

March 28, 2006

To: Asia MNC Expatriate Roundtable Members  
From: Phillip A. Stanley – Managing Director, Asia Pacific  
Subject: **Next Meeting – April 27<sup>th</sup> & 28<sup>th</sup>, 2006 – Singapore**

The next meeting of the Asia MNC Expatriate Roundtable will be held on April 27 and 28, 2006 at *The Fullerton Hotel*, in Singapore. For a preview of the venue, refer to the hotel's website at [www.fullertonhotel.com](http://www.fullertonhotel.com)

The meeting will convene on April 27 at 9:00a.m. and adjourn at 5:30p.m., followed by a cocktail reception and dinner at IndoChine Waterfront restaurant - [www.indochine.com.sg/empresplace.htm](http://www.indochine.com.sg/empresplace.htm) (Spouses and guests are invited to attend the cocktail reception and dinner.) The meeting will reconvene on April 28 at 9:00a.m. and adjourn by 1:00p.m. A description of the meeting agenda topics is enclosed. **Please note that the suggested attire for the meeting is "business casual".**

#### **REGISTRATION FORM**

Please complete the enclosed registration form and fax or email it to the ORC Singapore office by **April 13<sup>th</sup>, 2006** 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.

#### **HOTEL RESERVATIONS**

Please note this is the high season in Singapore and many hotels are approaching full capacity. Therefore, **we strongly urge you to make appropriate hotel reservations as soon as possible.**

For those seeking overnight accommodation at *The Fullerton Hotel, Singapore*, ORC has been able to secure a very limited block of rooms at the rate of SGD290.00 per night which will be reserved on a "first come, first served" basis. Please complete the enclosed Hotel Reservation Form and email it to the hotel directly at [sheryll@fullertonhotel.com](mailto:sheryll@fullertonhotel.com) to book your hotel reservation. Please note that in order to secure the ORC room rate, hotel reservations must be made by **April 7<sup>th</sup>, 2006**

#### **ROUNDTABLE DISCUSSION QUESTIONNAIRE**

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 on the attached questionnaire and fax or email to ORC by **April 13.**

We look forward to seeing you at the upcoming meeting. 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.sg](mailto:orc.singapore@orcww.sg)

Best Regards.

## AGENDA TOPICS

### Hong Kong's Proposed Race Discrimination Law: Impact on Expatriate Packages



*Ms. Jennifer Van Dale*  
*Associate*  
*Baker & McKenzie*  
*Hong Kong*

The Hong Kong government is working on a new anti-racism bill that is expected to go into effect later in 2006. This proposed new legislation will make it illegal for private companies to discriminate against employees (i.e. provide less favorable treatment) due to the "race" of an employee. The term "race" includes national or ethnic origin.

There has been recent public debate and speculation in the media as to the impact of the proposed legislation on the employment packages that can be offered to expatriate workers, and on the ability for MNCs to attract expatriate staff to Hong Kong. In theory, under the new law, companies will no longer be allowed to offer special packages to expatriate job seekers simply because they are of "Western" descent. The company must demonstrate that an expatriate employee has specific skills and experience that cannot be found in Hong Kong in order to offer a special benefits package. Furthermore, when an expatriate establishes permanent residency in Hong Kong, he/she will be required to relinquish all expatriate benefits.

In this session, Ms. Jennifer Van Dale, *Associate*, with the international law firm of Baker & McKenzie will provide background on the proposed legislation and clarify its provisions and scope. She will give an update on the current status of the bill and identify areas where employers should review their international recruitment practices. She will also demonstrate various hiring scenarios where exemptions to the proposed legislation may or may not be available.

Based in Hong Kong, Ms. Van Dale's practice focuses on general employment advice, compensation and employee benefits. She has extensive experience in reviewing and advising on employment contracts and advising corporate clients on legal and commercial issues arising out of the employment relationship. Other areas in which she advises include protection of trade secrets and confidential information and imposition of post-termination restrictions; implementing data privacy strategies and cross-border transfers of employee data; implementing HR policies from harassment and discrimination to fraud, corruption and employee surveillance policies; outsourcing arrangements; and risk management in the use of contract staff or independent contractors.

Jennifer graduated with a bachelor's degree from Rutgers University and the University of Hong Kong with a first class LL.B and P.C.LL. She is admitted as a solicitor in Hong Kong and speaks English, Mandarin, and French.

### Expatriate Return on Investment: What it is, What it isn't



*Ms. Yvonne McNulty*  
*Monash University, Australia*

Much has been written about the importance of obtaining a return on investment (ROI) from expatriates, yet little progress has been made towards fully understanding the issue. The escalating costs of international assignments make this a high priority for many organizations that remain under considerable pressure to find cost-reducing alternatives to long-term mobility. However, many of these organizations have been operating in an environment where no definition of

expatriate ROI has existed, nor where any useful measures could be applied - that is until now. Cutting edge research from Monash University is finally making sense of this complex and often frustrating calculation.

This presentation will allow participants to develop a framework for understanding how expatriate ROI can become operational within their organizations. The presentation will specifically address four key areas:

- What exactly is expatriate ROI and how is it defined?
- Which HR activities are likely to increase or decrease expatriate ROI?
- What factors should be considered to improve the accuracy of expatriate ROI calculations?
- Why “one best” ROI formula may not result in a meaningful rate of return

Yvonne McNulty is an Australian expatriate, conference speaker, lecturer, consultant, writer, doctoral candidate, and founder of the expatriate research website [www.thetrailingspouse.com](http://www.thetrailingspouse.com). In the past 7 years she has gained recognition, both academically and professionally, as an expert in the challenges of international mobility. She has conducted research and presented at conferences in the USA and Europe on topics such as the dual-career issue, the influence of the trailing spouse on assignment success, and expatriate ROI.

Yvonne has written more than 20 articles and book chapters and is widely published in both the practitioner and academic literature, including publications such as *HR Executive*, *Human Capital Plus*, *Expatica HR*, *SHRM Global*, *Business Forum China*, *The Weekly Telegraph*, *The Sydney Morning Herald*, *Australian Financial Review*, and *The New Zealand Herald*. In June 2006 she will present at the 11<sup>th</sup> World HR Congress in Singapore on the topic of *Expatriate Return on Investment*.

Yvonne is a member of the US Academy of Management, Australian & New Zealand Academy of Management, Asian Academy of Management, Australian Human Resources Institute, SHRM Global, and Singapore HR Institute.

She has a master’s degree in International Human Resource Management from Southern Cross University, Australia, and is currently completing her doctorate at Monash University, Australia.

### **Avian Flu and Pandemic Preparedness**



*Mr. Norman Tan  
Head of Health, Safety and Environmental Services – Asia Pacific  
ORC Worldwide – Singapore*

The current Avian Flu threat, and the potential for an influenza pandemic, has caused many companies to assess their state of preparedness and address their business continuity plans. In addition, the current situation has caused companies to readdress their “Duty of Care” for local employees, cross-border assignees, and business travelers.

In this session, Norman Tan, *Head of Health, Safety and Environmental Services –Asia Pacific*, of ORC Worldwide will provide an update on the current Avian Flu situation and share information on the approach undertaken by various Asia Pacific countries in managing and responding to this issue. He will also provide information on precautions individuals can take to minimize the potential for exposure, and provide suggestions for company emergency preparedness and business continuity plans in the event of an influenza pandemic. He will also share examples of companies’ preparedness plans.

Norman has over 24 years' international experience in senior Health, Safety and Environmental (HSE) positions with leading multinational corporations, particularly across 13 different countries in the Asia-Pacific region. He is responsible for providing overall health, safety and environmental leadership for ORC in the Asia Pacific region, and provides ORC clients with information and consultation on HSE issues. He is also responsible for providing advice to clients on regulatory and compliance issues with country governmental agencies.

Prior to joining ORC, Norman was *Corporate Director, Health, Safety & Environment (HS&E) Asia Pacific* for Honeywell International. In this role, he provided corporate HSE leadership to business leaders across 4 different Business Groups with 40 manufacturing facilities and 30 engineering offices with a total workforce of 12,000 employees.

Norman has a Diploma in Personnel Management from the Singapore Institute of Personnel Management and a Masters degree in Business Administration from the University of Leicester. In addition, Norman speaks English, Mandarin, Teochew, Hokkien, and Cantonese.

### **HSBC's International Assignment Program**



*Ms. Louise Lam  
Head of Human Resources Operations, Asia-Pacific  
HSBC*

Established in Hong Kong and Shanghai in 1865, The Hongkong and Shanghai Banking Corporation Limited (HSBC) is the founding member of the HSBC Group. Now headquartered in London, the HSBC Group is one of the world's largest banking and financial services organizations with over 10,000 offices in 77 countries. It's flagship in the Asia-Pacific region, HSBC is the largest bank incorporated in the Hong Kong Special Administrative Region and one of the SAR's three note-issuing banks.

The Group employs a total of approximately 253,000 employees worldwide, with approximately 1,900 of these individuals on short-term and long-term international assignments.

In this session, Louise Lam, *Head of Human Resources Operations, Asia-Pacific* will provide insight on the firm's different categories of expatriate employees:

- International Managers – These are individuals deemed to be “career internationalists” who spend their entire career on a succession of international assignments without any tie to a particular home country.
- International Secondees – These are individuals who are sent on the traditional international assignment for a limited duration (typically 3 years) with repatriation back to their home country.
- International Contract Executives – These are individuals who are globally mobile and are sent on assignment to fulfill a specific functional specialist role and are usually on contracts of 2-3 years.
- Short-Term Assignees – These are individuals who are sent on short-term assignments from 3 to 12 months in duration to fill specific project needs.

Louise will describe these various categories of expatriate assignments and why they are used by HSBC. She will discuss the remuneration approach utilized for each category and the benefit policies for each in regards to pensions, medical coverage, accommodation, income taxes, and stock/share plans. She will also discuss the pros and cons of each approach, and how each is utilized by the Group in its aim for global consistency and its desire to relocate employees around the world when/where required.

Louise has been in the HR field for 28 years. She started her career at Chase Manhattan Bank where she held various HR positions. She then moved to Canada and worked as Organisation Development Consultant with the Government of Ontario. She has spent the last 15 years with HSBC. In her present position, she oversees the HR Transformation, HR Systems, HR Service Centre, Expatriate Administration and Recruitment services.

### **Expatriate Allowances and Benefits in Asia Pacific**



*Mr. Phillip Stanley  
Managing Director, Asia Pacific  
ORC Worldwide – Singapore*

Anecdotal information would suggest that the remuneration and benefits packages traditionally offered to expatriate employees in Asia have undergone numerous changes in recent years. Specifically, there is increased discussion on the usage of “local” or “local plus” packages in economically developed locations such as Singapore and Hong Kong, as well as an increase in the interest of companies in “localizing” long-term expatriates. Furthermore, there are increasingly questions on whether there should be a reduction or elimination of certain traditional allowances/provisions for selected “hardship” locations, as these locations become more developed. This is particularly an issue of concern for companies operating in 1<sup>st</sup> tier cities in China, such as Shanghai and Beijing.

In this session, Phil Stanley, *Managing Director, Asia Pacific* for ORC Worldwide will lead a discussion on the current trends and market practice regarding the employment terms for expatriate employees in the Asia Pacific region. In addition, he will highlight selected results of ORC’s recently published *2006 Location Specific Survey of International Assignment Policies and Practices*. This survey covers location-specific policies and practices for expatriate assignments in 18 different cities in Asia.

Prevalent industry practice and policies in regards to: incentives and premiums, pay delivery, housing, domestic help, security, transportation, rest and recreation (R&R), and club membership will be discussed and compared against historical trends for various Asian cities. In addition, the most common expatriate concerns will be highlighted for each of the locations.

This session will also provide an opportunity for the roundtable members to discuss amongst themselves any specific questions, concerns, issues, etc. they may have regarding expatriate packages for various Asian locations.

### **Mentoring: Ensuring Success of International Assignments**



*Mr. Bernard Bulens  
Founder and CEO  
Ashmore International*

Mentoring has become a major tool for MNC’s who want to tap into and leverage on the in-depth knowledge and experience of their key players but which in many cases, has been either overlooked or simply left to happenstance.

Now, many MNC’s are turning to Mentoring Programs as a technique to assist in the success of international assignments, and in particular on repatriation which is still an area where many are experiencing difficulties. Mentoring also has a major application in helping young local talent who join a foreign-headquartered MNC to adapt and integrate quickly to their new environment, as well as prepare them for any potential future international assignments.

In this session, Bernard Bulens, *CEO* of Ashmore International, will explain the concept and

applications of effective mentoring: what it is, who should be involved and what can be expected if properly conducted. In particular, he will share how mentoring can be used to support the international mobility of employees and help foster the success of an international workforce. Bernard will provide examples where mentoring has had the most impact and provide participants with insights on how it can be effectively applied in the business context in which they operate, as well as provide a framework on how to introduce such programs into their own organizations.

Ashmore International specializes in Executive Coaching, Team Coaching, Mentoring Programs, and Leadership Development. Educated in North America, Africa, and Europe, Bernard holds a degree in Economics and an MBA in International Finance. He brings the firm and its clients 30

years of international corporate experience from the manufacturing (ICI), pharmaceuticals (Astra Zeneca) and financial services (Standard Chartered Bank) industries. Previously, as the Group Head of Leadership Development for Standard Chartered Bank's Consumer Business, he personally took 50 executives through the SCB Leadership Development Program.

Bernard is also a Fellow of the Chartered Institute of Personnel Development (UK), Adjunct

Faculty and Coach with the Centre for Creative Leadership (CCL -USA), a Coach for INSEAD, and Master Practitioner and Trainer in Neuro Linguistic Programming (NLP), certified by the American Board of NLP.

### **Benchmarking International Assignment Policies – Is it necessary?**



*Ms. Siobhan Cummins  
Managing Director, Europe  
ORC Worldwide - London*

Is your company's international assignment program competitive? Has the program and policies been benchmarked recently?

International assignments are now a key part of the growth strategy for many organizations and having the right policies and processes in place is vital to stakeholders and customers. However, international assignments are a costly investment and many companies have no idea whether their program is competitive, cost effective or equitable.

In this session, Ms. Siobhan Cummins, *Managing Director Europe* of ORC Worldwide, will discuss the value of benchmarking international assignment programs against the external market and the different tools companies can utilize to do this. Siobhan will share thoughts about selecting the right comparator companies and the process of checking the competitiveness of your program. She will also identify the key policy areas to compare and how to assess and use the results of a benchmarking study. An overview of opinion surveys and how these can also be a valuable part of the overall benchmarking process will also be discussed.

Since joining ORC in 1991, Siobhan 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 conferences and meetings in the United Kingdom and internationally. In addition to her consulting activities, Siobhan chairs two of ORC's meeting groups – the UK Expatriate Forum and the European Expatriate Policy Forum. Both are multi-industry networks of HR professionals with over 35 member companies and focus on all aspects of expatriation. Siobhan is a regular contributor of articles to a number of magazines on a wide range of expatriate related issues; she has also appeared on the CNN Traveler program.

Before joining ORC, Siobhan held a number of personnel 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, Middle East, Australia, and Africa

# ASIA MNC EXPATRIATE ROUNDTABLE

## Membership

Aditya Birla Group  
BASF Asia Pacific Service Center Sdn. Bhd  
BHP Billiton  
BlueScope Steel Ltd.  
Cargill Asia Pacific Ltd.  
Caterpillar Inc.  
Chevron Corporation  
Credit Suisse Group  
Deutsche Bank AG, Asia Pacific  
DHL International (S) Pte Ltd.  
Dow Corning Asia Ltd.  
DuPont Asia Pacific  
Effem Foods Incorporated (Mars, Inc.)  
Federal Express Corporation  
Fonterra Co-operative Group Ltd.  
General Motors Asia Pacific  
Goldman Sachs Group  
Henkel Asia-Pacific Ltd.  
HSBC  
IPM Asia Pte. Ltd.  
International Paper Company  
JP Morgan Chase & Company  
Kraft Foods Asia Pacific Services Ltd  
Lafarge Corporation  
Lucent Technologies Asia/Pacific Ltd.  
Manulife Financial, Asia  
McKinsey & Company, Inc.  
Motorola South Asia Pte Ltd.  
National Australia Bank Limited  
Neptune Orient Lines (NOL)  
Pepsico International Limited  
Petroliam Nasional Berhad (Petronas)  
Philips Electronics  
Reuters  
Royal Bank of Scotland  
Shell Company of Australia Ltd.  
Sony Electronics Asia Pacific Pte Ltd.  
Standard Chartered Bank  
Swiss Reinsurance Company  
Vorwerk & Co. KG  
Weatherford Asia Pacific

# Registration Form

*Asia MNC Expatriate Roundtable*  
**April 27 – 28, 2006**

*(please complete a form for each company representative attending)*

Please complete and fax or email by **April 13** to

**ORC Singapore**  
Fax: (65) 6438-4711  
Email: [orc.singapore@orcww.sg](mailto:orc.singapore@orcww.sg)

Date & Time: April 27, 2006

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

April 28, 2006

- Meeting: 9:00 am - 1:00 pm

Venue: The Fullerton Hotel Singapore  
1 Fullerton Square  
049178 SINGAPORE  
Tel: (65) 6733-8388  
Fax: (65) 6735-8388  
Website: [www.fullertonhotel.com](http://www.fullertonhotel.com)

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Note: ORC has blocked a limited number of sleeping rooms with the *Fullerton Hotel, Singapore*. You are kindly requested to make your own hotel reservations. Please email your room reservation form directly to [sheryll@fullertonhotel.com](mailto:sheryll@fullertonhotel.com)

*\* Spouses and guests are invited to attend the reception and dinner. An additional fee of S\$150.00 will be charged for each guest. Please notify ORC in advance of any guest in attendance.*



THE FULLERTON  
SINGAPORE

RESERVATION FORM

ASIA MNC EXPATRIATE ROUNDTABLE MEETING  
APRIL 27 – 28, 2006

Attention : Sheryl Lim  
Tel No : (65) 6877 8025

For reservations, please return the completed form via email to Sheryl Lim at [sheryll@fullertonhotel.com](mailto:sheryll@fullertonhotel.com) on or before **Friday, 7<sup>th</sup> April, 2006**. Any reservations received after **Friday, 7<sup>th</sup> April 2006** (the cut-off date) will be accepted at the prevailing rate on a space available basis.

Mr / Ms / Mrs Surname:	First Name:
Company:	
Address:	
Telephone:	Fax No:
Arrival Date:	Arrival Flight / Time:
Departure Date:	Departure Flight / Time:

**Room Type**

Quay Room	S\$290+++ per room night
Quay Room with 1 daily American Buffet Breakfast	S\$310+++ per room night
Quay Room with 2 daily American Buffet Breakfast	S\$330+++ per room night

Rates are subject to 10% service charge, 5% goods & services tax and 1% government tax.  
Extra bed is chargeable at S\$50.00 per person.

**Preferred Room Category**

King Bed / Twin Bed	Smoking / Non-Smoking
---------------------	-----------------------

The above request is subject to availability on the day of arrival.

**Rooms Guarantee**

1 night deposit is required for **ROOM GUARANTEED** by credit card.  
A cancellation charge equal to 100% of the total room nights multiplied by the room rate will be billed to the individual credit card for no show on the day of arrival or cancellation made after **Thursday, 13 April 2006**.

Credit Company, Card No. & Expiry Date:
Cardholder's Name and Signature:

**Transfer**

Arrival / Departure	Mercedes Bez 200 (S\$80.00 nett) per trip	
Arrival / Departure	Mercedes Bez 300 (S\$120.00 nett) per trip	

Surcharge of S\$10 nett will apply for arrival or departure between 11pm to 7am.  
Please look for hotel airport representative who will hold hotel signage at arrival gate.

# Roundtable Discussion Questionnaire

*Asia MNC Expatriate Roundtable*

April 27 - 28, 2006

Please complete and return by **no later** than **April 13** to:

**ORC Worldwide**

**Fax: (65) 6438-4711**

**Email: [orc.singapore@orcww.sg](mailto:orc.singapore@orcww.sg)**

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.*