

September 5, 2008

To: Asia MNC Expatriate Roundtable Members
From: Phillip A. Stanley – Managing Director, Asia Pacific
Subject: **Next Meeting – October 23rd and 24th, 2008 – Langkawi, Malaysia**



The next meeting of the Asia MNC Expatriate Roundtable will be held on October 23rd and 24th, 2008 at *The Westin Langkawi Resort & Spa* in Langkawi, Malaysia

For a preview of the venue, refer to the hotel's website at www.westin.com/langkawi

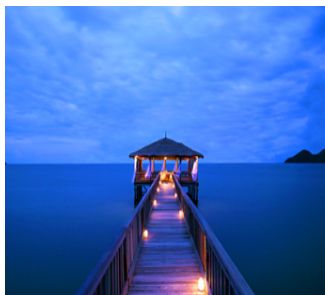
The meeting will convene on October 23rd at 9:00 a.m. and adjourn at 5:00 p.m., followed by a cocktail reception at 6:00 p.m. and group dinner at 7:30 p.m. (Spouses/partners are invited to attend the cocktail reception and dinner). The meeting will reconvene on October 24th at 9:00 a.m. and adjourn by 12:30 p.m.

Please note that the suggested attire for the meeting is “business casual”.

REGISTRATION FORM

To register online, click [here](#). Alternatively, please complete the enclosed registration form and fax or email it to the ORC Singapore office by **October 5th 2008** to confirm your participation in the meeting. If you would like to send an additional representative from your company to the meeting, please note there is an additional fee of S\$700.00 per additional attendee. Please complete a registration form for all attendees.

HOTEL RESERVATIONS



For those seeking overnight accommodations, ORC has secured a limited block of rooms at *The Westin Langkawi Resort & Spa* at the very favorable rate of RM500.00 net, per night. As Monday, October 27th is a public holiday in Singapore, some of you may be interested in extending your stay over the holiday weekend. The Westin has graciously agreed to extend the ORC room rate for roundtable attendees for up to 7 days pre-and post the meeting dates.

Please complete the enclosed Hotel Reservation Form and fax or email it to the hotel directly to book your accommodation. Please note that in order to secure the ORC room rates, hotel reservations must be made by **October 5th, 2008**.

ROUNDTABLE DISCUSSION QUESTIONNAIRE

In addition to the scheduled presentations/topics at the meeting, one of the benefits of the roundtable is the opportunity for members to exchange ideas on specific issues that are of current interest. In order to facilitate this, we are asking participants who have specific questions they would like to discuss with the roundtable members to submit them in advance. These questions will then be consolidated by ORC and discussed at the meeting. Please submit any roundtable discussion questions using either the online registration form, or by completing the attached questionnaire and faxing or emailing it to ORC by **October 5th, 2008**.

If you have any questions regarding the meeting, please feel free to contact me by telephone at (65) 6438-0004, or by email at orc.singapore@orcww.com

I look forward to seeing you in Langkawi!

AGENDA TOPICS



Return on Investment (ROI) on Expatriate Assignments

Yvonne McNulty
PhD Candidate
Monash University, Australia

In April of 2006, Yvonne McNulty shared the results of the first phase in her expatriate Return on Investment study with the Asia MNC Expatriate Roundtable. In this session, Yvonne provides an update of her global study on expatriate ROI, sharing the findings of her most recent research. Using data from 51 global firms and their expatriate employees, this session will provide an in depth look at ROI in practice and offer practical solutions for companies implementing ROI systems and processes.

Specifically, the presentation will address three key areas:

- What expatriates themselves have to say about how best to obtain a return on investment
- Why “one best” ROI formula may not result in a meaningful rate of return
- Which organizational, environmental and individual activities are likely to influence changes in expatriate ROI

Yvonne McNulty is a PhD Candidate in the Department of Management, Faculty of Business and Economics, Monash University, Australia. Her doctoral research focuses on the management and measurement of international assignees and their impact on firm performance for global organizations. She has broad corporate experience with over 9 years in large US, Australian, and UK corporations, and 5 years fulltime service in the Royal Australian Navy. She lectures in International Human Resource Management and International Management, and has lectured in both undergraduate and MBA courses at various universities in the US and Australia.

Yvonne has presented at numerous local and international conferences in USA, Europe and Asia Pacific on the topic of ‘Expatriate Return on Investment’. She has published over 20 articles in the academic and practitioner literature, including a book chapter in “New Directions in Expatriate Research” (Palgrave-MacMillan, 2006); she has also been featured and cited in text-books, journals, and other publications including The Financial Times, The Australian Financial Review, International Herald Tribune, and HR Monthly. In 2004 she was awarded “Best Paper” by the IM division of the prestigious US Academy of Management meeting, and has twice been awarded “Best Reviewer”, in 2005 and 2007. Yvonne is a member of the US Academy of Management, Academy of International Business, and Singapore HR Institute, and the founder of www.thetrailingspouse.com.



Current Trends/Issues in Workforce Management in the Middle East

John Macdonald
Managing Director, Middle East
ORC Worldwide – Dubai, United Arab Emirates

Over the past decade, Asia’s ties with the Middle East have grown significantly. For example, Singaporean-headquartered firms, which had just a few million dollars worth of contracts in the Middle East prior to 2004, now have secured over US\$ 6 billion worth of projects (Source: Singapore Ministry of Foreign Affairs).

While major investment in the Middle East is relatively new for many Asian companies, the Middle East Region, especially the Gulf, has always been something of a “magnet” for expatriates seeking to combine a challenging role with a good lifestyle in a reasonable climate, or simply seeking a lucrative tax-free package.

However, during the last few years, the landscape has changed in many parts of the Middle East - with massive investments in oil and gas and unprecedented infrastructure developments countered by rising costs of living, increases in security threats and the emergence of other destinations considered to be equally attractive and/ or lucrative.

One thing remains – most of the Gulf Region is booming and the expatriate population is growing at a staggering rate. But what does this mean for the local, regional and expatriate workforce? Is the Middle East still a destination of choice for employees and employers alike? How are the economic changes impacting the employment market? What are companies doing to attract and retain staff?

In this interactive session, John Macdonald, Managing Director Middle East for ORC Worldwide, will provide participants the opportunity to hear a regional perspective on today's workforce management challenges in the Middle East as well as to ask questions and discuss issues that are relevant to your current or potential operations in the Middle East Region.

John heads up ORC's Middle East operations from a recently opened office in Dubai, UAE that serves clients throughout the Region. He has over 25 years experience in the power, water and energy industries and has spent 9 years in senior HR roles in the oil, gas and petrochemical industry, focusing on the Engineering & Construction and, more recently, the Oilfield Services Sectors. He has spent 14 years in the Middle East (based in Saudi Arabia and the UAE), 2 years in the US and the rest of his career spent in the UK.

During his career in the UK, he was Training and Development Manager with a regional utility company, prior to which he was Employee Relations Manager. Since 1996, as HR Director, John has managed International HR and Compensation and Benefits for his respective organizations which were United Utilities (UK), CB&I (Dubai and US) and Weatherford International (Dubai).

John has a Masters Degree in Management Studies from Manchester in the UK and is a Member of the UK's Chartered Institute of Personnel and Development (CIPD).



Going “Home” - Returning Chinese/Indian Nationals

Anand Rego
Senior Consultant – International Talent
Group Human Resources
ANZ – Melbourne, Australia

The explosive economic growth in the emerging markets of China and India has resulted in a demand for experienced technical and management talent that exceeds the available supply locally. In order to bridge this skills gap, organizations are looking to import talent from abroad. In particular, “returning nationals” from China and India who have gained global experience outside of their home country and are now returning to fill much needed roles are highly sought after by many companies.

In this session Anand Rego, *Senior Consultant – International Talent Group* for ANZ (Australia and New Zealand Banking Group Ltd.) will discuss the motivations for these employees to return “home” to China and India and the challenges they face re-entering their home countries. He will share ANZ's strategies to attract and retain these valued players and the company's talent management programs to manage the careers and expectations for this group of employees.

In Anand's role, he is responsible for defining and implementing new international talent strategies based on the organization's evolving business needs across the Group in the Asia Pacific region. Between April 2005 and September 2007, he led the People Capital function for ANZ in Bangalore, India. His diverse experience includes line management roles in banking technology consulting, corporate banking and asset finance, which gives

him a sound understanding of internal and external business environments; customer focus, partnership skills, and team leadership abilities. He holds a Post Graduate Diploma in Finance and Marketing, a Master's degree in Astrophysics, and a Bachelor of Science degree in Physics, Electronics and Mathematics.



'Local-Plus' Packages for Expatriates in Hong Kong and Singapore

Phillip Stanley
Managing Director, Asia Pacific
ORC Worldwide - Singapore

The use of a 'Local-Plus' approach to compensating expatriates is becoming an increasingly popular alternative to the “full” expatriate package, especially for locations such as Hong Kong and Singapore. Under this approach, employers provide expatriate staff with a “local” salary with additional benefits – housing assistance, dependent’s education, etc. – that are not provided to local national employees due to the expatriate employee’s unique status and other related factors.

In this session, Phil will discuss the usage of Local-Plus packages, their typical policy elements, and the scenarios in which they are commonly implemented. He will share the results of a survey recently conducted amongst the roundtable members on the use of these approaches in Hong Kong and Singapore, comparing the difference in practices between these two cities, and highlighting the details of the most common Local-Plus package elements being offered.

Phil is an ORC Vice President and is Managing Director for the Asia Pacific region. Based in Singapore, he specializes in the area of compensation and reward programs. He works with a variety of organizations in various industries to ensure their remuneration programs for both local national and expatriate employees are competitive and cost-effective. In addition, he has been chairman of ORC’s Asia MNC Expatriate Roundtable since 1997.

Prior to joining ORC, Mr. Stanley worked in the International Compensation and Development organization of Northrop Corporation, Aircraft Services Division - an aircraft sales support and services division with main activities in Riyadh, Jidda, and Al Khobar/Dammam, Saudi Arabia. His responsibilities included the administration of the compensation program for domestic, expatriate, and local national employees.

Mr. Stanley is a graduate of California State University and has a bachelor's degree in business administration and a bachelor's degree in psychology.



The Permits Foundation – Easing Work Permit Regulations for Trailing Spouses/Partners

Jonathan Kohn
Human Resources Director
Shell Malaysia – Kuala Lumpur, Malaysia

In recent years, the growth of dual career couples has led to a situation where companies increasingly need to be able to demonstrate that the spouse or partner of an expatriate employee can expect to find a job in the new host location. In fact, several international surveys indicate that concern about partner employment is the main reason why employees turn down an international assignment. In addition to the general challenge of finding and competing for a job in a new country, many countries impose separate and lengthy procedures for obtaining work permits for the spouses, even though they have been granted a residence permit. This acts as a deterrent to the spouses and to companies that might otherwise be prepared to employ them. The issue is a concern to international companies and organizations which experience work permit barriers as a hurdle to employee diversity and mobility. Thus, what was once viewed as a personal issue has

become a corporate issue.

In this session, Jonathan Kohn, *Human Resources Director* for Shell Malaysia will discuss the aims and objectives of Permits Foundation, an international non-profit corporate initiative to promote access of accompanying spouses and partners of international staff to employment through an improvement of work permit regulations. Established in 2001, more than forty major international companies and organizations worldwide have joined the Foundation to encourage governments to relax work permit regulations that currently make it difficult for spouses to work in many countries. Permits Foundation raises awareness of international best practice and advocates change through focused representation to governments, either directly or through local employer networks. Jonathan will also discuss the Malaysia Permits Foundation Employer Network, highlighting its current campaign and the progress made.

In his fourteen years since joining Shell, Jonathan has worked in the U.K., U.S., Netherlands and Malaysia, and is a graduate of King's College, University of London.



Developing Tiered International Assignment Policies – A Case Study

Siobhan Cummins
Managing Director, Europe
ORC Worldwide – London, United Kingdom

Organizations must constantly balance the needs for consistency and flexibility in their international assignments policies in order to ensure equitable treatment of their expatriate staff, while at the same time meeting the organization's business needs. This increasingly becomes a challenge as organizations expand geographically and employ a more diverse work force, as well as enter new businesses.

In this session, Siobhan Cummins, *Managing Director, Europe* will present a case study of a European-headquartered multinational that recently conducted a thorough review of its Global Mobility Policy in order to gauge its appropriateness in its new environment, where the organization had undergone a merger and business was expected to double within the next decade. As a result of this review, the organization determined that a "one size fits all" global mobility program was no longer appropriate for its diverse employee population and for meeting the various business objectives for deploying expatriate staff.

Siobhan will explain the process the company undertook to perform this review, including the use of employee opinion surveys and benchmarking against external market practices. She will discuss how the company developed "tiered" assignment policies to support the varying assignment categories and objectives. Siobhan will also highlight the policy elements unique to each assignment category type, and their rationale.

Since joining ORC in 1991, Siobhan Cummins has been responsible for the management and development of ORC's International Compensation Services practice in Europe. She is actively involved in international project consulting, and in particular, the design and development of international assignment policies. She regularly speaks at HR conferences and meetings around the world and has appeared on the CNN Traveler television program. Siobhan is also a regular contributor of articles to a number of publications on a wide range of expatriate-related issues.

Before joining ORC, Siobhan held a number of human resources management positions with a variety of companies including British Electricity International, a subsidiary company of National Power, where she was Head of Personnel and International Assignment Services. She has both lived and worked in Asia, the Middle East, Australia, and Africa.

ASIA MNC ROUNDTABLE MEETING

23 – 24 October 2008

THE WESTIN LANGKAWI RESORT & SPA

RESERVATION FORM

For reservations, please return the completed form by **October 5th, 2008** to

RESERVATION DEPARTMENT
Ms. Fazlinda – Reservation Manager
Tel: (604) 960-8888 Fax: (604) 966-3097
E-mail: westin.langkawi@westin.com

Reservation Details

Mr/Ms/Mrs Surname		First Name	
Company		Job Title	
Address			
Telephone		Fax No.	Email
Arrival Date		Flight/ETA	
Departure Date		Flight/ETD	

Room Type

Deluxe Room	Single	<input type="checkbox"/>	Twin	<input type="checkbox"/>	
Rate per room per night	RM500 nett (inclusive of breakfast) at the Taste Restaurant				

Airport Transfer

Arrival / Departure	MPV (5-seater) per trip	RM 170 nett	<input type="checkbox"/>
Arrival / Departure	Limousine-BMW 7 series per trip	RM 250 nett	<input type="checkbox"/>

Credit Card Details

Card Holder			
Credit Card Number		CCV	
Credit Card Type			
Expiry			

Signature

All reservations are subject to confirmation by the hotel. Any cancellations of guaranteed reservations made after October 5th, 2008 will be charged an amount equal to the entire accommodation booking. All no show, early departure and late arrival will also be charged accordingly.

PLEASE NOTE PRE/POST ACCOMMODATION IS SUBJECT TO ROOM AVAILABILITY AND NO BOOKING WILL BE FINALIZED WITHOUT CREDIT CARD DETAILS

The Westin Langkawi Resort & Spa
Jalan Pantai Dato' Syed Omar, 07000 Pulau Langkawi, Kedah Darul Aman, Malaysia
General Telephone: 60.4.960.8888 • General Facsimile: 60.4.966.6414 (Guests)

Meeting Registration Form

Asia MNC Expatriate Roundtable
October 23 - 24, 2008

(please complete a form for each company representative attending)
Please complete and fax or email by **October 5th** to

ORC Singapore
Fax: (65) 6438-4711
Email: orc.singapore@orcww.com

Date & Time: October 23, 2008

- Meeting: 9:00 am - 5:00 pm
- Cocktail Reception: 6:00 pm
- Dinner: 7:30 pm

October 24, 2008

- Meeting: 9:00 am – 12:30 pm

Venue: The Westin Langkawi Resort & Spa
Jalan Pantai Dato' Syed Omar
07000 Langkawi
Malaysia
Tel: (604) 960 8888
Fax: (604) 966 6414
Website: www.westin.com/langkawi

Name: _____

Job Title: _____

Company: _____

Address: _____

Tel: _____ Fax: _____

Email: _____

Note: You are kindly requested to make your own hotel reservations.

Roundtable Discussion Questionnaire

Asia MNC Expatriate Roundtable

October 23 - 24, 2008

Please complete and return by **no later** than **October 5th** to:

ORC Worldwide

Fax: (65) 6438-4711

Email: orc.singapore@orcww.com

Name: _____

Company: _____

Please include the following questions in the Roundtable Discussion portion of this program:

Subject Area: _____

Question 1: _____

Subject Area: _____

Question 2: _____

Submitted questions will be consolidated by ORC and discussed at the meeting.

Asia MNC Expatriate Roundtable

Member List

ANZ Bank
BHP Billiton
Black & Veatch
BlueScope Steel Ltd.
Capital Group, Inc.
Cargill Asia Pacific Ltd.
Chevron Corporation
Covidien AG
Credit Suisse Group
DBS Bank Ltd.
Deutsche Bank AG, Asia Pacific
DHL International (S) Pte Ltd.
DuPont Asia Pacific
Federal Express Corporation
General Motors Asia Pacific
Goldman Sachs Group
HSBC
ING Group
IPM Asia Pte. Ltd.
Intel Semiconductor Ltd.
International Paper Company
Johnson & Johnson
Kraft Foods Asia Pacific Services Ltd
Lafarge Corporation
Manulife Financial, Asia
Mars Foods, Inc.
McDonald's Corporation
McKinsey & Company, Inc.
Morgan Stanley
Neptune Orient Lines (NOL)
Oracle Systems Hong Kong Limited
Pepsico International Limited
Petroliam Nasional Berhad (PETRONAS)
Philips Electronics
Reuters
Royal Bank of Scotland
SAP Asia Pte. Ltd.
Shell People Services Asia
Sony Electronics Asia Pacific Pte Ltd.
Standard Chartered Bank
Syngenta AG
UBS Group
Visa International
Vorwerk & Co. KG
Weatherford Asia Pacific