

The Deloitte logo is positioned in the top left corner. It features the word "Deloitte" in a bold, white, sans-serif font, followed by a small green dot. The background of the entire slide is a photograph of the Sagrada Família in Barcelona, Spain, taken from a low angle looking up at the spires against a clear blue sky. The spires are illuminated with warm, golden light, and a dark, ornate wrought-iron fence is visible in the foreground.

Global mobility - THE Conference

Global Employer Services – Annual EMEA Client Conference

Wednesday 27 to Friday 29 June 2007
Hotel Arts, Barcelona

Audit • Tax • Consulting • Financial Advisory •

Conference planner

You may use this planner to choose the breakout sessions that best meet your needs. After you have identified the breakout sessions of most interest to you, please indicate your choices on the Conference Registration Form (at the back of the invitation).

Tuesday 26 June

08.00 – 08.50	FTEPM Welcome Breakfast
08.30 onwards	Opening of FTEM registration
09.00 – 17.45	FTEM Programme (see separate timetable on page 9)
19.30 – 20.00	FTEM Cocktail Reception
20.00 onwards	FTEM Dinner

15.00 – 16.15

Breakout session 1

- Emerging Markets – China
- Transformation of the Global Mobility Function – Centres of Excellence
- Driving Business Success through Mobility – Aligning Global Mobility Strategy with Corporate Goals
- The Assignment and Family Experience – Security & Managing Risk
- Resourcing Options – Intra Regional Moves: Policy Issues and Design
- Global Mobility Rewards – Social Security in EMEA: Coverage and Benefits

Wednesday 27 June

07.00 – 08.30	FTEM Breakfast
08.30 – 12.00	FTEM Programme
12.00 – 13.15	FTEM Lunch
09.00 – 13.00	Optional Client Service Team meetings
11.30	Opening of registration for Main Conference
12.00 – 13.15	Main Conference Lunch

16.15 – 16.30

Movement of breakout groups

16.30 – 17.45

Breakout session 2

- Emerging Markets – Russia
- Transformation of the Global Mobility Function – Models of Service Delivery – What's the best way to run an Expatriate Programme?
- Compliance – Delivering Value and Opportunity – Global Payroll Solutions
- The Assignment and Family Experience – Preparing the Family
- Resourcing Options – Localisation Models

Start of main conference & introduction

13.15 – 13.30	Start of Main Conference and Introduction
13.30 – 14.30	Plenary Spain... Market/Economy/Culture/Trends
14.30 – 15.00	Break

17.45

Close of Day 1

20.00

Meet in the Hotel Arts lobby for dinners (organised by industry)

Thursday 28 June

07.00 – 08.50 Breakfast

09.00 – 10.15

Breakout session 3

- Emerging Markets – India
- Transformation of the Global Mobility Function
Procurement to delivery in the HR Function
- Compliance – Delivering Value and Opportunity
– Corporate aspects of Transfer Pricing and PE
- Resourcing Options – Career Expats
- Global Mobility Rewards – Employment
Contracts and Handling Terminations

10.15 – 10.45

Break

Plenary

10.45 – 11.45

Emerging Markets of China and India
– David Arkless

11.45 – 12.00

Movement of breakout groups

12.00 – 13.15

Breakout session 4

- Emerging Markets – EU Accession
- Transformation of the Global Mobility Function
– 20:20 Foresight – A Vision for the Future
- Compliance – Delivering Value and Opportunity
– Living with Regulation/Sarbox – the
Commercial Reality
- Flexpatibility – Influencing & Negotiating Skills
- Resourcing Options – The Evolving Assignment

13.15 – 14.30

Lunch

14.30 – 15.45

Breakout session 5

- Emerging Markets – Mobility Challenges of
moving assignees from developing countries
(China/India)
- Driving Business Success through Mobility
– Sourcing, Selection and Retention
- Compliance – Delivering Value and Opportunity
– Tax Planning in EMEA
- Flexpatibility – Creating a Global Mobility
Culture
- Global Mobility Rewards – International/Global
Pension Plans
- Global Mobility Rewards – Benchmarking and
Surveying and the After Effects

15.45 – 18.00

Client Service Team Meetings

18.00

Close of Day 2

19.00

Leave for offsite Dinner

19.30

Arrive at social venue

19.30

Cocktail Reception

20:15

Dinner

22.30

Depart social venue for Hotel Arts



Friday 29 June

07.00 – 08.50 Breakfast

09.00 – 10.15

Breakout session 6

- Transformation of the Global Mobility Function – Technology (as a Transformation Enabler)
- Compliance – Delivering Value and Opportunity – North American Tax Updates
- The Assignment and Family Experience – The Modern World (including generation Y issues)
- Resourcing Options – Commuters and Stealth Expats – an EMEA Perspective

10.15 – 10.45

Break and movement of breakout groups

10.45 – 12.00

Breakout session 7

- Transformation of the Global Mobility Function – Shared Service Centres (models of service delivery)
- Driving Business Success through Mobility – Talent Management and Developing Leaders of the Future
- Driving Business Success through Mobility – Return on Investment – Cracking the Value Code
- The Assignment and Family Experience – Cultural Orientation
- Global Mobility Rewards – Taking the Fizz out of COLA
- Global Mobility Rewards – Global Equity Withholding: Delivering Confidence, Compliance and Control

12.15 – 13.15

Plenary

Mastering Challenges – Inspirational/Motivational speaker Helga Hengge
Strategies for meeting and completing personal challenges

13.15 – 13.30

Close

13.30 – 14.30

Lunch

14.30 onwards

Optional Client Service Team Meetings

14.45

Coach to leave the hotel for Barcelona International Airport

Japanese conference planner

Wednesday 27 June

11.30	Opening of registration for Main Conference
13.15 – 13.30	Start of Conference and Introduction*
	Plenary of Main Conference
13.30 – 14.30	Spain... Market/Economy/Culture/Trends – Alberto Terol (see page 11 for details)
14.30 – 15.00	Break
15.00 – 16.15	Breakout session 1* Driving Business Success Through European Mobility* (see page 20 for details)
16.15 – 16.30	Break
16.30 – 17.45	Breakout session 2* • Central & Eastern Europe: Challenges Facing Japanese Investment (see page 20 for details) (As an alternative, Japanese delegates may choose to attend Breakout Session 2 of the English language conference)
20.00	Meet in the Hotel Arts lobby for dinner

* Sessions are in Japanese

Thursday 28 June

07.00 – 09.00	Breakfast
09.00 – 10.15	Breakout session 3* • Global Mobility Rewards – Current Issues Concerning Pensions in Europe (see page 20 for details)
10.15 – 10.45	Break
10.45 – 11.45	Plenary of Main Conference CEO Eminence Speaker – David Arkless (see page 11 for details)
11.45 – 12.00	Break
12.00 – 13.15	Breakout session 4 of Main Conference (see page 21 for details) • Emerging Markets – EU Accession • Transformation of the Global Mobility Function – 20:20 Foresight – A Vision for the Future • Compliance – Delivering Value and opportunity – Living with Regulation/Sarbox – the Commercial Reality • Flexpatibility – Influencing & Negotiating Skills • Resourcing Options – The Evolving Assignment (see page 21 for details)
13.15 – 14.30	Lunch
14.30 – 15.45	Breakout session 5* • European Restructuring and HR Challenges (see page 21 for details)
15.45 – 16.00	Break

16.00 – 18.00	Guest Speaker
18.00	Close of Day 2
19.00	Leave for offsite Dinner
19.30	Cocktail Reception at La Llotja
20.15	Dinner
22.30	Depart La Llotja for Hotel Arts

Friday 29 June

07.00 – 09.00	Breakfast
09.00 – 12.00	<p>Breakout session 6* (includes break from 10.15-10.45)</p> <ul style="list-style-type: none"> • Driving Business Success through Human Capital – Current Themes and Trends in Talent Management (see page 21 for details)
12.00 – 12.15	Break
12.15 – 13.15	<p>Plenary of Main Conference Mastering Challenges – Helga Hengge Strategies for meeting and completing personal challenges (see page 11 for details)</p>
13.15 – 13.30	Close
13.30 – 14.30	Lunch
14.45	Coach to leave the hotel for Barcelona International Airport

* Sessions are in Japanese



Introduction

We are delighted to invite you to our Annual EMEA Client conference, which we are hosting this year at the Hotel Arts, Barcelona.

The main conference will commence on the afternoon of Wednesday 27 June and will run until lunchtime on Friday 29 June. Working closely with our client advisory board, we have designed this year's conference around eight core themes. This will allow delegates to focus on one business critical theme or to take in a broad variety of topics. The themes are:

- Emerging Markets.
- Transformation of the Global Mobility Function.
- Driving Business Success through Mobility.
- The Assignment and Family Experience.
- Resourcing Options.
- Global Mobility Rewards.
- Compliance – Delivering Value and Opportunity.
- Flexpatability.

This comprehensive programme will provide insight into the challenging and changing role of HR and Tax professionals.

Following last year's success we will be hosting a separate Japanese conference focusing on similar themes to the main conference, the aim of which is to identify the global mobility issues specifically facing Japanese multinational companies. The Japanese conference will also run from the afternoon of Wednesday 27 June to lunchtime on Friday 29 June.

The conference opens on Tuesday 26 June with **Fundamental Training for Expatriate Managers**. This course provides newcomers to the international assignment arena with an overview of a range of the basic concepts and issues they will encounter in their day-to-day dealings with expatriates. And, for those with more experience, the course will also provide an excellent refresher before the main event.

In addition to offering an extensive curriculum, our conference also gives practitioners time to network, share ideas, debate the current issues, and discuss ways to stay one step ahead of future challenges.

Also on Wednesday morning 27 June, and part of the afternoon on Thursday 28 and Friday 29 June, we offer you the opportunity to meet with your Deloitte service team from around the world. If you would like to organise a Client Service Meeting, please indicate your requirements on the registration form and we will contact you to discuss arrangements.

We look forward to seeing you in Barcelona.



Ellie Patsalos

Ellie Patsalos
Conference Dean
Deloitte, London



Tom Declercq

Tom Declercq
Conference Dean
Deloitte, Brussels

Tuesday 26 – Wednesday 27 June

The fundamentals of expatriate management

There are many reasons why an employer decides to send its people to work in another country. The drive towards globalisation and consistency, skill shortages in a developing economy, a need to give managers of the future a broader view than they can gain by staying at home... What is constant is the need to get this right – getting it wrong can be expensive and very time consuming.

This training course has been developed over the last ten years to provide an insight into the many aspects of expatriate management. From assignee selection through to repatriation, the course will equip you with an introduction into each area and give you practical advice on how to deal with the inevitable challenges that will arise.

Who should attend:

- HR professionals who are new to international mobility management.
- tax experts who need a grounding in the HR and compensation issues that arise in moving people across borders.
- other specialists who need sight of the bigger picture of international mobility.

The course will cover a wide variety of topics, but will focus on the practical aspects of mobility management:

- Compensation.
- Immigration.
- Payroll and accounting.
- Tax and social security.
- Using external vendors.
- Dealing with different types of assignment.
- Repatriation and localisation.



Fundamental programme

Tuesday 26 June

08.00 – 08.50	Welcome breakfast
09.00 – 09.45	Introduction to the course and to mobility issues in general.
09.45 – 10.45	Assignment compensation – this part of the course will introduce and explain the typical approaches used to design expatriate compensation packages.
10.45 – 11.00	Break
11.00 – 12.00	Expatriate payroll and other interfaces with finance – getting people paid correctly and on time and dealing with payroll compliance. We will also consider the issues around split pay arrangements.
12.00 – 13.00	Lunch
13.00 – 13.30	Immigration – an introduction to the practical aspects of obtaining the right visa, work permit and residency permits.
13.30 – 14.30	Assignment policies: the difficult parts. This session will cover the areas that typically cause difficulties and will set out how other organisations have overcome the problems.
14.30 – 14.45	Break
14.45 – 15.30	Tax fundamentals – This session will look at the fundamental aspects of expatriate tax and how this ties into different compensation approaches.
15.30 – 16.00	Aspects of career management for expatriates. A quick look at assignee selection, performance management and repatriation.

16.00 – 17.00	Breakout session – Key features of the topics discussed today.
17.00 – 17.30	Tax (Part 2) – This session will build on the tax fundamentals session, to provide a wider knowledge of the key tax issues and pitfalls.
17.30 – 17.45	Wrap-up of day's activities
19.30 – 22.00	Cocktail reception followed by dinner

Wednesday 27 June

07.00 – 08.30	Breakfast
08.30 – 08.45	Introduction to the day
08.45 – 09.30	The assignment process – looking at the best ways to get your assignment programme working efficiently, including a review of vendor management issues.
09.30 – 10.00	Social security – This session will look at the important aspects of international social security, including multi state and reciprocal agreement arrangements. We will also cover how retirement plans work for assignees.
10.00 – 10.15	Break
10.15 – 11.00	Tax compliance process – managing your tax provider!
11.00 – 11.45	Other types of assignment – A look at the main issues in managing short term assignments, commuter assignments permanent transfers and localisations.
11.45 – 12.00	Close – answering any outstanding questions and wrap-up the course



Plenary sessions

Wednesday 27 June

13.30 – 14.30

Spain... Market/Economy/Culture/Trends – Alberto Terol, Deloitte Regional Tax Leader, EMEA and Regional Managing Partner LACRO

This session will look at the internationalisation of Spanish companies and the Spanish economy, with particular emphasis on Latin America. Alberto Terol will discuss the Spanish economy in a global employment context and provide interesting facts on its role in global mobility.

Alberto Terol is currently Deloitte's regional Managing Partner for Tax in EMEA as well as the Regional Managing Partner for LACRO (Latin America and The Caribbean).

Thursday 28 June

10.45 – 11.45

Emerging Markets of China and India – David Arkless, Senior Vice-President of Manpower Inc.

David will discuss the long-term economic, societal and demographic trends in the emerging markets of China and India, and how this will impact the way that multi-nationals operate in the future. The world is in a state of flux and the fundamental changes being brought about by these new global players needs to be understood.

Leveraging on his detailed understanding of local labour market complexities, talent pool issues and cultural workplace environments, David will offer some unique insights into how to engage the local workforce and how multi-nationals must adapt their practices to succeed.

David is a Senior Vice-President of Manpower Inc. and a member of the company Executive Management Team. He is responsible for Corporate Affairs for Manpower Inc. which includes responsibility for Governmental and International Affairs as well as various strategic relationships with high-profile organisations such as the

World Economic Forum and The European Policy Centre. David also undertakes the role of international spokesperson for the corporation and represents Manpower as a board member on a number of foundations, including a leadership role in a global initiative against human trafficking.

Friday 29 June

12.15 – 13.15

Mastering Challenges – Inspirational/Motivational speaker Helga Hengge

The challenges faced by HR professionals on a daily basis are numerous. Leading and motivating teams, responding flexibly to change as well as arising situations, coping with set-backs and providing results are just a start. This session highlights strategies for meeting and conquering personal challenges and will inspire you to push the boundaries in the workplace.

Helga Hengge is a German-based speaker, author, motivator and mother and was the first German woman to successfully climb Mount Everest. Reaching the summit of the highest mountain in the world was the highpoint of an exciting career between the extremes of creative work and outstanding mountaineering achievement.

A dual citizen (of Germany and the US), Helga started her career as a fashion editor at "Miss Vogue" and after later travelling around the world as a freelance fashion editor, discovered her passion for climbing and within a couple of years scaled many peaks on her way to the top of the world.

In her inspiring presentation, Helga takes her corporate audience to the top of the highest mountain in the world. Her motivational speech shares her story of pushing physical and emotional boundaries in the face of overwhelming challenge and draws astounding parallels with those challenges faced by managers in practice.

Breakout sessions

Within each of the eight core themes of the Conference there are a series of breakout sessions. You can choose to follow one theme, and attend the related breakout sessions, or follow a variety of themes (depending on which sessions appeal to you).

Wednesday 27 June

15.00 – 16.15 Breakout Session 1

Emerging Markets

China

Gus Kang, Deloitte China

This session will provide an overview of the Chinese employee tax and social security obligations for companies managing a workforce in the People's Republic. It will cover issues for both domestic Chinese employees and foreign nationals assigned to China.

Transformation of the Global Mobility Function

Centres of Excellence (models of service delivery)

Algy Wadsworth, Deloitte US and Hilde Peeters and Pilar Vitoria, Johnson & Johnson

Global organisations are continually seeking to drive greater HR efficiencies and effectiveness. This session will discuss how Johnson & Johnson have sought to achieve this through creating Global Centres of Excellence. Pilar Vitoria, Global Mobility Leader and Hilde Peeters, EMEA Global Mobility Leader, will share the drivers that drove Johnson & Johnson's strategy and provide an overview of the experience to date.

Driving Business Success through Mobility

Aligning Global Mobility Strategy with Corporate Goals

Mark Williams, Deloitte UK, Diego Castro, Reckitt Benckiser and John Beadle, HSBC

This session will look at how two companies – Reckitt Benckiser and HSBC – have reviewed their strategy, policies and service delivery for their internationally mobile employees so as to match their corporate goals. Flexibility is key – a willingness to change the model, adopt new vendors and increase both the satisfaction of the employees and improve the chances of the move being a success.

The Assignment and Family Experience

Security & Managing Risk

Bob Rushton, SOS International and David Latham, KBR

We will examine the current security and disaster recovery challenges with which global organisations are confronted. Bob Rushton from SOS International and David Latham from KBR will provide a practical insight, from a service provider and client's perspective, into how organisations deal with these issues and how it can affect your international assignment programme.

Resourcing options

Intra Regional Moves – Policy Issues and Design

Torbjorn Hagenius, Deloitte Sweden and Ingrid Beije, Ericsson

As business travellers and commuters are rapidly becoming a new and increasing challenge for companies and HR management, moves within regions are also becoming an important area to manage and control. Such Intra Regional Moves often demand new ways of looking at mobility and policies. This session will focus on moves within regions that cause the HR and Tax functions to be faced with both challenges and opportunities that sometimes are different from those we see in traditional expatriation.

In this session Ingrid Beije will present some situations that Ericsson have identified covering various areas but will also invite all participants to share their experiences from moves or mobility within regions. Are these moves handled differently in terms of policy and policy design? Is there a trend towards increased volumes in Intra Regional Moves? What are the major challenges and/or opportunities?

Global Mobility Rewards

Social Security in EMEA – Coverage and Benefits

John Weekes, Deloitte UK, Nicolaas Vermandel, Deloitte Belgium and Sally Lockhart, Reuters

This session will involve a discussion of the technical social security issues around international assignments within the EEA and the most common social security risks and opportunities created by the cross border movement of employees. The discussions will be complemented by illustrations of how decisions on the assignment set up and policy can impact – both negatively and positively – the state benefits available to the individual expatriates and the contribution costs for both employer and employee. We will also look at how the assignment set up can affect the expatriates' benefit entitlement after they have left their current employment and how their EU pension benefits can be impacted.

16.30 – 17.45 Breakout session 2

Emerging Markets

Russia

Svetlana Meyer, Deloitte Russia and Suzan Barghash, Cargill

This session provides an overview of the political and economic situation in Russia focusing on the areas that have an impact on cross-border assignments; changes in migration law, further liberalisation of currency control rules, significant amendments to tax laws introducing new residency rules and the first Russian tax amnesty for individuals. In addition, we will discuss further developments in tax administration both at a legislative and practical level, and the world of Russian litigation.

Transformation of the Global Mobility Function

Models of Service Delivery – What's the best way to run an Expatriate Programme?

Sarah Lavan, Deloitte UK and Ashley Fernandes, Linde Group

In this session we will look at the main ways of setting up the way in which you deliver services to your assignees. Should you have a regional or centralised approach? Should you outsource some aspects of the programme or keep it all in-house? We will look at some of the major causes and effects of the decision that you make.

Compliance – Delivering Value and Opportunity

Global Payroll Solutions

Phil Crossman, Deloitte UK

Aligning global payroll delivery in all assignee locations is climbing the agenda in many multi-national organisations. The impact of Sarbanes-Oxley and the pressure on companies to ensure they have adequate process controls in place is one factor, assignee satisfaction with the payroll process and the importance of global compliance are others. In this session, the speaker will discuss the nature of a global model and the benefits and challenges faced in achieving such a solution.

The Assignment and Family Experience

Goodbye is not forever – Preparing the whole family for an overseas assignment

Jeff Toms, Farnham Castle

The opportunity of an overseas assignment can be an enriching experience enabling personal as well as professional development. This of course necessitates change, which inevitably presents some challenges as well as opportunities. Particularly important is how the children and extended family receive the news. Adequate preparation and planning for change is essential to ensuring success for the entire family. And when this is sorted, how will they deal with coming home?

Resourcing Options

Localisation Models

Liz Cox and Bob Ernt, Cargill and Gudrun Ihling, Lanxess

Localising your assignees without having the appropriate policies and processes in place can be a big challenge. This session will focus on the different approaches to localisation and also look at processes behind it as well as potential tax consequences. Client speakers will give some insight on how they have approached these issues and they will also explore the challenges around managing permanent postings abroad and voluntary localisations.



Thursday 28 June

09.00 – 10.15 Breakout session 3

Emerging Markets

India

Lars Crowley, Deloitte UK and Manissa Patel, Standard Chartered Bank

This session will provide an overview of tax, social security and exchange control issues that will effect employers seconding assignees to India or who are sending assignees out of India. The session will deal with issues effecting assignees as well as the broader issues affecting their employers. Both a technical analysis and practical application of how employers deal with many of these issues will be covered.

Transformation of the Global Mobility Function

Procurement to delivery in the HR function

Caroline Kemp, Deloitte UK and Stephanie Cook, Rolls-Royce

HR professionals are increasingly reviewing the delivery model to ensure that the business has the best support either internally or from key suppliers. HR skill requirements are changing with a greater focus on supplier management activities within the Global Mobility function. This session will look at ways in which HR can partner with the Procurement function to get the best value-added supplier support on key HR activities.

Compliance – Delivering Value and Opportunity

Corporate aspects of Transfer Pricing and PE

Patrick Cauwenbergh, Deloitte Belgium

This session will cover some important corporate international tax aspects related to extraterritorial transfer of employees. Practical examples will be used to answer questions such as:

What are the main transfer pricing aspects that should be taken into account? Can a transfer of employees/teams create a goodwill issue in the country of origin? How can permanent establishment issues be mitigated? How will profits be allocated in case permanent establishment issues arise?

Resourcing Options

Career Expats

Stig Sperre, Deloitte Norway

Serial expatriates come in a number of guises including those who undertake multiple assignments and those who are categorised as part of a cadre of employees. In this session we will be looking at the implications of managing serial expatriates who have either limited or no ties to any one 'home country'. We will explore issues as diverse as remuneration and reward strategy, pension arrangements, social security provision and tax policy and gain an insight into how a client tackles these issues for its expatriates.

Global Mobility Rewards

Employment Contracts and Handling Terminations

Becci Emmett, Deloitte UK and Peter Berg and Anne Cooper, DaimlerChrysler

This session focuses on issues facing HR professionals sending employees abroad on a temporary or permanent basis and the points to consider when drafting assignment or secondment letters or permanent contracts. Precise documentation supports the smooth handling of cases where the employment relationship ends, and reality shows how 'patchwork' contracts complicate the negotiations sometimes ending in court situations which rarely end in favour of the employer.

Anne Cooper and Peter Berg (both Senior Managers, Human Resources for DaimlerChrysler Financial Services) will provide you with case studies and advice on how to ensure a solid and clear contractual framework for an assignment.

12.00 – 13.15 Breakout session 4

Emerging Markets

EU Accession

LaDana Edwards, Deloitte Czech Republic and Brigita Zunic, Deloitte Slovenia

EU Accession poses many challenges and opportunities for Central Europe. Despite all the uncertainty and problems to overcome, the potential benefits of enlargement are clear as seen from the first wave of Central European Accession. Foreign investment into Central Europe enables access to the EU market from within its borders without having to utilise the high costs of production in the Western countries. Enlargement, however, has also created a dynamic legislative environment in the Accession countries with rapid changes in tax, labour law, social security and immigration regimes. This session will discuss the practical implications of EU Accession as it relates to expatriates and their employers.

Transformation of the Global Mobility Function

20:20 foresight – A vision for the future

Gardiner Hempel and Kalvinder Dhillon, Deloitte US

The continuing changes and new challenges to global mobility have been accelerating and are not likely to relent. Forward-looking companies are seeking more effective ways to succeed by managing the global sourcing and deployment of their people to better support their business strategy. This competitive advantage can be accomplished through a process of refocusing, transforming and rebranding the global mobility function. This session will review the global environment impacting mobility, and the approaches some organisations are using to:

- Refocus – global mobility on the broader business and talent strategies of the organisation
- Transform – the function to deliver high-performance solutions that are responsive to business opportunities; and
- Rebrand – the global mobility as a strategic business partner.

Compliance – Delivering Value and Opportunity

Living with regulation/Sarbox – the Commercial Reality

Don Riegger, Deloitte US, Peter Schoof, DaimlerChrysler and Malin Wadstrom, Dow Chemical

Living and working in today's world means dealing with increased complexity and regulation. This is especially true with businesses that cross borders and have multiple jurisdictions. Emerging regulations, with Sarbanes-Oxley being the most visible, have significant commercial impact as complex and costly processes have to be implemented to comply. This session will explore some of the regulatory issues companies face and include case examples on how some companies have addressed the compliance burden.

Flexpatibility

Influencing and Negotiating Skills

Nick Roy, Consulting, Deloitte UK

The pressure on organisations to meet their global talent demands is fundamental to future success. Developing skills that enable organisations to position the right people with the right capabilities supports this endeavour.

This session will highlight your appreciation of the motivating factors that effect peoples' decision making. It will further provide insight into the complex dynamics that exist during the influencing and negotiating process.

Resourcing Options

The Evolving Assignment

Tom Declercq, Deloitte Belgium and Arielle Vander Perren, American Standard

The evolution of assignment management within an organisation is a fascinating topic. There is often a strong interplay between centralisation and decentralisation, standardisation and flexibility and proliferation of assignment structures to support the various types of mobile employee. During this session we will look at the evolution of assignment management in American Standard, with a particular focus on the process of moving from an exception based divisional structure to a centralised approach.

We will also look at the issues faced by the European HQ in trying to apply a US policy and the structures that were devised to support mobility in a European context.

14.30 – 15.45 Breakout session 5

Emerging Markets

Mobility Challenges of moving assignees from developing countries (India/China)

Rob Hodgkinson, Deloitte UK, Phil Stanley, ORC and K Sudeep, Tata

With the emergence of China and India as powerhouses of global growth, MNC's are facing the challenge of increasing number of assignees from Less Developed Countries (LDC's). The workshop will seek to review the difficulties of adopting a traditional home-build up (balance sheet) approach to expatriate compensation, where the employee's base pay is linked to the home-country salary structure, with allowances and premiums being added on.

The session will also provide feedback from a recent survey as to how expatriate policies and practices are being adjusted to deal with this new breed of assignee, and provide a unique insight into how Tata, one of India's leading companies approaches this issue. It will also touch on some of the common immigration, tax and social security issues in moving workers from LDC's.

Driving Business Success through Mobility

Sourcing, selection and retention

Frank Hohns, Deloitte Germany, Jeff Toms, Farnham Castle and Uto da Rios, Sara Lee International

As we all know, international assignments are expensive. This makes it important that the risks of failure of an assignment are kept to a minimum and also that the investment in the assignee produces optimal results. In this session, we will look at ways of ensuring that the right person is selected for the assignment and that the experience they have gained is retained by the organisation.

Compliance – Delivering Value and Opportunity

Tax Planning in EMEA

Jaco Stam, Deloitte Rotterdam, Patrick Derthoo, Deloitte Gent and Ann Claes, Fortis

For executives with cross border responsibilities, salary split arrangements are still worth while considering as long as all the stakeholders are connected. Issues such as payroll, social security, labour contracts, and pension entitlements should be dealt with prior to implementation. A true case of a Belgium-Netherlands split salary project will be used to explore the challenges and results of this planning tool. During the workshop also country specifics of other EMEA countries will be shared.

Flexpatibility

Creating a Global Mobility Culture

Rumi Das, Deloitte UK and Nadia Horsch-Schmidt, Carl Zeiss AG

The successful optimisation of a global mobility programme not only relies on developing best-practice policies, processes and tools, but also on how an organisation implements the new methods and manages the resulting changes. In this session, Nádía and Rumi will provide an insight into the innovative change management approaches used by Carl Zeiss which has led to an increase in global mobility awareness and is inextricably linked to the business strategy.

Global Mobility Rewards

International/Global Pension Plans

Jamie Willis, Deloitte UK

Pensions still represent a major barrier to mobility. In this session we will look at the impact of the European Directives on cross border pensions and transfers and assess what else is needed to make it work. We will also look at transfers outside the EU and international plans.

Global Mobility Rewards

Benchmarking and Surveying and the After Effects
Ian Cloke, Deloitte UK and Lisa Gelpy, Shell

When re-designing policy and process, there is an important role for benchmarking and the study of survey information. Even more importantly, perhaps, comparative data is essential when trying to sell the benefits of any proposed policy changes to a business' management and other stakeholders. In this session, we will look at the usage and abuse and how it can bring practical benefits to policy re-design.

Friday 29 June

09.00 – 10.15 Breakout session 6

Transformation of the Global Mobility Function **Technology (as a Transformation Enabler)**

Monk Simons, Deloitte US

Technology is an integral part of managing international assignees. Effective use of technology can deliver a more efficient, compliant and transparent program, reducing HR administration time and delivering added value to the organisation. This session will focus on real life examples of how technology can be leveraged as a catalyst for transforming your global mobility program.

Compliance – Delivering Value and Opportunity **North American Tax Updates**

Jennifer Kemp, Deloitte US and Brent Savage, Halliburton

This session will examine recent tax and social security changes that have taken place over the past year in North and Latin America. There will be a particular focus on the recent changes in United States tax law and its affect on international assignees and international assignment costs for companies.

The Assignment and Family Experience

The Modern World (including generation Y issues)
Ellie Patsalos, Deloitte UK, Peter Berg and Frank Mathues,
DaimlerChrysler

Expatriates who have been born in the period of "Generation Y", show today quite often patchwork family structures. Beside this the meaning of "family" for an assignment policy has to be reviewed on a continued basis to cover today's ongoing changes in the social and legal framework of families/partnerships. Global organisations have to ensure that such individual structures are covered by their assignment policies – and have to carefully balance company and employee interest in individual cases to avoid solutions which are difficult to implement and to monitor.

Frank Mathues (Managing Director of DaimlerChrysler Financial Services Italy) and Peter Berg (Senior Manager, HR DaimlerChrysler Financial Services) introduce a real case and describe the respective discussions, problem areas, solutions and concerns.

Resourcing Options

Commuters and Stealth Expats – an EMEA Perspective
Peter Mosbach, Deloitte Germany, Sophie Lambert, Deloitte UK and Manfred Otten, Nike European Headquarters

The number of Commuters – especially within Europe – has been growing for a number of years now. Are companies ready for an audit by the tax authorities? The local interpretation of the treaty rules still develops from year to year. A recent example is the Netherlands where since 2006 the economic employer concept applies. This session wraps up the recent treaty interpretations for commuters across a number of European countries and also covers some recent best practices.

10.45 – 12.00 Breakout session 7

Transformation of the Global Mobility Function

Shared Service Centres (models of service delivery)

Michael Baird, Deloitte UK and David Carmichael, Logica CMG

Organisations exploring the option of HR Shared Service Centres is nothing new, but what are the critical success factors of setting up and running a Shared Service Centre?

This session will cover best practices in the planning, implementation and execution of Shared Service Centre approaches, and how they achieve the goals of cost reductions, shared know-how and end user satisfaction. The session will be co-presented by David Carmichael, Logica CMG, who will talk about his company's approach and experiences, and there will be opportunity for participants to share their own thoughts on what helps make a shared service centre a success for the business.

Driving Business Success through Mobility

Talent Management and Developing Leaders of the future

Craig Muir, Deloitte UK and Peter Berg, DaimlerChrysler

The identification of talents within a global organisation and the structured development of these individuals along company values should be a "natural process" for each international organisation. Complexity starts the moment the talent moves between business divisions (incl. international assignments) and various evaluation tools. This has to be managed within an international organisation properly to avoid the risk of losing key talents.

Peter Berg (Senior Manager, Human Resources for DaimlerChrysler Financial Services) provides information about processes and tools for talent and leadership management (incl. case studies).

Driving Business Success through Mobility

Return on Investment – Cracking the value code

Rob Hodgkinson, Deloitte UK, Andrew Walker, Reuters and Yvonne McNulty, Monash University, Singapore

Measuring the return on investment (ROI) for expatriate assignees is a major challenge for global businesses. In this session Yvonne McNulty from Monash University provides an overview of the

findings of a recent report on ROI from interviews with over 50 global firms, and will highlight some best practice approaches that are being adopted. We will also receive insight from Andrew Walker on how Reuters has begun increasing its focus on ROI as a critical component of successful assignment management.

The Assignment and Family Experience

Cultural Orientation

Anders Hovemyr, Intercultural Management Consulting AB

This session will look at the impact of culture on typical situations when working in a multi-cultural environment and how to identify the tools that help to create an effective and productive working environment across cultures. It will help clients to assess their own readiness to apply "culture management skills" in specific business situations – illustrations, case studies and critical incidents from the business contexts of professionals managing global mobility.

Global Mobility Rewards

Taking the Fizz out of COLA

Mike Wincott, Deloitte Belgium and Siobhan Cummins, ORC

The use and misuse of Cost of Living data has a significant impact on international assignments. In this session, we will be exploring the trends in the use of COLA, highlighting the current thinking in the market and discussing some of the more unusual approaches companies take when transferring different categories of assignees between countries.

Global Mobility and Rewards

Global Equity Withholding: Delivering Confidence, Compliance and Control

Danny Taggart, Deloitte UK and Pam Roffe, Shell

This session will cover the challenges of managing compliance risk on large scale global equity transactions, and approaches to automating the process for large scale programmes. Pam Roffe from Shell will share her experiences of the challenges involved in global equity compliance and the technology solutions that Shell has adopted to meet these requirements.

Japanese conference & breakout sessions

Wednesday 27 June

15.00 – 16.15 Breakout session 1 (日本語のみ)

Driving Business Success Through European Mobility

Jun Yamaguchi, Deloitte UK

Alister Taylor, Deloitte UK

Reasons why employers send people on assignment to another country are wide-ranging and considerable in number. One constant, however, is the need to achieve the correct result: getting this wrong can often prove to be very time consuming and expensive. This session aims to explore practical issues in mobilising a workforce both in and across Europe.

事業成功のための国際人事異動: 欧州地域の近況

山口潤 デロイトUK

Alister Taylor デロイトUK

企業は多種多様な理由により従業員を国際異動させます。企業が常に成し遂げようとしているのは一つ、計画通りの成果をあげることです。これを取り間違えると予想以上の時間と経費が掛かります。当セッションでは、昨今のヨーロッパ内人事異動における実務的問題点を事例を挙げながら解説致します。

16.30 – 17.45 Breakout session 2 (日本語・英語)

Central & Eastern Europe: Challenges Facing Japanese Investment

Larry Human, Deloitte Czech Republic

Hiroshi Ishijima, Deloitte Czech Republic

This session will review the major tax and social security changes that have recently taken place and how these impact on expatriate assignees. Ongoing critical issues facing Japanese companies wishing to establish and maintain operations in Central Europe will also be discussed.

中東欧における個人所得税および社会保障の改正とその影響

Larry Human デロイト チェコ共和国

石島ひろし デロイト チェコ共和国

当セッションでは、昨今の税務・社会保障制度上の変革がもたらす企業および駐在員への影響を解説致します。又、中東欧へ進出する日本企業に特に影響のある重要課題についてもご紹介致します。

Thursday 28 June

(日本語・英語)

09.00 – 10.15 Breakout session 3

Current Issues Concerning Pensions In Europe

Eric Sprengers, Deloitte Netherlands

Taro Okayama, Deloitte UK

Pensions continue to form an integral part of expatriate compensation, and represent an ongoing barrier to mobility. In this session we will look at these barriers including taxation of both the employee and employer contributions across multiple jurisdictions.

年金制度が及ぼす汎欧州内異動への影響

Eric Sprengers デロイト オランダ

岡山太郎 デロイトUK

年金は駐在員報酬の重要な一部であると共に、国際間異動の妨げにもなります。当セッションでは、企業年金制度が各国での雇用主・従業員の納税義務にどのような影響をもたらすかを解説致します。欧州内での移動の影響、留意点についてもご説明致します。

12.00 – 13.15 Breakout session 4 (英語のみ)

Please note that there is no specific Japanese language presentation for Breakout Session 4. As such please refer to page 16 for details of the content of the presentations on offer in the English language conference, as per the list below.

当セッションは英語のみでのご案内となります。尚、当セッション中、以下にあります他のプレゼンテーションにご参加いただけます。各プレゼンテーションの内容に関しましては、16ページをご参照下さい。

- EU Accession
EU 拡大
- 20:20 Foresight – A Vision for the Future
国際人事に関わる将来へのビジョン
- Living with Regulations/Sarbox – the Commercial Reality
サーベンス・オクスリー法やは規制と共に生きる – 国際人事の観点から見たビジネスの現実
- Influencing & Negotiating Skills
影響力と交渉力 (国際人事の観点から)
- The Evolving Assignment
進化する駐在員派遣

14.30 – 15.45 Breakout session 5 (日本語のみ)

European Restructuring and HR Challenges

Jun Yamaguchi, Deloitte UK

Ko Yoshida, Deloitte UK

This session aims to explore practical issues arising from the restructuring of company operations across a number of jurisdictions in Europe. Case-study examples will be utilised to demonstrate challenges and possible ways to enable companies to maintain a smooth transition.

汎欧州組織再編と人事の課題

山口潤 デロイトUK

吉田航 デロイトUK

当セッションでは欧州地域での組織再編をテーマに取り上げ、人事の課題を考えていきます。一部事例を挙げながら具体的な問題点を分析し、障害の多い中、如何にスムーズな事業移管が達成できるかを解説致します。

16.00 – 18:00 Guest Speaker (日本語・英語)

**Alain Van Vyve, General Manager HR,
Toyota Motor Europe**

ゲスト・スピーカー

アラン ヴァン・ヴァイブ

(ジェネラルマネジャーHR トヨタモーター・ヨーロッパ)

Friday 29 June

09.00 – 12.00 Breakout session 6 (日本語のみ)

Driving Business Success through Human Capital – Current Themes and Trends in Talent Management

Businesses of Japanese companies in Europe continue to face challenges in their talent management. This session aims to focus on the ways in which companies are implementing their talent management agenda in order to strengthen their local operation. Relevant examples will be used to highlight the current theme and trend in European market. This session will also encourage all participants to share and exchange their ideas to help formulate strategic directions in the future.

人材マネジメントの行方

欧州で活躍する国際企業において、今後人材管理はどう考えて行くべきなのでしょう。当セッションではグローバル競争を勝ち抜くための現地オペレーション強化を考え、事例を通して必要な取り組みや具体的なステップなどについて解説致します。更に、参加者の方々の意見を参考に情報交換させていただき、今後の課題に向けて共に戦略を考えていきます。

Technology

Deloitte's GlobalAdvantage suite of International Assignment Services technology solutions reflects the rich diversity of this area. Our solutions are designed to deliver added value, helping improve the way you manage and control your international assignment programme, and reducing the burden on your assignees.

We would be delighted if you could join us in the Technology Clinic, where we will be holding informal demonstrations of our technology solutions. In the spotlight this year will be two offerings, GA Connect and GA Equity Awards.

GA Connect is an assignment initiation and coordination tool which allows online management of workflow, assignment approval and vendor initiations.

GA Equity Awards calculates defensible tax and social security withholdings in multiple jurisdictions following the exercise of equity awards. It can be utilised directly, or via your plan administrator.

Our wider technology suite also includes:

- Deloitte OnLine
- GA Compliance Tools (GA Tracker – client logins, GA Organizer & GA Calendar)
- GA Equity
- GA Survey
- GA Business Traveller & Analyser
- GA IHR
- GA Cost Projection

To discuss GA Equity Awards, GA Connect, or any of our suite of technology solutions, please indicate your interest on the registration form and we will contact you to make an appointment.



Client Service Meetings

Wednesday 27 June – Friday 29 June

For those of you who would like to spend some concentrated time with your Deloitte Service teams from around the world, we have set specific time aside on Wednesday 27 June (09.00-12.00), Thursday 28 June (15.45-18.00) and Friday 29 June (14.30 onwards).

If you would like to organise a Client Service Meeting, please indicate your requirements on the registration form (at the back of this invitation) and we will contact you to discuss arrangements.



Social Evenings

Engagement Dinners

Wednesday 27 June

Please join your Deloitte Service Team on Wednesday for dinner at a local venue in Barcelona. Your Deloitte contact will discuss arrangements directly with you.

Conference Dinner

Thursday 28 June

We shall be dining at Casa Llotja de Mar a symbol of Gothic and Neoclassical architecture in Barcelona which was the former Stock Exchange. La Llotja is located in the heart of Barcelona and we hope this location proves to be a truly stunning backdrop for a thoroughly enjoyable evening.



Conference information

Venue

The 2007 Global Employer Services – Annual EMEA Client Conference will be held from Wednesday 27 – Friday 29 June at the Hotel Arts Barcelona (please see below for full contact details).

Hotel Arts Barcelona
Carrer de la Marina 19-21
Barcelona, 08005
Spain

Phone: +34 93 221 10 00
Fax: +34 93 221 10 70

Web: <http://www.ritzcarlton.com/hotels/barcelona/default.html>

Dedicated numbers for Deloitte – operational from Tuesday 26 to Friday 29 June inclusive.

Tel: +34 93 483 8005
Fax: +34 93 483 8006

Location and ground transport

The Hotel Arts overlooks Port Olympic and enjoys spectacular views of the sea and beachfront. The hotel is very near to Barcelona's finest shops and restaurants.

Taxis are easily accessible outside the arrivals terminal of El Prat Airport. The hotel is approximately 10 km from the airport and will take around 30 minutes (depending on traffic) and cost in the region of €28.00 – €35.00.

Format

Fundamental Training for Expatriate Managers

Registration and a welcome breakfast for the Fundamental Training will be held on Tuesday 26 June between 08.00 and 08.50. The sessions will begin promptly at 09.00 and run through until 12.00 on Wednesday 27 June.

For more precise information on the schedule of events for the Fundamental Track, please refer to page 8.

Global Employer Services – Annual EMEA Client Conference – Global Mobility – THE Conference

This year's conference will commence on Wednesday 27 June with registration at 11.45. The conference will finish with lunch at 13:30 on Friday 29 June.

Register early! – Closing date

Deloitte would ask that all participants please register by using the form at the back of this invitation and returning it as soon as possible to Lizzie Cornabé. In any event, for administrative purposes, please register no later than **Monday 4 June 2007**. Please send all registrations to:

Lizzie Cornabé
Email: lcornabe@deloitte.co.uk
Fax: +44 20 7007 0154

EMEA Tax Services
Deloitte
180 Strand
London
WC2R 1BL
UK

Tel: +44 20 7007 0822

Conference registration fees

- €900 – Fundamental Training for Expatriate Managers only.
- €1,900 – GES Annual EMEA Client Conference only.
- €1,900 – Japanese Client Conference only.
- €2,500 – Fundamental Training for Expatriate Managers and GES Annual EMEA Client Conference.

The above fees cover tuition, course materials and all group meals throughout the conference. They do not include transport or accommodation.

Accommodation details and rates

Deloitte has reserved a number of bedrooms for its Conference participants on Wednesday 27, Thursday 28 and Friday 29 June at a special rate of €300.00 per room per night for single occupancy plus 7% taxes. A private Deloitte breakfast will be available on the days of the Conference. A number of rooms have also been reserved at the hotel at this rate during the weekend of 30 June /1 July.

Please be aware that all participants will be responsible for settling their own accommodation account and any private expenses incurred on their day of departure.

The earliest check-in and latest check-out times for the hotel are as follows:

- Check-in: 15.00
- Check-out: 12.00

Please indicate your accommodation requirements on the registration form at the back of this invitation.

Cancellation

Registrants who cancel more than two weeks before the conference will not be charged. The appropriate fees will be charged to all 'no shows'. Substitutions are acceptable at any time.

Travel documents

A valid passport is required to enter Spain. Please check with your local Spanish Consulate to determine if you require a visa for entry. If you require a letter of invitation, please contact Lizzie Cornabé by email at lcornabe@deloitte.co.uk (Tel: +44 20 7007 0822) and she will arrange this for you.

Car Parking

Hotel Arts Barcelona does have car parking facilities. Costs are:

- From 30 minutes to three hours €10.00
- From three hours to six hours €20.00
- More than five hours or one day €35.00

Conference attire

Smart casual dress is appropriate throughout the conference.

Currency

Local currency is the Euro. Exchange services and ATM machines are available at the Airport and throughout the City.

Weather

The average weather in June is around 25 degrees centigrade.

Travel Insurance

Travel insurance cover will not be arranged for clients. In this respect, all clients should please ensure that they are covered under their own employers travel and personal accident insurance.

Web

Details of this event and Deloitte's International assignment services can be found at www.deloitte.com/tax/IAS

Assistance

If you have any queries whatsoever concerning this conference, please do not hesitate to contact the Event Manager, Vicky Holmes on +44 20 7007 0776.

To follow

Prior to the Conference, confirmation details will be sent to you. These details will include further logistical matters and information on any aspects of the conference, which have altered since the printing of this invitation.

Please note that as this is a business meeting and networking forum, spouse attendance is not being catered for.

Tel:

Fax:

E:Mail:

Please indicate the name of your Deloitte contact:

and their office:

Please indicate whether you have any Dietary/Special requirements:

Accommodation

Please select as appropriate:

I do not require hotel accommodation

Please reserve hotel accommodation for me

Arrival date:

Departure date:

Total number of hotel nights required:

I require a *smoking/non-smoking room (delete as applicable)

Arrival time

Please indicate your anticipated arrival time at the Hotel:

Breakout sessions

Below are my Breakout preferences:

Please mark your preference for each session entering '1' for first choice and '2' for second choice:

Breakout 1 – 15:00-16:15 – Wednesday 27 June

Emerging Markets – China

Transformation of the Global Mobility Function – Centres of Excellence

Driving Business Success through Mobility – Aligning Global Mobility Strategy with Corporate Goals

The Assignment and Family Experience – Security & Managing Risk

Resourcing Options – Intra Regional Moves: Policy Issues and Design

Global Mobility Rewards – Social Security in EMEA: Coverage and Benefits

Breakout 2 – 16:30-17:45 – Wednesday 27 June

Emerging Markets-Russia

Transformation of the Global Mobility Function – Models of service delivery – What's the best way to run an expatriate programme?

Compliance – Delivering Value and Opportunity – Global Payroll Solutions

The Assignment and Family Experience – Preparing the Family

Resourcing Options-Localisation Models

Breakout 3 – 09:00-10:15 – Thursday 29 June

Emerging Markets – India

Transformation of the Global Mobility Function – Procurement to delivery in the HR Function

Compliance – Delivering Value and Opportunity-Corporate aspects of Transfer Pricing and PE

Resourcing Options – Career Expats

Global Mobility Rewards-Employment Contracts and Handling Terminations

Breakout 4 – 12:00-13:15 – Thursday 28 June

Emerging Markets – EU Accession

Transformation of the Global Mobility Function – 20:20 Foresight – A Vision for the future

Compliance – Delivering Value and Opportunity – Living with Regulation/Sarbox – the Commercial Reality

Flexpatibility – Influencing & Negotiating Skills

Resourcing Options – The Evolving Assignment

Breakout 5 – 14:30-15:45 – Thursday 28 June

- Emerging Markets – Mobility Challenges of moving assignees from developing countries (China/India)
- Driving Business Success through Mobility – Sourcing, Selection and Retention
- Compliance – Delivering Value and Opportunity – Tax Planning in EMEA
- Flexpatibility – Creating a Global Mobility Culture
- Global Mobility Rewards – International/Global Pension Plans
- Global Mobility Rewards – Benchmarking and Surveying and the After Effects

Breakout 6 – 09:00-10:15 – Friday 30 June

- Transformation of the Global Mobility Function – Technology (as a Transformation Enabler)
- Compliance – Delivering Value and Opportunity – North American Tax Updates
- The Assignment and Family Experience – The Modern World (including generation Y issues)
- Resourcing Options – Commuters and Stealth Expats – an EMEA perspective

Breakout 7 – 10:45-12:00 – Friday 30 June

- Transformation of the Global Mobility Function – Shared Service Centres
- Driving Business Success through Mobility – Talent Management and Developing Leaders of the Future
- Driving Business Success through Mobility – Return on Investment – Cracking the Value Code
- The Assignment and Family Experience – Cultural Orientation
- Global Mobility Rewards – Taking the Fizz out of COLA
- Global Mobility Rewards – Global Equity Withholding: Delivering Confidence, Compliance and Control

Client Service Meetings

– Wednesday 27 June (from 09:00-13:00) Thursday 28 June (from 15:45-18:00) and Friday 29 June (from 14:30 onwards)

If you would like to organise a Client Service Meeting, please indicate the details below, together with a preferred date and time and name of your primary Deloitte contact:

Preferred time and date: _____

Name of Primary Deloitte contact: _____

Technology Drop-In-Clinic – Wednesday 27 – Friday 29 June

If you would like to make an appointment with our technology specialist, please indicate below which technology tool you are interested in (you can indicate more than one), together with a preferred date and time and name of your primary Deloitte contact.

- Deloitte OnLine
- GA Compliance Tools (GA Tracker – client logins, GA Organizer & GA Calendar)
- GA Equity
- GA Survey
- GA Business Traveller & Analyser
- GA IHR
- GA Cost Projection
- Other technology query (please provide details below)

Preferred time and date: _____

Name of Primary Deloitte contact: _____

Other technology query: _____

Departure details from Barcelona: Friday 29 June

Please be aware that we will be providing transport back to El Prat Barcelona International Airport on Friday 29 June at 14.45. Please indicate below whether you would like to use this transport.

I will / will* not use the transport back to El Prat Barcelona International Airport (*delete as applicable).

Signed:

Please print name:

Date:

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