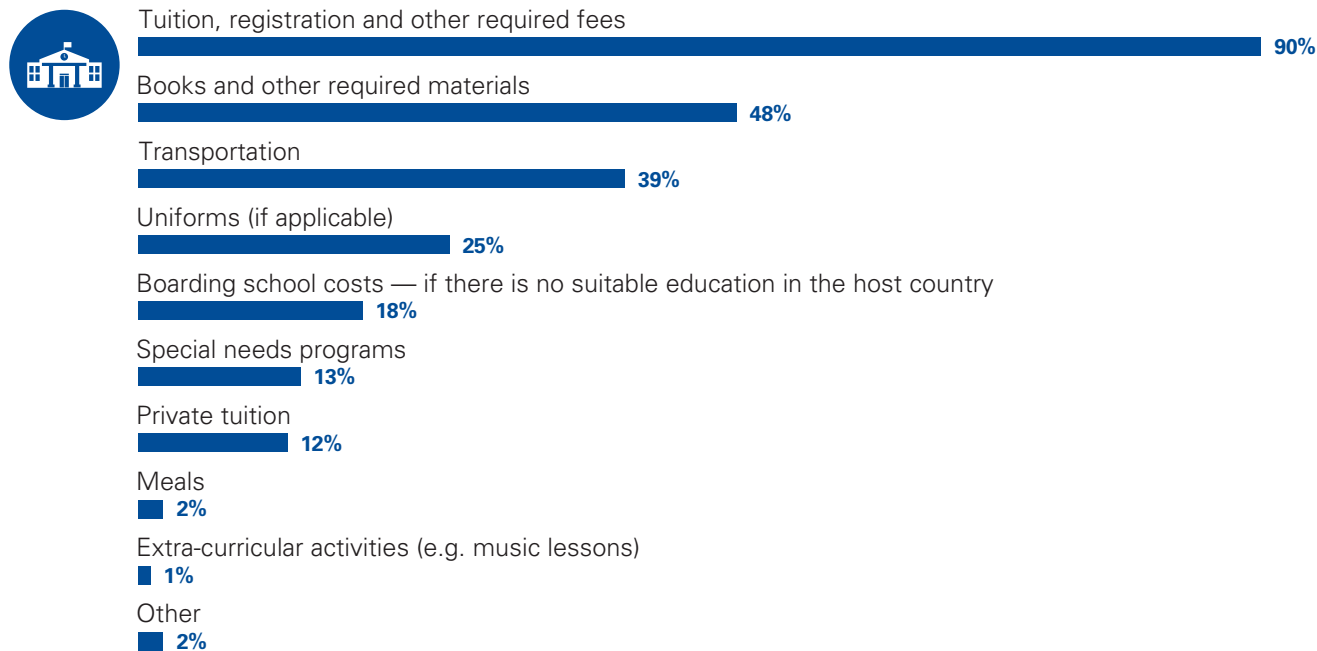
Cost limitation



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

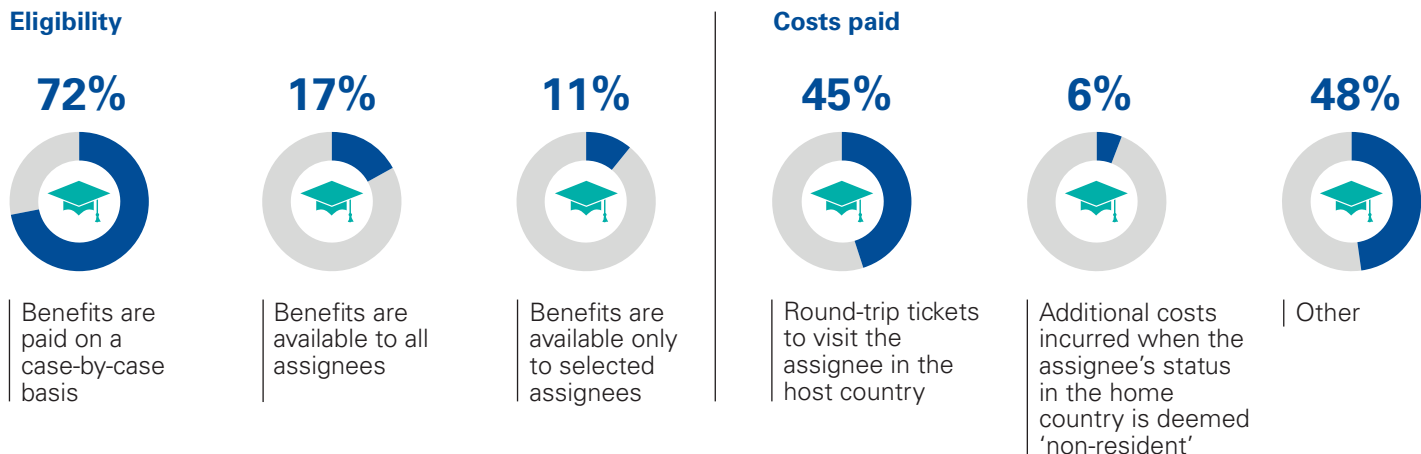
Which of the following primary and secondary schooling costs are paid?



Note: Respondents chose all answers that applied for their organization.

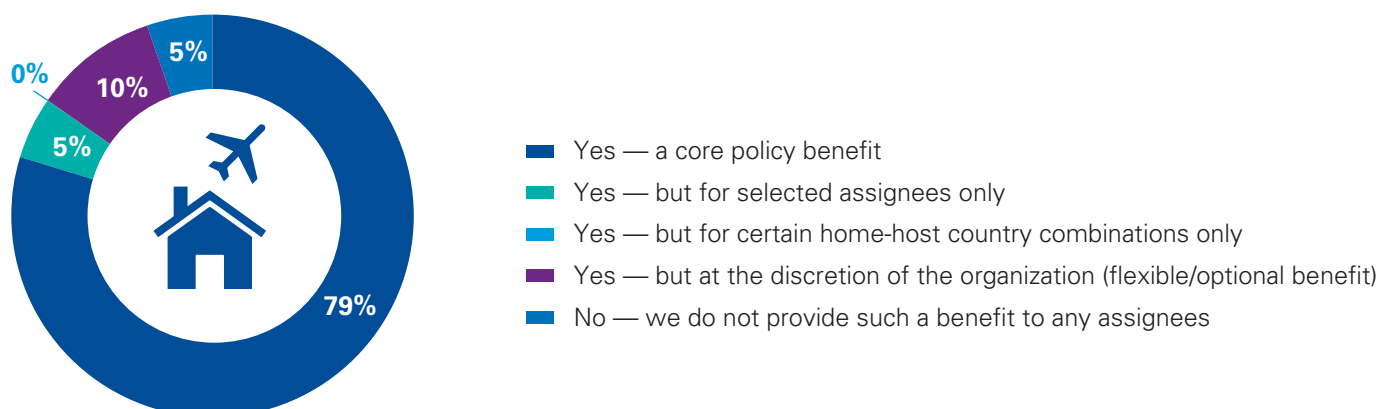
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is your approach to tertiary (e.g. college, university) education costs?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide a home leave benefit?

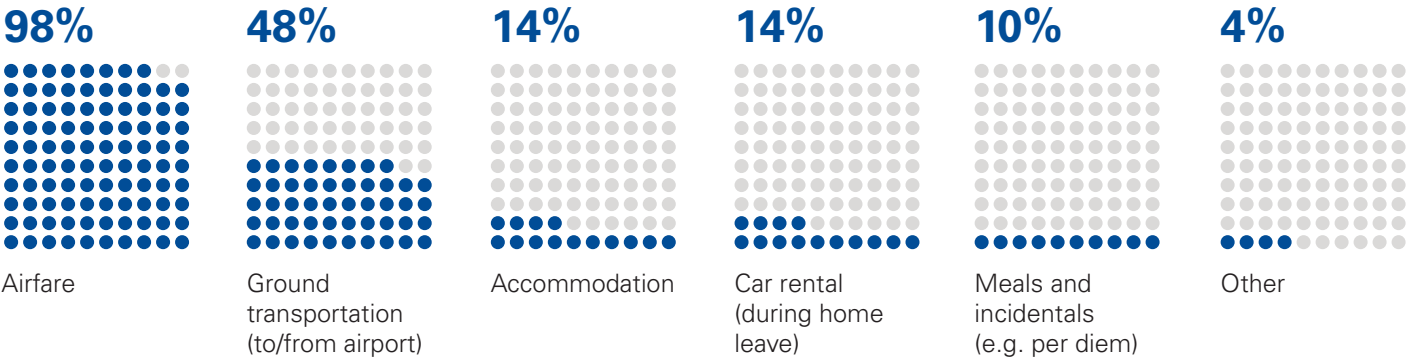
Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Where are assignees required to go during home leave?

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

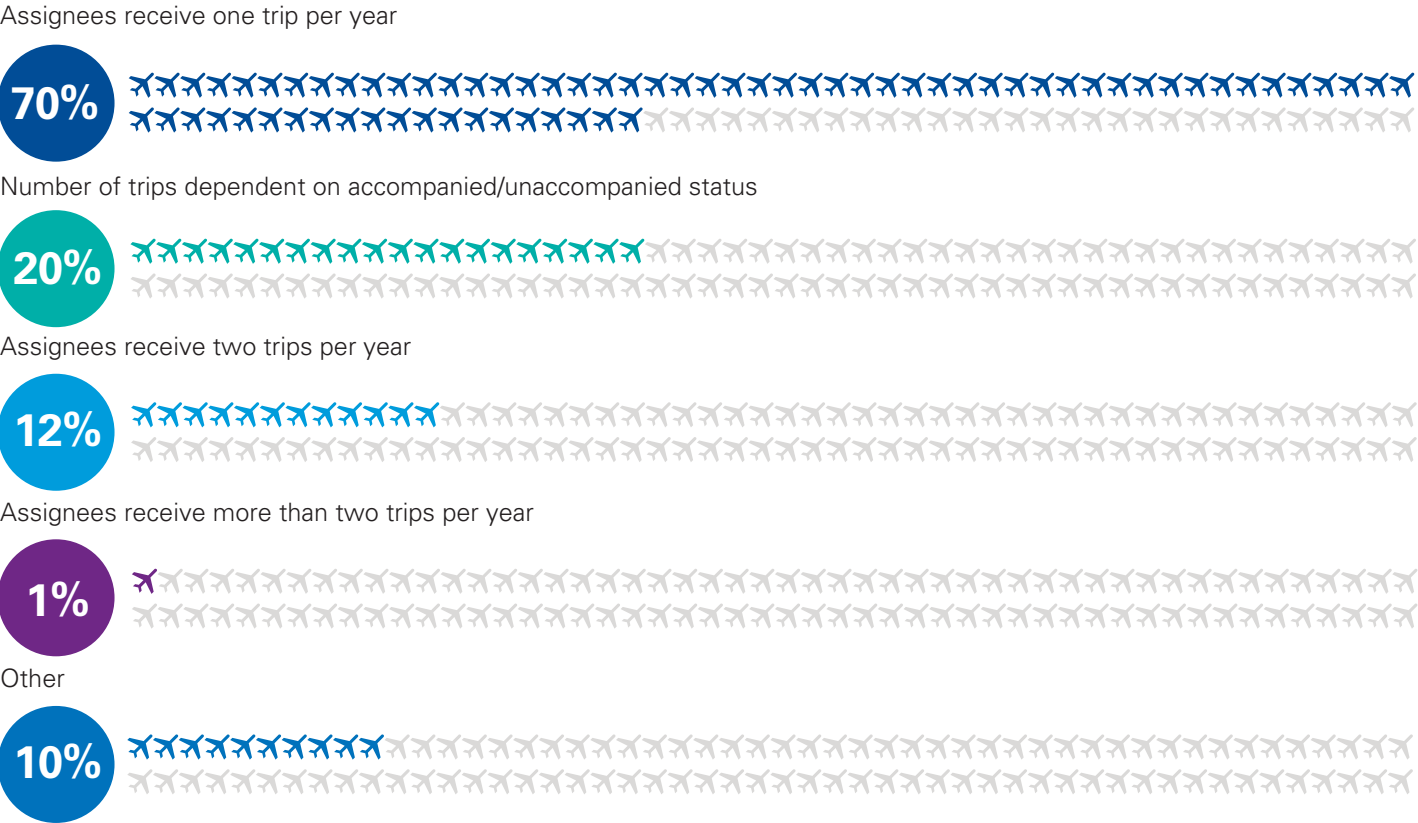
What types of expenses are included under your home leave policy?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

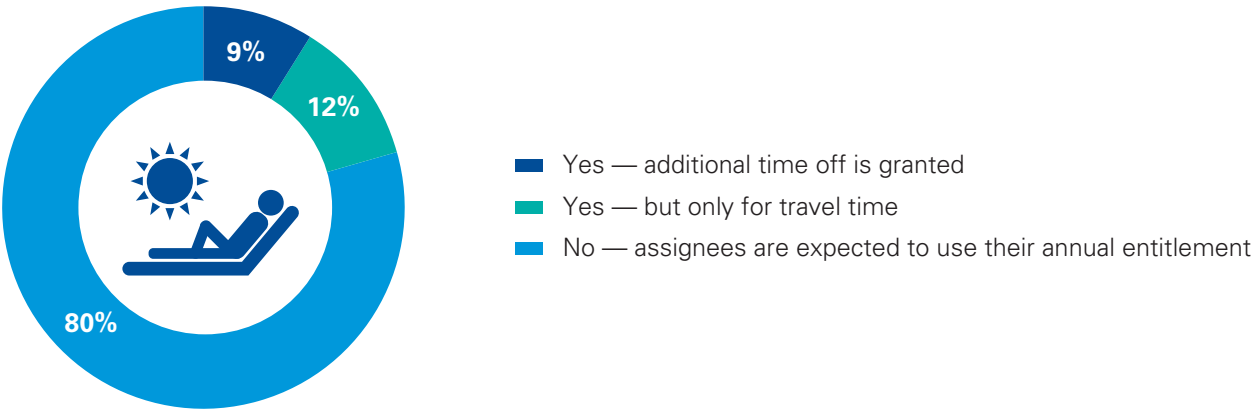
For long-term international assignments (1 year or greater), how many home leave trips do you provide every 12 months?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

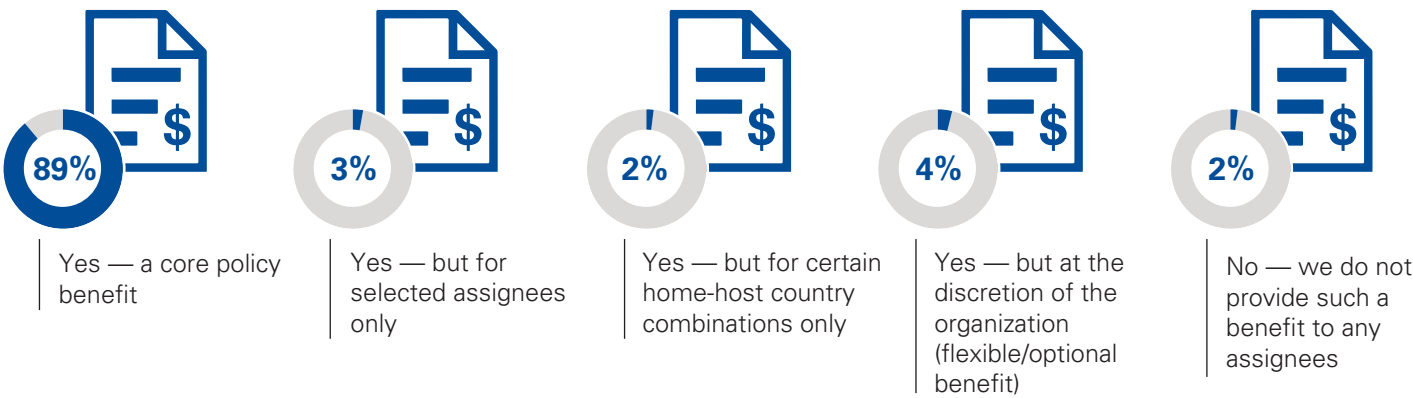
Do you provide assignees with additional vacation/paid time off during home leave trips?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you provide tax return preparation services?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which of the following statements describe the standard payroll and pay delivery mechanisms used for your assignees?

Assignees are maintained on the home country payroll through which all pay is delivered to them



Assignees have their pay delivered to them partly via the home country payroll and partly via the host country payroll ('split pay')



Assignees are moved to the host country payroll through which all pay is delivered to them



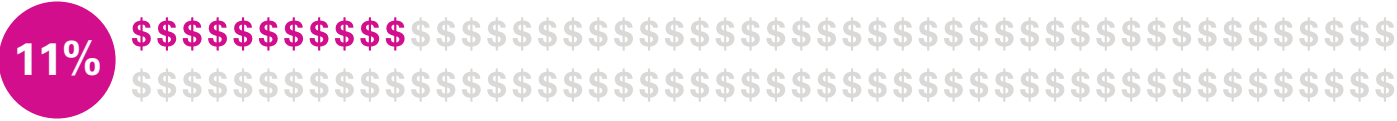
Assignees are maintained on the home country payroll through which most pay is delivered to them, but some assignment-related allowances are paid via the host country payroll



Assignees are moved to a global/offshore payroll through which all pay is delivered to them



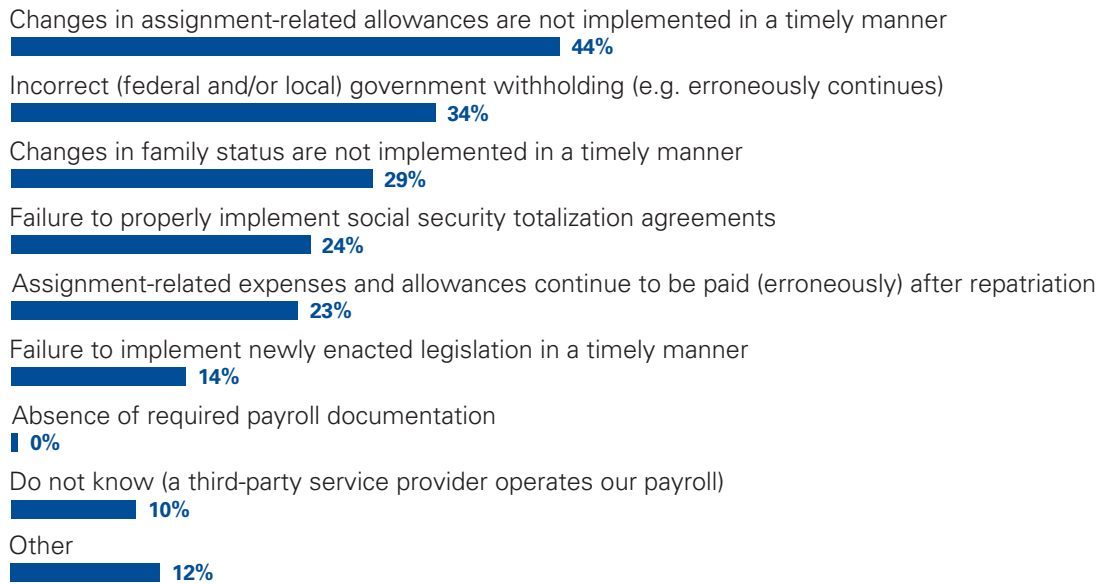
Other



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which of the following payroll challenges have you experienced related to assignees?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

End of assignment

In preparation of repatriating assignees back to their home country after completion of the international assignment, 71 percent of organizations begin the planning process only 3 to 6 months prior to the expected repatriation date. Provisions most commonly provided as core repatriation benefits include: relocation travel (86 percent), shipment of household goods (84 percent), tax consultation (71 percent) and temporary living (67 percent). Some organizations will also offer a miscellaneous relocation allowance at repatriation to assist in reintegration back in the home country (nearly 60 percent).

In evaluating their approach to localizing assignees, a large portion of survey participants manage the processes on a case-by-case basis and no formal policy is in place to address the topic (49 percent). When addressed, assignees are more likely to fully transition to the host country compensation and retirement system after a set period of time (50 percent of participants phase out benefits over a 1- to 4-year transition period), rather than retaining home and/or assignment benefits in the new location.

Of the few assignment-related benefits that are occasionally maintained when localizing, tax preparation services, host country transportation and children's education assistance are the most commonly maintained.

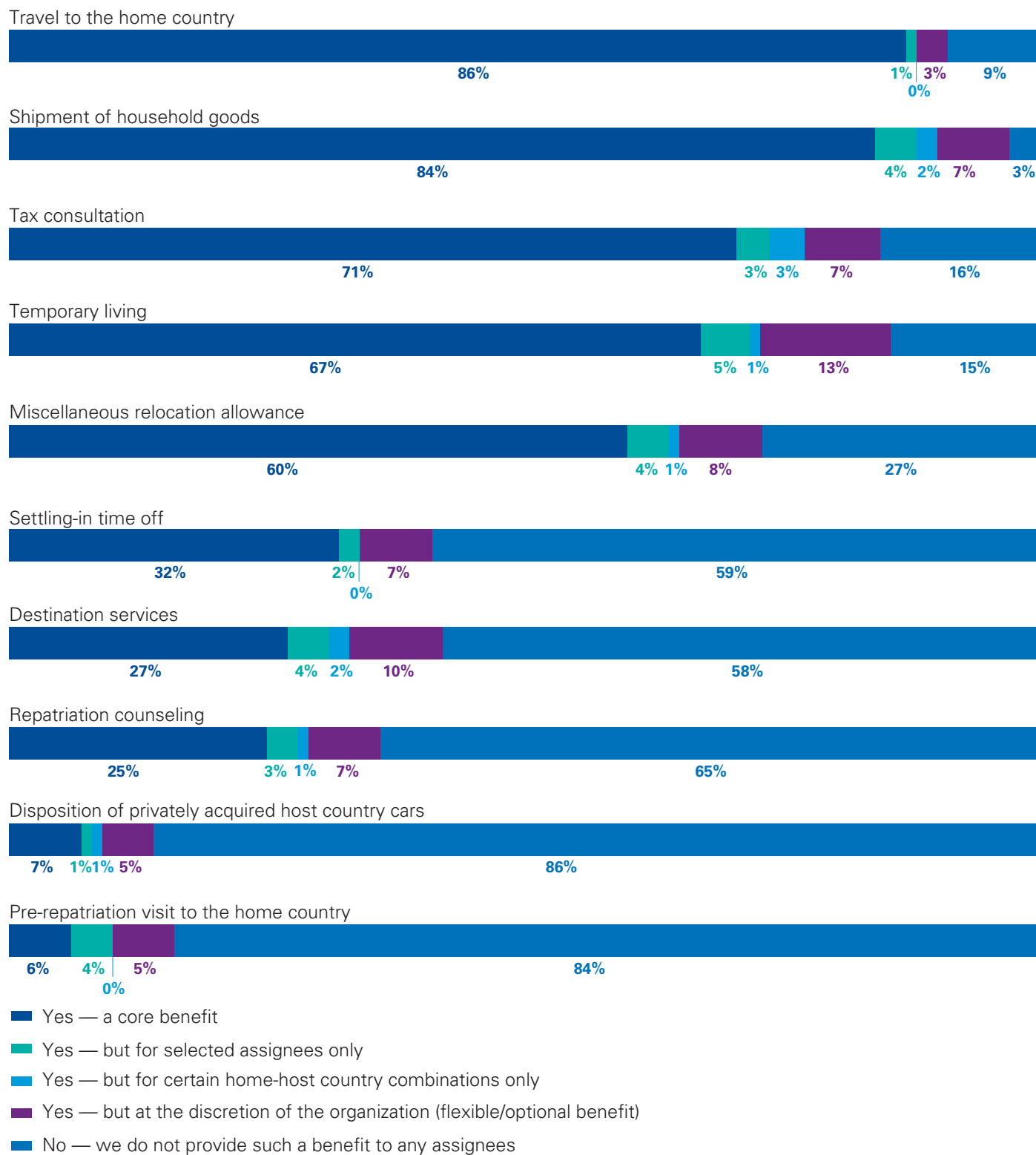
With regards to post-assignment retention and career succession, many organizations still struggle with validating key data and assignment return on investment. In outlining the primary reasons assignees leave the organization after returning home, a number of survey participants point to external competitiveness as a factor (30 percent).

Others indicate a lack of appropriate jobs available in the home country after repatriation (30 percent).

A significant number of survey participants, however, struggle to track this information altogether — 33 percent do not know the percentage of assignees that leave the organization within 12 months of repatriation.



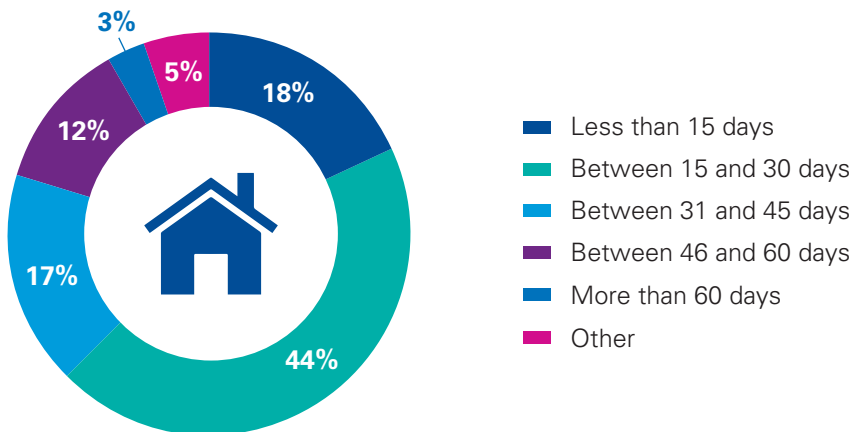
Which of the following services do you provide for repatriation?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

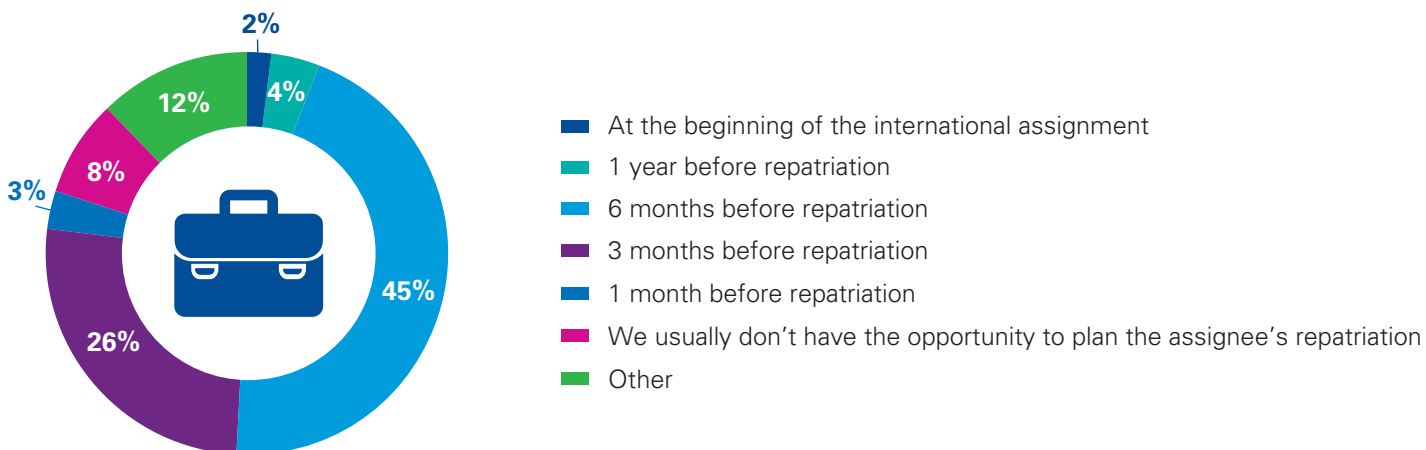
How many days do you allow for temporary living assistance for repatriation?



Note: May not total 100% due to rounding.

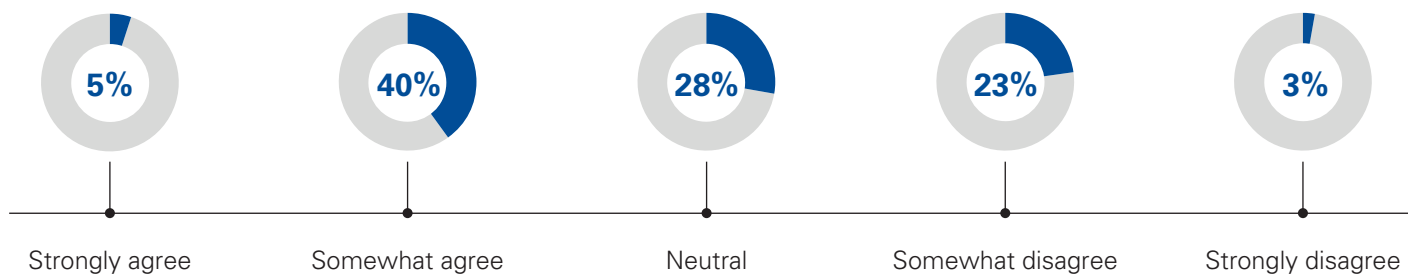
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

How far in advance do you begin planning the assignee's return to the home country?



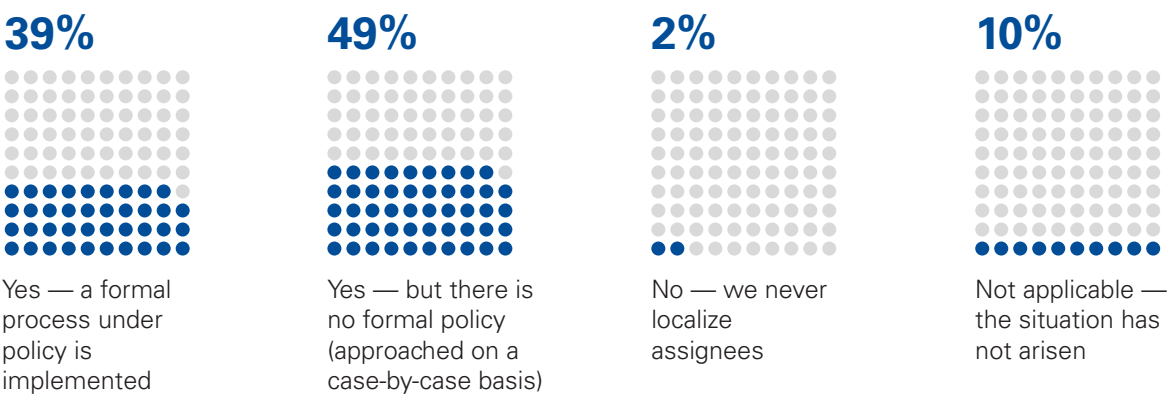
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you agree that your organization manages the repatriation process well?



Note: May not total 100% due to rounding.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you localize assignees (e.g. employees who remain in the host country and whose employment status changes from the home country to host country entity)?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

When do you localize assignees?

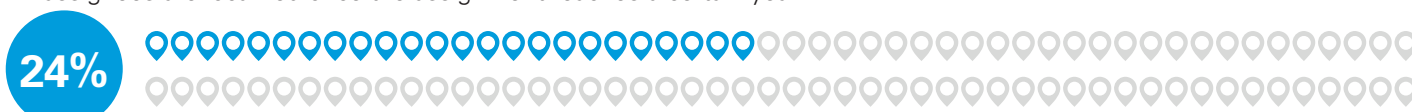
Localizations are employer initiated and depend on business need



In response to an assignee's request for localization



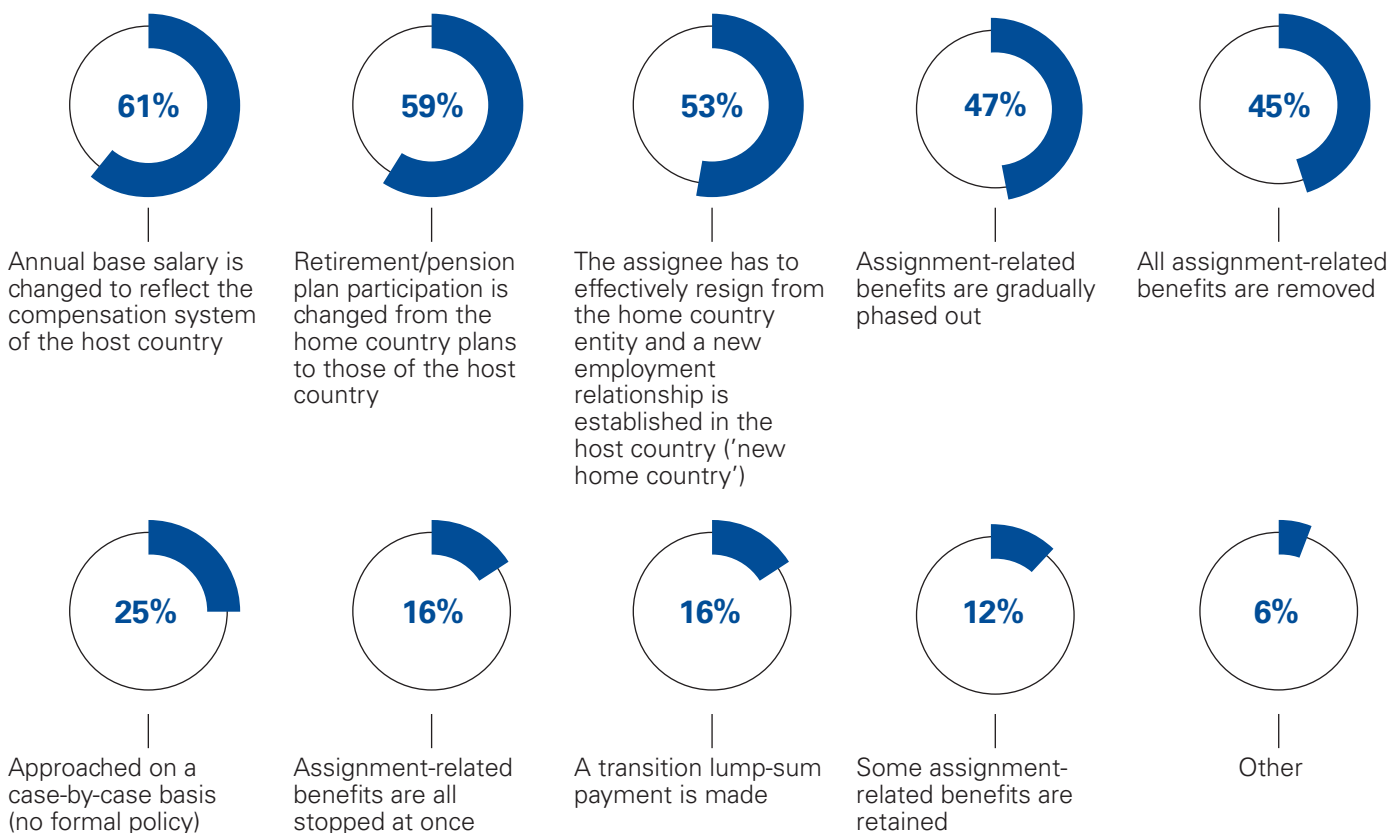
All assignees are localized once the assignment reaches a certain year



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

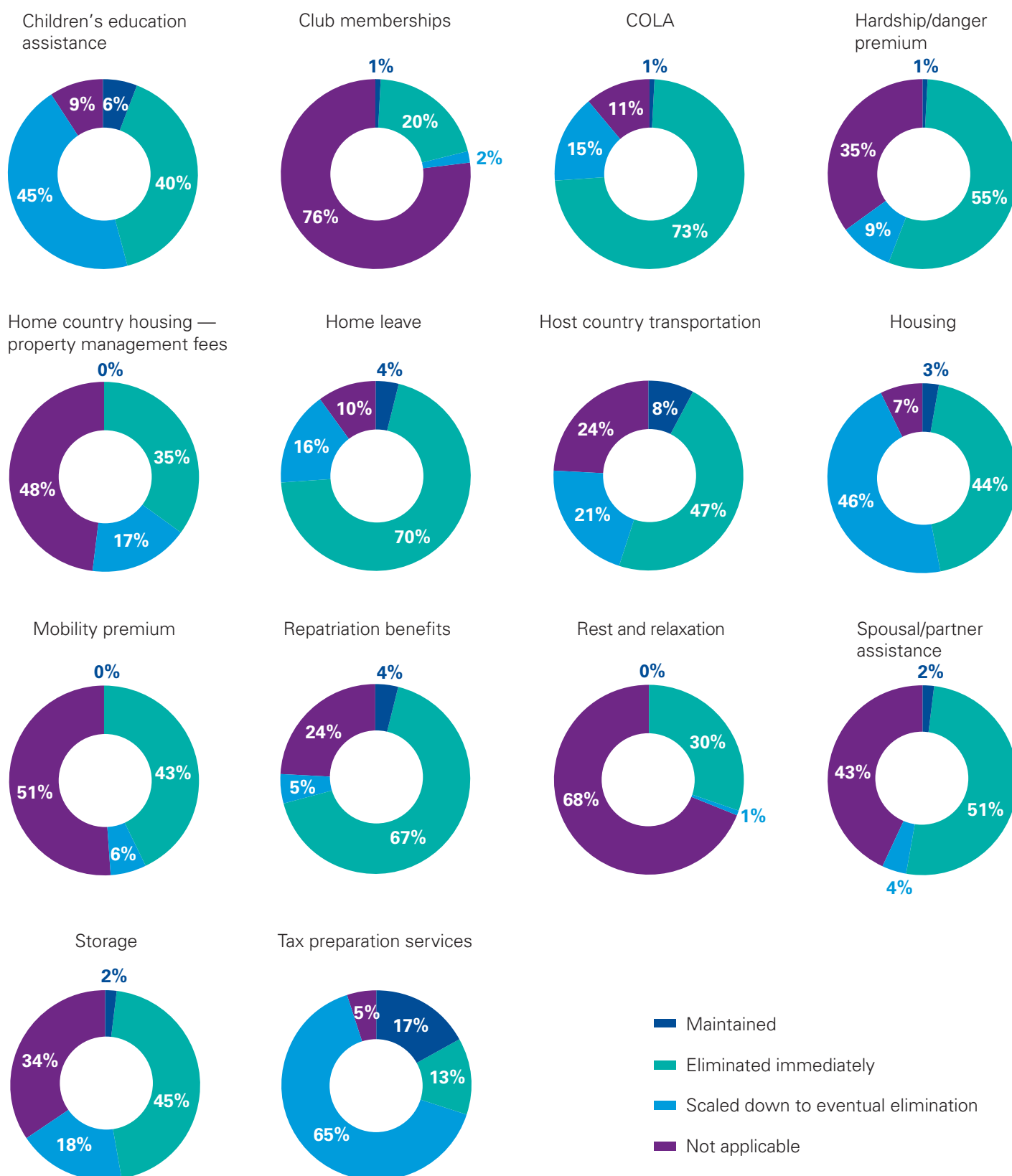
Which of the following statements best describe your approach to 'localized' assignees?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

When the decision has been made to localize an assignee, what is the effect on the current assignment-related benefits?

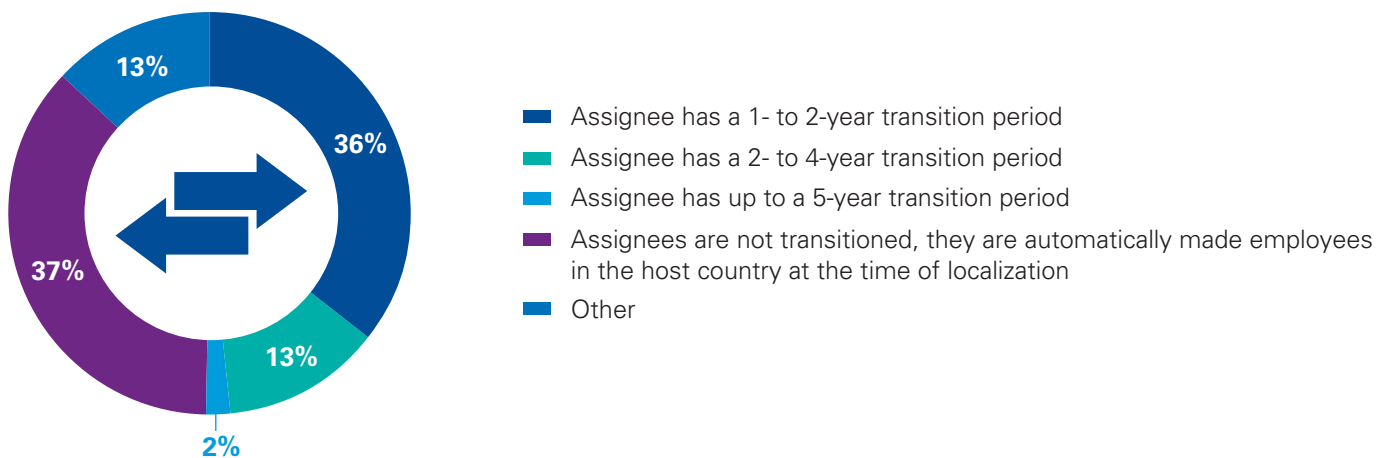


Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

End of assignment

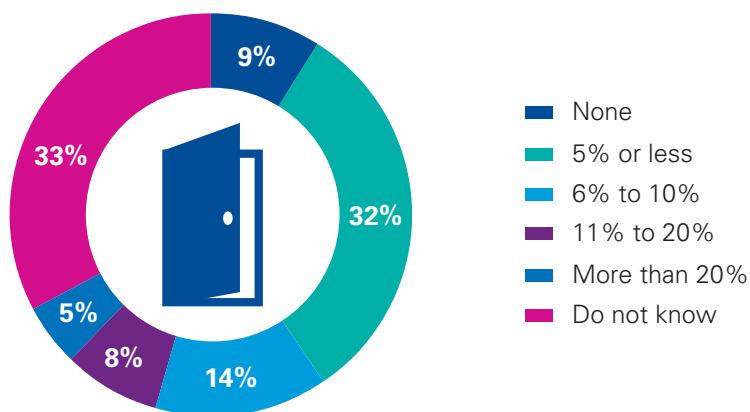
If your localization policy is phased, how long is the transition period?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

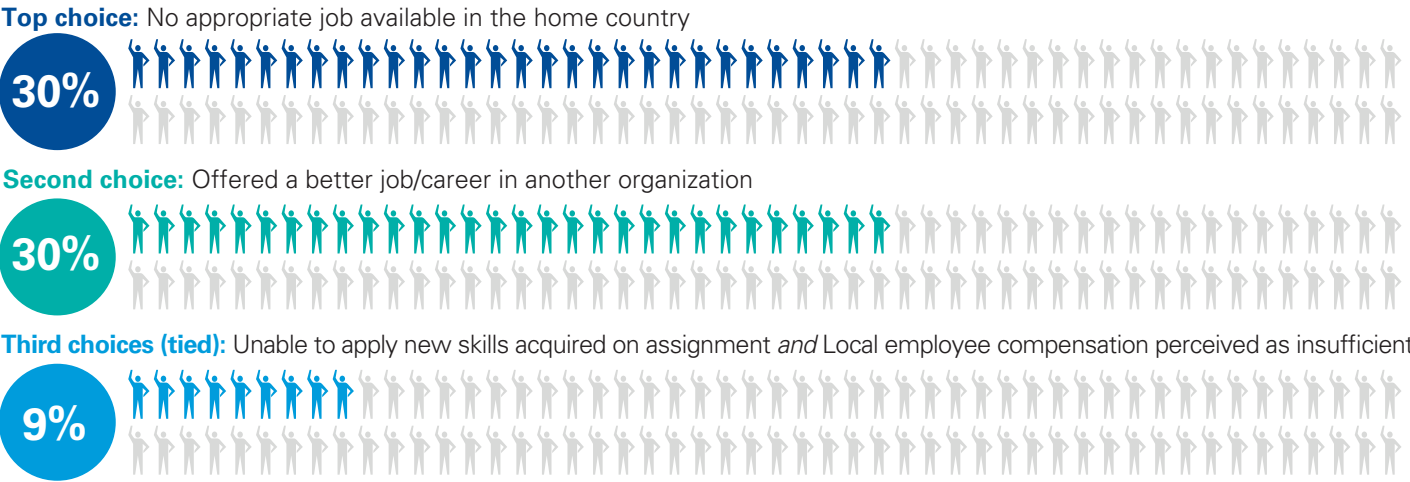
Approximately what percentage of assignees leave the organization within 12 months of returning from an international assignment?



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What are the top three reasons why assignees leave your organization after returning from an international assignment?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Tax policy

The majority of survey participants (91 percent, up 8 percent over 2018) tax equalize their assignees on their earnings, following a global tax reimbursement policy for all assignments (59 percent). In the estimation of hypothetical taxes, survey participants predominantly include social insurance and state/provincial/cantonal income tax, while using the home country residence as the basis for calculating hypothetical tax.

When applicable, 90 percent of participants apply for a certificate of coverage for their assignees. If a totalization agreement is not in place for the home-host country combination, 71 percent of participants pay the employer portion and 42 percent pay the employee portion of both the home and host country social tax liability.

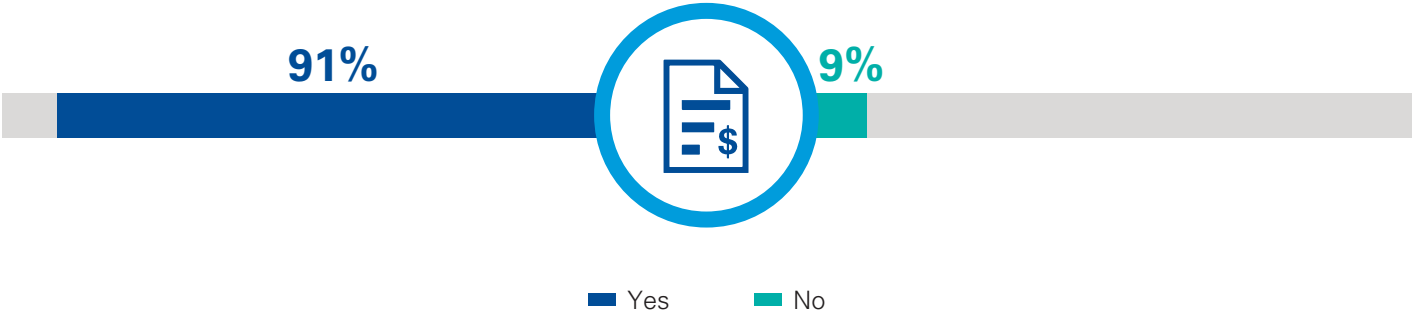
We have seen an increasing focus on compliance with regard to trailing compensation. Of survey participants, 78 percent tax equalize equity compensation (income generated by obtaining,

exercising or selling company shares) and 47 percent extend the benefit for the full term of the award, regardless of assignment duration. In looking at the tax treatment of income from sources outside of the organization (i.e. personal income, spousal income), the majority of participants take a *laissez-faire* approach and require assignees to be responsible for the related taxes.

KPMG continues to observe an increase in organizations not including personal income under tax equalization policy. For organizations that cover personal income under policy, investment income, capital gains and rental income are the three most common items that are covered (59 percent, 53 percent and 48 percent, respectively). In addition, an annual cap is often implemented under policy.

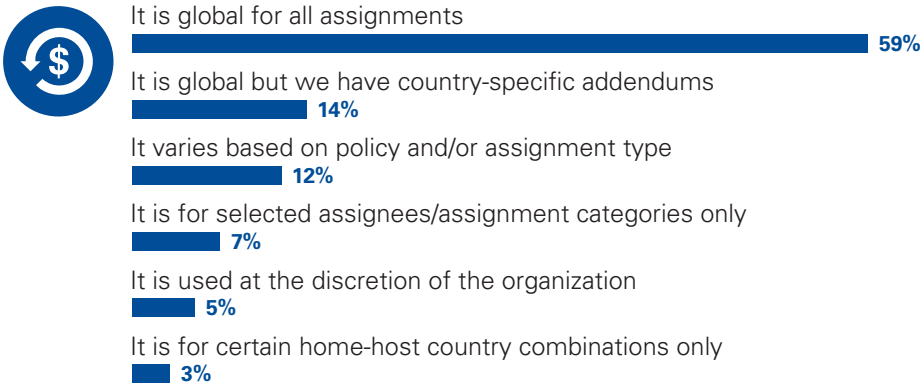


Do you have a tax reimbursement policy (e.g. tax equalization, tax protection, gross-up of allowances)?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

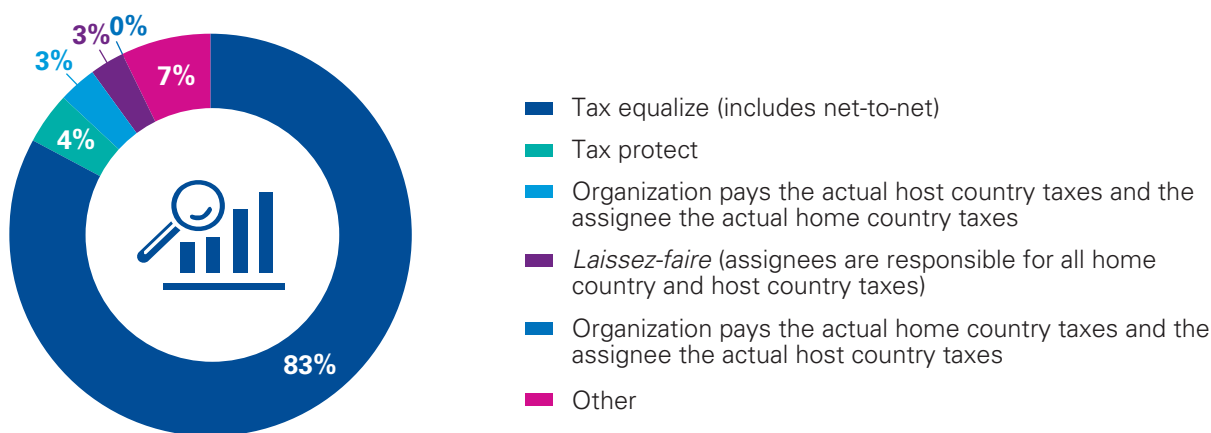
Which of the following best describes your tax reimbursement policy?



Note: May not total 100% due to rounding.

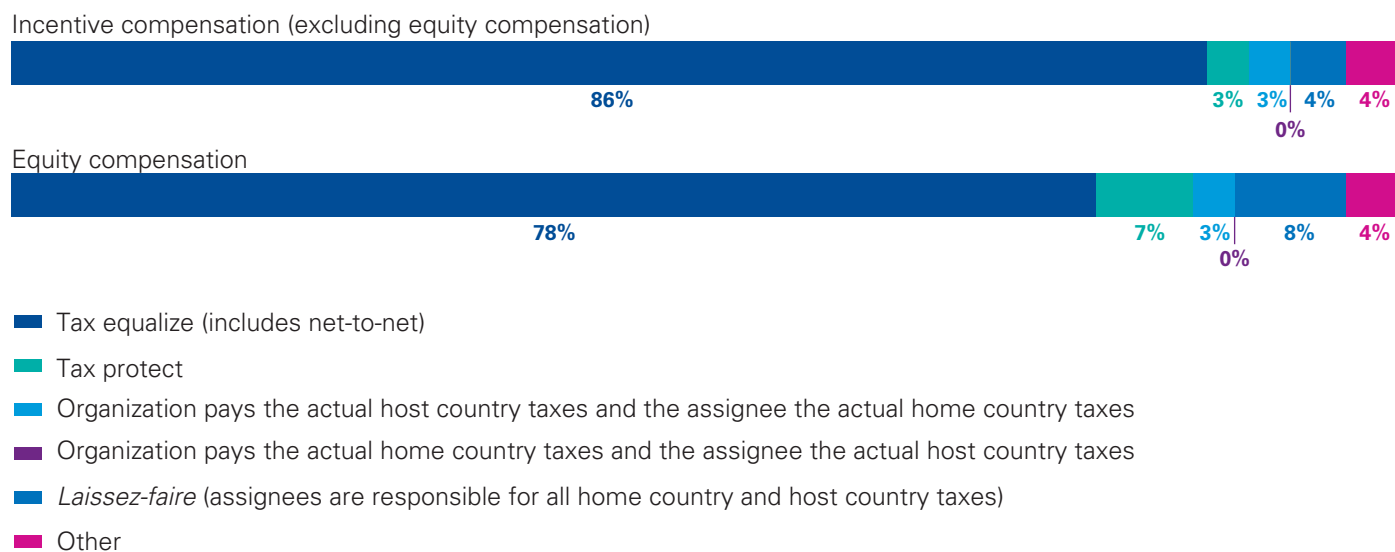
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which one of the following statements best describes your approach when addressing the assignment tax costs in relation to the assignee's earnings?



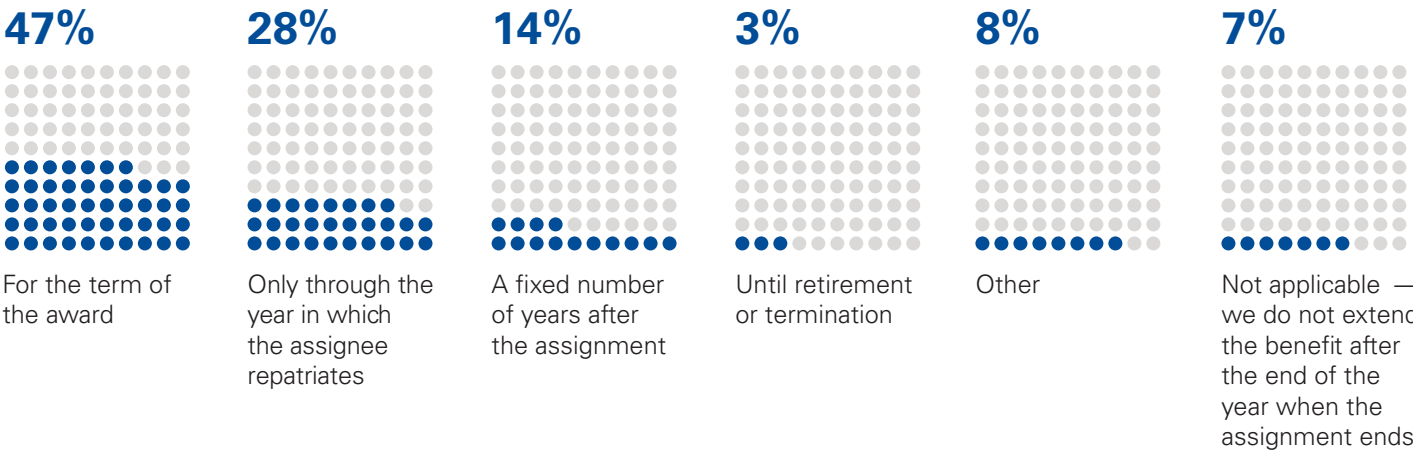
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Excluding base salary, how are the following elements of company compensation treated for tax policy purposes?



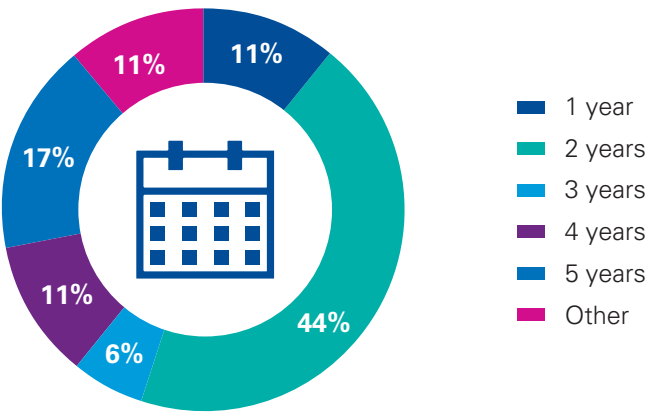
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

If you tax equalize or tax protect equity compensation, for how long after the end of the assignment do you extend the benefit to the assignee?



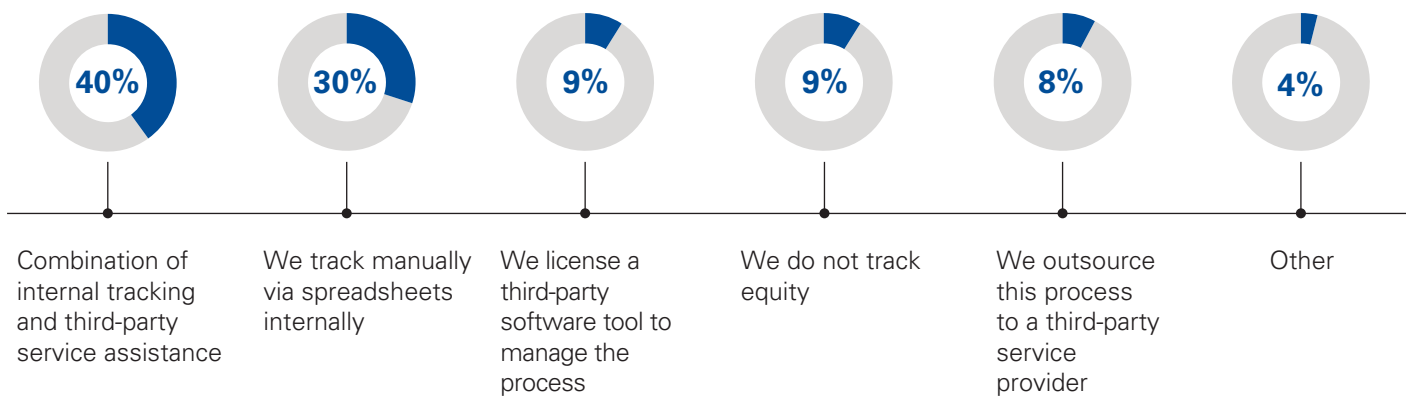
Note: Respondents chose all answers that applied for their organization.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

For how many years after the end of the assignment do you extend the tax reimbursement benefit related to assignment-related equity compensation to assignees?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

How do you track assignee equity awards and associated transactions during and following the international assignment?



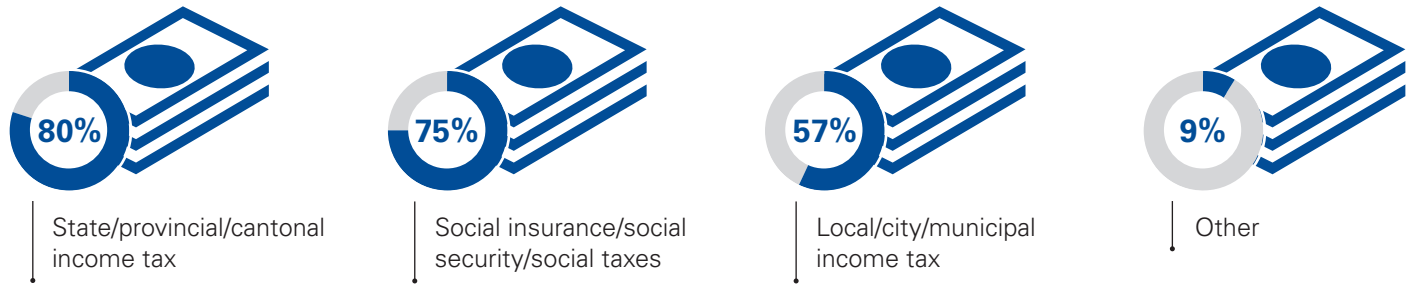
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is the basis of your policy’s hypothetical tax?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

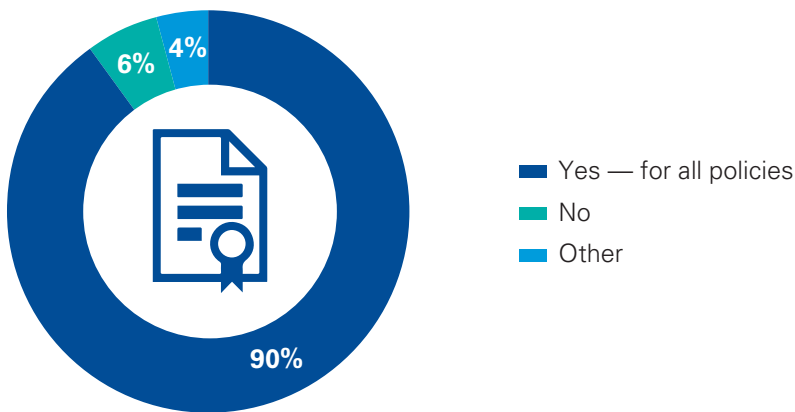
What do you include in the hypothetical tax calculation in addition to federal/national tax?



Note: Respondents chose all answers that applied for their organization.

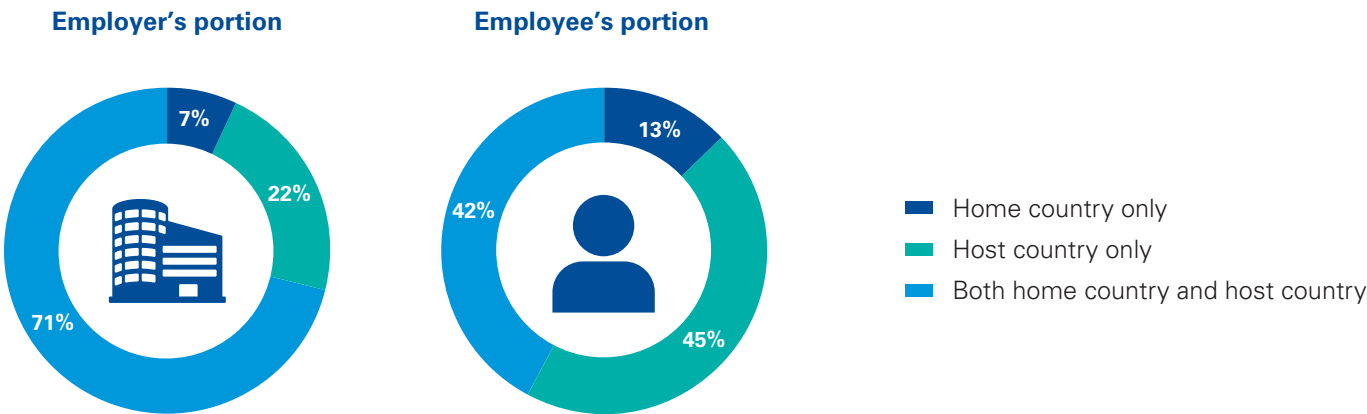
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you apply for certificates of coverage for your assignees, when totalization agreements are available for the home-host country combinations?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

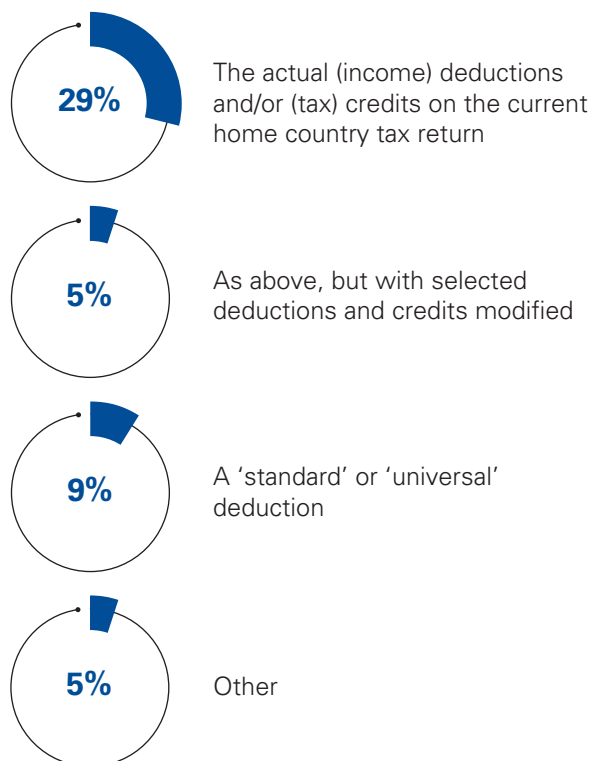
If there is no totalization agreement and there is an additional social tax liability, what portion of the liability does your organization pay?



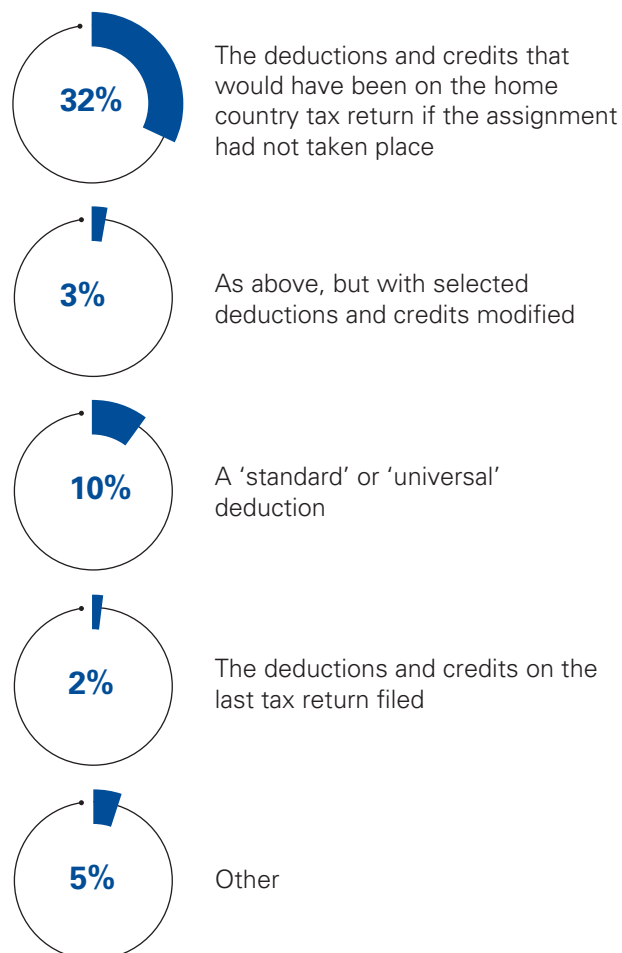
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What do you include as deductions and credits in determining the hypothetical tax?

Assignee continues to file home country tax return



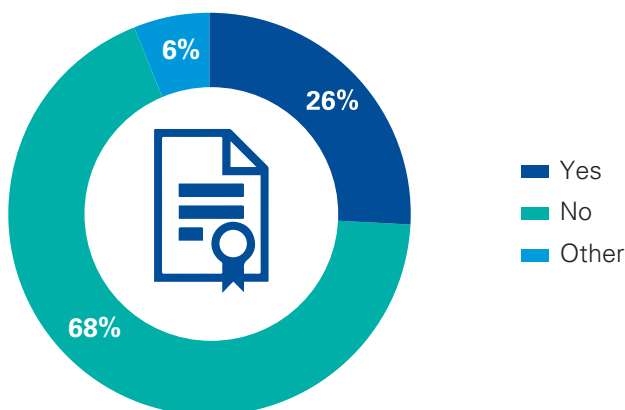
Assignee ceases filing home country tax return



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Does your tax policy cover non-organizational (e.g. personal) income?



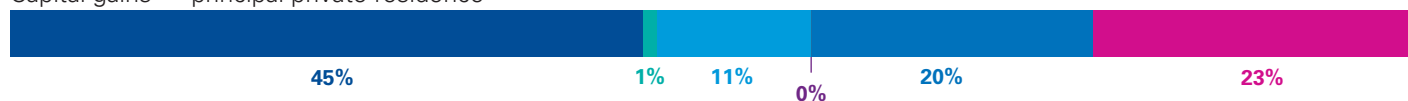
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which one of the following statements best describes your approach to tax reimbursement?

Investment income (interest, dividends, etc.)



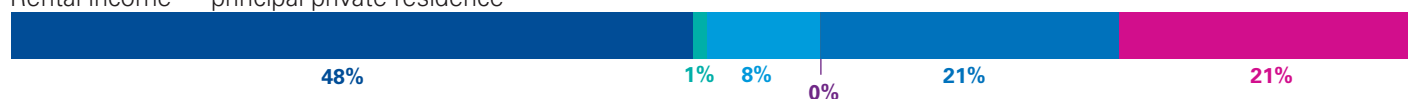
Capital gains — principal private residence



Capital gains — other



Rental income — principal private residence



Self-employment

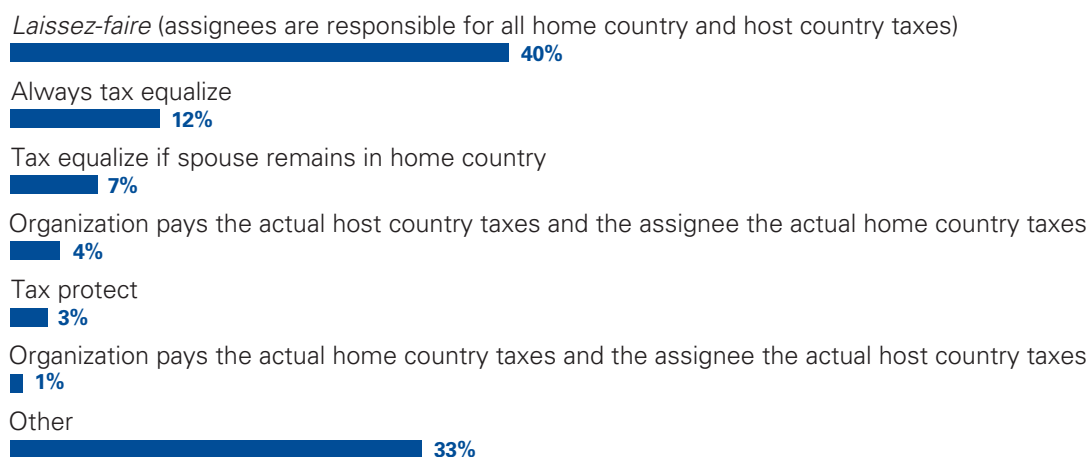


- Tax equalize
- Tax protect
- Organization pays the actual host country taxes and the assignee the actual home country taxes
- Organization pays the actual home country taxes and the assignee the actual host country taxes
- Laissez-faire (assignees are responsible for all home country and host country taxes)
- Other

Note: May not total 100% due to rounding.

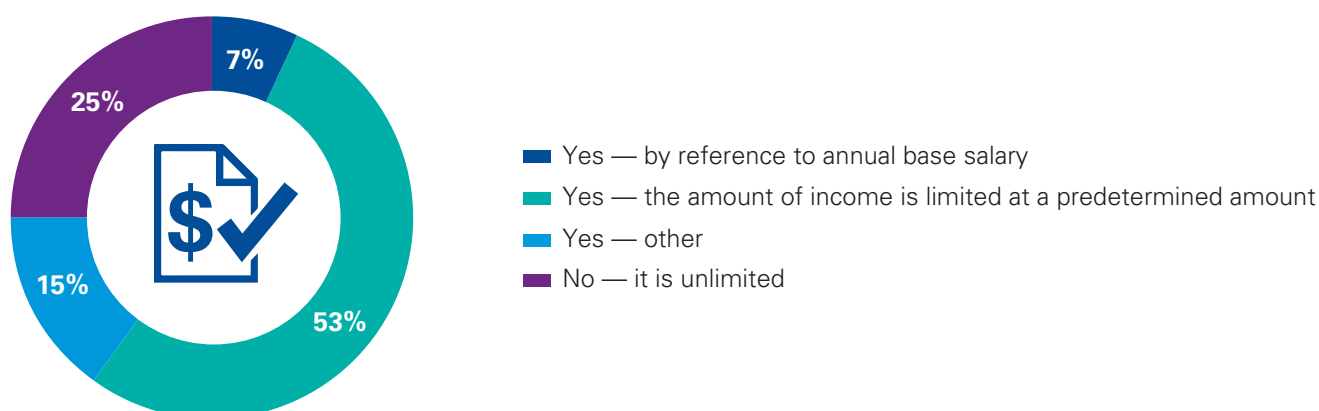
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which one of the following statements best describes your approach to tax reimbursement of spousal earnings?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do you limit the amount of personal income included in the tax reimbursement benefit?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Immigration

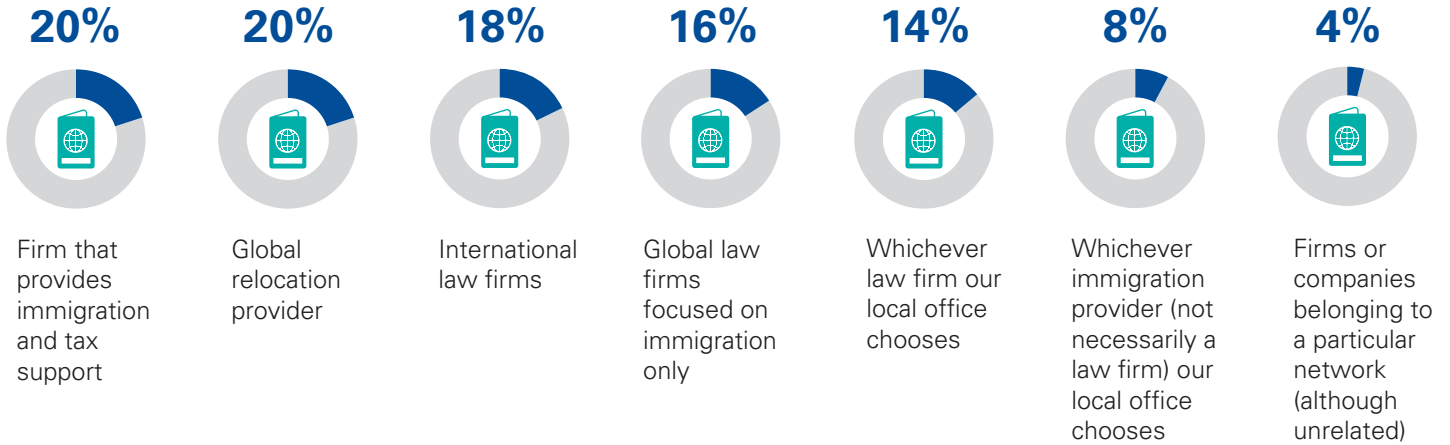
In a continuing heightened regulatory and risk environment globally, compliance with immigration laws continues to be a key focus for organizations in 2019, with 80 percent of participants identifying the issue as being an important critical motivation for key business stakeholders.

To support global compliance, participants primarily outsource immigration services to global law firms focused only on immigration

law, and most work with different providers selected at the local country level (48 percent). While 37 percent of participants rely on outside counsel to assess immigration document requirements for quality control and risk tracking purposes, 42 percent do not have quality control procedures currently in place to track the immigration process.

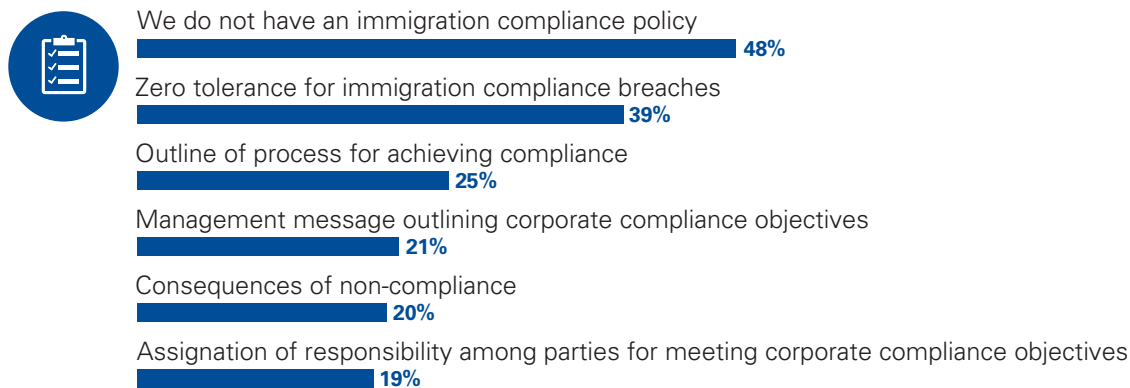


What types of organization(s) do you outsource immigration services to?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

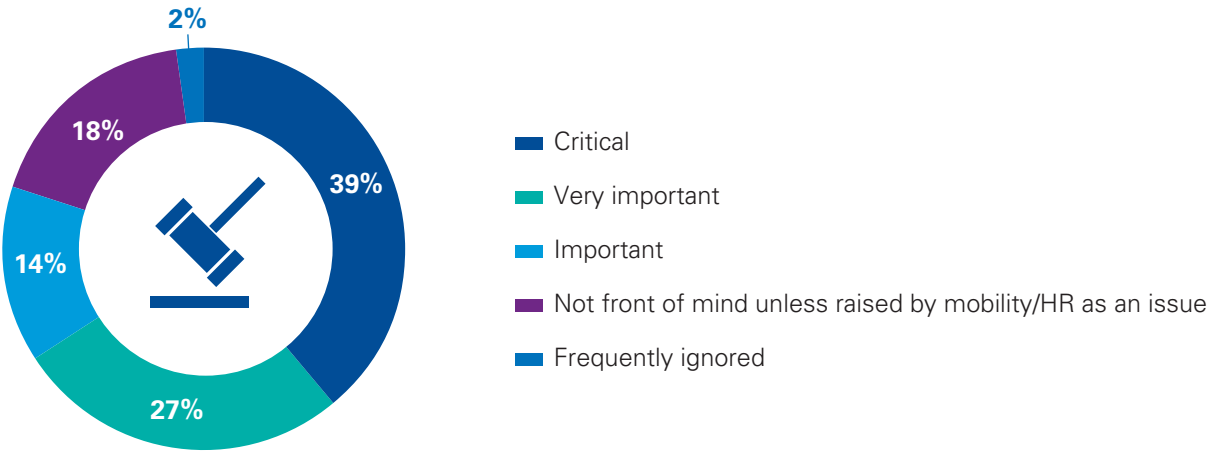
What are the key conditions included in your immigration compliance policy?



Note: Respondents chose all answers that applied for their organization.

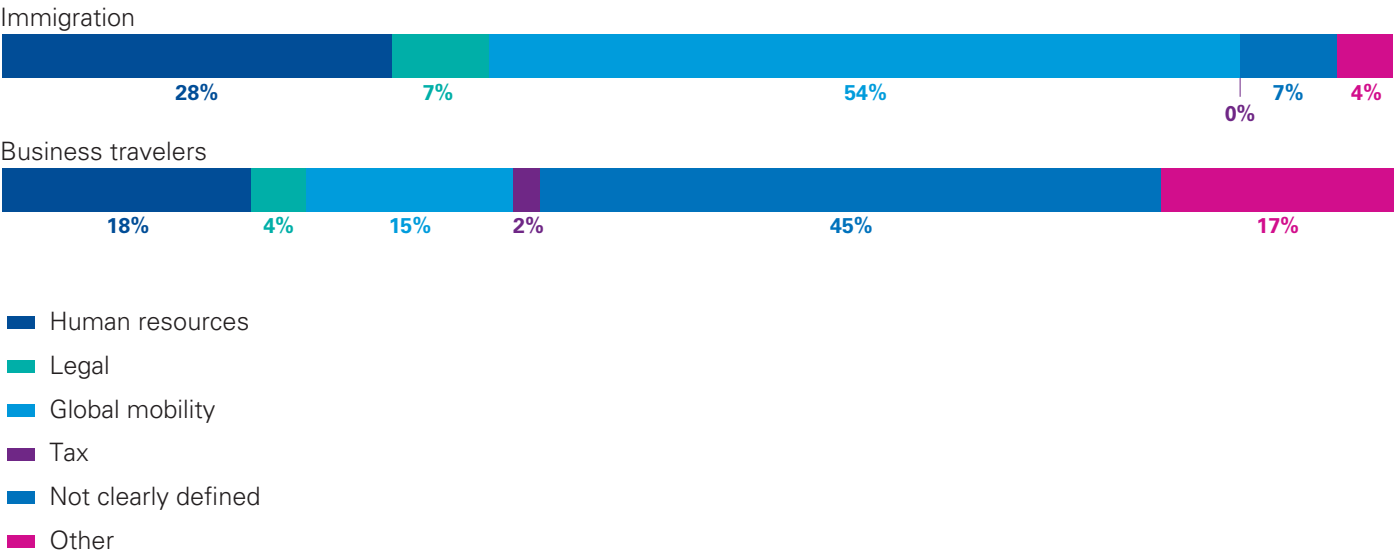
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

How would you rank the motivation to comply with immigration laws among key business stakeholders?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Who is responsible for immigration and business travelers within your organization?



Note: May not total 100% due to rounding.

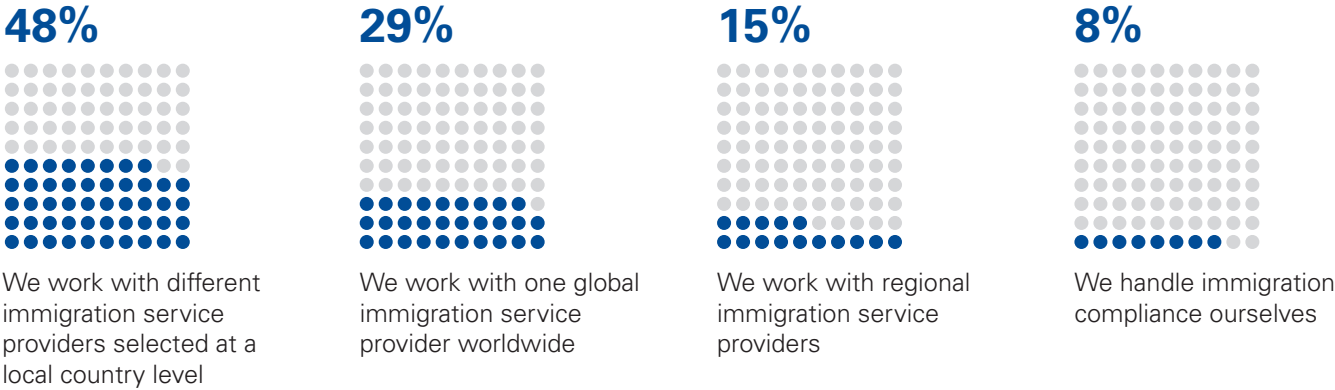
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Please indicate which of the following best describes your organization (in relation to managing immigration needs).



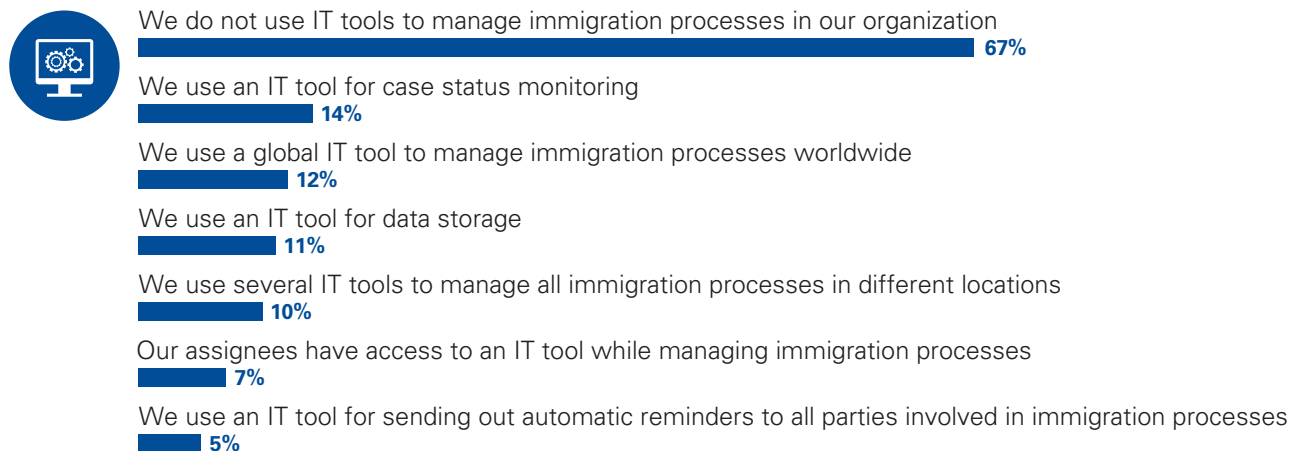
Note: May not total 100% due to rounding.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Please indicate which of the following best describes your organization (in relation to immigration service providers).



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which statement best describes your organization's approach to the use of IT tools for managing immigration processes?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

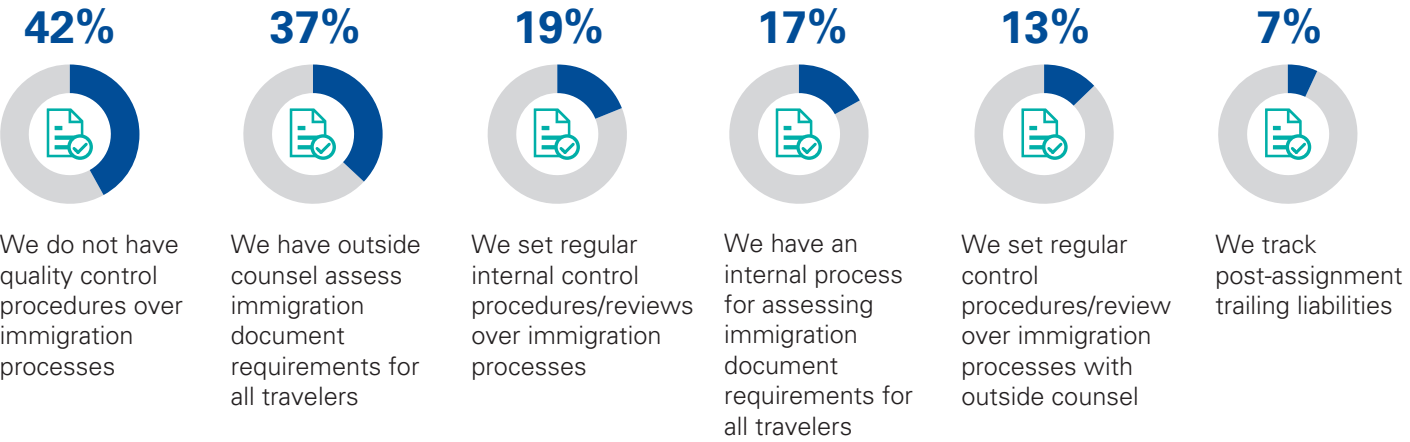
Which statement best describes the source of the IT tool used by your organization for managing immigration processes?



Note: Respondents chose all answers that applied for their organization.

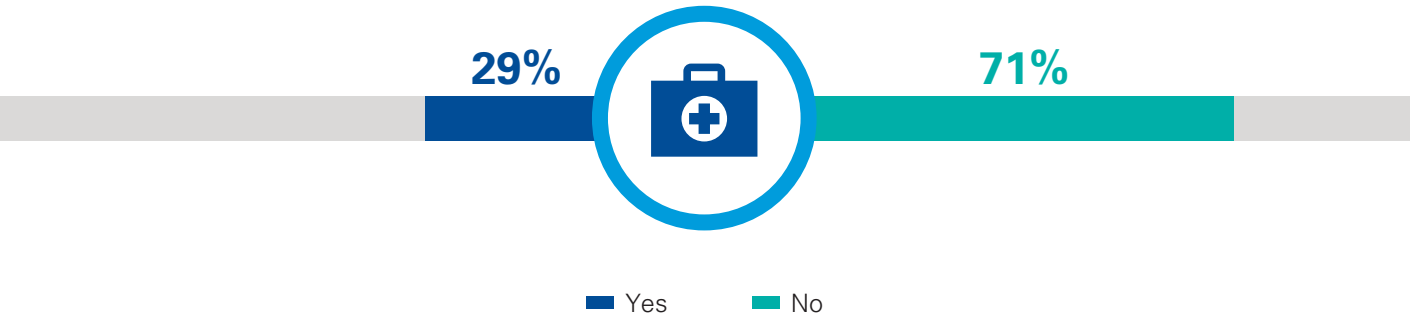
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Which statement best describes your organization’s approach to immigration process quality control and risk tracking?



Note: Respondents chose all answers that applied for their organization.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Do your emergency evacuation protocols include immigration advice and assistance?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Assignment management technology

Technology leads the way — global mobility is too complex and important to employees and the organization to leave up to chance. More and more organizations are looking to have a fully integrated, single source of truth technology solution that spans the whole spectrum of mobility and provides self-service to employees via on-line portals and mobile technology solutions integrated with mobility processes.

However, the majority (60 percent) of organizations do not currently rely on mobility management technology to manage various aspects of their program.

Of those that do utilize technology, administration/data management, cost estimation, compensation collection and tax

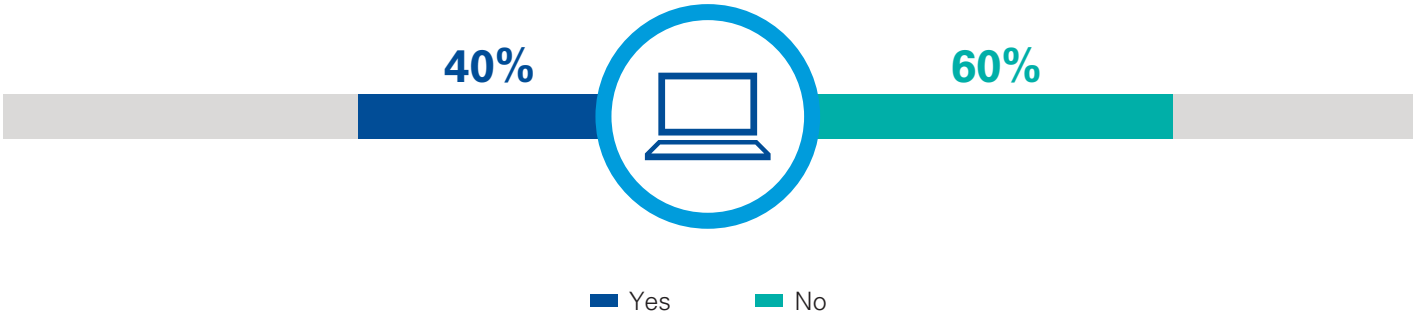
calculation tools are the leading solutions that participants leverage (and are also the most important solutions in assisting these administrative tasks).

When choosing a global mobility management solution, data analytics/reporting capability is the leading factor in the selection process (28 percent), while integrated workflow and user interface are also important decision factors.

In addition, mobile technology will likely be key to engage, support and enhance the employee experience. Next generation workers are expecting consumer-related digital experiences with technology similar to that which supports their day-to-day living.

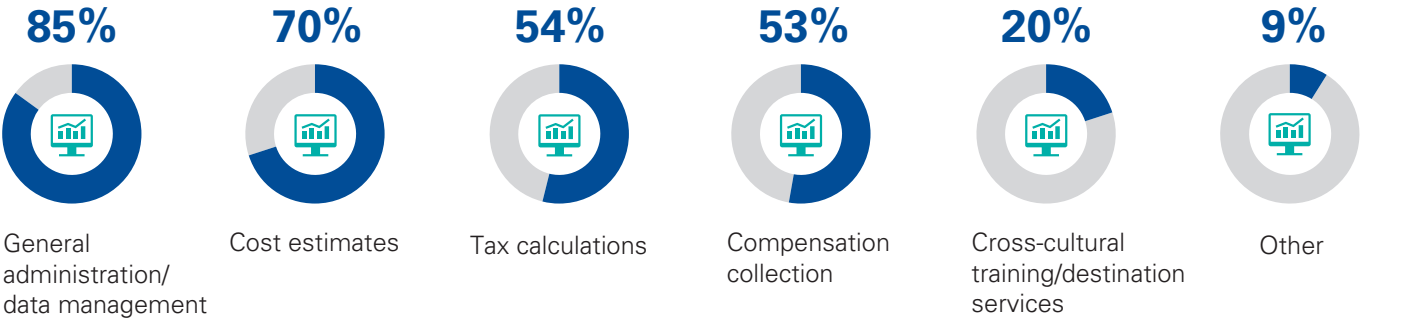


Are you currently leveraging mobility management technology, outside of tax compliance, to manage aspects of your global mobility program?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

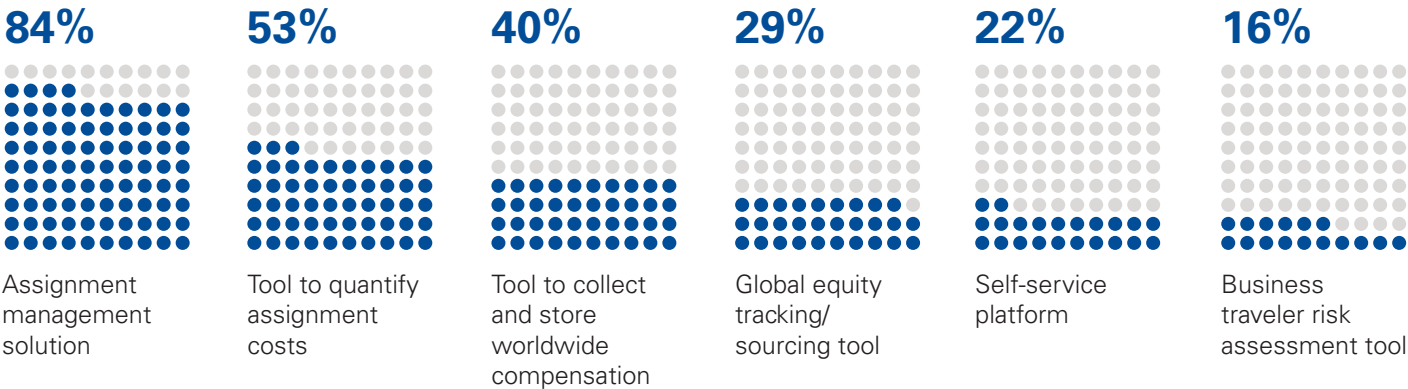
For which aspects of your international assignment program do you use any specifically designed technology applications/platforms to assist you in administration?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

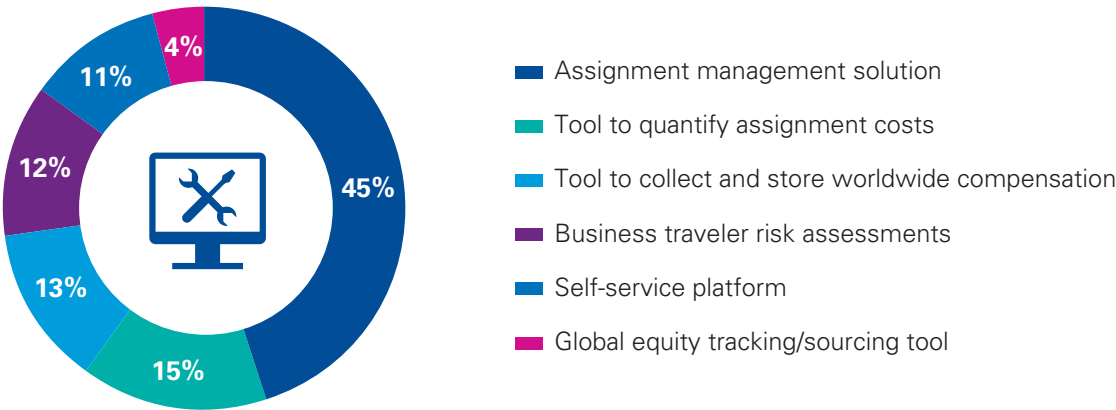
Please select the types of global mobility technology being leveraged



Note: Respondents chose all answers that applied for their organization.

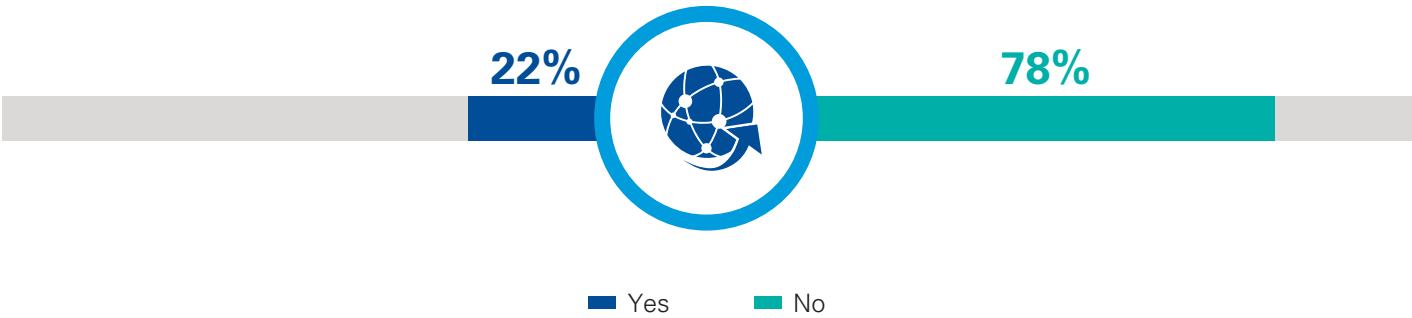
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

As a user or reviewer of global mobility technology solutions, which system is most important to you?



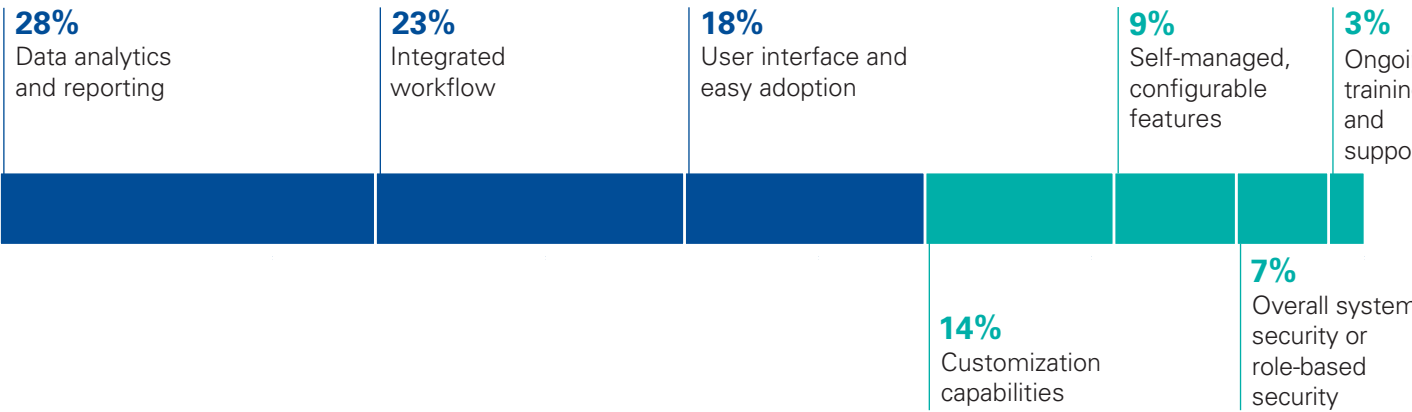
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

If you are not currently using a global mobility management technology, do you plan on implementing a program within the next 12 months?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What are the top three most important factors in choosing a global mobility solution?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Data and analytics

The use of insight-driven data and predictive analytics to support broader workforce shaping will likely be critical for the future Global Mobility function.

Companies are seeking less data and more insight, which is critical in "telling the mobility story," demonstrating the value of the Global Mobility function to key stakeholders and connecting mobility to talent lifecycle priorities, including workforce shaping.

Workforce shaping is not workforce planning. Workforce shaping is ongoing and constantly thinking of how to rebuild and reshape the workforce of the future. It isn't trying to replicate a skill or role of today, but rather looking into the future because an organization can't define the workforce of the future by looking at the workforce of the present. It is ongoing and focuses on rebuilding the workforce not by considering what skills an organization currently has, but rather on what is needed, and what

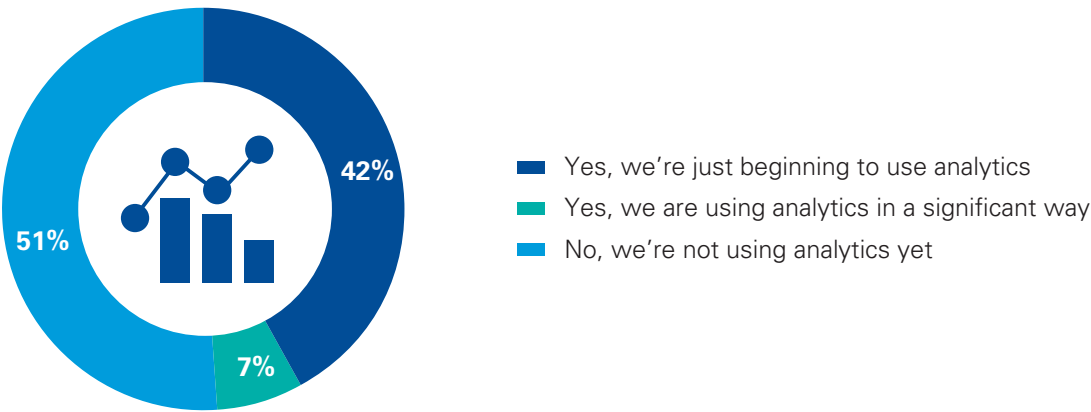
is available in the market (humans, contingent labor, robots). We believe the Global Mobility function of the future may hold a key role in supporting workforce shaping.

Supporting the strategic alliance between global mobility and the business is the primary value that participants believe mobility analytics can bring to the organization, while also providing a foundation for policy and process decisions. Forty-nine percent of survey participants are now using analytics to guide their global mobility policy and decision-making.

From an assignee perspective, participants also view mobility analytics as positively contributing to selection and retention (30 percent and 31 percent, respectively). Of the various mobility analytics solutions, cost analytics (35 percent), workforce analytics (26 percent) and assignee identification analytics (15 percent) are the tools that participants identify as bringing the most value to the organization.

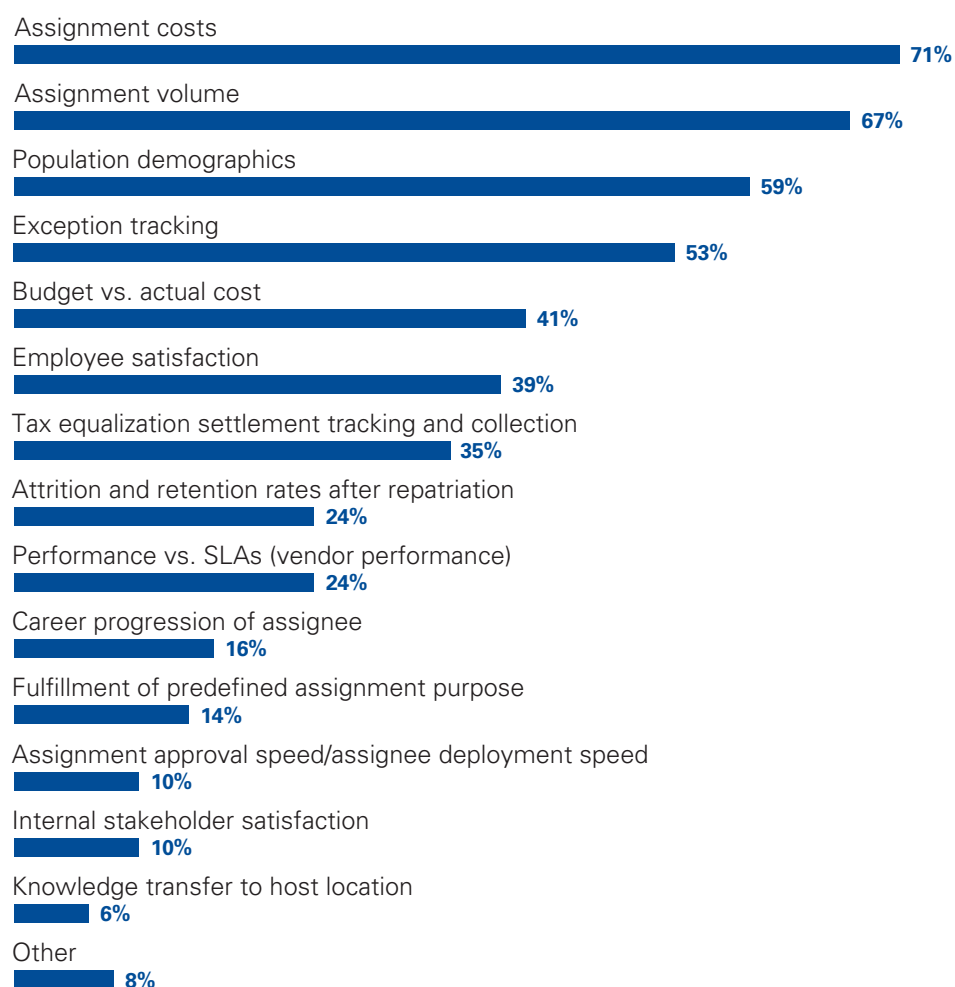


Is your organization using analytics today to guide global mobility policy and decision-making?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

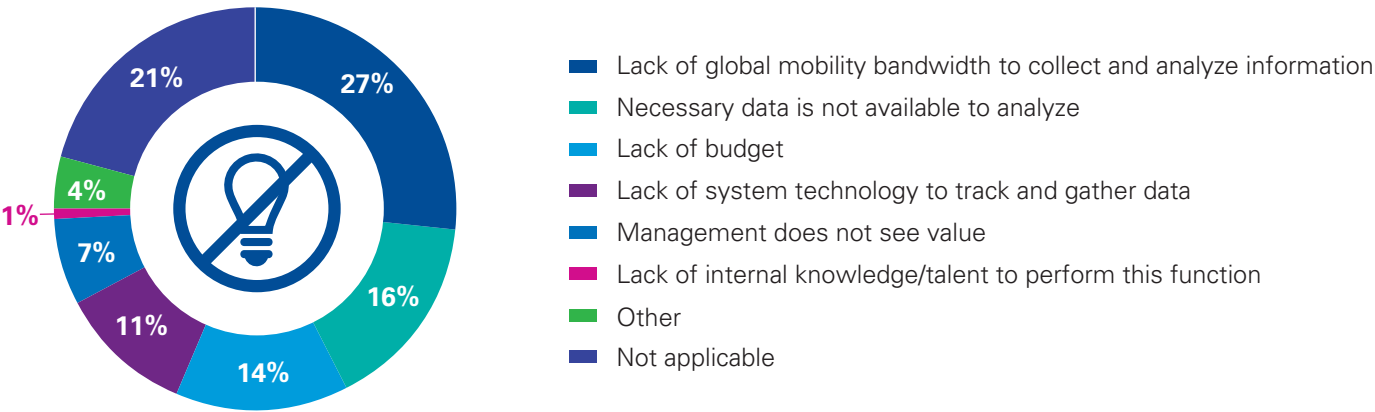
If your organization is using analytics today, what global mobility metrics are you already collecting through third parties, human resources information system (HRIS), software tools, etc.?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is the primary reason that inhibits your organization’s use of mobility analytics?



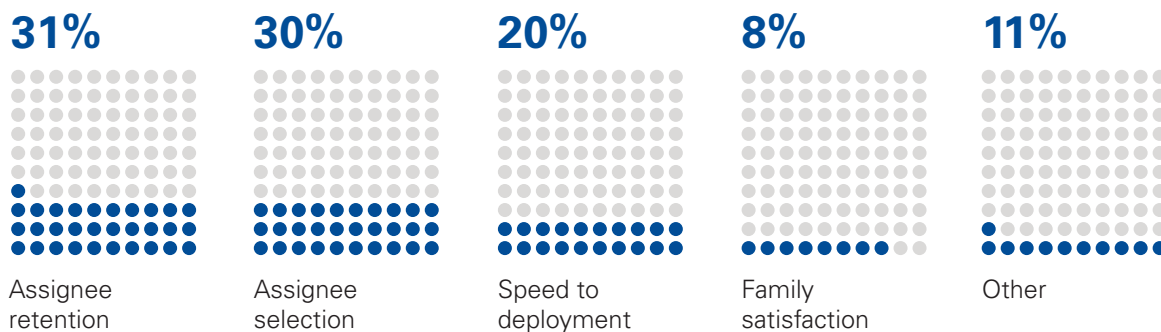
Note: May not total 100% due to rounding.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is the primary value that you expect the use of mobility analytics to bring to your organization?



Note: May not total 100% due to rounding.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

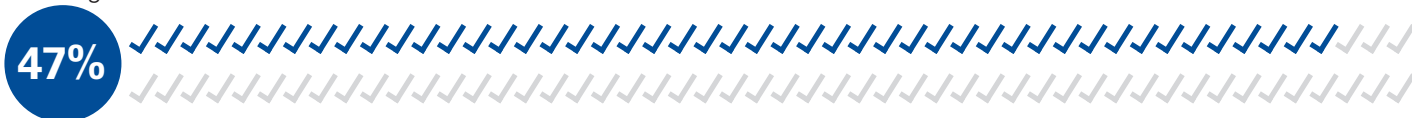
With respect to assignee experience, what is the specific area where you believe analytics can provide the most value?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

How can mobility analytics most significantly contribute to assignment success?

Defining metrics to measure success



Helping to ensure regulatory compliance



Facilitation of succession planning



Selecting the best candidates



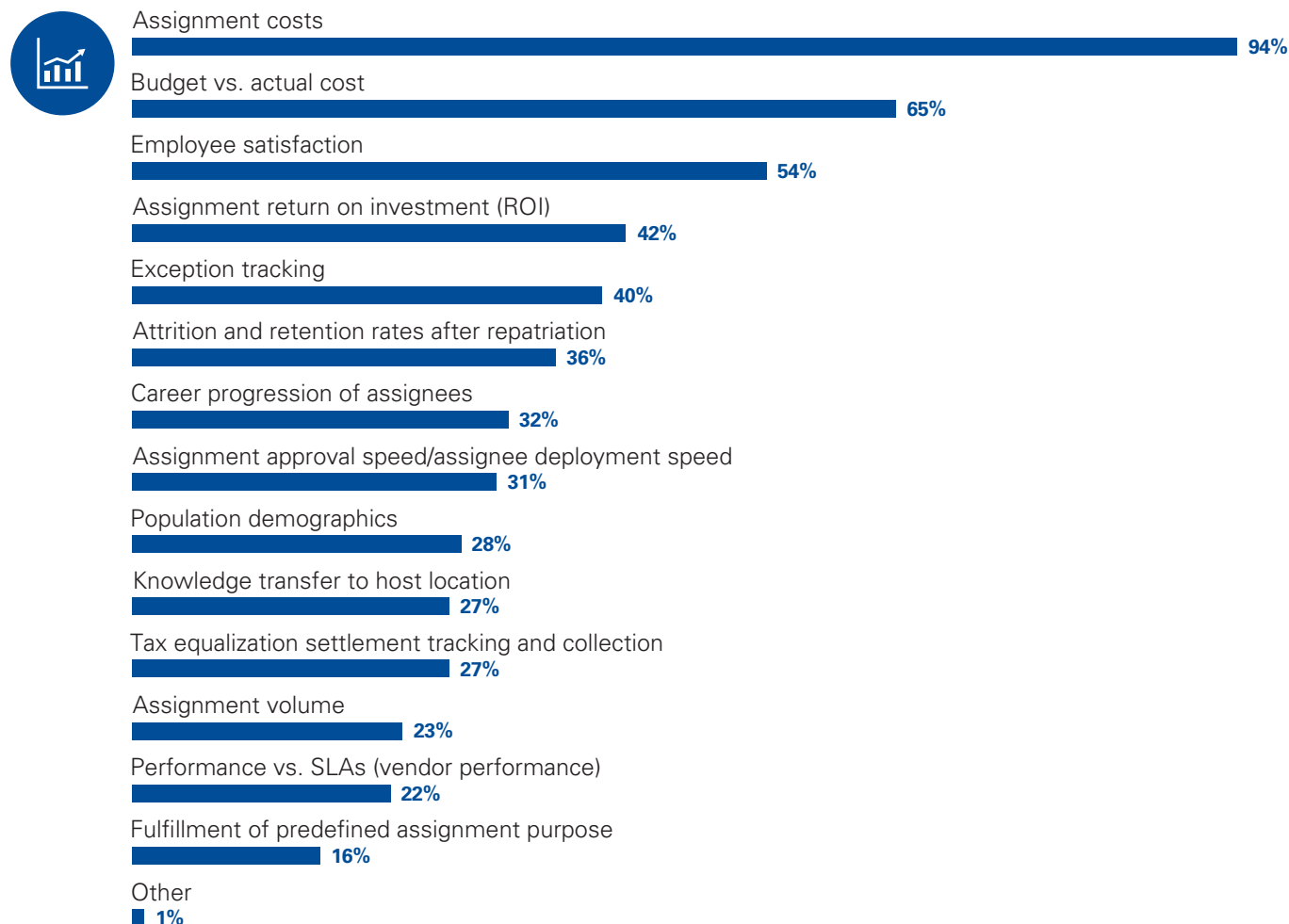
Other



Note: May not total 100% due to rounding.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What metrics (operational or assignment-related) are important to your internal stakeholders?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What are the top three visualization methods you would find most impactful for managing your mobile population?

Top choice: Budget vs. actual assignment costs



Second choice: Assignment lifecycle management

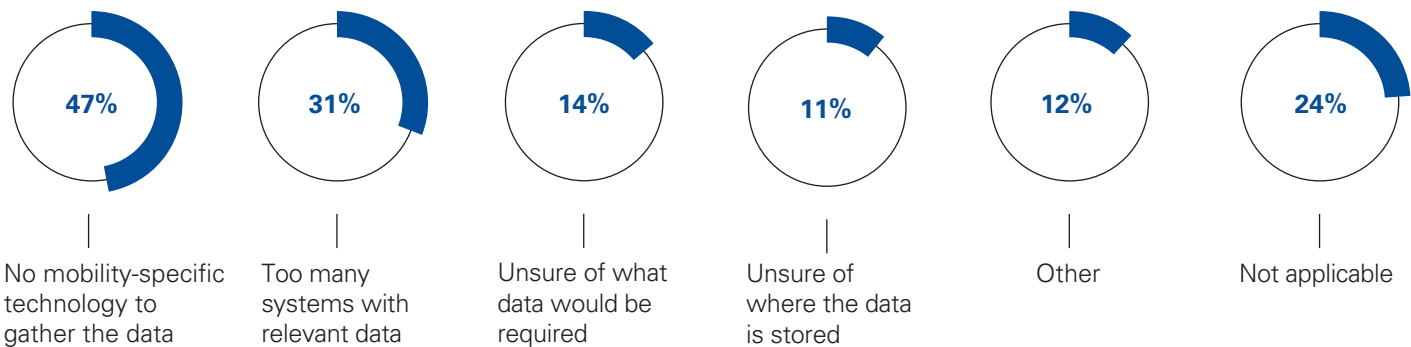


Third choice: Business travel tracking



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

If applicable, why isn't the necessary global mobility data available for your organization to analyze?



Note: Respondents chose all answers that applied for their organization.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Rank the following in order of value to your organization.



Note: On average, employee retention and expenditure analytics ranked the same.

Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Automation and robotics

We often hear that we are now in a fourth industrial revolution tied to digital technologies resulting in an increasing use of automation, artificial intelligence and robotics which is having a direct impact on the future of work. Predictions of significant changes to jobs leads to an impact on the future needs of the HR function and the Global Mobility function supporting this new workforce reality.

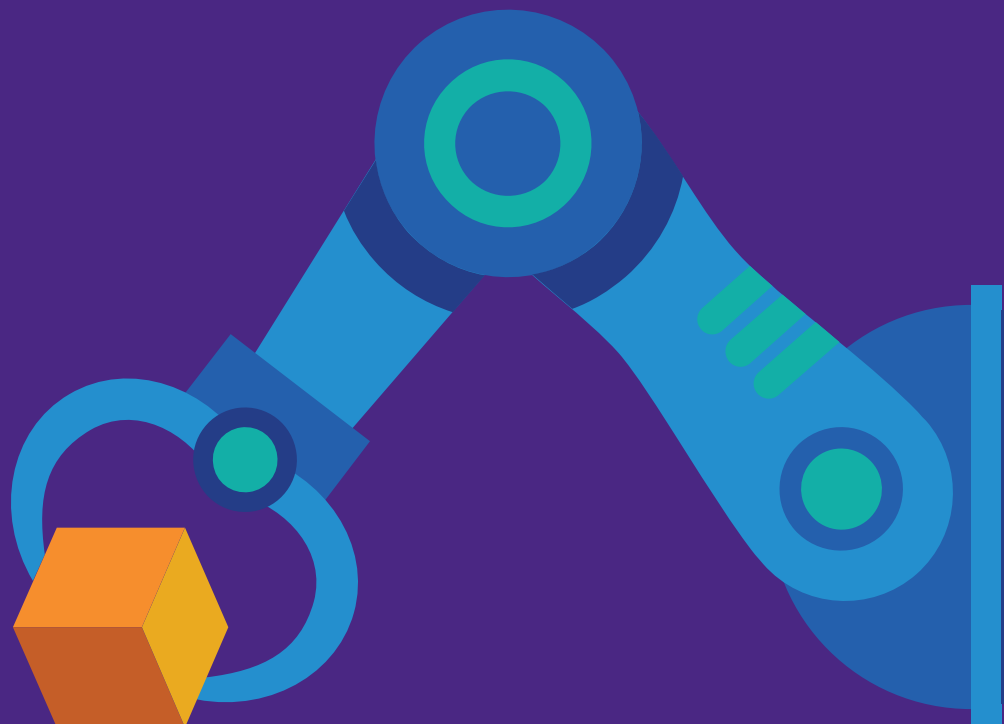
We are already seeing that digitization is having profound, widespread impacts for businesses. When we look at the global mobility function — we predict a greater diversity of assignment types and an increase in mobile work arrangements.

KPMG member firms recommend that organizations may need a dedicated, digitized and automated global mobility function with new skill sets required to support the future of talent mobility.

However, the majority (65 percent) of global mobility teams do not have a strategic vision for automation and robotics and are not using automation to streamline portions of the global mobility process (73 percent).

Looking forward, participants are most interested in automating compensation collection, producing assignment cost projections and creating assignment documents (14 percent, 17 percent and 16 percent, respectively).

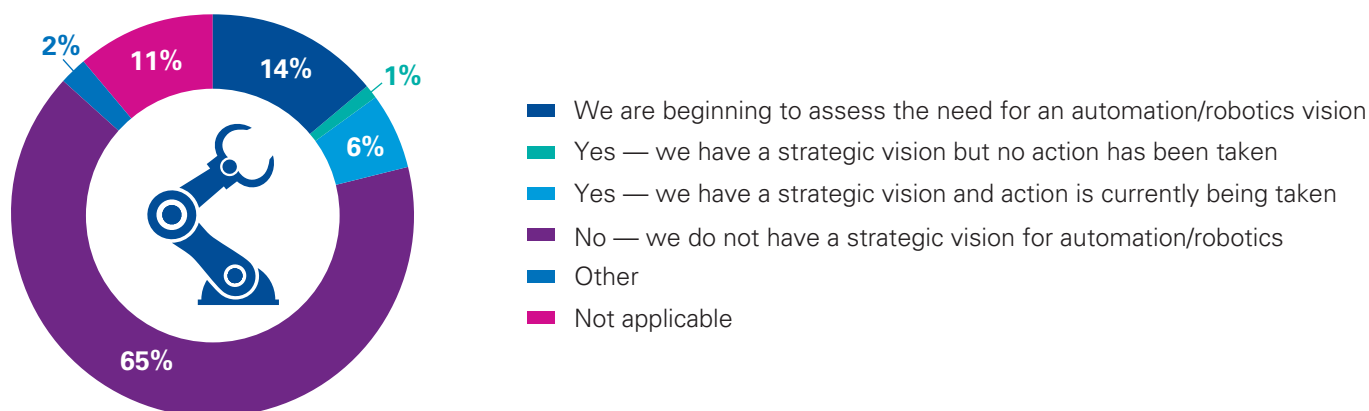
The biggest roadblocks to implementing automation and robotics are a lack of budget and the global mobility team's bandwidth to design and implement solutions.



Does your organization have an overall strategy for automation?

Note: May not total 100% due to rounding.

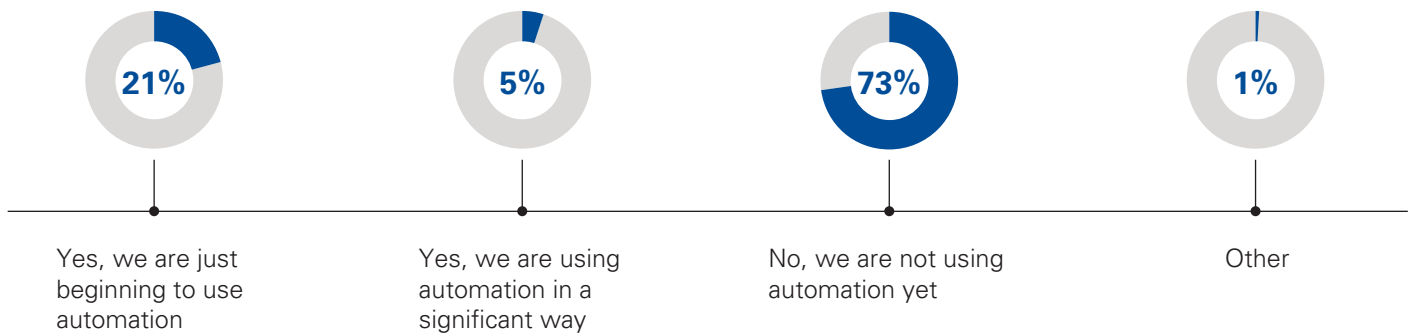
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Does global mobility have a strategic automation vision?

Note: May not total 100% due to rounding.

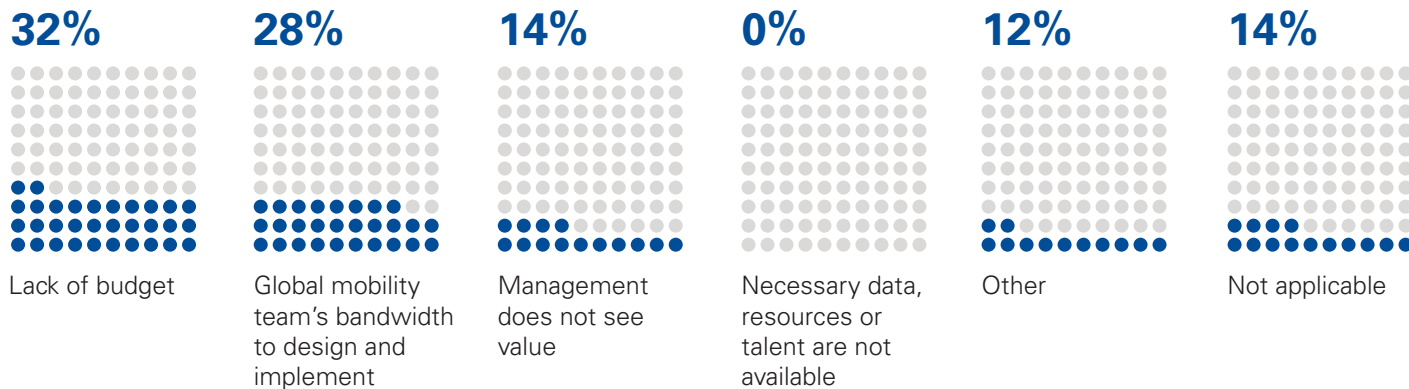
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

Are automation solutions being used to streamline portions of your global mobility process?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What is the primary reason that inhibits use of automation/robotics within global mobility?



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What are the top three values that you expect automation/robotics to bring to global mobility?

Top choice: Decrease administrative costs or time



Second choice: Deploy resources to higher value activities

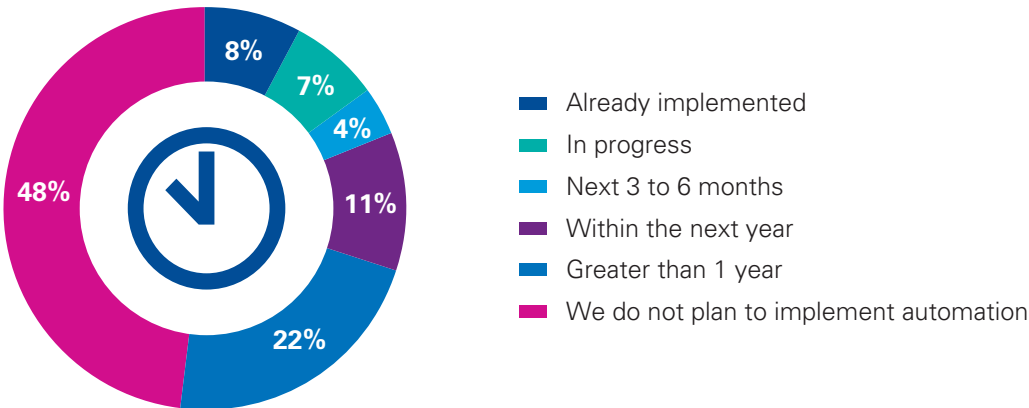


Third choice: Enhance workflow and/or management experience



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

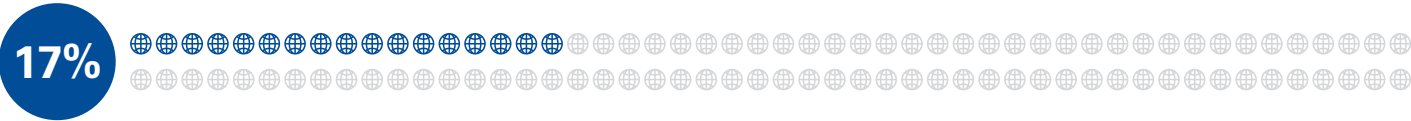
What is your timeline for developing and implementing your first automation project within global mobility?



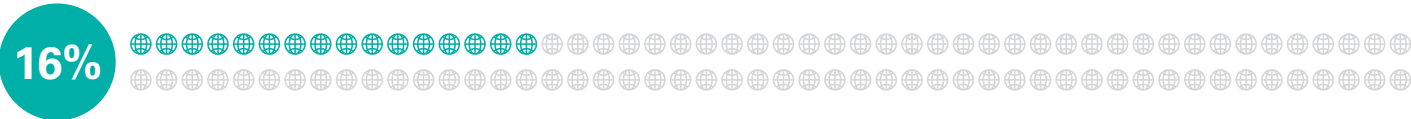
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What are the top three parts of global mobility that you are most interested in automating?

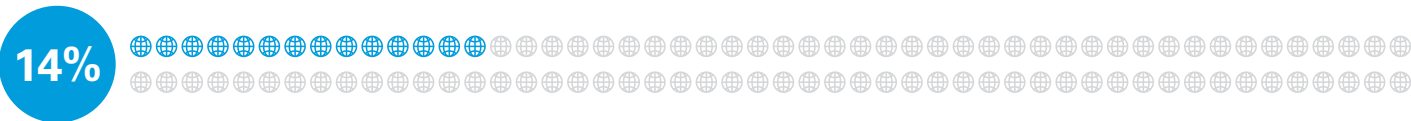
Top choice: Cost projection



Second choice: Assignment initiation and creation of assignment documents

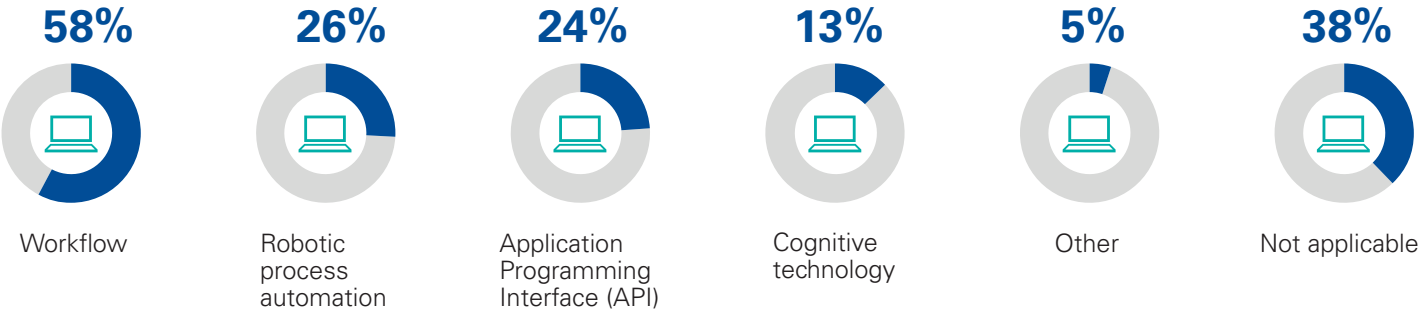


Third choice: Compensation collection



Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

What type of automation is being explored by your organization to impact global mobility?



Note: Respondents chose all answers that applied for their organization.
Source: 2019 Global Assignment Policies and Practices survey, KPMG International, 2019.

How to access KPMG International's GAPP survey

How to get started

- Access the 2019 GAPP survey website page on: **home.kpmg/gappsurvey**.
- At the 2019 GAPP survey website page you will find a direct URL link to take the survey. Helpful information regarding the GAPP survey's design and important instructions for taking the survey are also provided.
- Please note that it is necessary to complete the survey in order to view results. If you encounter any problems accessing the site or registering, please contact us at: **us-kpmg-mcs@kpmg.com**.

About the survey website

A feature of the survey website is the ability to view the data by any specific question of interest. Participants find this useful in evaluating their organizational policies against a specific set of parameters, as well as against peer or competitor organizations. In addition to key organizational demographics and a global mobility policy overview, the survey questions follow an overarching framework of the key phases of an international assignment lifecycle with additional relevant topical categories covering tax policy and immigration compliance, assignment management technology leverage, automation and robotics, and program data and analytics insights.

Survey results

Participation in the survey is free and a summary of your responses will be made available immediately after you have completed the survey. Your individual response report can also be downloaded as a PDF, if desired.

As a participant in the survey, you will also receive an email notification with a copy of this year's survey results and findings.

Data cut

If you would like a specific data cut from this survey, please send an email to **us-taxgmssurvey@kpmg.com**. While the full survey results are free, a nominal fee is charged for the data cut.

KPMG's Global Mobility Services practice

KPMG's Global Mobility Services (GMS) practice is dedicated to helping global companies better manage their international workforce. When clients send their employees on international assignments, KPMG's GMS professionals provide proactive expatriate services along with international human resources and tax advice. When clients are considering acquisitions, mergers or downsizing, the practice offers professional advice and guidance on related issues affecting an expatriate workforce.

How KPMG's GMS practice can help

KPMG's GMS practice has the people, experience and international presence to serve member firm clients effectively. Established more than 30 years ago, the practice today comprises more than 4,000 dedicated GMS professionals from KPMG member firms worldwide. The practice serves more than 2,500 clients and their expatriate populations.

KPMG's GMS practice provides broad compliance, advisory and administration services to support clients' worldwide businesses and assignees.

International tax compliance services

KPMG's network of tax professionals complete tax returns for clients' international assignees, a service personalized for each expatriate. As part of the compliance process, the practice also offers payroll advisory services to help member firm clients obtain payroll information to be used in processing tax returns.

Mobility consulting services

KPMG's Mobility Consulting Services (MCS) practice has in-depth experience in assisting clients in managing their international human resources. For more than 15 years, MCS has provided services to companies to help them manage their assignment administrative processes and related

costs more effectively. In addition, member firm clients rely on MCS professionals' knowledge and experience to help

them benchmark, design and implement their global mobility policies. The experience of KPMG member firms in serving global employers truly distinguishes them as leaders in progressive process improvements for international human resources. KPMG member firms' services encompass both strategic and administrative support.

One potentially effective way to contain the administrative costs associated with international transfers is for organizations to consider outsourcing those processes that are not part of their core business to external service providers. KPMG professionals can provide assistance with effective management of routine administration for international assignment programs that allow companies to focus on the high-level strategic human resource aspects of their programs. The service can encompass nearly every component of international assignment lifecycle administration, including pre-assignment cost planning and budgeting; pre-departure services including relocation and immigration vendor coordination; on-assignment services including coordination of payroll instructions, shadow payroll delivery, ongoing global compensation collection and year-end reporting, and assignee support and tracking; and assignee repatriation support.

Global equity tax advisory

Global equity tax compliance for employees who have worked or lived in a location and received or earned equity and incentive awards can expose companies to the tax reporting and withholding associated with providing these types of awards long after the employees have physically left the location. Understanding the complex tax rules in this area, and defining a process to report, withhold and handle large volumes of transactions are just some of the services KPMG firms offer in this area.

Global Business Travelers

The Global Business Travelers group provides planning, tracking, and advisory services for global business travelers to facilitate global tax compliance and manage potential financial

and reputational risks that arise. Services incorporate state and local employment tax considerations as well as global mobility consideration. Due to potential financial risks that can accumulate this is an opportunity to work with Federal tax colleagues as well as audit colleagues to identify, quantify, and accrue for potential liabilities. These services may include advisory, compliance, and technology services.

Global Immigration Services

In an increasingly global marketplace, opportunities for your business can emerge anywhere. We recognize that your company needs to be in the right place at the right time. With KPMG's process, experienced network of professionals, and suite of immigration technology tools, KPMG member firm teams will assist to streamline the administration of immigration cases, mitigate risk and provide the insights needed to help meet your organizational goals.

Our immigration practices are spread out worldwide which helps to enable us to serve clients with extensive global reach. KPMG's member firms have experience on immigration from around the world and have the flexibility to model service delivery according to your needs. Our immigration professionals work in close cooperation and share information on latest immigration updates throughout our global network.

International social security advisory

KPMG member firms can help companies plan for, and control the costs of, social security taxes by helping them understand the rules and how they impact the cost of international assignments.

Employment tax services

KPMG member firm professionals can help companies identify payroll and unemployment tax issues early and help resolve them before they escalate. This includes assistance in identifying, quantifying and recovering payroll tax overpayments, complying with employment tax requirements during mergers and acquisitions, and securing the abatement of penalties for payroll-related assessments.

Global rewards services

KPMG member firms can assist your organization with leveraging your compensation and benefits program by aligning your company's goals and resources to gain a competitive edge. Their compensation and benefits professionals can assist you in designing and implementing plans and processes that will allow you to manage costs, improve performance, attract and retain employees, and boost your bottom line. KPMG's Global Rewards Services (GRS) team comprises professionals from a variety of backgrounds, including accountants, actuaries, human resources generalists, benefits consultants, Health Plans & Benefits (ERISA) and technology practitioners, experienced private-sector compensation and benefits administrators, and former government officials.

GMS technology

KPMG's GMS practice combines its knowledge of web-based technology with its practical experience in helping member firm clients manage their assignment programs to provide companies with applications designed to streamline their global mobility and tax processes. The GMS practice's technology offerings — featuring the web-based, integrated and user-friendly KPMG LINK Work Force suite — provide applications for tax compliance, tracking and assessing business travelers, global compensation collection, financial modeling, global equity tracking and international assignment program management.

For more information about these services, please contact the team by email at us-taxgmssurvey@kpmg.com or visit home.kpmg/globalmobilityservices.

Legal services may not be offered to SEC registrant audit clients or where otherwise prohibited by law.

Legal services are not available in all countries/territories/jurisdictions. KPMG LLP (US) does not offer legal services.

Glossary

Accompanying spouse/domestic partner: as determined by the assignee's home country organization's policies, a companion to the assignee who is included in the definition of family for purposes of international assignment benefits. Status may be married or unmarried and same gender or opposite gender.

Assignee: an employee of the organization who leaves their original country of employment to work in another country for a temporary period of time, normally longer than 3 months.

Assignee-requested assignment: employment provided by the organization in another country at the request of the employee for a specific period of time that is solicited/initiated by the employee. This type of policy normally offers minimal benefits and is often used when the employee's spouse/partner is offered an assignment by their employer. Also known as an accommodation assignment.

Assignment-related benefits: a general term covering all elements of remuneration provided in connection with a temporary transfer across national borders.

Candidate assessment/selection: a prescreening process used to identify 'assignment-ready' employees often by functional area (e.g. finance, marketing, product support). Typically, this includes assessing an employee's potential for an international assignment relative to their career path and the needs of the organization. A family's adaptability may also be analyzed.

Commuter assignment: a temporary transfer across national borders that allows the employee to reside part-time in their home country on a regular basis, often weekends, while working in the host country, usually weekdays. Most often seen among neighboring countries, especially in Europe.

Company/employment/organization-source income: all compensation paid to the assignee by their employer.

Cost of living: the aggregate of goods and services prices for a specific 'market basket' of items that enables comparisons among locations.

Cost-of-living allowance (COLA): a differential payment to (or withholding from) assignees to address differences in purchasing power between home and host countries. It is usually derived by applying a cost-of-living index to an employee's home country spendable income.

Cost-of-living index: a ratio of costs of goods and services in the home country compared to the host country (generally provided by outside vendors) used in calculating the cost-of-living allowance. It incorporates differences among nationalities with regard to spending and purchasing patterns.

Cross-cultural training: education in the customs, practices and/or languages of the host country for the assignee and/or accompanying family to familiarize them with the new environment in which they will live and work during the international assignment. Most often provided by a third-party vendor.

Dependent (child or parent): those who rely on the assignee for the majority of their financial support and are usually considered family for the purpose of calculating the assignee's international assignment-related allowances. This may include unmarried children (natural or adopted) typically under the age of 19 who would normally reside with the employee in the home country or other dependent relatives as approved by the organization's international assignment policy.

Destination services: assistance provided to the assignee and family upon arrival in the host country to help them settle into their new surroundings. Usually includes assistance in finding a residence, arranging schooling for dependent children, and guidance regarding shopping, transportation and driver's licenses. Most often provided by a third-party vendor.

Development/training assignment: a temporary transfer across national borders that is primarily aimed at providing the employee with the skills and experience judged necessary to progress within the organization. These types of assignments usually provide limited ongoing assignment-related benefits.

Dual career: a situation where both the prospective assignee and their spouse/domestic partner are fully employed professionals, either by the same organization or by different organizations. When the spouse/domestic partner is employed by a different organization, this often forces the couple to choose between the assignment opportunity and the spouse/domestic partner's job.

Efficient purchaser index: a measurement of the ratio of the cost of living between the home and host locations that assumes that an assignee is a 'smart shopper' and is able to purchase goods and services more economically than the average (newly arrived) assignee. A variation of the standard index, it incorporates differences among nationalities with regard to spending and purchasing patterns.

Estate tax: a tax imposed on the right to transfer property by inheritance and assessed on the net value of a deceased person's estate before distribution to the heirs. Also called death tax.

Extended Business Traveler (EBT): an EBT is generally defined as an employee who travels internationally on business on a temporary basis for a minimum of 10 consecutive days at any one time during a 1-year period to a given country.

Family size: a number that includes the assignee and any dependents who accompany the assignee to the host country. The home country family size may include qualified tax dependents who do not physically relocate to the host country.

Foreign service (mobility) premium: an incentive payment (usually expressed as a percentage of base salary) to encourage the acceptance of an assignment. Some organizations also pay upon the successful completion of an assignment.

Furnishings/appliance allowance: a payment to an assignee to purchase or rent certain household furniture, white goods or other appliances for their host country accommodation if such items are either absent or of unacceptable quality in the host country.

Gift tax: a supplement to the estate tax, it is a graduated tax assessed against a person who gives money or an asset to another person without receiving fair compensation in return. Each country's income tax code governs the amount of each gift that can be considered tax-free.

Hardship/danger allowance: a payment (generally calculated as a percentage of base salary) to compensate the assignee for undesirable cultural, social, physical or other conditions. Hardship is usually determined by the measurement of certain criteria by both vendors and government agencies.

Home country: the location where the assignee worked prior to the international assignment and to where it is intended the assignee will repatriate at the end of the assignment(s). The home country may or may not be the assignee's country of citizenship or residence.

Home leave: a benefit provided to the assignee and family to enable them to travel to the home country in order for them to maintain ties with colleagues, friends and family at home. Some organizations do not require home leave to be taken to the home country.

Host country: location across national borders to which the assignee is temporarily sent to work from the home country.

Household goods: household items, including furniture and personal effects that are sent by sea, air and/or ground to and from the host location.

Housing benefit/allowance: financial assistance related to the provision of accommodations in the host country for the assignee and accompanying family. Sometimes expressed as the total cost of foreign housing or as the foreign housing cost net of a home country housing norm.

Housing offset/norm/notional expense/contribution: an approximation of typical home country housing costs that would normally be borne by employees of the same base salary and family size in the home location. Many organizations will adjust the housing norm annually to reflect increases in home location housing and operating costs (e.g. property taxes, utilities).

Hypothetical/tax norm: under the process of tax equalization, the assignee's share of their worldwide tax burden. This is normally determined by estimating the amount of taxes that the employee would have paid had they remained in the home country.

Indefinite assignment: a temporary transfer across national borders that does not have an anticipated end date but is still intended as temporary (rather than permanent assignment/permanent transfer). This type of assignment typically offers minimal relocation and transition benefits.

International assignment: a temporary transfer across national borders, normally lasting more than 3 months.

International assignment policy: the organization's formal statement of international assignment-related compensation, benefits, perquisites, and logistical and other assistance.

Interregional assignment: a temporary transfer across national borders where the home and host countries are both within a defined geographical area (e.g. Western Europe, Southeast Asia).

Key money: in some locations, payment made to a landlord as an inducement to assure a host housing rental contract.

Laissez-faire: the organization takes no stand and offers no assistance to the employee in income and social tax matters; the employee is on their own for the filing and payment of home and host taxes.

Language training: if the language spoken in the host country is not the employee's native language, language training classes may be offered for the assignee and/or accompanying family members.

Local employee: a person working for the organization in their home country without any assignment-related benefits.

Localization/localizing: the transitioning of an assignee to an employment status/package in the host country equivalent to that of host country nationals. The length of transition may vary among different organizations and industries.

Local-plus assignment: a temporary international assignment in which the distinguishing feature of a local-plus assignment package is that a company often provides more above-base compensation benefits, such as a subsidy toward housing, school tuition, tax assistance and/or preparation, or some other negotiated element that places the assignee in a similar, but not equivalent, level with local employees. These employees typically also remain on their home country social security program and do not intend to move permanently to the host location. Traditionally, a local-plus concept has become more popular as a way for companies to bridge the gap between a full 'balance sheet', expatriate package assignment and a true local package that may not be attractive enough to entice the very best candidates for the position in the host country.

Long-term (standard) assignment: a temporary transfer across national borders, normally lasting between 1 and 5 years, though often extended.

Lump sum: a one-time cash payment to an assignee of at least two or more international assignment-related allowances or expenses, combined to replace separate or itemized payments.

N/A (not applicable): elect this choice when the question pertains to a policy, practice or issue that does not arise in connection with your program.

Norm: a standard, model or pattern regarded as typical.

Organization: term relating to the business entity primarily responsible for the creation and administration of international assignment policies and practices, and a general term used to describe the assignee's employer, such as a company, foundation or firm.

Outsource: retaining the services of an outside party or vendor to perform a function that was previously performed within the organization.

Per diem: a cash payment to an employee to cover certain temporary living expenses, usually meals, hotel and incidental expenses, expressed as a daily rate. When delivered at a government-determined rate to cover business travel expense, a per diem can often be tax-free.

Permanent assignment/permanent transfer: a one-way transfer across national borders. The individual is normally considered to be an employee of the host country entity, severing ties with the home country entity, and is often only provided relocation and limited transition benefits.

Personal income: all earnings realized by the assignee (and spouse/dependent family members) from sources other than the assignee's employer.

Pre-assignment: the period of time after a candidate for assignment has been identified but before their departure from the home country.

Pre-assignment visit/trip: a trip to the host country for the assignee (and possibly other accompanying family members) prior to the start of the assignment to make certain arrangements and view the possible new surroundings.

Project-/contract-specific assignment: a temporary transfer across national borders that is dependent on the completion of specific tasks or deliverables. The level of assignment benefits is often dependent upon the relative generosity of the financial terms of the contract or project budget.

Property management: services of a vendor to maintain and/or rent the assignee's home country residence (usually restricted to their primary residence) during the assignment.

Relocation/disturbance/miscellaneous expense/settling-in allowance: a lump-sum cash payment to the assignee to cover the cost of incidental expenses not specifically covered by other aspects of the company's international assignment policy.

Repatriation: the return of the assignee to the home country at the completion of the assignment.

Rest and relaxation (R&R): additional leave(s) usually provided when the host country is deemed a hardship location. This is often a separate leave from vacation and is used to allow the employee and eligible dependents a chance to visit a country that is similar to the home country culture for rest and relaxation.

Return on investment (ROI): evaluation of the overall cost (investment) of an expatriate assignment relative to the impact to the 'bottom line' for the organization. Often measured against the metrics and goals set for the assignment.

Reversible/international standard index: a ratio of costs of goods and services on specific items ('market basket') in the home country compared to the host country that does not incorporate the assumption that different nationalities will spend differently (as opposed to other cost-of-living index calculations).

Rotational assignment: a temporary transfer across national borders that requires the assignee to work for a designated number of consecutive days in the host country, followed by a designated number of consecutive days' leave (taken in the home country, host country or another 'leave location').

Salary cap: an upper limit or ceiling, usually expressed in terms of annual base salary to be used in the determination of allowances or a limitation on the maximum value of an allowance.

Sequential/subsequent assignment: often called 'back-to-back' assignments. Rather than repatriating at the conclusion of the original assignment, the assignee is expatriated to another subsequent location without returning to the home location.

Short-term assignment: a temporary transfer across national borders that generally lasts more than 3 months and less than a year.

Spendable income: the portion of base salary that is normally devoted to the purchase of goods and services (e.g. food, clothing, entertainment, medical care). This amount is not a fixed percentage of base salary; rather, it varies according to nationality, income level and family size.

Spousal assistance: assistance to recognize that spouses who accompany employees on international assignments may experience a disruption in their careers or self-improvement pursuits. May include job search, personal development or other assistance.

Spousal income: all earnings attributable to the assignee's spouse/domestic partner.

Tax: a fee charged ('levied') by a government on a product, income or activity. If a tax is levied directly on personal or corporate income, then it is a direct tax. If tax is levied on the price of a good or service, then it is an indirect tax.

Tax briefings/consultations/orientations: a meeting or discussion between the assignee and a tax professional to discuss the income and social tax implications of the assignment for both the home country and the host country.

Tax equalization/equalize: a compensation methodology for calculating the assignee's share of their worldwide tax burden by attempting to ensure that the employee is financially 'no better or worse off' than they would have been had the assignment not taken place.

Tax gross-up: a mathematical calculation to determine the final obligation to the taxing authorities when the company pays a tax liability on behalf of the assignee.

Tax preparation: services of a tax professional to prepare the assignee's home country and/or host country tax returns.

Tax protection/protect: a compensation methodology for calculating the assignee's share of their worldwide tax burden by attempting to ensure that the employee is financially 'no worse off' than they would have been had the assignment not taken place. It differs from tax equalization in that, in theory, the employee could receive a tax windfall in an assignment location with a tax rate lower than the assignee's home country.

Tax reimbursement calculation: the reconciliation of the assignee's tax contribution (via a hypothetical/tax norm) versus his or her obligation as defined by the tax reimbursement methodology.

Tax reimbursement methodology: the compensation philosophy used to calculate the assignee's share of their worldwide tax burden (e.g. *laissez-faire*, tax equalization, tax protection).

Temporary living: the period of time between the assignee leaving permanent accommodation in the home country and moving into permanent accommodation in the host country.

Unaccompanied assignment: a temporary transfer across national borders where the employee's immediate family remains in the home country. These types of assignments often provide for additional trips to and from the home and host countries for the separated family members. Host country assignment benefits are normally based on that of a single person.

White goods: household merchandise, such as bed sheets and curtains, previously made from white fabrics but now often colored, and/or large household appliances, such as ovens and refrigerators, previously finished with white enamel but now often colored.

Work permit/visa: all countries require valid identification (passport) for lawful entry. In addition, most countries require a valid work permit/visa before an assignee may live and work in that host country. Often, a spouse cannot be gainfully employed under the work permit/visa of the assignee.

home.kpmg
home.kpmg/tax
home.kpmg/gappsurvey



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2019 KPMG International Cooperative ("KPMG International"), a Swiss entity. Member firms of the KPMG network of independent firms are affiliated with KPMG International. KPMG International provides no client services. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm. All rights reserved.

The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Designed by Evalueserve.

Publication name: Global Assignment Policies and Practices survey — 2019 results

Publication number: 136387-G

Publication date: October 2019