

COMMISSION OF THE EUROPEAN COMMUNITIES

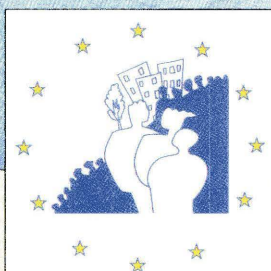


# PROFESSIONAL MOBILITY IN EUROPE

## FAMILY ASPECTS AND BUSINESS PRACTICES



DIRECTORATE GENERAL FOR  
EMPLOYMENT, INDUSTRIAL RELATIONS  
AND SOCIAL AFFAIRS



RUE DE LA LOI, 200  
B-1049 BRUSSELS

# **PROFESSIONAL MOBILITY IN EUROPE**

## **FAMILY ASPECTS AND BUSINESS PRACTICES**

**Frédérique DEROURE**

**FD Consultant  
rue Van Aa, 47  
B - 1050 Brussels**

**March 1992**

# PROFESSIONAL MOBILITY IN EUROPE: FAMILY ASPECTS AND BUSINESS PRACTICES

## Plan of the report

	Page
<b>Plan</b>	i
<b>SUMMARY</b>	iii
<b>Objectives of the study</b>	1
<b>1. MOBILITY IN THE EUROPEAN CONTEXT</b>	3
1.1 Mobility of European citizens	4
1.2 Freedom of movement for persons in the European Community	7
1.3 European businesses and the Single Market	10
1.4 Mobility after 1993	14
<b>2. COMPANIES AND INTRA-COMMUNITY MOBILITY</b>	19
2. 1 Expatriation, several situations	21
2. 2 The mobility policies of companies	22
2. 3 The expatriates are executives	27
2. 4 The European expatriates executives features	29
2. 5 The length of expatriation	36
2. 6 The financial cost of mobility	37
2. 7 The limits to mobility	42
2. 8 Some general trends in the USA and in Europe	47
<b>3. FAMILY FACTORS AND BUSINESS PRACTICES</b>	51
<b>3.1 Expatriation practises in companies</b>	52
3. 1. 1 Selection procedures	52
3. 1. 2 Preparing the candidate and his family for the mobility decision	57
3. 1. 3 Preparatory programmes (prior to expatriation)	58
3. 1. 4 Assistance in the host country	66
3. 1. 5 Assistance on return to the country of origin	68
3. 1. 6 Summary of the survey on the principal measures taken by companies in Europe for mobility accompaniment	70
3. 1. 7 American practice	73
3. 1. 8 Corporate associations and mobility assistance	75
3. 1. 9 Advantages and inconveniences of mobility	77
<b>3. 2 Gouvernement practice</b>	79
<b>Conclusions regarding expatriation practice in organisations</b>	85

<b>4. SURVEY OF MOBILE COUPLES AND FAMILIES</b>	<b>87</b>
<b>4. 1 The survey's conclusions</b>	<b>88</b>
<b>4. 2 Conditions of the survey</b>	<b>89</b>
<b>4. 3 Results of the survey</b>	<b>90</b>
<b>4. 4 Couple mobility: code of good practice</b>	<b>93</b>
<b>4. 5 Experiences of working abroad and studies thereof</b>	<b>94</b>
4. 5. 1 Imposed or chosen mobility	94
4. 5. 2 Help received from the firm	95
4. 5. 3. The issue of the return home	95
4. 5. 4 Dual-career couples working abroad	96
4. 5. 5 Work abroad and the children's education	98
<b>4. 6 Assistance services for mobile people</b>	<b>100</b>
4. 6. 1 The company	100
4. 6. 2 Local aid services for professional integration	102
4. 6. 3 Associations assisting the integration of professionals working abroad	102
4. 6. 4 Companies providing services and advice	103
4. 6. 5 Company spouse associations	105
4. 6. 6 Associations for foreign nationals	106
4. 6. 7 Emergency aid services	107
<b>4. 7 Recommendations made to couples and family</b>	<b>107</b>
<b>4. 8 Dual-career couples and private life</b>	<b>107</b>
<b>CONCLUSIONS AND RECOMMENDATIONS</b>	<b>111</b>
BEFORE CONCLUDING, SOME STEPS FOR THE FUTURE...	112
CONCLUSIONS	115
RECOMMENDATIONS	117
<b>APPENDICES</b>	<b>123</b>
Appendix 1: Methodology	124
Appendix 2: List of SEDOC National Correspondents	127
Appendix 3 : Experiences of working abroad and guidelines for consideration	129
Appendix 4: Questionnaire sent to the companies	140
Appendix 5: Questionnaire sent to dual-career couples	143
Appendix 6: Bibliography	146
Appendix 7: Bodies providing integration assistance to expatriates	151
Appendix 8: "Women on the move" Conference, 7-9 March 1992	153

## SUMMARY

In what Community context is the mobility of workers developing? What are the conditions of mobility currently offered by companies to the couples and families and what is the actual experience of mobile couples and families?

### 1. THE EUROPEAN CONTEXT OF MOBILITY

Within the Community, the mobility rate is rather low since less than 2% of Community citizens live in another Member State, representing 2.5 millions workers. In the Community, Belgium, Germany and France are current host countries, while Ireland and Portugal are traditional exile countries.

The construction of Europe lays down new rules for the European citizen and for companies. The Community legislation on the free movement of people is already abundant, founded on the 1957 Treaty of Rome. Workers of the Community and their family benefit from social guarantees concerning territorial as well as professional mobility. Since 1968, within the Community, the principle of the freedom of movement of workers has become the rule. Companies are obliged to respect the law in force in the Member States. Almost all employment in the Member States is now accessible to Community citizens. The freedom of movement of students, retired and economically inactive people is covered by specific regulations.

Small and medium-sized companies, large European companies as well as the multinational companies stand in different positions with regard to the opening of the Single Market. Directives which accelerate the common market of financial services are interesting to all companies. The deregulation of the various economic sectors is steadily moving forward in the Community.

The new Community rules will imply to a greater extent the collaboration of social partners within the context of the social dialogue.

After 1993, there will be no significant migratory movements, but in some branches and some sectors, a migratory potential could appear. Frontier zones are particularly concerned by the intensification of intra-Community mobility.

Together with the national employment agencies, the Commission has launched the SEDOC network, which is aimed at facilitating the mobility of workers. Several data-banks on job supply and demand, as well as on the working and living conditions in the Community will be established. The "Euro-Consultants" are the agents of this network. At first, frontier areas will represent a priority.

### 2. COMPANIES AND INTRA-COMMUNITY MOBILITY

The economic sectors with the greatest number of expatriates are represented by the companies most concerned with internationalisation: aeronautics, electronics, automobile industry, insurance, banks, chemistry... The "Europeanisation" process of European

companies is rapidly expanding, although it still lags behind American companies. The large European firms still remain very "national", with very few Europeans at the head of their international divisions. Two categories of functions are being "Europeanised" more quickly than others: commercial functions (sales, marketing) and scientific functions (research and development).

In practice, European companies are faced with two logics which can hardly be reconciled: the logic of the cohesion of the international group and the logic of the diversity and adaptation at the local level. Therefore, new missions are emerging for the expatriation of personnel members: the function of "executives' training" and the function of "internationalisation" of management teams.

In Europe, the expatriates are executives, in charge of a management or a technical mission. The number of expatriates is low in European companies, as a proportion of the number of salaried workers (around 0.02% of these). The number of "impatriates" is even lower.

The salaried expatriates can have various types of status, from "secondment" formulas to the large range of "expatriation" statuses. There are several types of expatriates: the "Euro-managers", the "Euro-specialists", the "Euro-mercenaries" and the young graduates with high-potential.

Generally, both the impatriate and the expatriate are men. Women represent less than 5% of impatriated workers. The lack of technically competent women is the reason mentioned by companies for not sending women abroad. Training a large number of executive women is a means to obtain in a short time women ready to accept missions abroad.

Most salaried expatriates are in charge of a family. As almost half the women within the Community work, the expatriation of male workers means that many female careers are being disrupted. This phenomenon is bound to develop, and will become a major problem. The number of male spouses who will need to follow their expatriated spouses should also increase in the near future.

In most European companies, the length of the expatriation is generally 3 years. However, there is now a tendency to increase that length to 4 or 5 years for the greater comfort and efficiency of the mobile worker.

Expatriates who benefit from the advantageous expatriation status are remunerated on the basis of complex systems, now in the process of being standardised. The European "compensation package" is now being reduced. However, it still represents for companies from two to three times the annual salary of an executive. On average, executives are paid between 30% and 60% over their salary.

More and more workers, who are nationals of the Community, are recruited in a Member State other than their own, on the basis of a "local" contract, without any particular advantages linked to their condition of expatriate.

The main obstacles to mobility are, in decreasing order, the non-continuity of the children's schooling, the loss of the spouse's job, the non-harmonisation of the various social security schemes, especially that of the supplementary retirement schemes, the diversity of the tax systems, the linguistic and cultural obstacles, the health condition of aged relatives...

### **3. FAMILY DIMENSION AND COMPANY PRACTICES**

In Europe, intra-Community mobility practices are very varied from one company to another. They rarely differ from the expatriation practices applied in other areas of the world. Concerning the selection of personnel for expatriation, the technical skills and experience of the candidate are more important than aptitudes for intercultural communication and family adaptability, as criteria of selection for the companies.

Most companies do not consult the spouse when selecting the candidates to expatriation. Companies are still reluctant to consider expatriation as a whole: the salaried worker, his or her spouse and children.

At times, the companies provide their personnel with brochures and guides explaining their expatriation policy. However, only a few make this policy transparent to their personnel. The personnel departments of the companies' international divisions are in charge of the expatriates. They answer the demands for information which are addressed them.

Pre-assignment visits of 2 to 3 days are often offered to the couples ready to expatriate themselves. Generally, these visits are used for looking for accommodation, often with the help of the host company. Before the departure, language courses are proposed to the worker, according to need, less often to the spouse and almost never to the children.

A trend is emerging among the companies, which consists in providing the executives, before they leave, with an "intercultural" training, allowing them to become aware of the cultural diversity in Europe. Moreover, training the personnel in charge of the expatriates is a measure more and more on the agenda.

Various kinds of programmes for preparing the expatriation are proposed to the companies by specialised firms. These programmes are more and more individualised. Evidently, they facilitate the rapid adaptation of the worker and his or her family in the host country and diminish to a great extent the areas of anxiety.

Assistance to the family, on arrival, is mainly provided by the personnel departments of the host company. Support in house-hunting, in looking for a school for the children and for a job for the spouse often takes the form of informal advice. So far, the services of external consultants are not much used by European companies when assisting the families. Language courses are proposed in the host country, but rarely to the spouses. The formula of the "sponsor", a colleague in the company responsible for the integration of a newcomer, is not very developed as yet, but gives good results.

With regard to helping the spouse find a job, firms are still timid. Some contact networks between companies are developing, informally, to facilitate the recruitment of spouses. A few companies offer to compensate, through an indemnity, the interruption of the spouse's career. The return of the worker is a delicate stage which must be prepared for through interviews with the parent company. Assistance for the return is less developed in companies than assistance for the departure. Expatriates are generally guaranteed a post on their return, but not any significant promotion. For the spouse and his or her family, this represents a new disturbance to come.

Finally, if the moving, housing and schooling costs are generally taken care of by the companies, which take the initiative in any intra-Community mobility of their personnel, the

premiums and other financial advantages or benefits in kind vary to a great extent from one company to another.

American companies have been experimenting for 20 years with several types of programmes preparing expatriation. In the United States, expatriation policies tend to concentrate on short missions combined with planning for the return. 21% of companies interview the spouse. Some networks of companies offer job opportunities to the spouses.

As a conclusion on the companies' practices, the advantages of expatriation are mainly of a financial nature, although mobility often serves to accelerate the career and is always a multicultural opening. The return is a delicate stage, because it is not well prepared and the remuneration decreases. The loss of the spouse's job and the disturbance in the children's schooling are the main difficulties involved in expatriation.

The Ministries for Foreign Affairs give funds to associations of spouses to facilitate the integration of the mobile diplomats' families. Women are more and more present in the diplomatic corps. Three ministries finance data-banks allowing the civil servants' spouses to find information on the local employment opportunities. Some ministries deal with the issue of the financial compensation of the spouse for losing his or her job and having the career disturbed. Germany is the first State to have implemented a formula of this kind within the Community. A European network of diplomats' spouses' associations, the ECFASA, organises an annual meeting to discuss the problems and practices related to the assistance to families.

Today, only a few companies in Europe are implementing policies of expatriation which take account of the needs of dual-career couples. Yet, they could take measures on several levels: be more informed about the couples' situation, be more flexible in order to find solutions, offer a choice of posts, and allow more time for preparation.

#### **4. SURVEY ON MOBILE COUPLES AND FAMILIES**

A survey on the experience of mobile couples within the Community has been carried out through an association providing assistance to the integration of mobile professionals in Brussels, one of the major European host cities. The main results of the questionnaire show that women are still more often following their expatriate spouse than the contrary. "Occasional" mobility - once or twice during a career - is the most frequent. Couples lack information when making the decision to expatriate themselves. Women have difficulties finding a job in the host country. The children adapt without too many problems, with some exceptions where schooling is concerned. If all the spouses consider mobility as a positive experience, finding a job remains their main preoccupation.

Advice given by the spouses, on the basis of their own experience, concern the moves to make before taking the decision to expatriate, such as informing oneself and carefully preparing the departure. The role of support services, from the companies or the associations, has been underlined.

The interviews of mobile couples show that several options are available to the spouse of a worker who is a candidate for expatriation. The options which maintain family cohesion often call into question the professional activity of the spouse. To make the expatriation a success, from a professional viewpoint, the spouse must be able to identify his or her needs in terms



of career orientation and training, to seize the opportunities linked to expatriation, and to negotiate his or her departure with the company taking the initiative of mobility.

The adaptation of children to mobility is dependent on the existence, locally, of an educational system compatible with their syllabus. The loss of a school year is frequent among mobile children, and if they gain a lot in terms of capacity of adaptation and cultural opening, their basic education can be highly disturbed.

Various bodies can help the spouse and his or her family integrate into a Member State, especially local employment agencies, associations of mobile professionals, companies' associations and cultural associations. Using specialised consultancy services (career, psychological assistance) can also prove to be useful.

Moreover, mobility belongs to a particular time in family life. According to many different elements, a family may say "yes" or "no" to mobility.

## **CONCLUSION**

New forms of work and mobility are appearing, favoured by the development of new technologies as well as by the implementation of rapid means of transport. Working periodically at home is a practice which is bound to develop. Expatriate spouses can profit to a large extent from these technical progresses, by proposing formulas of work at a distance.

Where families are concerned, two issues are particularly affected by mobility: the loss of the spouse's job and the continuity of the children's schooling. It is in these two fields that companies, administrations and the Community must work to find solutions.

Mobile persons are qualified workers who play an important role in the development of the European Community. Taking care of these nationals of Member States should be a priority for the policies dealing with assistance to mobility, whether at a local, national or Community level.

## **PROFESSIONAL MOBILITY IN EUROPE: FAMILY ASPECTS AND BUSINESS PRACTICES**

### **OBJECTIVES OF THE STUDY**

The Commission of the European Communities and the "Employment, Industrial Relations and Social Affairs" Division, conscious of the role of worker mobility in Europe's construction and competitiveness, have initiated this qualitative study aimed at assessing the conditions of professional mobility of workers in the Community.

The study has several objectives:

- . to define in which Community context the mobility<sup>(1)</sup> of workers is developing,
- . to study the conditions of worker mobility, such as they are currently proposed by companies, and whether the family aspects are taken account of,
- . to identify good practices in the management of mobility by companies, especially with regard to the acknowledgement of the workers' family dimension.
- . to analyse the actual experience of couples faced with the issue of mobility in their dual careers.

**The study will endeavour to answer the following questions:**

- . will the mobility of workers increase in the Single Market?
- . do companies acknowledge the family dimension of their personnel (job of the spouse, schooling of the children, etc.) in managing their mobility?
- . what measures can answer the needs of the workers and their families?

**May we still call expatriation the intra-Community mobility of a Community citizen, only a few months before the opening of the Single Market? Companies, associations and individuals still consider that intra-Community mobility continues to represent an expatriation for Community citizens. Therefore, the term "expatriation" will frequently be used in the present study, since the lack of "convergence", "harmonisation" and "coordination" between social security and fiscal policies, and between educational, linguistic and cultural systems remain a hindrance as far as intra-Community mobility is concerned, even if on the other hand, it is part of the European citizens's rich heritage.**

---

<sup>(1)</sup> Mobility in the residential meaning: a professional stay of at least one year in a Member State different from one's country of origin is likely to modify the family's organisation.



# **1. MOBILITY IN THE EUROPEAN CONTEXT**

**"What we do not want is a Europe which is over-centralised, over-regulated, and over-standardised."**

**The European Round Table  
("Reshaping Europe", September 1991)**

# 1. MOBILITY IN THE EUROPEAN CONTEXT

## Mobility

The European Foundation for the Improvement of Living and Working Conditions (EFILWC)<sup>(1)</sup> defines mobility as "a tool for working and living. . .the capacity a person possesses for getting around and taking advantage of available opportunities." The EFILWC further describes two aspects of mobility:

- "Potential mobility, i.e the ability to travel, move residence, change job" and
- "Expressed mobility, i.e the amount of movement actually observed."

With the internal market being completed at the end of 1992, the mobility of workers employed by businesses in the Community is currently a very timely issue. The Single Market, whose principal objective is guaranteeing the freedom of movement of goods, services, and persons, will change the face of Europe; therefore, it is important to understand the new rules which will be applicable to European citizens and businesses.

## 1.1 MOBILITY OF EUROPEAN CITIZENS

There can be no denying that today "intra-European and intra-Community mobility is relatively low."<sup>(1)</sup> Of the 325 million persons residing in the Community in 1987, only 5 million (or less than 2%) of Community nationals lived in another Member State, including 2.5 million workers.

Several trends <sup>(2)</sup> explain this phenomenon in intra-Community mobility:

- the number of E.C. nationals living outside the Community is three times greater than the number living within it;
- foreign employment opportunities, particularly in North America, still attract a large number of highly-qualified workers;
- a very large majority of Community immigrants living in E.C. Member States relocated during the period of major economic expansion between 1955-1973;
- numerous indicators have shown a decrease in Community migration (important reduction of the active E.C. population in France and Germany; decreased emigration from Ireland, Spain, and Portugal).

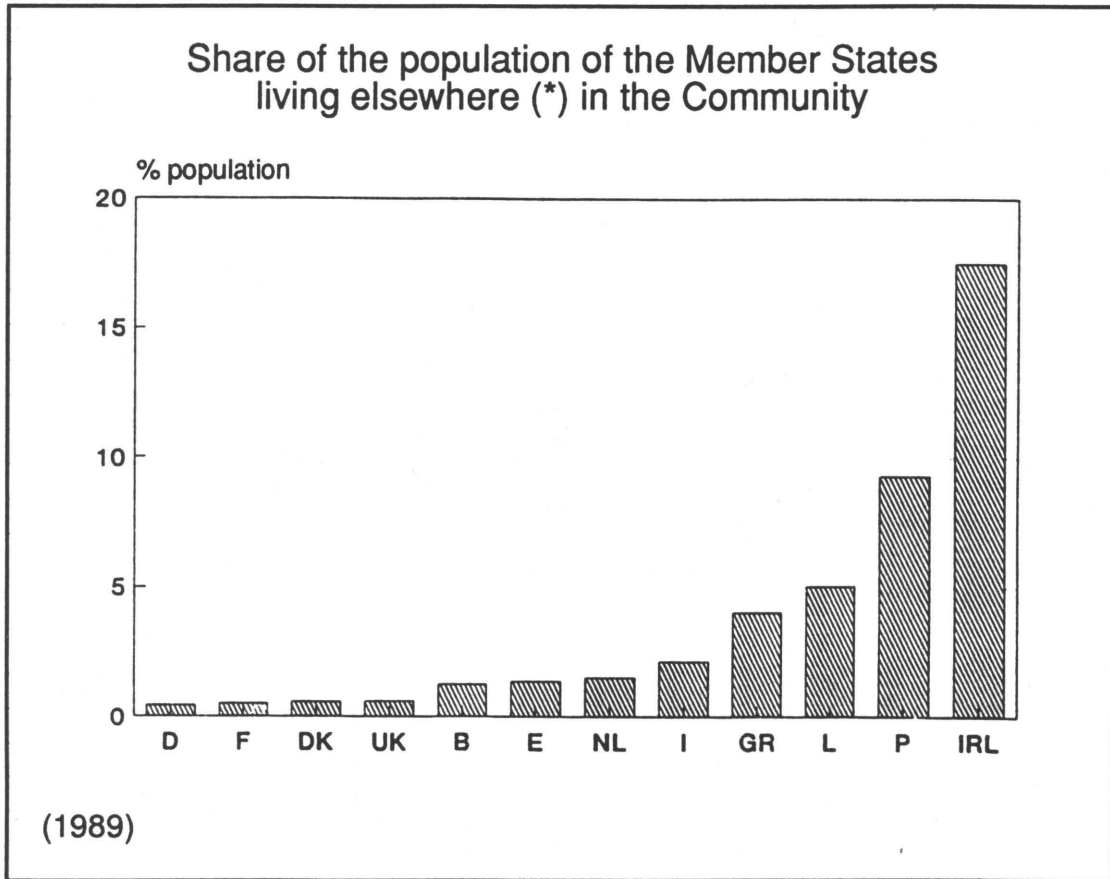
In other words, "the migratory model of the industrial era, based on transfers of relatively unskilled labour from undeveloped areas on the rural periphery toward the pools of industrialised employment in the North, is no longer applicable."<sup>(1)</sup>

---

(1) "Mobility and Social Cohesion in the European Community - A Forward Look" European Foundation for the Improvement of Living and Working Conditions (1989) p.4

(2) Gildas SIMON "Trends and Prospects on the threshold of the Internal Market: point of view of population mobility " Social Europe 3/90 p.22

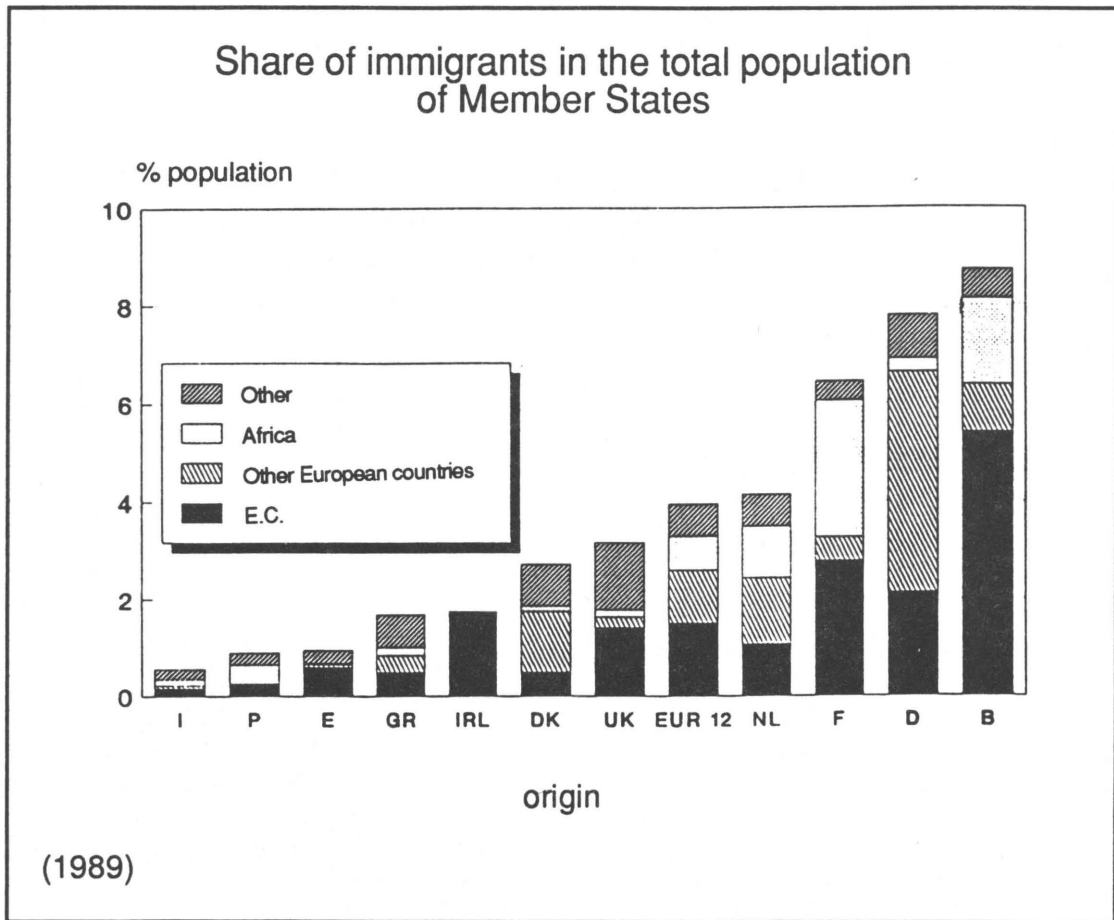
The first<sup>(3)</sup> highlights the relative importance of certain Member States as "Community host territories": Belgium, Germany, and France.



\* elsewhere = outside their country of origin

The second diagram<sup>(3)</sup> shows the important position of Ireland and Portugal as "exile territories." In proportion to their population, these two States have the highest numbers of nationals residing in other Member States. Approximately 18% of the Irish and 10% of the Portuguese live in other E.C. countries. For eight of the 12 Member States, intra-European mobility does not exceed 2%.

<sup>(3)</sup> Source: Employment in Europe 1991" E.C. p.85



Therefore, expatriation among European Community populations is decreasing. Meanwhile, E.C. nationals currently have few incentives to international mobility. There are several reasons for this:

- the colonial empires have collapsed, meaning that favoured economic ties are now established between States; practically speaking, this has led to the growth in (short-term) business assignments and occasional expatriations;
- in recent years, companies have developed strategies for adapting to foreign political and economic environments. The establishment of new firms in Asia and Latin America has not led to major transfers of personnel from parent companies;
- today, despite their high unemployment rates, E.C. Member States are attractive zones, offering their inhabitants stable economic and political systems when compared to the Middle East and Latin America;
- women's employment and the increased duration of schooling mean that the family is now a major impediment to emigration for European workers.

Even though Europeans are now less likely to work in distant countries, the establishment of the Single Market raises the following question: Will European nationals become increasingly mobile towards other E.C. Member States?

As economic regulations are liberalised to encourage the movement of goods within the Community (elimination of customs barriers, reduction of taxes, increased competition, etc.), will large numbers of Europeans relocate for employment in other Member States?

It is difficult to predict future behaviours, but we are nonetheless able to identify the various measures that have been taken - and those planned - by the Community to encourage personal mobility within the Single Market.

## **1.2 FREEDOM OF MOVEMENT FOR PERSONS IN THE EUROPEAN COMMUNITY**

### **1.2.1 The extensive background of Community law**

The principles of freedom of movement for workers who are E.C. nationals are found in **Articles 48-49 of the Treaty of Rome**:

- . right to accept offers of employment throughout the Community;
- . right to move freely within the Member States for this purpose;
- . right of abode in a Member State for the purpose of employment;
- . right to remain in a Member State after having held employment there;
- . abolition of discrimination based of nationality.

**Article 51 of the Treaty** deals with the coordination of social security schemes.

In order to accomplish the Treaty's objectives, various directives and regulations have been adopted to guarantee the rights to geographic and occupational mobility, as well as to social integration in host Member States, for workers and their families.

- . Regulation 1612/68 on the freedom of movement for workers within the Community;
- . Directive 68/360 on the abolition of restrictions on movement and residence for workers of Member States and their families;
- . Regulation 1251/70 on the right of workers to remain in the territory of a Member State after having been employment in that State;
- . Regulation 1408/71 and 574/72 on the application of social security schemes to employed persons, to self-employed persons and to members of their families, moving within the Community.



. Directive 64/221 on the co-ordination of special measures concerning the movement and residence of foreign nationals;

. Directive 77/86 on the education of the children of migrant workers.

Through these instruments and accompanying policies, the following social guarantees have been established for workers and members of their families:

**Geographical mobility**: any national of a Member State may leave his country of origin, enter, and stay in any other Member State for the purpose of seeking and holding gainful employment, whether temporary or permanent;

**Occupational mobility**: any national of a Member State may enjoy the same terms of employment and working conditions as a national of the host country; and have equal access to training opportunities and the employment assistance services of the host State;

**Social integration**: "migrant workers" and their families enjoy equal treatment in respect of social facilities such as income maintenance, financial aid, general education, and professional training;

**Retirement rights**: the right of workers and members of their families to spend their retirement, to maintain their right of residence, and to receive the payment of their pension in the Member State where they have been employed.

In accordance with the principle of equal treatment as regards employment, public services and nationalised corporations in Member States must now open recruitment to all Community nationals whenever the employment concerned is not directly related to the exercise of public authority. The posts of teacher and nurse, and many others are open to spouses of mobile workers as well as "foreign" residents.

## **1.2.2 Who has the right to freedom of movement?**

Personal mobility within the Community concerns several types of populations:

- . salaried workers,
- . self-employed professionals,
- . students,
- . pensioners and economically inactive persons.

Each of these populations raises specific problems, and the Community has begun to examine the conditions applicable to each in regard to mobility. Directives have already been issued to establish regulations in certain areas.

### **Salaried workers and self-employed professionals**

The 1957 Treaty of Rome gave Community workers the right to establish their homes wherever they like within the Community. For more than 30 years, employed persons and their families have benefited from the "right of abode."

For European workers, the principle of freedom of movement has been the rule since 1968. Businesses in the Community may assign their personnel to positions in any Member State and, in these cases, must respect applicable social and tax legislation in these States.

The right of self-employed professionals to establish their businesses wherever they like within the Community has been recognised since 1968, through a variety of sectorial directives defining the conditions governing the right to carry on business as well as educational levels required in certain professions (doctors, veterinarians, artisans).

The Commission has worked extensively in the area of qualifications and diploma recognition, and has recently adopted a generalised system which concerns both employed persons and self-employed professionals. In regulated professions requiring an educational level equivalent to at least three years of university training, diplomas have been mutually recognised throughout the Community since January 1991. This measure covers not only engineers, lawyers, university professors, but also primary school teachers. A second directive concerning non-university higher education is in the process of being adopted, as an agreement in principle has already been obtained from the "Internal Market" Council.

As regards professional qualifications, a vast system for equivalency of qualifications below Level 2 (Baccalauréat plus 3 years in the French system) is currently being implemented through the intermediary of CEDEFOP and with the collaboration of the social actors.

Of the 19 groups of professions to be examined, five were covered in mid-1991 by texts published in the Official Journal of the European Communities<sup>(4)</sup>. In all, equivalencies have been established for 66 professions, representing 137 different trades and occupations. The last four professional sectors will be treated in 1992.

Efforts toward the equivalence of qualifications with a view to encourage the mobility of Community workers may be progressing, but what is the situation for economically inactive persons?

### **Students, pensioners, and economically inactive persons**

Three different directives were adopted on 28/6/90 by the "Internal Market" Council. Pensioners, students, and economically inactive persons who are Community nationals will be able to establish residence in any of the E.C. Member States as of 30 June 1992. They must, however, meet one condition: they must provide evidence of sufficient income. For economically inactive persons, sufficient income is defined on the basis of the minimum subsistence level established in each State.

### **1.2.3 Nationals of non-Member countries**

Within the E.C., almost 13 million people, or 4% of the total population do not reside in their country of origin (E.C. nationals and nationals of non-Member countries).

---

(4) O.J.E.C. of 3/7/1989 and 2/4/1990

Some 7.9 million individuals, or 2.5% of the European population, are nationals of non-Member countries. This foreign population lives mainly in three countries (Germany, France, and Great Britain).

A Community-wide immigration policy started to take shape in 1990. The first step involved the coordination of formalities related to the right to asylum. The Dublin Convention of 15 June 1990, signed by the E.C. ministers responsible for public security (with the exception of Denmark), has two objectives: first, to coordinate the action of the services of the Member States to better ensure the rights of those requesting asylum; and second, to prevent "abuse of the right to asylum." Denmark has subsequently signed the Convention.

Despite the urgent need for joint policies, immigration continues to be one major area where national sovereignty is preserved. Several intergovernmental groups are currently working together with experts in the immigration field to draw up a convention regarding the E.C.'s external frontiers which would take effect after the elimination of internal frontiers in 1993.

### **1.2.4 Towards the citizens' Europe**

Largely symbolic measures have already been taken toward the "citizen's Europe." There are now European passports and driving licences. The Treaty of Rome, however, grants only specific rights to workers and consumers (freedom of movement; equality in pay and treatment for men and women; the right to health protection and security; and the right to equal treatment in services).

The Schengen agreement commits eight States to the elimination of their shared borders. France, Belgium, Luxembourg, the Netherlands, Germany, Italy, Spain, and Portugal signed this convention on 19 June 1990; it provides for the opening of their common frontiers in 1992. A computerised system will soon be in operation to centralise all police records from these Member States. The convention makes a distinction between "external" and "internal" frontiers, and reinforces the first when the latter are opened. The Schengen agreement sets up a veritable testing ground for the free movement of persons.

The European Council of Maastricht of 9-10 December 1991 strengthened European construction and resulted in a medium-term Economic and Monetary Union. The 12 Member States adopted a Social Protocol which has been signed by eleven of them. The Community will have a single currency and the Central European Bank will be establishing common monetary policy by 1999, at the latest. The new European Union will officially come into being after the treaties concluded at Maastricht are ratified by the national Parliaments.

**Finally, European nationals will have the right to vote in municipal and European elections in the E.C. country where they reside and will also be able to stand as a candidate in these elections.**

## **1.3 EUROPEAN BUSINESSES AND THE SINGLE MARKET**

Are there any businesses which could be called "European"? Before answering this question, we must clarify our terminology. Then, we will quickly enumerate the principal new rules which will govern business activities in the Single Market.

### 1.3.1 Several types of businesses and a Single Market

Several types of businesses now operate within the Community:

. National-scale businesses are the most numerous. The majority of undertakings in the Community are small and medium-sized businesses holding small shares of the national markets. Since 1964, these small and medium-sized businesses have benefitted from the elimination of customs duties. Although the creation of the Single Market may facilitate their exports, these firms do not have sufficient financial resources to pursue policies of European-wide expansion.

. The **European multinationals** are large national companies which have taken on a European or international dimension in recent years. The major companies in the Northern European States are now established in a number of States in the Community. For the moment, very few Spanish and Portuguese companies are large enough to conquer a significant European market share (with the exception of recent Spanish takeovers of companies on the Portuguese market).

The major national companies are extending their field of action globally, because today industrial and financial capitalism are necessarily international, and reach far beyond European frontiers. In addition, businesses are often highly technologically interdependent, because companies have become rapidly integrated on a worldwide level in recent years. Growth in global technological relationships is highest in the data processing sector. The major groups in the electronic sector have already established cooperative links with similar groups outside the Community.

The visible gap between practices used by major European companies (global relationships and exchanges) and Community procedures for policy and programme development, confirms the need for rapidly defining a mutual industrial policy to consolidate European construction; since Maastricht, such joint efforts are now possible.

Meanwhile, all major companies in the Member States have set their sights internationally in recent years, with forceful policies for external growth. The perspective of a Single Market has accelerated trends towards foreign undertakings, acquisitions of holdings, corporate buy-outs, joint ventures, and mergers, as businesses try to form alliances and create groups large enough to be competitive worldwide.

. The major foreign companies have not waited for the opening of the Single Market to set up business in the Community. The automotive sector is one example. American companies, but above all the Japanese ones, are increasingly present on the European market. Although Japanese exports represented only 14.5% of cars sold in the Community in 1975, the percentage had grown to 18.66% in 1987, and reached 21% in 1989<sup>(5)</sup>. The Japanese are buying out their distributors and trying to set up direct operations in the E.C.. They are making local investments, principally in the United Kingdom, to augment their export sales through the sale of local production. Although the twelve Ministers of Industry from the Community signed an agreement to maintain quotas on Japanese exports in July 1991, arduous debate is under way concerning the definition of what is a national, and therefore an European, product and what is an export. In fact, the European added value on cars produced by Japanese-owned plants in Great-Britain equals 80%. Should

---

(5) E. Le Boucher "La Communauté "ouverte" ou "offerte"" Le Monde op. cit. p. 78.

these cars be considered Japanese and subject to quotas, or should they be considered British-made?

In recent years, multinational companies have adopted diverse strategies for investments in Europe; the current trend is for them to take increased advantage of the host country's domestic potential, even when filling management positions, to deal better with cultural factors which are felt to be decisive in corporate management of foreign firms.

For multinational corporations, the Community means greater facility when it comes to expatriating European workers (nationals of Member States), because visas and work permits are not required; but these firms have not yet developed truly European-wide employment strategies.

### **1.3.2 Single Market regulations for the companies**

The opening of the Single Market in 1993 should give rise to some delegation of national sovereignty, particularly regarding knotty problems such as taxation.

Regulations concerning corporate mergers took effect on 21 September 1990. The Commission judges whether mergers and amalgamations at the European level are likely to hinder either national or international competition. It now has the exclusive power to prohibit or require modifications to corporate mergers and buy-outs of companies of a certain size. Thresholds have been established, above which the Commission is the sole authority for granting permissions for such operations.

Certain directives have accelerated the development of a Community-wide financial services market; movement of capital has been effectively liberalised since 1 July 1990. In addition, in the banking sector, the right to establish business and provide services throughout the E.C. is set out in the directive of 15 December 1989, that will take effect on 1 January 1993. These rights are based on the principle that any credit establishment approved in its country of origin may carry out business in any other State in the Community without special authorisation. Such firms will be under the sole control of their national authorities (which in certain respects brings the legal jurisdiction of "national" law into question). European, as well as American and Japanese banks have already begun setting up establishments in various States within the Community, through buy-outs of local banks and cooperation agreements. Currently, however, it is difficult to evaluate the number of individual relocations linked to these operations.

In the insurance sector, deregulation is being accelerated. A directive adopted in June 1988, which took effect on 1 July 1990, allows consumers to sign policies with any insurance company in the Community. Contracts are subject to laws applicable in the Member State where the risk is situated.

Businesses in the Community have also begun to cooperate in the area of research over the last years. Major European corporations are involved in European programmes such as Race and Esprit for so-called "pre-competition" level research. Mobility among researchers is rather high in this context.

Finally, the completion of the internal market has also given a thrust to dialogue between management and labour at the European level for implementation of the Community Charter on workers' fundamental social rights. The Commission is preparing texts to define the status of "European corporations" and the rights and obligations of management and labour in this new type of corporation. Outline agreements negotiated by European management and labour

(UNICE, CES, CEEP) are to serve as a basis for these texts. In a "joint opinion on the creation of a European occupational and geographical mobility area and improving the operation of the labour market in Europe" (13 February 1990), management and labour underscored the numerous barriers and limitations still remaining to workers' free choice. "They consider that all persons wishing to move must have at their disposal all practical information concerning the practical aspects of mobility and living and working conditions in the host country".

The ETUC (European Trade Union Confederation), representing European workers, recommends that "priority should be given to active employment and professional training policies, as well as to policies for investment relocation aimed at developing employment in areas where workers are available, and not the contrary."<sup>(6)</sup>

Meanwhile, the Commission is trying to obtain greater alignment of social protection policies in Member States. The Commission indicates that "there can be no question of overall harmonisation of existing systems." It proposes a "strategy for aligning social protection objectives and policies" to "align the levels of social protection offered salaried workers in the various Member States." Although Member States have entire authority over "determining the organisational and financial terms of their protection system," it is nonetheless true that the completion of the internal market requires a reduction in differences between such systems so they do not impede the mobility of workers within the Community.

In particular, the Commission defines several alignment principles: ensuring a minimum income level for all persons legally residing within the E.C.; guaranteeing access to health care; and respecting the principle of equal access to service facilities.

In its Communication of 22/7/91, the Commission asked Member States to "recognise the principle according to which all workers have the right to relocate for employment purposes in another Member State, *without undue reductions in any future pension payments.*" Coordination is essentially designed to prevent obstacles to intra-Community mobility from becoming greater than those to international mobility."<sup>(7)</sup>

Possible solutions for improving the coordination of pension systems and facilitating the mobility of workers include:

- a category for "trans-boundary affiliation,"
- the reduction or elimination of differences in rights to pension acquisition or retirement ages,
- optional and equitable transfer of pension capital,
- improved education of those within the systems, etc.

Large companies are greeting the coming Economic and Monetary Union positively and are favourable to a single currency. Two polls<sup>(8)</sup> of European business leaders show that these top-level executives feel European unification is advancing too slowly. Three-quarters of business

---

(6) "Conditions de travail applicables lors de sous-traitance internationale" (proposed Commission directive), CES platform paper, European Trade Union Institute ISSN 077265353.

(7) Communication from the Commission to the Council, 22/7/1991: "Supplementary social security schemes: the role of occupational pension schemes in the social protection of workers and their implications for freedom of movement" (ESA(91) 1332 final)

(8) Gallup polls of 1988 and 1989, of 1036 and 1428 corporate leaders in 7 member States. Idem supra p. 90

leaders questioned (in Belgium, Germany, United Kingdom, Italy, France, Spain, and the Netherlands) desire a common currency and expect it to offer the following advantages: stabilising the monetary environment, reducing exchange costs, and increasing European unity. Several polls of E.C. citizens in 1990, showed that the European public also supports economic and monetary integration<sup>(9)</sup>.

Therefore, citizens of the 12 E.C. nations and major corporations seem ready to accelerate the process toward the Economic and Monetary Union planned for 1995.

## **1.4 MOBILITY AFTER 1993**

There will be no flood of workers relocating after frontiers are opened in 1993.

Professor WERNER, Scientific Director of the German Labour Institute in Nuremberg<sup>(10)</sup>, does not foresee any quantitatively significant labour movements among the active population after 1993. He rejects all of the major reasons generally given to bolster such migration forecasts:

. Does a drop in demographic growth stimulate mobility? No, because demographic changes are following similar patterns in all Member States and the demand for labour will grow much faster than the supply. Consequently, there is no reason to believe that countries with the highest surplus of qualified, unemployed workers will have a greater mobility potential than others.

. Will Community programmes and policies stimulate mobility? Measures established in the field of qualifications recognition and freedom of movement will not lead to population shifts. Private companies have been able to hire E.C. nationals from throughout the Community for years.

. What about the opening of the internal market? The Single Market will lead to cost savings and eliminate a variety of obstacles. Migratory shifts among active populations have remained stable or have decreased over the last 20 years, and the creation of a Single Market will not lead to large migratory shifts.

Though there may be no spectacular migrations after 1993, there may be migratory potential in certain branches or sectors (for example, among management). One fact is certain world-wide: employment options for unskilled workers have diminished, while workers with advanced training enjoy ever-wider horizons. College-educated workers will be the most mobile and the largest shifts will be observed among management-level employees (engineers, executives, etc.). There will be notable changes in frontier regions, where movements will be concentrated. Finally, there will be greater numbers of short-term "foreign" residencies within the Community: apprenticeships, training, business trips, professional meetings.

## **Facilitating the mobility of European workers through information: the SEDOC network**

The Commission established the SEDOC system several years ago; linking the twelve national employment agencies of the E.C., it serves as a clearinghouse for employment vacancies and applications. The SEDOC network, which aims at ensuring information exchange on

---

<sup>(9)</sup> Euro-barometer no. 34, 1990, Gallup Sept-Oct 1990

<sup>(10)</sup> Presented at the EURO-FIET seminar, 26-27 November 1991

employment possibilities throughout the Community, is currently being modernised in preparation for 1993. In 1992, electronic data exchange systems will be put into place and SEDOC will be changing its name, look, and content in April 1992. The new network will be ready for operation in 1993 for the opening of the Single Market.

The three principal aspects of its modernisation will be:

- . complete updating of the information available from the data-banks;
- . improved public services for companies and citizens;
- . renovation of the data-processing system (the technology underpinning the system).

#### **a) Information**

The modernisation of the network is being guided by a concern for pragmatism and realism. The major effort will be to take into consideration the needs expressed by businesses and the public, in terms both of information and of the functional realities of job markets.

. One data base will contain employment vacancies and applications which are considered "Community oriented," i.e. those which have real possibilities of being satisfied in other countries, in particular vacancies which could appropriately be filled by nationals of other countries, and applications from individuals who because of their language skills, qualifications, and experience might be appropriate for positions in another E.C. State.

However, all vacancies and applications are valid Community-wide, and all applicants or businesses within the Community can demand that their applications or vacancies be distributed by the network (by right of the principle of non-discrimination in hiring).

The system is adapted for business sectors which are widely involved in international trade, for sectors requiring language skills, for States having vacancies in fields where skills are lacking domestically and large-scale hiring.

Candidates who are fluent in a second language, have already had experience abroad, and who also have specialised skills, are the most likely to gain from the system.

. Aside from "Community-wide" vacancies and applications, the SEDOC will also provide "aggregate information" on the job market. Information on E.C. countries will be transmitted to companies (details on labour shortages and surpluses, trends by business sector, etc.).

If they prefer, companies will be able to determine which specific States they want to target for exchanges of vacancies and applications. The Commission will ensure that the network is transparent, and will see to it that Member States are able to receive information on labour movements.

A major communication campaign will be conducted in regard to these new services to encourage businesses and business associations to make use of them.

. A third data-bank will provide information on the living and working conditions in all Member States to anyone wanting to relocate within the Community.

- working conditions: the data-bank will include information on the types of employment contracts used in the E.C.; salary levels; whether there is a guaranteed minimum income; what is included in the salary; qualifications levels and equivalencies; social protection; pensions.



- living conditions: here, the work environment, educational system, and other matters are described. The Commission has decided that for priority reasons, the question of the data on living conditions will not be addressed until after the data-banks for vacancies and applications and for "aggregate information" have been set up, in 1994.

Experts from the employment services in all Member States are working actively to help draw up the needs specifications for the SEDOC data-banks. For years, these services have been centralising information concerning the European job market.

Research is currently being conducted to identify information sources on the subject of working conditions.

The network, with all its manpower, machines and data, should go into operation in early 1993.

#### **b) Human resources**

The Commission is beginning to establish a network of "Euro-consultants," agents from national employment services having skills in transnational issues and fluent in two or more languages. These agents will continue to be paid by the national employment services, but will be trained by the Commission. A rather intensive five-week training will be provided by an international training organisation.

The goal is to train 80 to 100 Euro-consultants for the Community by the end of 1992. In the beginning, the most populous countries will be assigned 10 to 15 Euro-consultants, others will have about five. In each Member State, the network will probably be built around a central core of 3 to 5 persons in the capital, with the other Euro-consultants being assigned by priority to frontier zones.

In-service training will later be provided to the Euro-consultants, so that, with the data-banks and electronic mail system, SEDOC will form a close-knit working unit.

#### **c) Data access**

The SEDOC vacancies and applications data-bank should be accessible from any local or regional employment service in the Community.

The Euro-consultant will be the entry point to the living and working conditions data-bank; using hard copy and other media he will be able to distribute such information more widely. The Commission is financing the installation of Euro-consultant work stations, but it does not have the resources for additional stations. The objective is to design brochures covering the questions asked most frequently (80%), and to provide personal responses to the others.

#### **d) Frontier zones**

A network complementary and parallel to SEDOC, composed of "social Euro-counters", will be established first in frontier zones, but may also be set up in regions not having frontiers with the Community (Greece, for example).

The Commission finances 50% of the annual budget of these frontier structures.

These social Euro-counters, of which 18 are planned, will have a two-fold mission:

- data on "Community-wide vacancies and applications" and "general education and approved training" will be available, with two search levels - either European-wide or by specific frontier zone.
- data will be gathered and forecasts prepared on positive and negative aspects of the elimination of frontiers in frontier zones, for some business sectors and professions "at risk."

The first "social Euro-counter" was set up on the French-Belgian border. In operation since September 1991, with 13 Euro-consultants, it has tackled two issues: customs forwarding agents and the graphics arts sector. In 1991, all employment vacancies were exchanged between the French province of Nord Pas de Calais and Western Flanders in Belgium.

The Commission is not trying to increase the mobility of Europeans at any price, but to facilitate mobility for those who desire it and for whom it offers salary and career advantages. The structures established are designed to provide information to help workers make choices; information should therefore include negative, as well as positive aspects, of available opportunities.

For example, information on retirement and taxation may mean that certain workers will not find relocation advantageous.

The new SEDOC network is making its strongest efforts in frontier zones. In these areas, the level of information on employment vacancies and applications will increase rapidly, enabling couples and families to choose better where to live, work, and enroll their children in school. In these "laboratory" zones, families have, or will have, the possibility of organising their lives flexibly on either side of former frontiers. Each member of a couple will be able to work on a different side of the frontier, meaning that mobility in trans-boundary zones will allow both partners to continue their individual careers without particular difficulty or disruption of family cohesion.

However, it should be noted that management-level vacancies are generally rarely advertised by public employment agencies. In fact, in many Member States, management-level recruitment is handled by "head-hunters" and through print advertising. Management-level professionals, however, are those with the highest mobility potential. The question facing the new network is: Will it be credible enough to incite E.C. businesses to change their recruitment practices?

The spouses of mobile workers in Europe will be able to take advantage of helpful SEDOC services in 1993; data on the job market in the host country will be accessed through the national branch office in each Member State (cf. Appendix 2, list of SEDOC directors).

Finally, for all those who want to live in another Member State, if the planned data-bank on working and living conditions is thorough, kept up-to-date, and easy-to-access, it will be extremely useful when it becomes available in 1994, because it will provide information that is currently very hard to obtain.



## **2. COMPANIES AND INTRA-COMMUNITY MOBILITY**

**"American companies are in a much  
better position than European companies  
to face the opening of the Single Market"**

**Mr Watson  
Deputy Manager  
HAY GROUP EUROPE**

## 2 . COMPANIES AND INTRA-COMMUNITY MOBILITY

Over the last few years, many studies have been devoted to the mobility of workers within companies in Europe, as if the opening of the Single Market and the focus on the freedom of movement of people, due to the Single Act, had made economic agents concerned by mobility. These studies are ordered by the companies themselves or by trusts, and carried out by consulting firms or opinion poll organisations. The Community has also launched several studies about the Single Market's repercussions. The presentation that follows is based both on the results obtained in the survey carried out within the context of the present study and on other research made within several Member States.

Within the context of this study, 174 firms, selected among the most important European firms in 20 economic sectors of 7 Member States, received a questionnaire (see Appendix 4) about the conditions of their expatriate personnel's mobility. Out of the 174, 40 responses were obtained, 14 were incomplete or negative, and 26 were duly completed.

Negative or incomplete responses were justified as follows: inability to complete the questionnaire "for internal reasons", because of "lack of time", "lack of personnel", or because "there are not enough significant movements", or "the company's European dimension is too recent to be relevant", and finally "we have no expatriation problems".

The 26 complete questionnaires are divided between countries as follows:

<u>STATES/</u> Number of questionnaires	sent	responses received	responses complete
Germany	24	7	3
Belgium	20	5	4
Denmark	8	2	1
Spain	37	3	2
France	38	8	5
Netherlands	14	1	1
United Kingdom	33	14	10
	174	40	26

The companies which answered fully and positively represent the economic sectors which are the most concerned by internationalisation: aeronautics, electronics, automobile, insurances and banking. British companies seemed to be the most motivated: 10 responses out of 26 come from companies in the United Kingdom.

All in all, the 26 companies or groups considered represent 800,000 workers. The size of these companies varies and may reach 200,000 persons. These companies usually have several subsidiaries throughout the world and within the Community. Some of them are more international than just European, whereas for some of them it is the contrary, often

The first observation that can be made concerns the low rate of response to the questionnaire. It is true that the large companies consulted all complained about receiving almost each day questionnaires requiring several hours of work. With the opening of the Single Market, they have to put up with many demands from research bodies. The mobility of workers seems to be an issue of particular concern these days.

It must be added that the subject of the study - the conditions of mobility in Europe - is a marginal issue for companies in these times of serious economic difficulties. These days, Personnel Managers are busy restructuring their company or planning massive dismissals.

Whatever the case, on numerous issues, the answers obtained confirm trends which had been brought to light by other studies, and offer a precise overview of the conditions of mobility in large European companies.

## **2 . 1 EXPATRIATION, SEVERAL SITUATIONS**

Workers may work in a same foreign country under different types of status, legislation and regulations.

The following are the most common situations:

### **The "sent on secondment"...**

- salaried employees working for a company based in country A, sent to country B on a mission, who remain subject to the laws of country A;
- salaried employees working for a company based in country A, sent to country B on a mission, who have their work contract partially maintained: the worker is partially subject to the law of country A, and partially to that of country B (in most cases, the work contract in country A is not valid during the mission period);

In these first two situations, we speak of secondment, even if the juridical situation of the person sent on secondment is not clearly defined.

### **The "expatriates"...**

- salaried employees hired by a company based in country A to work in country B, who are mainly subject to the labour legislation of country B, and who may resort to non-compulsory social security schemes in country A.
- salaried employees hired in country A by companies operating under foreign law for activities in other States, with a work contract subject to foreign law, except for clauses intentionally inserted in the contract and taken from the regulations of country A or from a collective agreement.

In these last two situations, the salaried worker has the status of an "expatriate".

What also makes the issue of the status more complicated is that the same worker can change status, during his career and within the same company - from "sent on secondment" to "expatriate", and vice versa.

When a worker is sent by his firm for at least one year in another State, we speak of "expatriation" and of "expatriates". Conversely, when a company, or a subsidiary, receives a worker from another State for a certain period, we speak of "impatriation" and of "impatriates". Companies describe expatriates and impatriates as people who benefit from the expatriation status. This status differs from company to company, but all international companies have a specific policy with regard to the management of the personnel sent abroad, which is implemented by the company or the group's international department.

What are company policies with regard to mobility? Who are the "expatriates" and the "impatriates"? How many are they? What responsibilities do they have in the company? We will answer these questions using the results of the survey and the data provided through other sources of information.

## **2. 2 THE MOBILITY POLICIES OF COMPANIES**

"American companies are in a much better position than European companies to face the opening of the Single Market".

This is the opinion of a consulting firm in international management. "Hay Management" explains this harsh reality as follows: over the last thirty years, American companies have sent American expatriates on three-year missions. These expatriates showed a certain degree of arrogance, often regretted by the Europeans, for they asserted that Europe was united. The European boards of large American companies are like "Towers of Babel" where executives of different European nationalities work together. As years went by, this multicultural group has emerged, through sending German executives to the Netherlands, Italians to France, and vice versa. Thus, Americans have been working for thirty years in Europe in the sense of multicultural management.

On the other hand, due to their geographic proximity, European companies have always managed their executives' career from the parent company. Their boards are beginning to realise that this is not the best solution, that it would be better to offer job rotation to their high-potential executives, in order to create multicultural management boards, and European senior executives. At present, there are almost no Europeans at all at the head of large companies' international divisions. The presence of nationals still prevails. "We are not ready at all". From now on, European companies know that if they really want to have a global international vision, "they must leave behind their Belgian, French, German or English background". Companies are beginning to create this climate.

### **The different types of Euro-managers according to HAY**

For "Hay Management", there will always be different types of "Euro-managers":

- the one sent for a three-year period, on a specific mission, once or twice during his (or her) career (he or she being the classic expatriate). His (or her) family follows him (or her), his (or her) children must be provided with schooling in their mother tongue because the return home is close. School continuity does not leave many choices;
- the young high-potential graduate: these young managers are beginning to be hired across borders (at present, Germans find their future executives in Irish universities). The main reason for this is the demographic decline of some countries

(mostly Germany). Ireland and Portugal are the the only two countries that still have positive demographic rates. Thus, there are "junior packages" for vocational expatriations for the young in different countries, often for a two-year period;

- the "self-made man" kind of Euro-manager: many European companies hire Euro-managers because of their specific competences. They are often married to a person of another nationality. These people have obtained a favourable contract, and were seldom hired on a purely national salary basis, without for all that being able to benefit from the "expatriate" privileges. In Belgium, this kind of Euro-manager is developing relatively fast. In "favourable" contracts, housing costs are seldom taken in charge, points out "Hay Management".

- the "super-top" Euro-manager: he is rare, multicultural, and he truly is a mercenary. His role in the company is extremely strategic. The terms of his contract are exceptional.

Within the context of the survey conducted for this study, an English company, in the field of aeronautics, expresses well the idea that the expatriate is the "mercenary-missionary" of the company, dedicating himself to it body and soul, and defines its policy of mobility in the following terms: "We expect from the expatriate personnel that they stick very strictly to what their activity consists of, and that they set about all activities they are asked to achieve. We also expect from them that they constantly give a positive image of the company. They must adapt to the mission's needs as regards the number of working hours and mobility between the various posts."

The expatriates have an important strategic part to play in the company, whether it is a matter of bringing a subsidiary the technical assistance it needs, or building up ties between the parent company and its subsidiary, or of asserting the partners' different positions in a joint-venture. The expatriates are key-persons in the development of multinational companies, which partially justifies the cost of expatriation.

## **Strategies and expatriation policies**

Finally, several internationalisation techniques emerge, according to the company's specifications.

Software firms use impatriation and expatriation to prepare executives to put into practice the group's practical know-how in the subsidiary of the country he comes from. The reason for this is that a company which sells the same product world-wide and holds a leading position in the market, is bound to wish to become multi-ethnic, because the concepts of company nationality or company culture are supposed to sublimate the feeling of national membership.

Other companies will put the emphasis on the training needs or the desire to mix teams. Finally, some companies, and some groups, do not feel the need for excess internationalisation, or have renounced it already. According to them, even when they are sold worldwide, products must be adapted to specific local requirements. In a subsidiary or a newly acquired foreign group, they believe it is better to let the "natives" run the business, even should this mean sending a small team, faithful to the company's goals, to control them.



Companies also have different expatriation policies according to the company's degree of integration into the economy of the foreign country. The "Europe Initiative" Club, a companies' European study group, distinguishes three phases:

- the first phase, called "first landing", consists in sending marketing people in order to explore the market and find potential customers;
- the second phase, "going native", represents the creation of establishments and subsidiaries that will hire its personnel locally; in this context, expatriates assume the role of supervisors; the launching of establishments and subsidiaries being the stage when expatriates are most needed;
- the third phase, "integration", is achieved when the subsidiary has been well integrated into the environment for several years; at this stage, the number of expatriates in the company is reduced, since local managers replace the executives provided by the parent company.

Actually, all companies are faced with two hardly compatible logics:

- a logic of cohesion, that favours a strong management, a clear identity, close links with the parent company and the use of an expatriate personnel in order to maintain this cohesion;
- a logic of diversity and adaptation, that, on the contrary, relies on listening, decentralising, and employing nationals in order to meet the customers' needs.

The results of the survey of 26 European companies that was conducted within the context of this study show that European companies have changed their strategies over the last years.

In the past, expatriation exclusively met specific needs: technical specialists, managers for the subsidiaries.

Now, expatriation corresponds to the pursuit of 5 objectives by the company, as is very clearly defined by the SOLVAY Group (B):

- meeting the Group's specific needs
- training international executives
- collaborating on an international level within the Group
- internationalising the Central Management and the National Management of each country
- reinforcing the Group's cohesion.

### **SOLVAY (B): A EUROPEAN COMPANY**

*SOLVAY is a Belgian group in the chemical industry with a worldwide staff of 46.000 people. This group has different subsidiaries in most Member States. Belgium: 27 companies, Netherlands: 31, France: 50, Italy: 29, Germany: 84, Spain: 45, United Kingdom: 17, Portugal: 9.*

*The number of expatriates at SOLVAY amounts to 145 men and 6 women in Europe; the impatriates are 90 men and 4 women.*

*It is interesting to study how these executives are divided according to their job level in the company.*

<i>Job level</i>	<i>Impatriates</i>		<i>Expatriates</i>	
	<i>Men</i>	<i>Women</i>	<i>Men</i>	<i>Women</i>
<i>Junior</i>	24	3	37	4
<i>Middle</i>	45	1	84	2
<i>High</i>	21	0	24	0

*Expatriate executives' nationalities at SOLVAY*

	<i>Impatriates</i>		<i>Expatriates</i>	
	<i>Men</i>	<i>Women</i>	<i>Men</i>	<i>Women</i>
<i>UK</i>	3	0	19	0
<i>I</i>	40	4	43	3
<i>P</i>	4	0	5	0
<i>NL</i>	12	0	25	2
<i>DK</i>	0	0	6	0
<i>E</i>	15	0	23	1
<i>F</i>	16	0	24	0

*The breakdown of executives according to their nationalities confirms the importance of this group's internationalisation.*

Thus, besides compulsory missions (specific needs, collaboration and intensification of the cohesion within the group), new missions emerge for the expatriation of executives: the training aspect and the internationalisation of management boards.

Through the expatriation of young executives newly graduated, who are considered to represent a "high potential", companies try to provide their future managers with multicultural management abilities. This is how they prepare the new generation of management boards, with a concern for internationalisation.

### **The limits of groups' internationalisation**

According to a survey<sup>(1)</sup> carried out on a sample of 346 chairmen and managing directors of major groups, a few statements can be made about career management:

- a quarter of the companies concerned have not implemented any policy to manage careers abroad;

<sup>(1)</sup> Eurosearch consultants in "Le Monde" 12/12/90: "La lente internationalisation des dirigeants".

- two-thirds of the French prefer native managers, as do 75% of the Americans, but only 33% of the Italians;
- at present, there is no common market of executives; none of the large groups consulted entrusts a third country-native manager with responsibilities;
- if companies must send someone abroad, they prefer an experienced executive whose qualifications have been tested in the field;
- high-potential candidates (young graduates) are preferred for less strategic jobs.

If the internationalisation of management boards in large companies is in fashion, large European groups' management boards still remain very "national", except for a very few exceptions.

A survey (conducted on a sample of some hundred large French companies and some sixty recruiting firms) allows us to make a few observations<sup>(2)</sup> :

- the degree of Europeanisation of company personnel is still low. In France, it still represents a marginal activity for recruiting firms, representing less than 15% of their operations. The largest recruiting firms work more on a world-wide scale than on a European one. French recruiting firms are often small companies and have only few Europeans on their staff;
- the offer of mobility remains low, since executives usually refuse to move;
- the Europeanisation of companies is not homogeneous: two sectors are turning to Europeanisation faster than the others: commercial (sales, marketing) and scientific (research and development) functions. As the merging of companies develops within the Single Market, internationalisation should affect mostly the senior and financial executives. The management of human resources will remain for a long time in the hands of nationals.

## **Mobility and career**

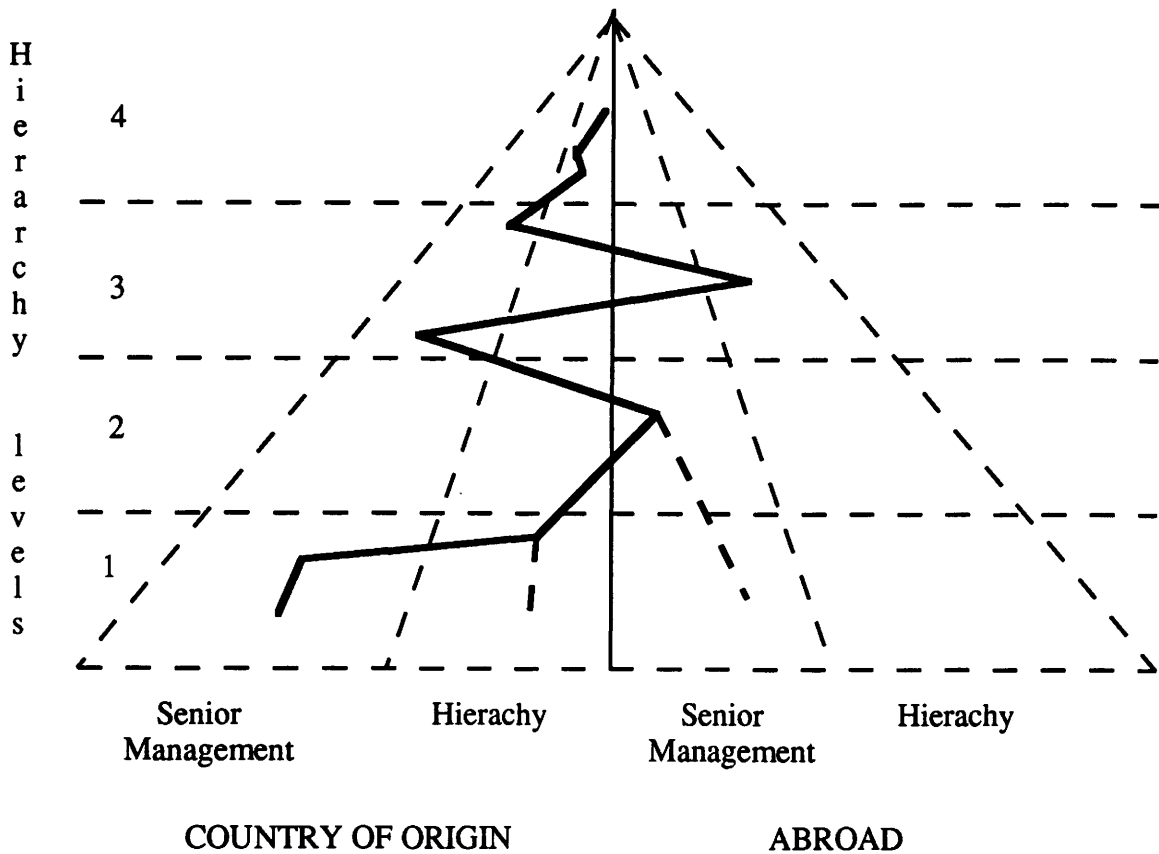
In most large European companies, the chances of obtaining a post at top management level now involve geographic international mobility as well as polyvalency. The diagram below represents the career of a "high potential" executive as designed by the German company HOECHST<sup>(3)</sup> .

---

<sup>(2)</sup> CREA of the Groupe ESC Nantes (F) (Nantes Business School, France) "Le Monde" 6/2/1991 "Les cadres se dessinent un profil européen".

<sup>(3)</sup> "Ecole des Mines " annals, (F) June 1991.

### A manager's career according to HOECHST



Whatever the transnational mobility policy European companies may have implemented, the same trends can be observed:

- the fall - or the stagnation - in the number of those who benefit from the expatriation status,
- the higher requirements of the expatriation status,
- the increasing importance of the hiring of qualified European workers under the local contract system.

## 2. 3 THE EXPATRIATES ARE EXECUTIVES

### Executives in charge of a management mission or a technical mission...

According to the survey conducted within the context of this study, expatriates and impatriates are all qualified people, even highly qualified people. Employees are seldom sent to other Member States, unlike engineers, scientists, specialists in one particular field (usually the technical, financial or computer field) some commercial executives, members of the administrative staff. Firms "export" mostly managers (senior executives of the management board, the commercial department or the financial department).

## **The "professional" and "occasional" expatriates**

"Companies usually distinguish between two large categories of "migrant" workers. Workers of the first category make most of their career, if not all of it, abroad. The others only spend there shorter periods of time"<sup>(4)</sup>. Thus, Messrs PERETTI, CAZAL and QUIQUANDON distinguish:

### **. expatriation "professionals"**

- "Internationals": high level executives, working successively for employers from different countries;
- company managers appointed to run subsidiaries on behalf of the parent company;
- transnational executives: employed by the same company but working on the territory of several Member States (transports, sales representatives);
- immigrants;
- inhabitants of border regions.

### **. "occasional" expatriates**

- skilled employees (engineers, executives, technicians) sent by their firm on missions of varying length. Their families may follow them or not, according to the situation. They expect their company to take care of their problems linked to mobility and to guarantee their rights in their country of origin (social rights and promotion prospects);
- seasonal workers and business missions: the stay abroad is short and does not fundamentally affect the organisation of the family.

## **Expatriation, occasion or opportunity?**

At present, intra-Community migrations seem to be determined by "opportunities" rather than just by "occasions". This is observed by Mr Allan FINDLAY, from the Applied Population Research Unit (APRU) at the University of Glasgow<sup>(5)</sup>. The surveys conducted by this University have shown that, in Great Britain, all population moves both in and out of the country are continuously registered, through permanent polls in the airports and the seaports (the insularity of the country makes censuses easier), attesting the mobility of highly qualified people, who have lived and worked outside Great Britain during relatively short periods, from one to three years. These "international migrants" who are seldom women, do not react in terms of "opportunity" of immigration, which would be typical of low wage zones, but in terms of the "appropriateness" of immigration. Expatriates do not only look for high wages, but also for promotion prospects and improvement of their knowledge. The emergence since the 60's of many companies operating on an international level, and having subsidiaries in different countries, requires an international flow of personnel in order to run and to maintain the production systems.

---

(4) "Vers le management international", PERETTI, CAZAL and QUIQUANDON p.69.

(5) Applied research unit of the Geography department of the University of Glasgow (UK).

Most multinational companies have organised their production systems so that the research and development of products takes place in only one country, usually the company's country of origin, whereas labour costs have encouraged production functions to spread out. In order to maintain the company's identity, it is therefore necessary that multinational companies' managers travel between the registered office and the subsidiaries abroad. Technical executives are extremely useful to subsidiaries where their know-how is needed and where it is difficult to hire a person with enough experience. Finally, finance and administration specialists also need to make frequent trips in order to make the group's running easier.

In Western Europe, the migration of workers in the beginning of the 21st Century will mainly take the form of exchanges or hirings of specialists, for obvious cost reasons: when the national market is sufficient to cover the needs of the company, it is useless to carry out costly expatriations.

### **"Necessary expatriation" or "formative expatriation"?**

There is also another way to distinguish the company's different needs as regards its executives' mobility. A study about international careers has been conducted by the "Ecole des Mines" (National School of Mining Engineering, France) in 1990, on some twenty industrial companies (French, European and American groups), through 107 interviews<sup>(6)</sup>.

This study outlines the necessity for the companies to choose better expatriable populations. Messrs DAUDIN, PIERRE and SAUDREAU distinguish two exclusive ways: "necessary expatriation" and "formative expatriation".

#### **. "necessary expatriation"**

Expatriation exports competence. "The expatriate must be a very good specialist in order to quickly acquire the legitimacy a good professional integration requires. For the company, this form of expatriation originates in a pragmatic vision in the short run."

#### **. "formative expatriation"**

Expatriation is dictated by the need to train executives. "The result is mostly expected in the long run when the expatriates come back to exercise their talents in their country of origin."

These authors assert that "trying to compromise between these two ways will systematically lead both the company and the employees concerned to failure".

## **2. 4 THE EUROPEAN EXPATRIATE EXECUTIVE'S FEATURES**

### **Few are chosen...**

What is striking at first in the responses to the questionnaires sent within the context of this study, is the very low number of expatriates in the companies, compared to their total number of salaried employees. Whatever the business' size, the proportion of expatriates

---

(6) "Ecole des Mines "annals (F): "Gère-t-on les carrières internationales dans les entreprises industrielles?", June 1991.

is the same, about 0.02% of the salaried employees. The number of "impatriates" is often much smaller than the number of expatriates, which testifies for the moment to the low degree of internationalisation in European companies' management boards.

A chart comparing a few companies having more than 20,000 salaried employees, selected from the sample of companies concerned by this study, shows the way impatriates and expatriates are divided according to gender.

#### Impatriates and expatriates: number broken down according to sex

Type of company	Total	Impatriates		Expatriates	
		M	W	M	W
Aeronautics (A)	61 276	-	-	151	10
Electronics (A)	21 800	34	1	60	1
Automobile (A)	179 000	5	-	128	4
Banking (F)	40 411	13	-	73	3
Food industry (F)	45 932	13	2	59	3
Airline companies (F)	39 000	48	128	69	5
Mechanical engineering (U.K.)	37 000	-	-	66	1
Chemical engineering (U.K.)	132 000	43	-	354	30
Distribution networks (U.K.)	70 000	-	-	13	15

Expatriates are scarce, impatriates are even fewer (except in transport companies, due to their specific activity; impatriates are mostly flying personnel).

#### FLYING PERSONNEL IN AIRLINE COMPANIES

*Airline companies have always hired foreign personnel as flight attendants on their routes. These "impatriates", who have their residence located on the company's original country's territory, are mostly women. Airline companies probably hire the highest number of female impatriates. Personnel from a specific country are oriented to airlines where they will mostly attend passengers from their own country. Thus, all of the European flying crew working for Air France have an address in France. However, due to the specific nature of their work, these personnel may have another residence, in another Member State for instance. Rotations are scheduled months in advance.*

*Impatriates working for airline companies have a contract which is subject to local laws. They do not benefit from an expatriate status. This is why they do not belong to the real "impatriates" category in the statutory meaning of the word (who are more privileged than the locals). Because of the specific nature of international air transport, transport companies do not need to create subsidiaries in a foreign country in order to fly there. Therefore, airline companies do not have to open strategic offices abroad.*

## Where do expatriates come from?

In 1989, the French International Migration Office (OMI) counted 5,278 "impatriates"<sup>(7)</sup>, "permanent" workers, executives or technicians in France, a high proportion of whom are professionals (1,726) or teachers, even researchers. Among these 5,278 executives and technicians, there are 754 Americans, 710 British, 398 Japanese, 356 Belgian, 341 German, 319 Lebanese, 285 Italian... In France, "impatriates" are overrepresented in the energy sector. With the exception of the Italians, the Spanish and the Portuguese, E.C. citizens are almost exclusively executives. Their stay in France for professional reasons is one stage of an international career<sup>(8)</sup>.

A French study made in 1991 provide more precise information<sup>(9)</sup>: The Personnel Managers of some hundred large companies that were interviewed, mentioned the nationalities of their European executives in order of importance:

- Germany: 36
- United Kingdom: 21
- Benelux: 16
- Spain: 11
- Italy: 8
- Portugal: 4
- Ireland: 3
- Greece: 2
- Denmark: 2

The "PANEL 90" of the survey conducted by APEC (8) tried to discover if in 1990 European companies often sent executives on secondment within the E.C. (for a mission of over three months). German and Belgian companies were well ahead.

### **Number of companies sending executives on secondment within the E.C. (1990)** (as a % of the number of companies)

	D	UK	NL	B	F	I	E
Companies of 10 to 100 salaried people	6	4	3	5	2	3	4
Companies of more than 100 salaried people	15	11	10	16	8	8	9
<b>Total by country</b>	<b>10</b>	<b>7</b>	<b>6</b>	<b>10</b>	<b>5</b>	<b>5</b>	<b>5</b>

In Belgium, more than half the production is for export. The structure of employment in France and Italy, mostly made up of small companies, explains why these States less often send executives abroad.

"Hay Management" assesses the mobility potential in each country in the following way: "It is hard to expatriate a French citizen because he believes he lives in the "Promised Land". The direct taxation level in France is extremely favourable. The English, maritime people like the Dutch, travel and are more mobile. Wages in Great Britain are 30% lower than in France. The English are financially and culturally motivated towards expatriation.

(7) "Le Monde" 20/2/91: "Les petits bataillons des Impatriés"

(8) CREA of Groupe ESC Nantes (F) "Le Monde" 6/2/1991: "Les cadres se dessinent un "profil européen".

(9) APEC EUROPE "L'emploi des cadres en Europe 91", 3rd edition p.6.



The fiscal pressure in the Netherlands is one of the highest in Europe. The Germans do not travel much, because they are rich. Moreover, German companies have been for years carrying out a policy of exportation rather than of opening production plants abroad. They export sales subsidiaries but not plants. The Spanish economy is going through a "boom", and qualified Spanish executives are very much in demand, and are at present offered higher wages than in France. Qualified Spanish people have and will keep having extraordinary job opportunities, since the country severely lacks executives. Moreover, the Spanish tax system is not prohibitive. The Italians are everywhere, usually preferring to work on their own. Belgium is a very deep-rooted country on the family level. Belgian women often will not leave to go abroad". Therefore, in Europe, the mobility potential is weak, the English and the Dutch representing the most mobile people.

### **Few are chosen... usually men...**

Impatriates as well as expatriates are usually men, women representing a very low percentage of the expatriates in all the companies consulted for this study (from 0 to 6%, with one exception, MARKS & SPENCER, employing 70,000 people, counting 28 expatriates, of which 15 men and 13 women).

There are several reasons for this "low female mobility rate":

- if women have massively entered the labour market over the last years, they scarcely hold highly qualified positions (4% of the executives are women in Germany, 28% in France);
- in all Member States, most family responsibilities still rest on women's shoulders (no sharing of family responsibilities). Therefore, for lack of time, they must work near their homes and dedicate themselves less to their careers;
- it remains exceptional that husbands follow their wives when they are ready to expatriate themselves for a career opportunity. In practice, men are still very often the leaders in the couple as far as career planning is concerned.

The low female participation rate in missions abroad must be linked to their low participation in the company's management.

A recent report<sup>(10)</sup> testifies that there are only 5% of female executives in Europe, that 0.5% of women earn 10% of the highest salaries, and only 0.01% of women sit on Management Boards.

"Expatriates are usually managers, and by definition, being a manager means being continuously present (setting up and managing a team), whereas interruptions of career because of pregnancy are an important obstacle for women to be managers, according to Hay Management. Hay thinks, however, that as work conditions and relations are modernising, companies will need less and less managers. Some companies are already becoming a "collection of professionals". The era of professionals, managers being much more team leaders than bosses, seems to be on the agenda. If there are to be less managers, and if our society really becomes a society where know-how is a prevailing

---

(10) "Europe's glass ceiling" The conference Board Europe Nov. 1991. Survey of 30 large companies known to support equal opportunities, employing 500,000 people in Europe, of which one third are women.

value, taking a break should be much easier (such as taking a sabbatical year, or one of the spouses having the possibility of being paid to improve his or her skills during two years, during a period of expatriation)".

### **In the USA, are women more mobile?**

American women expatriate themselves more than European women do.

A study conducted by a consulting firm<sup>(11)</sup> on a sample of 70 American large companies, reveals that 93% of the companies interviewed that had expatriated women reported these had been "performing well" and "very efficient" during their mission. However, women represent only 5% of the expatriate population, and 36% of the companies interviewed had sent no women on missions abroad.

The reason most frequently put forward for not sending a woman for a job abroad is the "lack of technically competent women". National and local biases, conflicts with their husbands' career and women's lack of motivation are often mentioned.

**Consultants observe that excluding women from international missions may affect negatively the management development. International missions are a must for people who want to be promoted. When women are among the candidates, not selecting them invalidates their personal development and their use in the company.**

A study carried out for ATT's international division (American Telephone and Telegraph) over 22 countries aimed at identifying the kind of barriers, if there were any, women would have to face abroad. "We suspected myths were perpetuating themselves, and we were right", the report remarks, as it underlines the stereotypes that still rule the appointment of women for some jobs. The study testifies that women can play an important part abroad. AT&T used the report as a training tool for managers and in order to prepare women for international missions. Since 1987, the number of female expatriates has gone up by 18% in this company, most of them being sent to Europe. About 24% of these women hold a job in the United Kingdom.

Developing the number of female managers in their country of origin, while intending to train them for missions abroad, seems to be the best way to obtain a group of qualified women who will accept these kinds of missions.

Situations in which women refuse missions abroad can also be found. Two American female consultants<sup>(12)</sup> have studied the reasons why women resist mobility, and underlined its repercussions on their career development.

"Women give much more importance to the quality of life than men". They refuse promotion through mobility twice as often as men do for that kind of reason. And 50% to 60% of the jobs to be provided by recruiting firms imply relocating. While more women in the USA are interested in the company's outcome, many of them refuse new career opportunities they are offered because they involve relocating.

Women are more reluctant to relocate, and when they accept it, the stakes for them are usually higher. They are more reluctant to disturb their lives. Besides, single women must face considerable challenges when they move alone, such as creating new supporting

---

(11) "Moran, Stahl and Boyer" U.K. 1990.

(12) "Resistance to relocation complicates recruiting women" L. TENDLER BIGNELL, J. TWEED Mobility April 1989 p.31.

systems, new family substitutes, or a new social life. Married women are often less resistant to mobility, because they are often supported by their husband's career and by the solutions to be found for the family. Those feminine priorities (quality of life, preserving the social contacts) may partially explain the relatively low number of women who really make it to the top. Resistance to mobility may explain why so few women hold management jobs. When the best candidates for these jobs are women, it is not unusual that their resistance to mobility narrows the possibilities of choice when companies have to select qualified senior managers.

Fortunately, in the USA at the present time, mobile women are much more numerous than 10 years ago. "There are more mobile ambitious single and married women insofar as now it is not unthinkable for a husband to change his job in order to follow his wife".

"In fact, we have lately seen many patterns of couples, in which the husband and the wife successively became "the following partner" in order to adapt himself or herself to what the spouse's career required".

The consultants also observe a growing trend in the USA: women who have succeeded professionally and who are eligible to senior management jobs have come to a time in their lives when they look forward to a greater self-fulfilment. "Very often, this priority tempers their thirst for power, money or promotion". For instance, a factor often important in the decision single women take at this level of function, is the pressure to get married and have children while they are still able to do so.

**To conclude about female participation in missions abroad, a few statements must be made:**

- women represent on average less than 5% of the salaried expatriates,
- expatriate couples are more and more dual-career couples,
- women are more resistant to mobility than men,
- the current trend consists, however, in sending more and more women abroad and in admitting that the spouse following the expatriate may be a man.

The consulting firm HAY MANAGEMENT confirms this optimism, as they estimate that "women represent resources on which we have not drawn yet". In the light of demographic changes, and the severe inadequacy of European school systems, women, even those in charge of a family, may constitute an important potential for the company. German companies are already thinking of hiring executive women. Yet it is against their family, cultural and academic system.

"Women will be more and more tempted to work. In a way, this is very positive but as far as mobility is concerned, it is an enormous drawback. There are professional activities that are more often more "exportable" than others. Professions that deal with a clientèle (physicians, jurists) are doomed to be sedentary. When both members of the couple work, a solution can be found in company networks. The European Round Table has already established an informal network. When a company from this network wants to send an executive abroad, it calls the other members to see whether they have a job for the spouse. This has been working since 1990. Nothing is opposed to the creation of a central data file, although in many European companies, considered to be "heavy-weight" companies, there is still much misogyny.

### **Few men are chosen... with family responsibilities**

What is the family status of the expatriates covered by the survey? In France, companies count a high rate of expatriates with family responsibilities (60% to 80%). French companies usually send executives having several years of experience in the company. The German and the British send younger people, with less family responsibilities, who are therefore more available and able to move. The larger the companies, the more they count expatriates and the less they can provide detailed information about their personnel's family status. But, because most expatriates hold jobs with responsibilities, they often have family responsibilities and settle with their families in order to carry out their mission.

It is interesting to notice that the company in the sample which counted the highest proportion of expatriate women was also the company where the expatriates with family responsibilities were the less numerous: 6 out of 23. Out of 15 women sent on a long-time mission abroad, 14 were single! Could it be that family life and "expatriate" status can not be reconciled for a woman?

### **MARKS & SPENCER (U.K.): 70,000 people**

#### *Expatriates according to their gender and family status*

	<i>Single</i>	<i>Married without children</i>	<i>Married with children</i>	<i>Single with children</i>	<i>Total</i>
<i>Men</i>	5	2	6	-	13
<i>Women</i>	14	1	-	-	15
<i>Total</i>	19	3	6	-	28

Thus, in most cases, companies send male executives abroad; they usually have family responsibilities, and their wives follow them and adapt themselves to the situation.

If 60% to 80% of the expatriates are married and hold family responsibilities, according to the companies, this data must be compared with the Community average of 40% of working women.

Thus, expatriation has already and will necessarily have repercussions on the professional career of the spouses. This phenomenon should spread, since the part women play in the labour market is developing in all Member States. The number of male spouses following their expatriate wives should also increase noticeably in the near future.

## **SHELL: THE FIRST MULTINATIONAL GROUP IN TERMS OF THE NUMBER OF EXPATRIATES**

*ROYAL DUTCH/SHELL GROUP is the multinational company that counts the most important number of expatriates: 5,000 in the world, 2,306 in Western Europe out of 137,000 salaried employees in the group. Two entities manage the group: one British board and one Dutch board.*

*Out of the 2,306 European expatriates, about 1,300 executives hold a post in one of the two registered offices. The group's technical functions are based in the Netherlands (production, chemistry, research), and non-technical functions are based in the United Kingdom (marketing, finance). In each country teams are mixed (both Dutch and British).*

*In the rest of the world, expatriates' appointments are operational jobs.*

*There are various types of expatriation at SHELL: classical expatriates (managers, specialists), young people with 3 or 4 years of seniority, executives with very high potential (detected within their first two years of experience in the four large companies of the group), exchanges of experienced professionals. SHELL gives its expatriates sent to European countries the same expatriation status conditions as for other parts of the world. The general expatriation scheme is for the salaried employee and his or her family.*

*Expatriates' remuneration principles are the same in all the companies of the group. On the contrary, each company organises their departure and reception according to their needs. There is no standard policy in this field.*

*At SHELL, interviewing of spouses during the selection of expatriation candidates is not usual. If the parent company often preselects the candidates, it is nevertheless the branch concerned which makes the official nomination. There are few women at SHELL. There is no particular policy to increase their number. SHELL spouses enjoy a specific help: the personnel department do their best to find work for both members of the couple. However this is not systematic.*

*Briefing programmes (language, culture) are implemented according to some specific needs. Spouses may attend these programmes, but this is not a rule. In each company of the group, the language of the country is spoken. Language courses, therefore, are offered everywhere.*

*Without encouraging it, SHELL accepts from its expatriates that they commute between their homes and their working place, by offering the commuting employee a trip every other week.*

## **2. 5 THE LENGTH OF EXPATRIATION**

The average length of expatriation is usually a 3-year period in most companies. Several reasons are put forward to explain the choice of this period of time:

- fiscal or Social Security constraints.

After three years, the cost of executives' mobility is even higher for the company, because the particular conditions the expatriate worker is granted by the concerned administrations for a short time terminate, and the company must compensate to a greater extent the differences existing between European Social Security systems;

- the risks of the return home: companies dread letting their executives stay away from the parent company for too long, as they know the risks inherent in the expatriate's return;
- the continuity of links: companies also fear that the expatriate might develop too large an autonomy when the ties with the parent company have been loosened for several years;
- the return on investment: it is impossible to expatriate salaried people for less than two years, because the knowledge of the new economic and cultural environment requires an adaptation time, which explains why the executive is not fully productive during the first year of expatriation.

However, the three-year time expatriation, which is the most common in E.C. companies (and even in E.C. institutions since after three years, E.C. civil servants who are sent on secondment go back to their national activity), seems to be too short a period for the expatriate and his family to give their best: the first year is delicate, entirely dedicated to their adapting to the host country, to its culture, and to the fitting in of all family members. The second year is a year of stability and balance, as the expatriates have new points of reference. The third year as well as the first one, represents a stressful period, as the salaried employee must prepare the difficult return home or the departure towards another destination. His or her family must also get ready to be disturbed again. Therefore, the three-year period seems too short, in terms of the salaried employee's comfort and yield, and some companies try longer missions, up to five years.

Where a dual-career couple is concerned, three years is either too long a period for the spouse who has to interrupt temporarily his or her professional activity in his or her original country, or too short to start and make a profit from a new professional activity in the host country.

After five years abroad, links with the original country become looser and looser, professional and friendly relations slacken off. Only family ties remain present enough on the expatriate's mind to bring him or her back to his or her country of origin (student children, parents).

If companies state that they send their personnel abroad for a period of three years on average, when needed, they frequently must send the expatriate to other destinations sooner than expected. Companies often need to transfer their top executives in order to face emergency situations (a manager's departure, particular technical needs, restructuring, a takeover).

## **2. 6 THE FINANCIAL COST OF MOBILITY**

Financial compensation systems implemented by companies are rather complex, and HAY MANAGEMENT, an international consulting firm, sums up as follows the prevailing trends in the calculation of the expatriates' remuneration.

The classic Anglo-Saxon package of a standard expatriate, that is the salaried employee who leaves once or twice in his career on a mission in another State, for an average period of three years and then returns to his or her original country, starts with the basic salary, the "notional home base": the (imaginary) salary the worker would receive if he stayed in his country.

From this base, the financial cost of buying a new house (the one in the country of origin) is deducted, as well as the original country's taxes, minus the original country's Social Security contributions. We thus obtain "the Notional Net Spendable", then divide it in two: "Goods and services" (food, car, leisure...) and "Savings".

The "Notional Net Spendable" is raised through an assessment of the cost of living, as well as an expatriation bonus representing from 5% to 15% of the "Notional Salary". We obtain the "World-Wide Guaranteed Net Income", converted into local currency, to which the expenses of housing (renting), school and vacation back home are added.

Various changes appear today in company policies and practices. Companies are realising that the methods defined above lead to an "inefficient shopper index", because, for instance, the assessment of the cost of living ends in a 26% difference between Belgium and the Netherlands. These figures are a nonsense since they rely on the American concept according to which a Dutch citizen who comes to work in Belgium must live as if he was in Holland, and have a lifestyle identical to that he had in his own country. An example of a calculation sheet specifying the list of remuneration items is given on the next page.

International management consulting firms, such as "Employment Conditions Abroad" (U.K.), have started issuing an "efficient shopper index". These companies made a study about the lifestyle of Europeans relocated in another European State, and noticed that these adapted themselves to the host country, as did their families: they consume and use local products. On the contrary, in a three-year term, Americans do not have enough time to adapt themselves to local consumption habits, and carry their "American way of life" along with them. Therefore, at the present time, companies suggest, as far as Europe is concerned, that cost of living indexes be revised; and today the "compensation package" in Europe is revised down.

**Example of an expatriate's salary calculation sheet (in ECU)**

Salary items	Normal salary	Expatriation
<b>1 . GROSS SALARY COUNTRY OF ORIGIN</b>	<b>117 142</b>	
Social Security deduction	21 142	
Tax deduction	20 714	
<b>NET SALARY</b>	<b>75 286</b>	
<b>2 . OTHER DEDUCTIONS</b>		
Housing 15%	17 571	
Savings 5%	5 857	
Miscellaneous 10%	11 714	
<b>3 . SPENDABLE SALARY</b>	<b>40 144</b>	
<b>4 . NET SALARY ADJUSTED</b> (index and exchange rate)		<b>38 450</b>
<b>5 . HOUSING, SAVINGS, MISCELLANEOUS AND EXPATRIATION BONUSES</b>		
Rent in host country		<b>40 889</b>
School expenses		-
Expatriation bonus (10%)		<b>11 714</b>
Savings (5%)		<b>5 857</b>
Miscellaneous (10%)		<b>11 714</b>
<b>6 . TOTAL NET REMUNERATION</b>	<b>75 286</b>	<b>108 624</b>
<b>7 . TOTAL GROSS REMUNERATION</b>	<b>117 142</b>	<b>174 631</b>

(which represents an increase of 69% in the salary costs)

Some large companies have their own data-bank system in this field. For example, AIR FRANCE supports an organisation, BIPE (Expatriate Personnel Data Bank), that prepares a very complete document about the cost of living (including consumption items). One hundred and thirty countries have been covered for forty years by this organisation. It is a way for the company to keep in touch with local teams. Many companies are subscribers to this data bank.

The mobility of workers costs companies a lot in terms of financing. Thus, the "compensation package" for Europe represents about two or three times the executive's annual salary. Of course, preparing young executives with high potential for international management missions, costs the company less than expatriating a member of the managing board, bonuses being indexed to base salaries. Thus, internationalising young executives with high potential is above all a long-term economic investment for the company.



Today, in all large European companies, a noticeable effort is being made to rationalise the remunerations of expatriates, by rating expatriate posts according to the HAY method.

It is interesting to point out that expatriation advantages have been noticeably declining over the last years, according to several personnel managers and international recruiting consultants. "Global" multinational companies consider more and more that an enlarged Europe constitutes only one area, which can be divided, if need be, into 5 or 6 "large areas", each composed of 2 or 3 countries (Scandinavian countries, the Benelux countries area broadened to border areas of other Member States, Germany and Austria, Spain and Portugal that both make up only one area). The objectives of these world-wide, more than European, companies, are of two kinds:

- above all, reducing mobility costs in Europe; large companies cannot, for prestige reasons, significantly reduce the amount of the "compensation package". They will rather seek different means of maintaining or reducing the number of persons who fully benefit from the expatriate status, and at the same time face the growing needs for mobility, by controlling mergers and internationalising the boards;
- making people more polyvalent in their jobs: the mobility of an executive within the same European "large area" should not lead to a full expatriation situation; companies would tend to move their executives within the same "large area" in the near future. As transport facilities should develop in Europe, this will help diminish the obstacles to mobility which executives mention.

At present, companies are trying to make the remuneration systems of expatriates transparent. Some companies publish specialised brochures in this field. Some are of course more generous than others in the way they deal with the financial aspects of expatriation. They consider that financial compensations, together with substantial fringe benefits, are the best incentive to mobility. They also remember that expatriates are generally in charge of a strategic mission for the company's future, and they quite often represent the group's greatest hopes, and that they must simply be treated in proportion to the results the company expects from them.

## **The expatriates and the others**

If those who benefit by the profitable expatriation status make up an élite, which is small in number, how then are all the other salaried employees paid, who, whatever their nationality (the same as the company's or not), also work abroad? The answer is quite simple: they are hired as "locals", and have "local" status and salary. As workers carrying on an activity outside their country of origin, they usually do not obtain any advantage from it. They only owe the securint of a better status to individual negotiations with the company's management, when the work contract is drawn up.

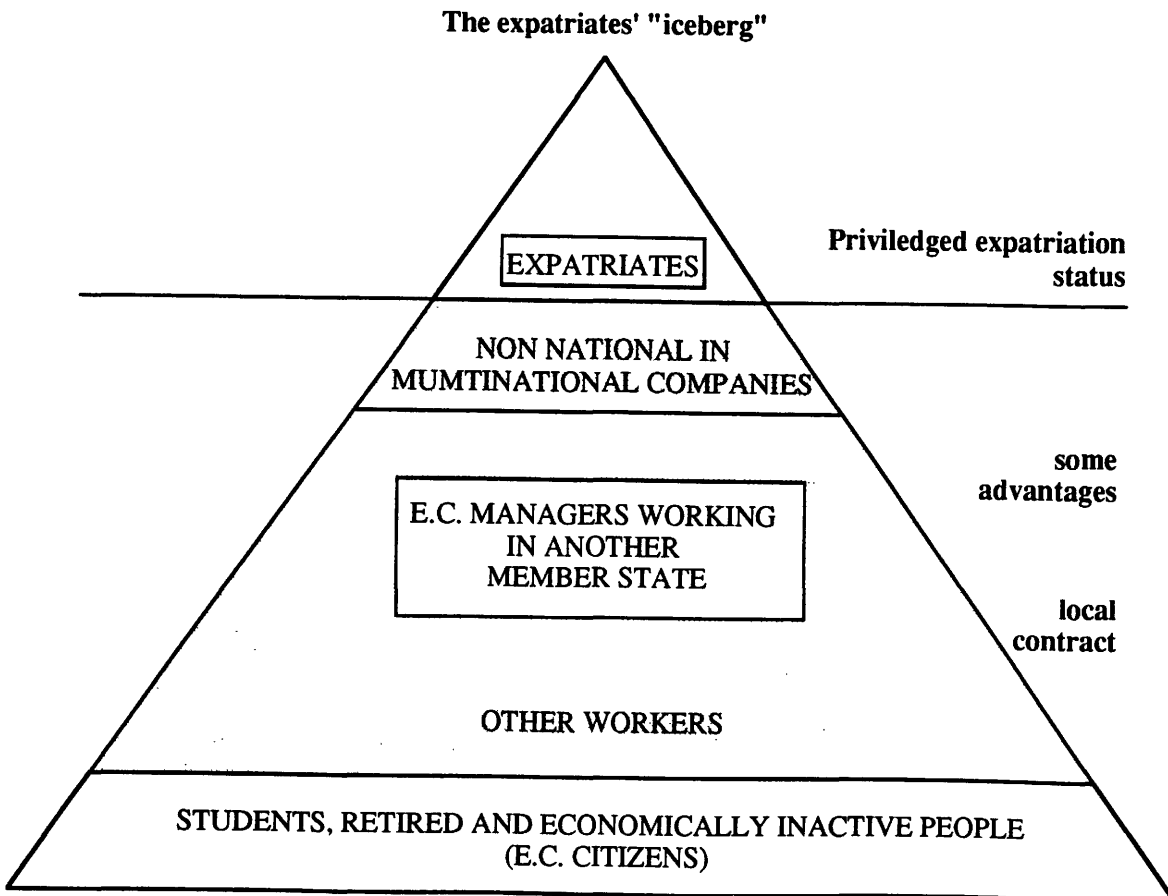
Besides the few people who enjoy the justified expatriation status, there are actually today more and more salaried employees who ask their companies to work abroad in order to improve their career. In this case, if the company agrees to satisfy the worker's request, he or she will go and work in another Member State, but will not enjoy the "compensation package". If the company where he or she works cannot fulfil his or her desire, the candidate for expatriation can look for the means of realising his or her career plan through international job offers. In all cases, these personnel are remunerated as if they were

salaried employees of the company in the receiving country, and do not enjoy any particular advantage to compensate the specific expenses the decision of mobility imposes up on them (trips, housing, school expenses...)

In the Community, there is today an increasing demand for a new kind of mobility: self-managed mobility. On their own initiative, some people (young graduates, qualified people in their 30's) look for a professional experience abroad for a limited period, as a necessary experience in order to progress in their career.

In the opinion of consultants in "career management", this type of candidate is more and more common. Such persons ready to make their choice, in order to advance their own careers and go through an enriching professional situation in a different cultural environment, are extremely precious to the Community: without constraint or necessity, they are the ones who bet on Europe in all its dimensions: professionalism and open-mindedness. The E.C. must see to it that these people, few though they still may be, will be able to find objective information through reliable sources, in order to find a job and improve their knowledge about living and working conditions in another Member State. The recommendations to the Commission suggest different means to achieve this goal (see Recommendations to the Commission).

A synthesis diagram (see next page) gives an overview of the different kinds of "expatriate" workers in the Community today, whether they benefit or not from a financial expatriation status. The visible part, the small part of the iceberg, represents those who enjoy a privileged expatriation status.



Expatriation costs are not only financial: the human cost must also be taken into account, in terms of energy, emotion and availability.

These human costs will be dealt with in Chapter 4, dealing with the mobility of couples and families.

## **2. 7 THE LIMITS TO MOBILITY**

Although the E.C. has already paved the way for the mobility of people in the principles of its founding Treaty, by including it as a right, many obstacles to expatriation remain. At the moment, only 2% of the working population of the E.C. works in another Member State than their country of origin.

The survey made within the context of this study reveals that the main constraints on mobility which companies mention are, in decreasing order:

### **a) Children's schooling problems**

All the companies that collaborated in the survey mention this problem as very worrying. If they can financially meet all school expenses or part of them, they cannot guarantee all expatriates a place for their children in a good school ensuring continuity in their education. Some companies even point out the risk that in some areas, children may lose one or two school years, due to expatriation. Parents still seem to attach much importance to their children being educated in their mother tongue. Anyway, as the expatriation is usually short (an average time of three years), how can one ask a child to lose one year adapting himself to a new language and to a different culture, when he is going to leave within two years, and is likely to forget quickly what he has learnt in the new language, if other measures do not regularly reinforce his or her first acquisitions? It is estimated that in order to maintain his or her bilingualism, a child must speak his or her second language for an average of two months a year, during all his or her youth.

### **b) The loss of the spouse's job**

All companies mention this obstacle as a major problem. It comes first for 3 companies out of 4. Companies put it different ways: "the spouse is afraid of staying jobless", "the main problem is the loss of the spouse's salary", or "the major obstacle is the spouse's activity if he or she is not an agent from the company". The problems for the company are even more important when the spouse is a man.

In the United States, employers notice that many senior executives do not accept missions abroad. The main reason put forward is that it would disturb the career of their spouse, whether male or female. They consider that this reality represents "the most important social evolution in the last two decades".

In Europe, the spouse's work is still often minimised by the following statements from the managers of expatriation services: "the spouse who follows his or her mate often has a secondary income"; "his or her professional status is inferior"; "his or her expectations in terms of career are weaker"; "wives often thank their husband's company for being able to rest for 2 or 3 years". Yet, here are the statistics: in 1989, women represent on average

40% of the active population in Europe, and this figure keeps increasing. These women, who work more and more and now reach positions of responsibility, are unlikely to be easily ready in the future to interrupt their professional career in order to follow their spouse, without compensation.

### c) Legal impediments

Legal impediments remain within two areas: Social Security systems and tax systems.

. The different Social Security systems in the Community do not cover the illness, maternity, old age, disability risks in the same way. Welfare payments differ a lot from one State to another. Companies must try to compensate for the less generous Social Security systems. A comparative analysis between basic Social Security schemes and complementary schemes for salaried employees and civil servants<sup>(13)</sup> shows an "infinite variety of types of schemes, and of combinations of types of schemes within a same national system, unequal coverage standards, different conditions for entitlement, as well as very specific and numerous types of financing, and finally a great variety of legal instruments, from country to country".

Retirement schemes are extremely varied in the Community, in their principles and organisation. Supplementary pension schemes were created to make up for the inadequacies of the basic schemes. They take on a great importance for executives. As these systems are not harmonised in the Community, there are at present many obstacles related to the mandatory period of presence in the company and to transferring difficulties. Generally, the expatriate keeps paying his or her contributions to his or her complementary retirement pension scheme, being at the same time under the obligation of being affiliated to the system in force in the host country. The company makes arrangements and ensures compensations it would rather not.

Mobile women and couples are particularly concerned by this great disparity between systems: when the following spouse has to interrupt his or her career, he or she is penalised by incentives to stability in the company that many complementary schemes require.

Companies assert that as long as social protection and retirement systems have not been harmonised, salaried employees working for the same company in different Member States will be very reluctant to become mobile. **This harmonisation seems to be an indispensable step towards suppressing the notion of expatriation in Europe.**

. Fiscal systems are not harmonised in the Community, and if double taxation is usually avoided, companies find it complex to manage going from one tax system to another. Moreover, the rule of individualisation of fiscal charges has not become widespread yet, and in spite of the directives about equal treatment, some Member States still have a tax regulation that penalises the spouse's work. Belgian and Dutch levies are particularly prohibitive, and constitute an objective limit to women's work.

The following diagram illustrates the differences between certain Member States, in terms of the tax burden.

---

(13) P-G D'HERBAIS "Memento des retraites dans la CEE" n. 42 Biblio-Flash 1991 RF: 91A/5

Here are **six levels of remuneration**, after deduction (social contributions and taxes)<sup>(14)</sup>. On the basis of a gross salary of 80,000 dollars, for a married couple with two dependent children.

COUNTRIES salary	Social contributions	Taxes	Net income	Net income as a % of gross
USA	3 924	14 360	61 716	77
Japan	5 132	15 735	59 133	74
France	11 940	9 973	58 087	73
Germany	5 144	17 092	57 764	72
United Kingdom	1 449	23 811	54 740	68
Belgium	7 612	27 784	44 604	56

N.B.: As far as Belgium and United Kingdom are concerned, these figures do not include family allowances.

From one country to another, the State and the Social Security play very different parts. Some countries, like Belgium and the Netherlands, do not impose tax on housing allowances nor on school expenses which foreign people working in foreign Belgium-based companies incur. Other tax exemptions are planned in both the above countries in order to attract the settlement of large companies.

#### **d) Linguistic and cultural obstacles**

Let us not forget that there are 9 official languages in the Community at the present time. This linguistic diversity is of the utmost importance: every language is based on a culture. And the access to the host country's culture is the main way to access the country's economic and social system. Europe's multicultural aspect is an important factor to be studied as a whole within the context of mobility.

Anglo-Saxon companies seem more sensitive to expatriation's cultural dimension than others, probably because American texts about "intercultural" management reached English companies more easily, for obvious reasons of economic and linguistic proximity. Anglo-Saxons are also islanders, and their geographic distance may make them more sensitive to the importance of getting closer to the continent through knowledge of the different cultures that make up Europe.

(14) "L'Expansion" (F) May/June 1991 p.29.

### e) Elderly parents, family regrouping

Expatriation candidates face the problem of leaving their aging parents in their original country. Even if in Europe distances can easily be covered within a few hours or a day, executives proposed for expatriation posts are usually in their 40's. Their parents are in their 70's, and male life expectancy in Europe is 75 years. Moreover, having one's parents come and be looked after in another Member State than the one where they are affiliated, is not always possible. If parents do not live in the country where they will be given medical care, an authorisation from the policyholder's pension fund is necessary. Some health insurance systems are still opposed to the reimbursement of health care. On the other hand, medical care is always possible in the cases of an emergency.

Currently, Community laws allow professional mobility for workers, their spouses and their children. It accepts the mobility of dependent parents whose descendants live in another State than the one they live in. If the parents do not depend on their children, they might have difficulty to reside in another State.

The Commission has suggested that the Council modify regulation 1612/68 relative to the freedom of movement for workers within the Community, and directive 68/360 relative to the abolition of restrictions of movement and residence within the Community for workers of Member States and their families, so that all children and all parents may be able to reside in the Member State where their family resides.

### f) Affective ties

Few companies mention it, yet all expatriation candidates find it very difficult to break ties with their house, their home town and their friends.

### g) Low financial gains

Salaries and standards of living are becoming more and more alike within the Community, and even if some significant differences between Member States remain, financial incentives to mobility play a less important part than elsewhere.

#### Cost of living in different States<sup>(15)</sup> (index 100 for France in mid-1990)

Japan -----	155
Switzerland -----	150
Italy -----	115
Belgium -----	105
United Kingdom -----	105
Germany -----	105
France -----	100

---

(15) "L'Expansion" (F) May/June 1991 p.29. These figures are established on the basis of the "housewife's shopping basket", containing some hundred items of ordinary consumption. Housing and school expenses, usually reimbursed by the employer, are not taken into consideration.

## **h) Specific limits to women's mobility**

A report about the mobility of female workers within the Community<sup>(16)</sup> outlines the specific limits women face in developing an European career:

- a structural and sectoral effect: women are underrepresented in job categories linked to expatriation, and in the most internationalised sectors women remain a minority (oil companies, civil engineering, aeronautics...)
- a cultural effect: men seem very opposed to geographical and professional mobility which is linked to their wife's career.

### ***EXPATRIATION TRAPS: 7 QUESTIONS BEFORE YOU LEAVE***

*OBSERVATION: The French are fewer and fewer to go abroad. One expatriation out of three results in a failure, as painful for the executive as it is expensive for his company.*

*Here are the 7 QUESTIONS YOU MUST ASK YOURSELF BEFORE YOU LEAVE:*

#### *1. Why do you want to leave?*

- *Avoid running away from a problem*
- *Pay attention to family problems involved*
- *You will not make a fortune by going abroad.*

#### *2. Why do they want to make you leave?*

- *Theoretically, it is a good sign, you are the one who has been selected*
- *Sometimes sending someone abroad allows the company to get rid of a nuisance.*

#### *3. When to leave?*

- *For you, the ideal is to travel before you get married.*
- *For your employer, the ideal is to test you first for a few years, and send you abroad.*
- *Prepare yourself by doing part of your studies in a foreign university or by doing your national service in a company abroad.*
- *Avoid leaving after you turn 50, watch out for return risks.*

#### *4. How long should you stay away?*

- *European companies send you abroad for 4 years, on average.*
- *The choice of making a career abroad is often a definitive choice, that makes it difficult to return.*
- *If you want to keep your chances in your country, you must strengthen your ties with key-persons in the company before you leave.*

---

(16) "La mobilité européenne des travailleurs féminins dans la Communauté" C. HECQ, O. PLASMAN, D. MEULDERS V/378/91 FR p. 122 to 125.

5. What to do about your family?

- *This is a very sensitive issue: 80% of expatriation failures are due to the families. The divorce rate is higher among expatriates. Failures in school are more frequent among French people abroad.*
- *A stable relationship in the couple and a common will to leave are two indispensable conditions.*

6. Will expatriation bring in money?

- *Today, it is the law of the market that works: candidates for expatriation are not rare any more and the departure bonus has been reduced. The Anglo-Saxon method for calculating an expatriate's salary is spreading: it consists in adjusting the salary so that after deduction of specific expenses, it remains equal to the one earned in the home country.*
- *One of the major problems remains the non-convergence between retirement systems.*

7. What about the return home?

- *It is the first question to ask yourself before you leave in order to find a job when you come back that will be to your expectations.*
- *Pay attention to changes in your company: they may be numerous, and material standards of living are often not as comfortable as abroad.*

***Expatriation is a fantastic experience of human and professional enrichment. But do not underestimate its price.***

From "L'Expansion" (F) May-June 1991

## **2. 8 SOME GENERAL TRENDS IN THE USA AND IN EUROPE**

It is interesting to know the general trends emerging from studies made in American companies, where management of the expatriate personnel is relatively ahead of European companies', according to many international management specialists (international recruitment consultants, international management consultants).

### **The general trends in the USA**

A study conducted by "Organisation Resources Counselors" in the United States, covering about 500 American multinational companies, produced the following results, which have been presented at an international ERC seminar (Employee Relocation Council, an organisation created for studies, research and training about company policies, with regard to mobility), in September 1991.

The general trends in company expatriation policies are the following:

- great changes in both the type and nature of missions abroad have been observed;
- efforts to improve both the selection and training of expatriates are being made;
- efforts to redefine training programmes for expatriates by reducing their costs are frequent.



After a decline in the number of expatriates during the 80's, their global number should grow in the 90's, since: - many small companies are sending expatriates abroad for the first time;

- inter-European transfers are increasing;
- multinational companies in certain industries tend increasingly to develop global operations;
- at the same time, in well-known multinationals, the number of expatriates is on a downward trend.

72% of the companies interviewed think the number of expatriates will grow within the next five years.

65,9% of the companies interviewed assert that the average length of the mission is 2 or 3 years.

The types of missions are changing: short missions, accompanied by planned repatriation, have become the prevailing trend.

Expatriates' environment has changed significantly over the last decade:

- in several large companies, at present, company managers see expatriation as the royal way to reach the top of "global" companies;
- today, company managers and their families seem to adapt themselves better to local cultures and different standards of living;
- the variety of preparation programmes for expatriation is increasing, according to the industry, the type of mission and the area;
- nowadays, many companies provide expatriates with more services (company car, furnished or partially furnished home, appliances).

What is the spouse's part in the selection process for an expatriation?

- 21% of the companies state they usually interview the spouse
- 77% do not interview the spouse
- 2% interview the spouse occasionally.

How do companies organise their programmes for their future expatriates?

- 42% of the companies use contacts with employees who know the country where the mission will take place;
- 13% of the companies resort to formalised programmes conducted by external consultants in order to prepare their managers' expatriation; - 20% use formalised programmes conducted by the company's personnel department;
- about 10% of the companies do not conduct any programme.

If 55.8% of the 500 American companies polled in 1981 declared they offered the executive and his wife a visit to the country of the mission before they left, 70.8% of the companies did it in 1990. However, 22.4% do not provide prior visits.

When expatriates do not speak the language of the host country, 15.1% of the companies state they always suggest a language training; 28.2% offer it only when the nature of the job calls for it, and 48.8% of the companies do not provide it.

In terms of financial compensation, companies are tending to reduce seriously expatriation costs.

## **The general trends in Europe**

### **Are executives ready for expatriation?**

A study<sup>(17)</sup> recently presented to a seminar organised by a European association of executives tries to probe European executives' mobility potential. In brief, this survey provides the following information:

1. Little more than a third of European executives would be willing to work in another Member State. The younger the executive, the readier he or she is to go. 53% of the single persons were ready to expatriate themselves, against 32% of those with family responsibilities. The most willing to expatriate themselves seem to be the Italian and the French. If 36% on average of male executives are ready to expatriate themselves, so are 35% of female executives. In France, women are more willing to expatriate themselves than men (53% against 43%), whereas it is the opposite in Spain.

2. The favourite countries in which to work for a specific length of time are France and Germany. The knowledge of the language of the country appears to be a decisive factor in the choice of destination.

3. For the executives interviewed, the assets of mobility are, in order of importance: a better quality of life (47% of the executives), interesting financial conditions (38%), a faster progress in one's career (16%). There are no significant differences between men and women on this matter.

4. The main obstacles to departure are, in order of importance:

- poor knowledge of languages (for 35% of the executives interviewed), but there are noticeable differences according to the country: on average, the language obstacle is more important for male (37% of them) than for female executives (28%);
  - inadequacies of equivalent ratings or recognition of diplomas and qualifications (21%);
  - lack of information about the labour market (21%);
  - fear for the children's education (20%);
  - fear for the spouse's job (17%), that reaches 24% when the executive is married.
- As the executives were interviewed within the companies, family-related obstacles might have been minimised.

---

(17) Study conducted by CSA (F) at UCC-CFDT's request, with the participation of the E.C. and under the aegis of EURO-FIET for a seminary whose theme was "The mobility of executives in Europe", on November 26th and 27th of 1991. Carried out in the beginning of 1991, on a representative sample of 300 to 322 senior executives in both private and public sectors and over 5 Member States (F, D, UK, I, E) (Total: 1539 executives). The study took the gender variable into account but the results of the poll were not divided by gender. The initial sample was made of 27% female executives in France, 20% in Germany, 15% in the United Kingdom, 11% in Italy and 20% in Spain. A direct contact with the poll institute allowed us to outline some differences noticed between male and female executives.

It must be remarked that the inadequacies of social protection schemes, insufficient guarantees in retirement schemes, and the poor harmonisation of tax systems do not seem to represent a decisive obstacle to the candidates interviewed (from 9% to 14% of the executives).

In conclusion, this opinion study clearly shows that there is a mobility potential among European executives. However, availability for mobility is inversely proportional to the degree of familial responsibility. Finally, potential candidates to expatriation would like to find elsewhere what they do not have at home.

### **3. FAMILY FACTORS AND BUSINESS PRACTICES**

**"Among our young executives, both men and women, who might be appropriate for expatriate careers, the spouse's career represents an increasingly important problem. In my 30 years of experience at Air France, I have seen very few cases in which both members of a couple were able to continue their careers."**

**Mr. Lagarde**

**Director of Expatriate Service  
AIR FRANCE**

### **3. FAMILY FACTORS AND BUSINESS PRACTICES**

Having examined the Community context and company policies regarding expatriation, this chapter will focus on "everyday" expatriation practices in companies and government.

How do companies evaluate the situation and the needs of expatriation candidates' families?

How do the E.C. Ministers for Foreign Affairs provide for employment opportunities for spouses in the host country? To answer these questions, we must view the various practices used in business and Foreign Affairs administrations relative to personnel mobility, relying not only on information obtained through the questionnaire designed for this study, but also through interviews of directors of expatriate services, as well as findings from other research.

#### **3.1 EXPATRIATION PRACTICES IN COMPANIES**

The various measures taken by companies when assigning personnel to foreign positions can be described as five "accompaniment" stages:

- expatriation candidate selection;
- preparing for the decision to expatriate;
- preparing for expatriation (prior to departure);
- providing assistance in the host country;
- providing assistance for preparing and dealing with the expatriate's return, or his/her departure for another destination.

Good business practices for the evaluation of family-related factors will be described for each of these stages.

##### **3.1.1 Selection procedures**

Who makes mobility decisions? A company's general management has authority over the movement of executives within subsidiaries or companies belonging to the group. The management acts on the basis of urgent or strategic needs, or specific requests. Although the Director of Human Resources may be involved in the selection of personnel for foreign positions, it appears that the General Management usually has authority over the final choice of expatriate executives.

The General Managements in multinationals provide subsidiaries with a pre-selected list of potential candidates meeting the job profile in question; then, the subsidiary's management makes the final candidate selection.

The high cost and inherent risks of expatriation require that more refined internal recruitment techniques be developed. Expatriates often play a strategic role, either through the transfer of technical skills or in personnel management; therefore, good selection procedures are a major factor in the success of foreign assignments.

### ***Failure in expatriate assignments***

*In the United States, it is estimated that from 5 to 25 percent of expatriates (5% according to business, 25% according to researchers) return to their country of origin before completing their assignments; these figures represent the expatriation failure rate. In Denmark, companies claim that the failure rate is below 5%. In the interviews conducted during this study, directors of "expatriate" services in European companies universally reported that failure rates were low. Therefore, it is difficult to get a clear idea of the number and type of failures affecting foreign assignments. One thing is clear, however: for business, the costs of failure are very great (disruption of working conditions, uncompleted business, zero profitability of expatriation investments). The employee's return to his country of origin before the end of a foreign assignment is not the only indicator of a failed expatriation. The executive may be poorly adapted to the host company, or fail to provide the expected outcome, and yet not request to be transferred back to his country of origin.*

Selection methods are not often made explicit in the majority of European companies. Research has been conducted on the selection criteria and processes used when assigning executives to positions abroad. The criteria used most frequently in selecting candidates for foreign assignments are, in order of importance:

- technical and professional skills;
- ability to communicate and transfer skills;
- organisational skills;
- adaptability, communication skills.

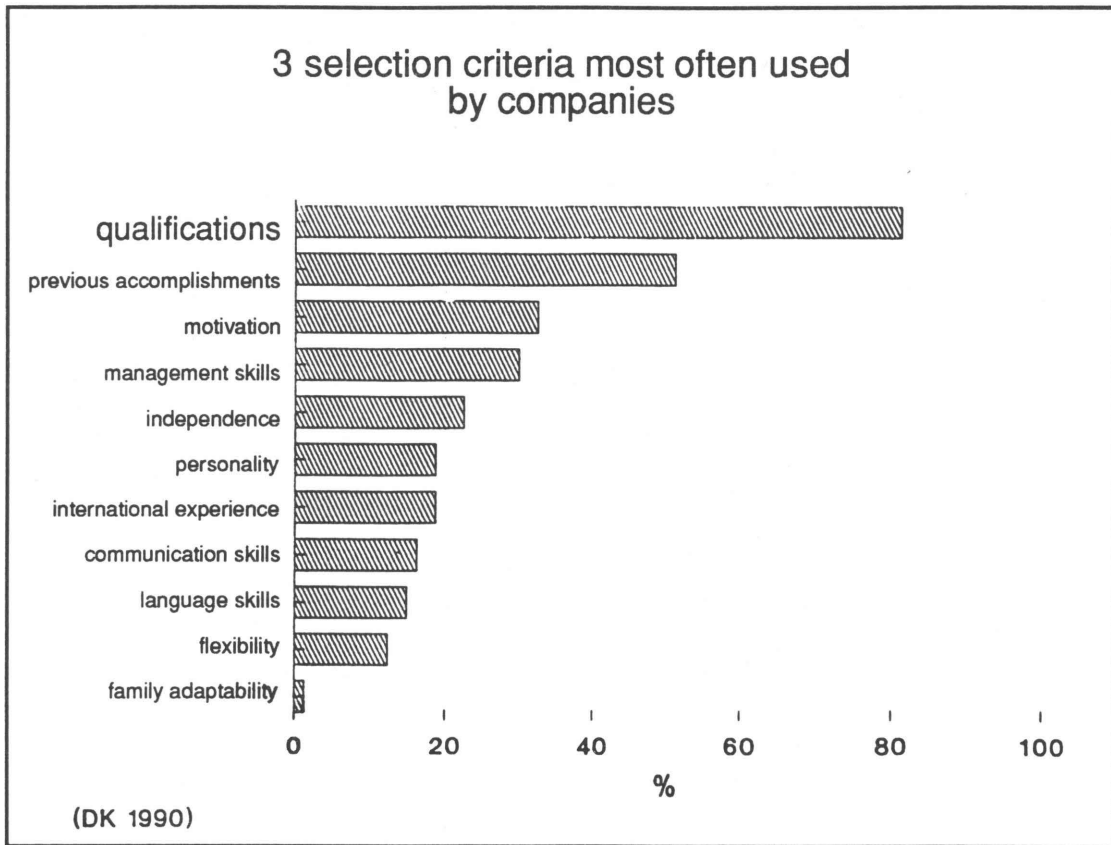
Ms. GERTSEN<sup>(1)</sup> studied the criteria used by Danish companies to select personnel for foreign assignments: technical skills and experience were the main criteria used by these companies, whereas language skills and the adaptability of the candidate and his family were least often considered (see next page).

This list must be compared with those criteria used by the 500 American firms surveyed in the 1991 ORC study<sup>(2)</sup> which focused on U.S. programmes for preparing employees for foreign assignments.

---

<sup>(1)</sup> Martine CARDEL GERTSEN "Intercultural competence and expatriates" The International Journal of Human Resource Management Vol. 1, n° 3, December 1990. This research was based on questionnaire studies of personnel directors in 80 Danish companies, interviews with 18 personnel directors, and interviews with former expatriates

<sup>(2)</sup> ORC International Seminar, September 1991



**What criteria do companies use to select expatriates?**

<u>Criteria</u>	<u>% of companies (USA)</u>
Technical skills	90%
Management skills	64%
International experience	28%
Personality profile	24%
Language skills	22%
Previous accomplishments	10%
Cultural awareness	8%
Career potential	4%
Communication skills	4%
Adaptability	4%

*Note: companies were able to select more than one criterion, therefore the total exceeds 100%.*

This means that criteria related to cultural adaptation (personal adaptability, languages) and family adaptability are greatly minimised among the selection criteria currently in use. Traditional selection processes minimise factors related to the candidate's adaptability and communication skills, and give greater weight to technical criteria (specialised skills for the job position). However, in actual practice, an expatriate executive's overall adaptability and effectiveness depend largely on his ability to adapt "culturally" to the surroundings in which he finds himself.

### Selection of "Euro-Managers" in France

*"Euro-Manager" career criteria as identified in a French study of Directors of Human Resources (1) and recruitment agencies (2).*

*"What areas should be stressed in a European management curriculum?"<sup>(3)</sup>*

	<i>First response</i>	
	<i>(1)</i>	<i>(2)</i>
<i>Marketing, management, economy, law</i>	48	26
<i>European languages</i>	27	37
<i>International experience</i>	8	10
<i>Practical experience</i>	3	10
<i>Human and personal qualities</i>	8	6

This survey confirms that "human and personal qualities" and "international experience" carry little weight in the selection criteria used by French companies.

#### **Spouses and the selection interview**

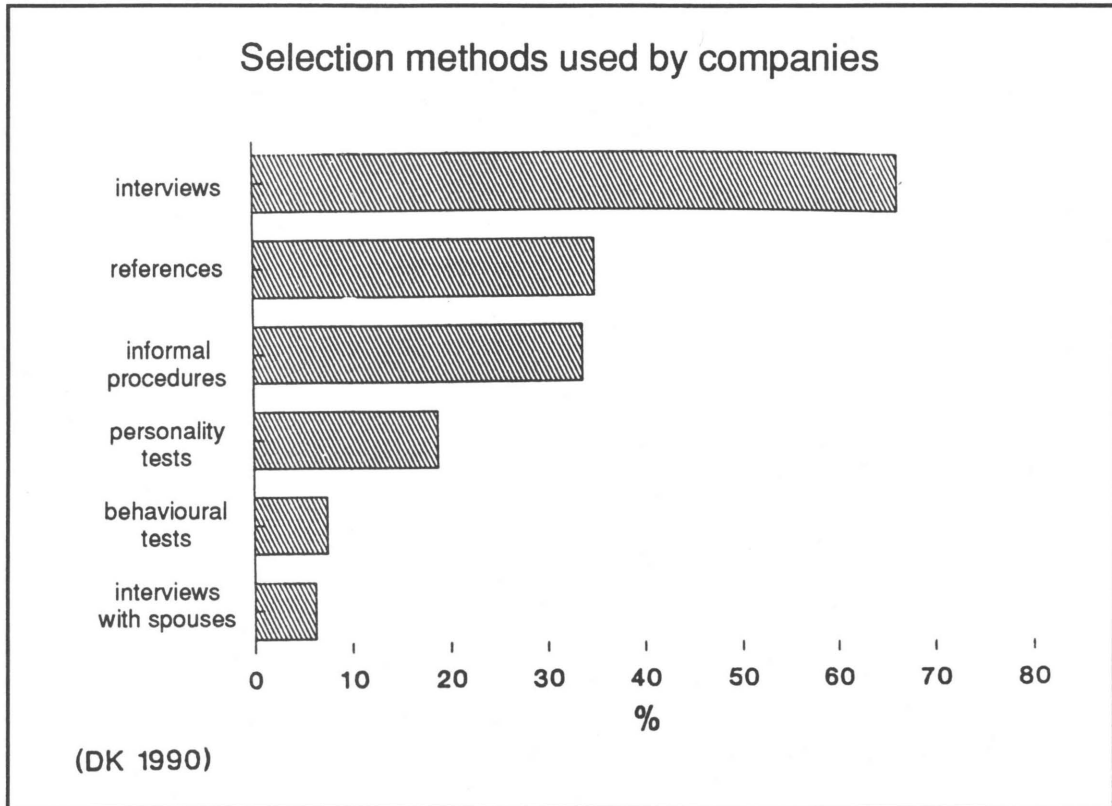
Most companies do not consult the spouse during the selection process. In Denmark, 6.3% of firms interview spouses (see table on next page).

Danish companies, like those in France and elsewhere in Europe, are reluctant to pry into employees' personal lives and generally feel that "the employee is capable of judging on his own, and discussing with his family, the merits of the expatriation." Nonetheless, personnel managers always ask a number of questions during the selection interview to evaluate the cohesiveness of the candidate's family, as well as its receptiveness to the transfer.

---

<sup>(3)</sup> Le Monde 6/2/91 CREA-ESC Nantes survey of 100 French businesses and 60 recruitment agencies





### **ROLLS ROYCE (U.K.), ONE COMPANY THAT INTERVIEWS THE COUPLE**

*Rolls Royce (aircraft engines) employs 65,000 persons. Given its production sector, this corporation, whose culture is highly male-dominated, expatriates only men at this time. The company feels that a discussion with wives is essential in order to assess the family's unity and adaptability. Rolls Royce recognises that this is not always easy, and that certain executives object to their wives being involved in the selection process. The Director of Expatriate Services perceives the expatriation of the employee and his family as a unified process; the employee, his wife, and children should all be able to flourish in the foreign environment. The company selects the families which appear to be the most flexible and mobile for foreign assignments.*

*Certain factors revealed in the interview may have a negative impact on selection of the family for a foreign assignment: heavy family expenses (children in university, dependent senior citizens), health problems, major home renovation, or divorce. The company examines these factors, and considers them when selecting candidates.*

Spouse interviews also are rarely conducted in the United States; similarly, the adaptive capacities of the candidate and his family are rarely investigated. Most American companies feel that such factors are "personal" and not within the company's responsibility.

After having selected candidates (and their families) for foreign assignments, companies offer a number of services to help their employees prepare for expatriation.

### 3. 1. 2 Preparing the candidate and his family for the mobility decision

#### a) Information

All companies responding to the survey in this study reported that they provide informational services, in a variety of forms. Candidates for foreign assignments are generally able to receive information on request regarding vacancies in appropriate foreign positions (operations, location, responsibilities, etc). Such services also provide information on the financial conditions of expatriation (type of contract, salary, bonuses, taxation, social security, etc.).

Certain so-called "global" corporations using international management methods have adopted open-information policies and publish information relative to the selection and preparation of candidates for foreign assignments in "expatriation guides."

*The guide published by the British chemical manufacturer I.C.I. ("Going places: a guide for expatriates") covers, in a detailed and lively fashion, questions as wide-ranging as:*

- *access to foreign assignments*
- *preparing for the transfer*
- *dealing with culture shock*
- *expatriation contracts*
- *retirement payments and pensions*
- *tax status*
- *social security*
- *medical questions*
- *housing*
- *children's education*
- *accidents and private insurance*
- *moving and furniture shipment*
- *holidays, home leave, and travel*
- *employment of other family members, etc.*

Other information is also covered in the guide, through a series of questions and answers. The guide is straightforward and does not embellish its subject, its primary goal being to get the information to the reader. Additional brochures are available on specific topics such as salary terms.

Certain personnel services thus make one or more informational brochures available to expatriation candidates. But efforts of this kind towards an open-information policy are still few and far between and, therefore, should be encouraged.

Air France has a lengthy internal document which sets out in a very detailed manner all administrative, material, and financial aspects of expatriate status, but it is not available to employees. To meet the needs of their mobile workers, major companies have "personnel" services within their international divisions which manage two categories of employees: those at the parent company's international division, and expatriate personnel. Located at the headquarters of major companies, such "expatriate" services include two or three executives, and three or four support personnel (assistants, secretaries). These centralised services handle information requests and facilitate administrative procedures for expatriates (school enrolment, tickets, shipping, pre-assignment trips, etc). They also provide information to expatriation

candidates - usually brochures published by the Minister for Foreign Affairs, or other agencies involved in migration issues, which describe the living and working conditions in the most common destination countries. Expatriate associations also publish guides for such informational purposes.

## **b) Pre-assignment trips**

The most accommodating companies offer executives and their spouses a "pre-assignment trip" so they can "go and see the host country for themselves" before making a decision. In Europe, such trips generally last 2-3 days. In principle, the candidate is not obliged to accept the position after such a trip; but, in practice, usually only the "right candidate" is given this opportunity for a pre-assignment visit.

### **3. 1. 3 Preparatory programmes (prior to expatriation)**

The majority of medium-size companies which expatriate executives have no specialised training programme for this. At best, expatriation candidates are able to meet informally with another company employee who knows the host country from having lived there. The period between the employee's decision to expatriate and the actual date of departure is relatively short, ranging from 3 to 6 months. The employee may be required to assume his new responsibilities even earlier, and must sometimes relocate before the other members of his family. In practice, companies often take school calendars into consideration when making foreign assignments.

The companies questioned in this study all provide logistic assistance for the employee's departure. Such services differ between companies.

#### **PREPARING EMPLOYEE DEPARTURE AT I.C.I. (U.K.)**

*At I.C.I., there are several steps in preparing an employee's departure.*

*1. The company's open-information policy is made effective through the publication of a brochure providing concrete information on expatriate status.*

*2. Before accepting a position in a foreign country, the employee and his wife can visit the host country at the company's expense. Such trips last, on the average, 3 days in Europe. The couple can refuse the assignment after this visit.*

*3. After a couple has accepted a foreign assignment, meetings are organised with I.C.I. employees who have lived in the destination country. A full day of meetings is organised so that the couple can get the maximum amount of information from the employee about the living and working conditions abroad. For countries outside of Europe, additional briefings are organised by a specialised centre. I.C.I. currently does not finance briefings for executives being expatriated to European countries.*

*4. Language training may be offered.*

**a) Moving assistance** is the most widely-offered service.

Several companies provide for an exploratory, three-day trip so that expatriates can seek housing and gather additional information on the host country.

Such pre-assignment trips within Europe often allow couples to begin procedures for finding housing. Few European companies use outside housing relocation services in the country of origin. Specialised services in the group's international division and the personnel services in the host company are generally the most involved in helping families get organised, find housing, and collect the documents required for legal formalities.

**b) Language instruction**

Companies report they offer executives language instruction prior to departure, depending on the need. These courses may also be open to spouses of employees, but frequently this is not an option. Most of the companies interviewed offer language classes on a case-by-case basis, depending on individual needs, but such courses are frequently reserved only for employees. Children are generally excluded from language classes offered during the departure preparation stage. Companies in countries whose language is not widely-spoken (Netherlands, Denmark, Portugal) often have personnel with good foreign language skills. Despite this, these companies frequently offer intensive language courses for expatriates and members of their family.

**c) Cultural briefings**

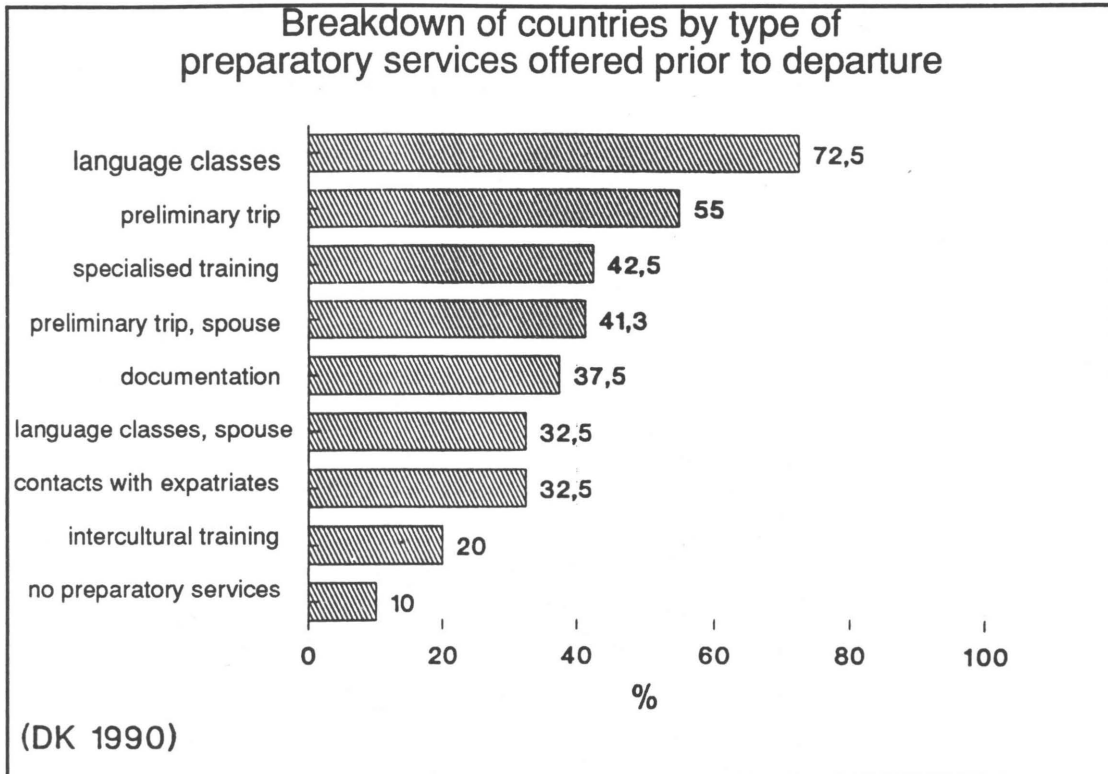
Major European companies increasingly report that they provide intercultural training for their executives; study of the cultural aspects of expatriation during the process means increasing the employee's awareness of his own culture, and the culture and environment of the host country (climate, language, economic and political system, etc.). In the past three years, a new trend is visible among these companies: they are providing information to their employees on various European cultures.

Ms. GERTSEN<sup>(1)</sup> has produced an informative diagram of various Danish business practices (see next page). It is easy to see that the companies she studied generally offer more language training than "intercultural" education. Half of Danish companies offer employees a preliminary trip; 41% offer the couple a preliminary trip; and 32% offer language training to spouses.

It seems that at least three organisations in Europe are currently recognised by business as being effective in helping prepare the "cultural" aspect of foreign assignments. Farnham Castle is the most well-known among them. One specialised Dutch consultancy based in Amsterdam, C.I.B.S., also offers "orientation programmes." Finally, training for all Scandinavian countries is organised by S.A.S.

All of these programmes have at least two objectives in common:

- to develop adaptation capacities by sensitising candidates for foreign assignments (and members of their families) both to the issue of cultural difference, and the new culture;
- to train the expatriate in management of foreign personnel.



Two intercultural training procedures are worth examining more closely: "Farnham Castle" (U.K.) and "Passeport France."

### **. Mobility and intercultural issues: Farnham Castle (U.K.)**

Founded in 1953, Farnham Castle is an approved non-profit association. It offers residential training to help prepare individuals for foreign job assignments and international business travel. "Intercultural" training is available for 150 countries and is open to expatriates, their spouses, and business travellers. Training is designed to improve language, international negotiating, and intercultural communication skills.

Farnham Castle's 15-member board of directors is composed of representatives from leading companies (personnel directors). Being both Farnham Castle's clients and directors, the board itself often identifies needs and potential new services which the Centre might offer.

A study of 35 expatriate families was conducted by one of the companies represented on Farnham Castle's board. This study sought to identify factors at the departure preparation stage which had been most helpful to expatriate families. These families reported that the most helpful factor had been Farnham Castle's cultural orientation programme; next on the list was language training; among the most infrequent answers were material services, shipping of personal possessions, assistance in locating housing.

Farnham Castle is based on the idea that knowing oneself and recognising one's own cultural attributes is the unavoidable, first step in gaining an understanding of what adapting to another culture really means. The first level of training involves gaining awareness of cultural realities; the focus is not on any particular culture, although trainers provide concrete examples from specific cultures. This type of training was developed with SHELL 15 to 20 years ago, to help

make the company's expatriation candidates more open to foreign cultures. The Dutch-English company even developed methods for increasing the awareness of cultural factors within the company itself. This is not an easy task; but today, many companies are facing international corporate mergers which imply one of the following options: either one of the two corporate cultures will be dominant, or both cultures will cohabit within the company.

Today, multicultural employee teams, in other words those composed of individuals from different cultures (for example, the financial directors of different parent companies) are having to work together more frequently; this kind of group often calls on the Centre to facilitate its operations. Such groups are constantly running into differences in cultural perceptions (agenda, organisation, decision-making, etc), and their organisational styles are very heavily influenced by the cultures from which they are drawn. But unless they are able to find compromises, such groups are not able to work together effectively.

*For example, one of the directors of Farnham Castle explains, "Efficiency does not have the same meaning in Italy and in Holland. In Italy, efficiency implies that before working with someone, you must know him sufficiently. So, you go out to dinner together two or three times, before discussing business. In Holland and England, people are more direct and want to conclude their business quickly. In one country, lunching together is essential, and in the other, it's considered a waste of time.*

*"In international teams, we've first got to raise consciousness. Using a variety of training techniques, we seek to increase communication between team members from various cultures, so executives are able to speak openly with each other and recognise, and correctly identify, problems they encounter - whether they be problems of culture, management, interpretation, or language. Farnham Castle works on two levels: first, on the conditions required for enabling the team to function well together; second, on the knowledge required for working in a multicultural environment. At the beginning, the centre trained individuals who were preparing for work outside their companies (sales, technical support, etc.); today, Farnham Castle is increasingly being called upon to help solve cultural problems within companies. For example, how do you make communication happen in a European marketing team composed of 19 different nationalities?"*

### **A programme for Europe**

A European programme was set up by the Centre 3 years ago, because the demand had been growing steadily for preparatory sessions for assignments in countries on the Continent. Five programmes were established to help expatriates prepare their assignments to European countries. Then, these were linked to language classes, which provide an easy means for raising cultural issues. Sessions are residential, very intensive, and based on increasing cultural awareness through language. Language is placed in its cultural context and in the framework of the trainees' jobs. Using descriptions of occupational tasks and the environment in which trainees will be working and living, trainers and the expatriation candidate couple build a working vocabulary. The social customs and lifestyle of the host country are also studied. A common language structure can conceal major cultural differences.

*"The biggest mistake we make is thinking that familiar things are easy to comprehend. For example, because they share the same language, the English think they will be able to understand Americans easily. But the United States is really a*

*foreign country for the English; its language has evolved differently and it has very different social attitudes. In fact, the English are much more like the French, and the Germans, than like the Americans. However, between Portugal and Denmark, the French and the Germans, the differences are huge. Thus, the biggest culture shock one French businessman ever experienced was in Belgium; the language is somewhat the same as in France, but cultural references and relational systems are different, and these differences are actually more difficult to deal with when the language is shared."*

This is why Farnham Castle now offers a programme covering Europe - taken in its widest sense. The preparatory session for European countries lasts two days, rather than four as with other countries. Companies currently do not fully recognise the need for, and economic advantages of, understanding the cultural heritage of Member States. Programmes covering Eastern Europe are being required more frequently. In fact, the Centre's European-related business is growing extremely rapidly.

The preparatory courses for European countries begin by giving trainees a better understanding of themselves and their prejudices. Then, the Centre's experts and trainers cover the target country, working in small groups (2-3 persons). They deal with history, economy, and geography when treating modern France; or they examine major political and economic events when covering modern Germany. "Our goal is looking at the reasons behind things. The people and the society: customs, attitudes, values, family and community lifestyles, religion. The work environment: a typical working day, scheduling, working relationships, company hierarchies, the role of the State in business, the country's communication resources, etc. Work environments are always built on cultural values." One portion of the programme, entitled "language and communication," is devoted to demystifying language; the goal is to explain how to communicate well in the country's language, its sense of humour, body language, familiar and everyday phrases, signs of respect. "Our goal is to help people be able to read the signals around them, and to teach them how to give off positive signals."

Businessmen who have been trained at the Centre report that the language courses were much more useful on social occasions than professional ones during their foreign assignments. Language required for professional reasons, so-called technical language, can be learned very quickly from vocabulary lists. Engineers who work together are quickly able to communicate with each other, because the majority of the terms used are English. But language courses have been designed, for those relocating in Europe, that should be also useful on those social occasions which are important for creating an atmosphere of trust and confidence outside the work environment. These sessions cover the educational system; health care; they indicate how to find housing, as well as employment and other opportunities for the expatriate's spouse.

### **The usefulness of "intercultural" training**

*"It's very useful to understand the reasons behind certain perceptions. For example, the French often say they mistrust the English and that they are not entirely frank in various professional and social situations. In fact, the entire English educational and cultural system is based on reserve. For an Englishman to feel comfortable when stating a position -whatever it may be - he must thoroughly understand the environment around him. The English hate confrontation, and will never reveal an opinion before having tested the "water." But once they've expressed an opinion, they are unwilling to change it. On the other hand, the French love debate and they adore conflict; they speak rather forcefully and are quick to express opinions. If*

*they're obliged to retract, or modify what they've said, several hours or several days later, it's not serious. An Englishman would, however, feel completely humiliated - feel that he'd lost face. Even though English reserve is commonplace, there is a difference between recognising it intellectually and accepting it in practice as a correct attitude."*

## **Spouses at Farnham Castle**

On principle, Farnham Castle's departure preparation sessions are designed for the expatriate's entire family: the employee, his/her spouse, as well as his/her children, who also need to be prepared for the host country. Farnham Castle programmes are increasingly being individualised, and the Centre often offers the members of a single family an entire programme of specialised training. Training sessions are always residential and young children are welcome at Farnham, where a nursery is available during class hours. Language classes are also provided for older children. Couples attend all culture and language training sessions together (unless otherwise specified). Trainees are encouraged to use the resource centre in their free time. Accompanying spouses can discuss their career problems and get help in solving them. Experts, trainers, and the couple will seek to gain an understanding all the foreign assignment's advantages, so the expatriation can be prepared in the most positive manner possible for all members of the family.

## **Children's education**

Farnham Castle's responses to the problem of children's education depend on the child's educational level. For example, the English often enroll their children in boarding schools. This system can be practical when parents must move frequently from country to country. Children in boarding schools have four months of school holidays which they can spend with their families. In France, boarding school is considered a punishment; in Great Britain, children see it as a reward. British children are eager to go off to boarding school and are ready for it, culturally, at the age of 11.

During the training sessions at the Centre, parents are generally encouraged to enroll their children in local schools. However, it must be recognised that the educational systems in many countries are very different from ones to which expatriates are accustomed. If children are at a critical age (11 to 13 years is a very important age in the English educational system), they are generally enrolled in English-speaking schools. Here, the Brit have wider options than other European nationals, because there are quite a few English-language schools internationally. Local schools offer many advantages for younger children; what they may miss in course content is largely compensated by what they gain in social and language skills.

## **Training evaluation**

Approximately 2,000 persons attend Farnham Castle training sessions each year. Some of them, after leaving the Centre, remain in contact with it, sending information and documents from the country to which they were assigned. This enriches and keeps the Farnham resource centre up-to-date, adding to its wealth of information on cultures from around the world. Farnham graduates all report they were able to adapt quickly to their new surroundings. The preparatory training provided by the Centre clearly accelerates the adaptation process for employees and members of their families by significantly reducing anxiety and stress related to their "fear of the unknown."



## **Training in expatriate personnel management**

Farnham Castle has just established a two-day training programme for those who manage expatriate personnel. The course is designed to help them better understand and provide support for mobile families. The complex legal and financial aspects of expatriate status are explored. Farnham Castle feels that one of the easiest and most effective things companies can do to help families adapt to mobility stress, is to ensure that management personnel responsible for expatriates are fully aware of the difficulties and complexity of foreign assignments. The training offered by Farnham lasts two days and covers, first, the problems of personnel administration facing both the company and the expatriate (licence, insurance, public health schemes, pensions, salary, taxation); second, the accompaniment services that should be provided to expatriation candidates and members of their families (preparation, language classes, health care, employment of spouse, education of children).

## **. Mobility and national culture: "Passeport France"**

This programme, established by the CNIDFF (French "National Centre for Information on Women and Families"), offers a five-day orientation to France with a dual approach, which is both cultural (language, institutions, infrastructures, media), and "practical" (housing, children, daily needs, health care, business, recreation, spouses). The CNIDFF is also able to be very actively involved in providing free assistance to the employee, his spouse, and members of his family after training. The CNIDFF is a non-profit agency financed by the French government and has been active throughout France for over 20 years. It has some 300 information points (called "CIFF") which provide information on legal matters, social services, family law, employment and the job market, and "everyday needs" (health care, maternity, child care).

The CNIDFF's basic hypothesis is that integration assistance requires much more than providing services. When the expatriate does not understand the mechanisms which govern a society - "what makes the society tick" - integration can be a long process. In France, there are many small, service companies run by former expatriates from the United States. These companies offer highly specific services for finding housing, help with government procedures, enrolling children in school, etc. But the CNIDFF knows from experience that when integration goes poorly, the spouse is often the partner who has problems, and is often at the source of requests for repatriation; employees, on the other hand, are obliged to integrate because of their work.

Having had a great deal of contact with directors of international divisions who are responsible for receiving foreign employees and their families, the CNIDFF has observed that these services often wonder just how far their assistance role should go: housing, school enrolments in foreign establishments, governmental procedures, etc.

Confronted with this increasing demand for assistance, the CNIDFF chooses not to be a service provider, but offers a seminar during which all necessary information is provided, so that the persons concerned are able to take responsibility for their own integration. This method has met with approval from companies who do not want personnel assistance to become an excessively heavy burden.

The CNIDFF noted in its market survey that, although companies are interested in "Passeport France," current economic conditions do not allow them to make this kind of investment in their executives within the Community. The product is meeting greater success for the countries in Eastern Europe. French companies have recently been trying to position themselves on the market in the Länder in eastern Germany (construction and machine tools); companies in Alsace, where German is spoken, have been particularly active in this regard. But culture shock in these

common-language regions can, in fact, be high. There have been many recent failures in Alsatian recruitment of workers from the German Länder. Workers in a failure situation quickly return to their place of origin. Causes include a lack of autonomy and initiative, a different concept of work and problems in keeping up with the pace.

Companies now know that when recruiting workers from Eastern Europe they must invest in training.

### **TELEMECANIQUE (F) TRAINS COUPLES FOR FRANCE**

*Following Télémecanique's recent purchase of companies in the Länder of eastern Germany, and difficulties encountered in integrating German engineers and members of their families in the French establishments to which they were assigned for training, the company has decided to adopt "Passeport France" training.*

*Télémecanique is a French company which has recently been bought out by the SCHNEIDER group. When buying-out subsidiaries, Télémecanique brings executives from the former GDR to France for a period of 3 to 5 years, so they can get experience of Télémecanique's corporate culture and work structure. They then return to management positions in Télémecanique's subsidiaries in Germany.*

*The first "Passeport France" training was held with executives and their spouses or partners in June 1991. The principle of the spouse's participation was considered fundamental from the outset.*

*The company first provided training in the French language for a period of three weeks. The week-long "Passeport France" integration seminar followed. As soon as these employees began working in France, they also received training in economic issues, because the company uses a profit-sharing system.*

*Thirteen persons participated in the first training session (including 4 women: 2 engineers, one primary school teacher, and one dancer). All employees involved were technical executives. Training was provided primarily in German, but the sessions on the cultural and "everyday" aspects of expatriation were conducted in French throughout the five-day programme.*

*Preliminary exploration of the executives' expectations were very revealing. Executives expected their period of work in France to bring: professional advancement, improved individual methods through experience with computers and modern management structures, and occupational security. On the personal level, executives hoped to learn French, to discover another way of life; work, and enjoy leisure time, in pleasant surroundings, and, generally, to have an experience that would be enriching for them and their children. The major fears expressed by these expatriates regarding employment issues concerned the initial period, being accepted at the workplace, and adapting to the work pace and hours. Fears regarding personal issues concerned the problem of learning French and finding housing, as well as integrating the spouse through employment. The integration and education of children were also underscored as difficulties, in addition to the loss of contact with friends and the need to adapt to new legislation and a new culture.*

*Evaluation of the seminar has enabled us to see just how profoundly Communism has influenced opinions and behaviours: one of the group's constant fears was not being sufficiently knowledgeable about, and violating, French law - combined with a high level of curiosity about means for circumventing it.*

In conclusion, despite several recent initiatives, we have to admit that in most companies, spouses and children are still little-involved in measures taken by business to prepare the expatriate's departure.

### **3.1.4 Assistance in the host country**

When an employee has assumed his responsibilities in the host country, the subsidiary or host company takes responsibility for his integration. The personnel service handles some of the administrative problems encountered by the employee and members of his family (registering with the municipality, enrolling in applicable social security systems, selecting schools and educational costs, etc.).

#### **a) Installation costs**

Companies take responsibility for all, or a portion, of moving, installation, and educational costs.

#### **HOUSING, FURNISHED AND READY FOR OCCUPANCY, AT AIR FRANCE**

*Like most companies, whether public or private, Air France has an internal housing assistance service for its expatriate personnel. Air France's local administrative service helps the couple find housing. Apartments are furnished by the company, whose headquarters manages a large stock of furniture (representing a major annual investment). The company feels the expatriate should be able to live comfortably, wherever he is assigned.*

European companies rarely use "relocation" agencies, and, unlike American companies, generally rely little on external consultancies for finding housing for expatriates.

#### **b) Language classes**

Language classes are often offered to executives who need them, to help them adapt to the work environment and host country. However, such courses are offered less frequently to spouses and children. Nonetheless, certain companies reimburse fees for language training for spouses. Generally, when such an option is available, the number of class hours financed by the company is less than that offered to the expatriate employee, and training is classroom-based rather than individualised.

#### **AT ROLLS ROYCE, LINGUISTIC IMMERSION IS ESSENTIAL**

*Rolls Royce does not own any companies on the European continent, but is involved in several joint-ventures there. In the most recent of these, BMW (Germany) and Rolls Royce (U.K.) acquired 50% of shares in a company in Berlin. Rolls Royce is emphasising language training for the success of this joint-venture. British workers assigned to Berlin for a period of 2 to 5 years receive language training prior to relocation, but intensive courses are also given in the host country. The number of British expatriates assigned to Berlin will reach a total of some 60 persons. The Personnel Director of Rolls Royce's International Division feels that "wives and*

*children of expatriates speak the language rather quickly because they are obliged to use it every day. This is not the case for the English employee: if he makes no effort at the outset to learn German, he will always use English to communicate with other engineers on the job." This is why it is important for the company to encourage its personnel to learn the language; such efforts are rarely spontaneous, yet they are essential to the success of foreign assignments.*

### **c) Integration sponsors**

Some of the most original methods for facilitating the integration of the employee and members of his family involve a type of sponsorship. In a small number of companies, an integration sponsor is selected from among company employees and this person will be responsible for helping and supporting the expatriate in the initial integration phase.

### **d) Employment of spouses**

When both partners in an expatriate couple work for the same company, personnel services always attempt to find a position for the accompanying spouse. Practically speaking, however, this is rarely possible and may be extremely costly if two expatriate contracts must be negotiated. Cases of dual expatriation of couples are rather rare, and no such case was reported by companies during this study.

With regard to spouses who do not work for the company, and assistance provided to them in their search for employment, European companies continue to be timorous. Very few companies (about 5%) offer this type of assistance.

One study<sup>(4)</sup> of 30 European companies known for their equal opportunity policies revealed that only 4 of them offer mobility support systems for dual-career couples.

According to one study conducted recently by "Employment Condition Abroad" (U.K.), ten of the 13 multinationals surveyed have taken no measures to help spouses find employment; two companies are currently establishing career development services for spouses, or networks for publishing job vacancies; finally, one company provides an allowance of ECU 4,000 to indemnify the interruption in the spouse's career.

Although most European companies recognise that the problem of finding employment for the spouse is a legitimate one, few of them are actually doing anything about it. The most accommodating companies currently offer an informal network of contacts; and a few companies pay indemnities, equivalent to 1 to 3 months' pay, when the spouse loses her job because of the transfer.

### **I.C.I. (U.K.) TAKES DUAL-CAREER COUPLES INTO CONSIDERATION**

*While reporting that cases of dual-career couples are rare among the company's expatriate population, I.C.I. provides two measures to help spouses who are obliged to interrupt their careers to accompany employees on foreign assignments. I.C.I. makes payments equivalent to 6 times (maximum) the monthly income lost by the spouse, and it makes a commitment to actively seek jobs for spouses who want to work, with the assistance of the personnel services of the host company.*

---

<sup>(4)</sup> Nov. 91 The Conference Board "Europe's Glass Ceiling"

## **SOCIAL AND CULTURAL INTEGRATION OF THE FAMILY AT SOLVAY (B)**

*The Solvay group's philosophy is that the success of an expatriation depends in a large part on the family, and how quickly and well it integrates into the host country. Consequently, the company supports all efforts the family makes to integrate itself socially and culturally.*

*Integration-related costs may, therefore, be reimbursed by the company: membership dues in associations, training so that spouses can maintain their training level, etc.*

*These measures were introduced recently in response to problems raised by dual-career couples. But the availability of these options has not been widely publicised within the company, and this may explain why it has received few requests for reimbursement. Besides these reimbursements, the personnel services of SOLVAY companies offer working spouses of expatriate employees logistic assistance in job searches.*

### **3.1.5 Assistance on return to the country of origin**

#### **a) Common return difficulties**

The vast majority of companies guarantee expatriate employees a position on their return from a foreign assignment. Although returning employees are immediately reassigned to their original structures, job definitions remain vague and expected promotions are not necessarily forthcoming. The employee's position in the company hierarchy seems to be guaranteed on return, but little else.

According to the results obtained from the survey in this study, companies with the best personnel career management organisations make contact, and begin discussions with, the parent company six months or a year prior to the end of an expatriate's contract, in order to prepare for the employee's return. Several companies offer the same kinds of services on return as those offered on departure (trip for seeking housing, bonuses to cover installation costs, integration assistance services).

In most cases, the spouse who accompanies the expatriate employee does not work for the duration of the foreign assignment. However, if both members of the couple work for the same company and the spouse is not able to obtain a foreign assignment in the same location, his/her contract is suspended; but the company guarantees jobs for both members of the couple when they return to their country of origin.

Companies recognise that managing expatriate returns, and expatriate career development, are the most delicate problems they must solve. When two positions must be found in the same location for a returning couple, the problems are even greater, particularly if the company does not really have the capacity to forecast job and career management needs.

The expression "out of sight, out of mind" seems appropriate for describing the condition of returning expatriates in certain companies.

The larger the company, the easier it is to find a job which is attractive for returning expatriates. But in medium-sized companies, the problem of reintegrating returning executives in the company structure can be a real headache.

According to international recruitment consultants, it is easier to expatriate the English and the Irish to other Member States, than it is to relocate workers from Germany or Switzerland. The principal reason for this is the average salary levels in these countries. Salaries are lower in England than in Germany for workers having equivalent qualifications. Therefore, British workers have more to gain than their German counterparts from an expatriation within the Community. British expatriates are often satisfied holding foreign assignments for a number of years, and many times British firms have difficulty bringing their executives back into the parent companies in Great Britain. British workers seem to find the Continent particularly attractive. Eventually, companies may be obliged to issue an ultimatum: either the expatriate remains in the foreign Member State with a "local" status and wage, or he/she must return to Great Britain. These situations are delicate ones for the employee and his family because they have become accustomed, after a long foreign residence, to a different environment and the social advantages provided on the Continent. Many British workers find it difficult to make the decision to return to Great Britain after a long, expatriate stay on the Continent; and companies are not always sure they will be able to "repatriate" their executives.

It seems that companies encounter these problems of difficult returns in cases where the foreign work environment is particularly pleasant. The Mediterranean "sun-belt" is currently attracting employees from the north. The number of Europeans migrating towards these regions is continuously on the rise; and these expatriates later do not want to return to their home region.

## **b) Preparing returns**

"The company is responsible for preparing an employee's return from a foreign country to which it assigned him."<sup>(5)</sup> A special edition of "Dossiers de l'Avenir" indicates how important it is to work on preparing the return "throughout the entire period the employee spends outside the country of origin." Methods for accomplishing this include:

- "maintaining constant ties with the company (special newsletters on the company's national and international activities; systems for sponsorship, or correspondence between expatriate employees and co-workers or superiors in the home company)";
- participation of all expatriate personnel (regardless of their type of contract) in professional elections, possibly through affiliation with the headquarters in their country of origin;
- establishment of a supplemental training programme adapted to the employee which takes into consideration the experience he/she gained abroad, as well as technological developments within the company during his/her absence;
- use of skills acquired abroad. Rather than long-term foreign assignments, periodic returns should be planned, aside from normal home or holiday leave; during this time, the employee will be able to share the knowledge acquired abroad and gather the latest information on the company through contacts at the source.

In all these cases, it is necessary to establish permanent channels for information exchange between the parent company and expatriates. This implies internal policies supporting such measures.

---

<sup>(5)</sup> "Le travail des salariés français à l'étranger" Dossiers de l'Avenir no. 34 Nov. 87 CFE-CGC

To resolve problems related to returns, companies could send qualified specialists abroad 2 or 3 years before they reach retirement (no family-related costs, no career concerns on return).

### **c) Career sponsorship**

The companies which deal most effectively with these return-related problems begin preparing the expatriate's return at the time of his departure: each executive is assigned a "sponsor" from the parent company's career committee. The sponsor is responsible for monitoring the expatriate's career and thinking ahead about his/her return. Thus, the expatriate knows whom he/she will be dealing with regarding his position on return; and he/she has someone in the parent company headquarters who helps prepare his return. At I.C.I., every expatriate is guaranteed a job and certain grade on return. A member of the career development committee (the committee which manages career development for all employees) is responsible for finding the expatriate a re-entry position. According to companies using sponsorship systems, these greatly facilitate the expatriate's reintegration into the country of origin.

In conclusion, to encourage the expatriate's return, companies currently tend:

- to maintain regular ties with the expatriate (annual meeting to discuss career issues);
- to avoid excessively long assignments (over 5 years);
- to avoid consecutive expatriations (an expatriate returning to his country of origin after one foreign assignment, cannot accept another until he has thoroughly renewed his ties with the corporate headquarters).

### **3.1.6 Summary of the survey on the principal measures taken by companies in Europe for mobility accompaniment**

To terminate this discussion of European practices for mobility accompaniment, it is helpful to examine the results obtained in a study of 20 companies, all having over 20,000 employees, in seven Member States. Despite the fact that, because of its size, the sample cannot be considered representative, this survey illustrates the great diversity of employment terms applying to expatriates in these companies.

#### **a) Do expatriates receive a higher salary because they are mobile?**

- Twelve out of 20 companies responded "always," 7 of them "often," and 1 "rarely."

These findings are confirmed by international management consultants; the most recent trend is for companies to try to save money by minimising European mobility "accompaniment" bonuses.

#### **b) Does the company offer mobility bonuses?**

Such bonuses are "always" granted by 14 of the 20 companies. Four companies report that they "frequently" offer mobility bonuses; whereas the remaining two companies "rarely" do so. Other financial and material arrangements, however, may be made between the company and the expatriate in place of this bonus.

### **c) Does the company take care of moving costs?**

These costs are "always" covered by 19 of the 20 companies. This service is one that is almost universally provided by companies. However, companies generally set a maximum flat-fee moving allowance.

### **d) Does the company cover rent?**

Two-thirds of companies responding to the questionnaire reported that they "always" cover the expatriate's housing expenses (rent). One company, however, only covers a portion of such costs. The remaining third of companies do not always cover the expatriate's rent, but "often" do so. It should be added that, unlike Americans, Europeans generally hold on to their homes or apartments during the period they are abroad; they, therefore, face maintenance costs (and occasionally rent) on their home in the country of origin. In all these cases, housing supplied by the companies was high-quality and located in good neighbourhoods.

### **e) Are home-related costs paid by the company?**

The number of companies which "always" or "often" cover these costs, is equal to that of companies which cover them only "rarely." Home-related costs include insurance, electricity, heating, water, etc.

### **f) Does the company cover insurance costs?**

This question concerns several types of insurance, but primarily social insurance which is the most costly. Two-thirds of companies in the sample reported they "always" cover social insurance costs (differences in contribution levels). It would be useful to refine this question to deal with each specific area (retirement and public health insurance in the country of origin and host country, cost of personal insurance, etc.).

### **g) Does the company cover educational expenses?**

Two-thirds of companies report they "always" cover these costs. The remaining third "often" covers them. It should be noted that companies only consider as "educational expenses" those costs related to children's schooling (boarding schools in the country of origin, or enrolment in the host country); companies very rarely cover costs for higher education.

### **h) What about the family's travel expenses?**

There are several types of travel costs. First, there is of course the trip to the host country before final assignment; then, there are the transportation costs related to the family's move to the foreign location; and finally, there are regular trips to the country of origin, both for visits and holidays.

There were very few companies in the sample that systematically offer couples a "pre-assignment trip" before the transfer. This practice is still not widely used in business. Often, however, after a couple has made its decision, the company provides a short trip (three days on the average) so the couple can look for housing and settle formalities related to the expatriation.



All companies cover the cost of moving families to the host country. In actual practice in Europe, families generally take their personal cars with them; this cost is secondary when compared to that of moving home furnishings.

Most companies (17 out of 20) offer the expatriate's "legal" family an annual "home leave" trip. Certain companies (2 out of 20) even offer two trips per year to expatriate families. Fewer than half of companies offer these advantages to unmarried partners and their children (in other words, to the "concubines" and "natural children" as defined by French law).

### **i) Is a company car provided during the expatriation period?**

Companies generally do not offer this service to their expatriate employees. Only 2 companies out of 20 report they "always" provide company cars. Nine out of 20 companies "often" do so, and the nine remaining companies "rarely" furnish cars. In practice, this advantage is linked to management functions, and often company cars are offered only to their top management. Certain companies offer a mileage allowance to offset the expatriate's transportation expenses.

### **j) Do companies provide employment assistance to the accompanying spouse?**

Only one company out of the 20 surveyed reports "always" offering such assistance; 6 state they "often" do so. The remaining 13 companies do not seem to address this aspect of expatriation.

These results can be compared with figures from the United States indicating that 5% of American companies provide assistance to accompanying spouses. The overall figure is probably lower in Europe, given that it was difficult to find one company in Europe prepared to respond to this problem.

### **k) Do companies take any other measures to facilitate the transnational mobility of their personnel?**

Several companies take measures to guarantee medical coverage for their expatriates. A very small number of companies offer language training and courses to facilitate the cultural integration of spouses. One company offers tax compensation.

When defining expatriate status, European companies generally adopt several elements of the above-mentioned practices for good mobility management. Few companies, however, have policies that incorporate all of them.

According to consultants specialising in mobility "accompaniment" policies, only about 30 companies in the world-- all multinationals - currently fully provide for their mobile and expatriate personnel, particularly when addressing the problems of dual-career couples. Most of these companies are American, and they probably pursue these practices for historic and economic reasons, as much as for cultural ones.

In conclusion, although expatriation in Europe always involves a favoured financial status, the trend in all companies is towards establishing more restrictive terms for mobility. Over the years, the material and financial advantages linked to expatriation have tended to diminish.

Employment assistance for the spouse is a subject of much debate, but few companies have actually taken policy measures to provide it.

### 3.1.7 American practice

Historically speaking, the United States is a young nation; it was settled by various waves of immigrants from Europe and elsewhere around the world. The history of the American "melting-pot" is one of rather precarious economic and social organisation, in which geographic mobility was, and continues to be, obligatory for workers who want to improve their standard of living, as well as for the unemployed who are seeking jobs. Americans are much more mobile than Europeans, and have been since the country was founded. With growing experience on the vast North American continent, American companies have developed national, then international, and global strategies over the last 50 years. Employee mobility has always been an important element in American corporate strategies for gaining market share and in restructuring.

The Employee Relocation Council (ERC) is a non-profit American business association that offers models, services, and assistance to its members to help them better meet the needs of families on assignment abroad. The ERC publishes a summary report on selection procedures and personnel training for expatriate employees; it lists elements the ERC considers essential for successful orientation programmes prior to expatriation.

The following **15 recommendations** were **published by the ERC in 1976**, and are based on practices in 33 major American corporations ("Selecting and Orienting Staff for Service Overseas" The Conference Board 1976 p. 15):

- 1. Guarantee the candidate that non-selection will not disrupt his career*
- 2. Allow enough time for decision-making*
- 3. Involve the subsidiary in the orientation programme*
- 4. Reassert the responsibilities of the General Management in this regard*
- 5. Adapt the orientation programme to the candidate and his/her family*
- 6. Use visual and written training aids*
- 7. Hire consultants for special needs when internal resources are lacking*
- 8. Include recommendations in the cultural and economic areas*
- 9. Offer language training to the candidate and his/her family*
- 10. Take measures to meet educational and recreational needs*
- 11. When possible, offer the candidate and his/her spouse a trip to the foreign country before the transfer*
- 12. Give particular attention to procedural details*
- 13. Designate an expatriate family to sponsor the family while it is getting adapted after its arrival*
- 14. Evaluate the results obtained*
- 15. Make adaptations at the General Management level if necessary.*

American companies have been experimenting, analyzing, and evaluating "orientation" programmes for American nationals and expatriates since 1974. In the following example of particularly progressive policy, in a major American office supply company, we can identify several elements of good business practice in personnel mobility management.

### **A MODEL OF GOOD BUSINESS PRACTICE FOR FOREIGN TRANSFERS OF DUAL-CAREER COUPLES**

This company's policy objective is to eliminate as many of obstacles as possible for dual-career families when they are transferred abroad; this will enable the company to continue to attract high-potential employees for positions in foreign countries.

#### ***1. Spouses employed by the company***

*Spouses who have worked for the expatriate's company for at least 6 months before the decision to transfer abroad, have the choice of 4 options:*

- to stop working for the company;*
- to take personal leave;*
- to remain in the United States and continue his/her professional activity according to the separated family scheme;*
- to accept the rules applying to mobile employee spouses.*

*Rules applying to accompanying spouses are:*

*a) the spouse employed by the company will be placed in a particular category called "special permanent leave for overseas service";*

*b) the spouse will receive a one-time career interruption allowance, payable on the day of transfer, of a sum equal to the monthly salary including all bonuses, up to a maximum of \$5,000 or the equivalent in the currency of the country of origin;*

*c) the accompanying spouse, during overseas service, will be able to attend language classes in the host country (100 hours on the average) and continue to maintain his/her professional skills through correspondence courses and seminars, up to a limit of \$2,000 per year;*

*d) the employee's "return sponsor" will be the Executive Vice President, Senior Vice President, or the Managing Director to whom he was reporting just prior to the overseas transfer;*

*e) social and other benefits will be suspended;*

*f) the accompanying spouse will benefit from the employee's social coverage;*

*g) the accompanying spouse will re-enter his/her job 3 months after returning to the country of origin, but may benefit from 3 months of*

*personal leave and re-enter his/her job within 6 months after the return at the latest;*

*h) the accompanying spouse, on returning to the country of origin, will return to the job that he/she held prior to the expatriation; if this job position is not vacant, the employee will be offered a comparable available position in keeping with his/her qualifications; if the employee is not offered a position within 6 months, he/she will benefit from out-placement services, up to a limit of \$5,000.*

## **2. Spouses not employed by the company**

*The following rules apply to accompanying spouses who work part- or full-time for another company, as well as those who have their own businesses, for any overseas transfer of more than 6 months:*

*a) A job interruption allowance will be paid to the spouse equal to 33% of the three previous months' income, up to a maximum of \$5,000;*

*b) A lost-income allowance will be paid to the spouse, to compensate for the week-long trip prior to the transfer departure (maximum \$1,200);*

*c) The company will reimburse the cost of classes, seminars, and training for accompanying spouses not employed by the company, up to a limit of \$2,000;*

*d) Language classes will be provided, up to a limit of 100 hours;*

*e) Re-employment assistance services will be offered to the accompanying spouse, up to a limit of \$5,000. If the spouse's company provides these placement services, the company will pay surplus costs, up to a limit of \$5,000.*

In this example, the transferring company offers all accompanying spouses approximately the same advantages, regardless of whether they are company employees. The essential differences lie, of course, in the rights related to the conditions of return to the transferring company. The company in this example recognises that stimulating personnel mobility means addressing the "dual-career" aspect of expatriate couples.

## **3. 1. 8 Corporate associations and mobility assistance**

Corporate associations have been formed in all Member States to allow companies to exchange their practical experience in personnel expatriation. In France, for example, a group of 45 major French companies has founded CINDEK ("Inter-Company Expatriation Centre"). Members of this association have some 15,000 expatriates in 130 countries and represent virtually all occupational branches of French industry. CINDEK network members meet monthly in a "European Commission" to coordinate policies in the area of expatriation. CINDEK is designed to be a centre for exchange, study, and communication. CINDEK working groups have tackled issues related to children's education and the adaptation of expatriate families. Currently, CINDEK is working on the problem of dual-career couples. The association's newsletter can be

used as a job exchange for accompanying spouses; to date, however, only two companies have used this medium for finding jobs for spouses accompanying expatriate employees.

The directors of international personnel services meet monthly; this provides a growing, informal network on job vacancies for spouses.

At the request of its members, CINDEX sought bids for expatriation training for candidates for foreign positions in 1990. This created an important inter-corporate market. Through outside training, companies hope to avoid integration problems and expatriation failures, as well as to give employees and their families the means for adapting effectively to the host country. Inter-corporate training sessions have been recently conducted. Results will be evaluated six months after the couples' integration into their host environments.

CINDEX's major corporate members are becoming increasingly interested in training for management personnel who have to deal with expatriates, to make them more aware of the economic and cultural issues involved in working abroad. In fact, it is not unusual to find that the individuals managing a company's expatriates have never worked abroad themselves.

CINDEX organised a conference about expatriation on 23 January 1992, which underscored the various economic, human, and cultural aspects of foreign service. During the conference, however, no speaker devoted his remarks specifically to the problems of the spouse's employment, the education of children, or the overall family dimension of expatriate status. These problems were nonetheless raised during the sessions. Only a few of the many companies attending the conference offered any semblance of a solution to the problem of dual-career couples. TOTAL emphasised that to facilitate the mobility of individuals with family responsibilities, it is moving towards a system of rotating assignments. Of the company's 900 French expatriates, 200 regularly receive foreign assignments for periods of 4 to 6 weeks, alternating these with periods of work in France. This "pseudo-mobility," which does not require the transfer of families or interruption in the spouse's career, is replacing expatriation at TOTAL.

Companies emphasised the difficulty, outside the major capitals, of enrolling children in schools. Although the French overseas educational network is one of the best, companies that are not located in major cities cannot take advantage of it. This means they must establish costly company schools.

Other transnational corporate associations have also been formed. The most well-known among them is the "European Round Table" which includes some 40 major European companies. The association helps establish relationships between these large companies and serves as a centre for exchange. Within the Round-Table, a pool of job vacancies for spouses is being developed, but it is still very informal.

Numerous corporate groups, whether organised by sector, country, or centre of interest, offer important possibilities for information exchange and collaborative efforts. "Europe Initiative" is a European business association created in 1990, at the initiative of a French company; its members include English, French, and Spanish companies from various sectors and of various sizes - small and medium-size businesses as well as large corporations. This policy formulation group's objective is to offer European companies something "extra." It therefore provides workshops on "European skills," in connection with others focusing on "European mobility." Europe Initiative has looked specifically at the issues raised by the European context. The group's conclusion is that a good "European executive" is above all a good executive (management training) with expatriation experience. The group provided no special recommendations or conclusions on expatriation in the European context, although it is clear that expatriation in certain Member States offers important career and training potential.

Meetings between corporate leaders, often by business sector, are frequent in all Member States. This allows them to exchange information on expatriation policies, as well as accompanying material and financial measures. Flexible procedures for handling job vacancies and applications for mobile spouses could be put into place during these meetings.

### **3.1.9 Advantages and inconveniences of mobility**

One of the survey questions used in the context of this study was designed to obtain an overall evaluation of expatriation from personnel management. It examined the advantages and inconveniences of European expatriation of employees on the following three levels: financial, career, and personal/family. Responses provided by the companies enable us to estimate the possible gains and losses of foreign employment.

#### **a) financial advantages and inconveniences**

Companies list the following major advantages: "higher income incentives," "financial benefits granted during the expatriation period (variable levels, depending on home and host countries)", "financial advantages greater than in the case of mobility within home country, but lower than for expatriation outside of Europe", "faster salary increases", "minimum 30% increase in purchasing power after deduction for housing expenses and taxes", "frequent financial benefits, primarily because tax systems in other Member States are more advantageous than that used in Denmark", "increase in revenue of 15%, plus compensatory bonus", "higher income with lower tax burden", "higher income and job security", "earnings, expenses, and savings levels increase during the expatriation period", "salaries are often higher and lifestyles better, if tax burdens and the standard of living in the host country are lower than those in the country of origin."

Companies, therefore, are generally prepared to increase an employee's income for expatriation, but a country's tax system can limit these benefits. Surprisingly, one English company reports that, "It is not company policy to offer employees direct benefits for foreign assignments, except in extreme cases". This company employs 4,100 persons and belongs to a group with 110,000 employees. Despite this apparently draconian policy, the company has expatriated 23 specialists within Europe.

The principal financial inconveniences are related to two factors:

- increased tax burdens in certain Member States (Belgium, Netherlands, and Denmark all have high tax rates);
- the return to the country of origin, and loss of expatriate status, means a drop in salary to its initial level.

#### **b) advantages and inconveniences from the point of view of career**

All companies state that, in one way or another, expatriation is a "plus" for the employee's career. These advantages were described as follows: "international experience, with work and residence in another country, is preferred for top-level positions", "there are greater career opportunities because of the experience gained," "an international career is more marketable", "jobs are more motivating and offer greater independence for expatriates; the experience is

enriching from a professional point of view", "it depends on the individual, but until now, expatriation has tended to accelerate careers", "expatriation means increased opportunities on return to the country of origin", "helps promotion", "expatriates gain experience in directing businesses in other cultures", "wider experience", "an unequalled experience for strengthening career development."

However, companies quickly qualify these statements with the following considerations concerning difficulties encountered in expatriate careers: "there is a risk that a person who fails totally in a foreign company, may have to leave the company (very infrequent)", "reintegration in the same company is difficult", "expatriates are far from company headquarters and decision centres", "it is harder to evaluate performances appropriately", "returns are difficult if the expatriation is not a success", "because the expatriate isn't around, he may not be considered for promotions", "the expatriate can miss career opportunities in the parent company while he is abroad", "being far from the decision centre may mean you're forgotten", "being too closely linked with certain projects or technologies can make career advancement more difficult", "there are difficulties in reintegration in the home company and difficulties in finding appropriate job positions on return", "no job guarantees in the country of origin on return, or no jobs available at appropriate levels", "not following the conventional track is difficult, and may mean the expatriate feels isolated", "because of the economic pressure, expatriates may find reintegration in the country of origin difficult, and promotions are not always guaranteed."

Although expatriation generally means faster career advancement for employees, the conditions of the return continue to be problematic.

### **c) advantages and inconveniences on the personal and family level**

Companies primarily emphasise cultural acquisitions, including languages, among the advantages of expatriation for the personal development of employees and their families. Employees also become more personally independent. Thus, the principal advantages of expatriation from a personal and family point of view are described in the following remarks: "a means for developing one's character, a very good opportunity for self-improvement and widening one's experience of life", "widened cultural experience for the family, which it would never have gained had it remained in the home country", "jobs requiring independence, personal initiative", "becoming more flexible personally; the opportunity to experience other cultures," etc.

The inconveniences of expatriation, however, appear to be at least as great as the advantages. Certain difficulties (finding a job for the spouse, the children's education, separation) seem to be major obstacles. These problems are described by companies in the following manner: "educational problems; finding a job for the spouse; problems with social security (retirement systems)", "distance from family roots; emotional and cultural uprooting of children with each transfer", "the need to adapt to the new environment (friends, social life), added to the difficulty of learning a foreign language", "the spouse's career is disrupted unless the employee and spouse live apart, and children can have difficulties at school", "when the children remain in the country of origin for scholastic reasons, there can be tensions", "long working hours can isolate the employee from the spouse and social activities", etc.

Personal and family-related difficulties seem to be as numerous and as important as the expected cultural advantages and gains. This is probably one explanation for the generally low number of candidates for expatriation.

## 3.2 GOVERNMENT PRACTICE

The European Ministries for Foreign Affairs are a good example of government practice in the area of expatriation.

Diplomatic careers often involve a range of different foreign assignments, lasting an average of three years; these may be successive throughout the career or there may be occasional returns to the Ministry for Foreign Affairs in the home country. Personnel services responsible for employees' social problems have been confronted increasingly with new issues in recent years: career and educational interruptions; spouses who want to remain in the country of origin; and expatriates' refusal to continually disrupt their children's education. It seems that few family-related problems affect the initial assignments at the beginning of the career; later, however, when the couple reaches a certain age, they appear to tire of mobility, and behaviour changes.

There is a developing trend to increase the length of assignments, up to five years, particularly for top-level positions; keeping civil servants in their jobs has been shown to be important in maintaining acquired skills and knowledge.

Assigning civil servants to their ministries, after two consecutive assignments abroad, is also becoming a more frequent practice.

The number of foreign positions is being reduced in all Member States, particularly in the major embassies, for budgetary reasons.

The Ministries have rather well-developed accompaniment policies for their expatriate personnel. Numerous bonuses and allowances are paid to mobile civil servants to compensate for disruptions created by transfers (housing and entertainment expenses; cost of living allowances; expatriation allowances; distance bonuses; mileage and domestic service allowances; "passive entertainment" allowances (spouses receive half of the amount paid to the civil servant for entertainment expenses); special bonuses for difficult assignments (paid to spouse and children); etc..

A questionnaire, based on the model designed for businesses, was sent to the Ministries in seven Member States; the goal was to obtain information about measures taken to assist spouses and families on foreign assignments. Associations of diplomatic corps families provided additional and complementary information. Indeed, spouses' associations in every Member State facilitate contacts and the integration of expatriate families. These associations often submit proposals to the personnel directors at the Ministries to improve accompaniment measures. Operating out of the Ministries, these associations are very active in solving everyday problems as they arise for Ministry employees. Every Ministry has a liaison officer whose job is to help to solve the problems of expatriate families; and families are able to meet periodically through the ECFASA (European Community Foreign Affairs Spouses' Association) network.

More and more women are entering diplomatic careers. In Dutch and Danish embassies, for example, one-third of the diplomatic personnel are women. There are no specialised recruitment policies to encourage women to enter diplomatic careers, but they are currently passing the recruitment examinations in greater numbers than men. Nonetheless, women still hold the lowest-level diplomatic jobs. Ambassadorships are still generally only granted to men, though more and more women can be expected in these positions. The spouses (both men and women) of these civil servants are highly skilled and increasingly reticent to interrupt their careers to accompany Ministerial personnel on foreign assignments. But diplomatic careers have always been characterised by high mobility, and will continue to be so. Ministries pay large financial indemnities to compensate for the disruptions that expatriation creates for spouses and families.



The Ministries for Foreign Affairs of the E.C. Member States conduct joint meetings to harmonise their personnel management policies. However, the Ministries have no special policies concerning the mobility of their employees within the Community. During one recent meeting, the group examined measures to encourage embassies to cooperate in finding employment for spouses. These issues are new ones for the Ministries, and Member States participate to different degrees in such debate.

Small embassies are much more problematic than larger ones, because job opportunities for spouses are more limited. Vacancies often do not correspond to the spouse's qualifications and language is frequently a major obstacle.

### **ECFASA, a European network of associations of spouses of diplomats**

Representatives from associations of families of diplomats from several Member States have been meeting annually for the last seven years to exchange information on their activities. This group of associations is known as ECFASA. It organised a meeting at the Hague from April 14 to 16, 1991, during which delegations from Netherlands, Belgium, Germany, and Great Britain made presentations on various aspects of their diplomats' mobility and on measures taken by their Ministries to facilitate the integration of couples and families. The ECFASA annual meeting is open only to spouses of civil servants working for the Ministries for Foreign Affairs of the E.C. Member States, and to a limited number of observers from the EFTA States. After the group has drawn up its conclusions and proposals at the meeting, these are sent in the form of a letter to the President of the European Political Cooperation in Brussels.

The group's objective is to give the network greater structure during its 1992 meeting.

ECFASA has made three observations: women in the Community are being increasingly required to take economic responsibility for themselves; they are increasingly determined to have independent professional careers; and finally, there are increasing numbers of women working in diplomatic services (which means that the number of male spouses is also growing). The E.C. Ministries for Foreign Affairs generally grant the spouses of diplomatic service personnel the right to work (without a work permit). However, it seems there are divergent attitudes among the Community Ministries, due in particular to the unofficial role which diplomats' spouses are expected to play (entertainment and public relations).

In actual practice, because diplomatic functions offer a certain number of immunities that extend to spouses and children, all Ministries require that working spouses of diplomats make a declaration of employment status to the Ministry for Foreign Affairs in the host country. Employment leads to the loss of immunities for the spouse, for the duration of the work contract. This practice is observed in all Member States.

It seems that the spouses of Portuguese diplomats are prohibited from working, and that very few spouses of Italian diplomats work abroad.

### **THE SPOUSE'S RIGHT TO CHOOSE NOT TO BE MOBILE (DK)**

*Although women make up one-third of the Danish diplomatic corps serving in Europe, more than half of these women are single. Six times more men than women on the Danish diplomatic staff are married and have children. Embassies and consulates always help spouses find employment; however in actual practice, many wives of Danish diplomats do not accompany their husbands on assignment, but remain instead in Denmark to continue their jobs. In these cases, the Ministry for*

*Foreign Affairs finances the costs involved in maintaining two homes and reimburses travel costs (two trips per year) for the spouse, the civil servant, and all of the children, so that diplomatic families are able to be together.*

*To help resolve the problems that spouses encounter in obtaining leave to accompany civil servants abroad, the Ministry has ensured the right of all civil servants in all Dutch ministries to obtain leave for the period a member of the diplomatic corps (husband or wife) is on foreign assignment.*

*Finally, the Ministry has recently established a working group composed of civil servants, members of the spouses' association, and representatives from the personnel service, to seek solutions to family-related problems facing employees serving abroad.*

### **ALLOQUIUM (B), ASSOCIATION OF SPOUSES OF DIPLOMATIC PERSONNEL**

***The goals of the association are:***

*a) to develop a mutual support system and encourage dialogue between members residing in Belgium and abroad (walk-in services one morning per week);*

*b) to meet the needs of the spouses and families of members of the diplomatic service (assistance on departure for foreign service, reintegration in Belgium), in liaison with the Ministry;*

*c) to increase awareness within the government of problems facing mobile spouses and families, and submit proposals to the government to facilitate their integration.*

***Currently 85 of the 625 agents in the Belgian diplomatic service are women (13.7% of total personnel). They hold the following positions: 25 French-speaking diplomats; 16 Dutch-speaking diplomats; 32 French-speaking secretaries; and 12 Dutch-speaking secretaries. Fifty-three of these 85 women are single (62.3%) and 32 are married, including 8 who are married to members of the diplomatic or consular staff. Eleven of the remaining 24 women are married to foreign nationals. Most of the spouses of these women hold jobs in import-export or journalism.***

***Measures taken by the Belgian Ministry for Foreign Affairs to deal better with family constraints in the mobility of Ministry personnel include:***

*a) The head of personnel tries to take account of scholastic needs when assigning agents abroad (French-speaking high-school for children in secondary school).*

*b) Educational expenses are paid by the Ministry, up to a limit of BF 170,000 per child.*

*c) Family allowances are tripled when agents begin foreign service.*

*d) When an agent is accompanied by the spouse, the Ministry increases indemnities by 20%.*

*e) If both members of a couple are agents of the Ministry, they are generally not authorised to work in the same embassy. The head of personnel therefore tries to assign these couples to cities where there are a variety of assignments to be filled (for example, in Paris: embassy, OECD, UNESCO).*

*f) Manuals on the various service countries can be consulted by agents and members of their family at the Ministry.*

***ALLOQUIUM initiatives:***

*a) Day-long informational meetings are held for spouses of diplomatic and secretary trainees biennially. During these meetings, spouses receive information on the Ministry, living conditions abroad, and the various procedures that must be followed at departure and on return.*

*b) A series of "woman's manuals" are available to spouses. These guides are written by spouses of diplomats and provide information on issues of special interest to them (job opportunities and volunteer activities abroad).*

Certain Ministries have recently created data-banks to help spouses find work.

**Data-banks and information networks**

Some major projects financed by the Ministries to date involve the creation of data-banks. The oldest existing data bank of this kind was launched in Bonn (Germany) two years ago; its objective is to provide German civil servants returning to Bonn with information on local job opportunities. Prior to return, the spouse is able to contact the Ministry and request information on employment opportunities in Bonn. A practical "return" guide is also available to returning civil servants; it gives information on housing conditions, schools, job-hunting, doctors, law, pets, etc. German embassies are instructed to cooperate closely in helping find jobs for spouses, and they do.

**FRAUEN-UND FAMILIENDIENST IM AUSWÄRTIGEN AMT (D)**

*The objective of the "Women and Families" association is to provide support to the spouses and families of staff members of the German Ministry for Foreign Affairs. "Women and Families" has been working in this field for 26 years. The Ministry supports its activities and provides a full-time secretary, equipped offices, and an operating budget. All of the association's approximately 40 active members are volunteers.*

*An advisory council and various commissions have been created for the: publication of a monthly newsletter, organisation of events (trips), departures and arrivals, schools, recommendations on finding employment, etc. Association members work closely with the following Ministry offices: family division, social and medical services, and the personnel department.*

*Currently, 150 coordinators in embassies and consulates work with the association.*

A data bank is also being established in the United Kingdom. A "spouse employment briefing officer" is responsible for providing information and advice to spouses seeking work, particularly in London. Job vacancies are compiled in a special data file for this purpose.

**The data-bank of the Dutch Ministry for Foreign Affairs**

At the request of the spouses' association, the Dutch Ministry for Foreign Affairs has begun to assist spouses in finding employment abroad. The project for the spouse and partner employment data bank was launched in August 1990; the aim is to create an accessible system providing data on paid job opportunities and volunteer activities for partners of diplomats.

The first phase of the project involved a survey of the diplomatic service to determine the needs of the population that would be using the data bank. Twelve hundred questionnaires were sent to spouses to identify the types of jobs they had held at their last three foreign posts. Five hundred questionnaires were returned, showing wide interest in the data bank among these spouses. One-third stated they were not interested in finding employment, primarily for family reasons; but 79% of responses confirmed the spouses' desire to work.

This survey shows that the higher the spouse's educational level, the more likely he/she is to want to work. In addition, women under the age of 45 generally want to find employment. When jobs obtained abroad are compared with the spouse's or partner's educational level, it can be seen that most spouses with training in secretarial skills are able to find work in this sector.

A second questionnaire was recently sent to persons wanting to work with the data bank in helping identify the various job opportunities in the foreign location to which they are currently assigned (volunteer and paid jobs). This means that spouses abroad are becoming a source of information for the data bank. A great deal of information has been received from certain locations, whereas data from others is relatively sparse. A contact list is being established; its objective is to provide two "information contacts" per location, an embassy employee and a volunteer spouse.

The occupational fields in which there seems to be the highest demand abroad are: teaching, nursing, journalism, interpretation, and translation. Job skills that are highly centered on the country of origin are difficult to market abroad. Legal specialists, for example, sometimes have to have additional training before they are able to find work. The survey shows that partners seem most likely to find paid employment in Africa and Asia. Finding volunteer work is always easier than getting a salaried job.

The problems experienced by partners and spouses of Dutch civil servants abroad are generally related to: the acquisition of work permits; limited opportunities on local job markets; the fact that the family demands greater attention abroad than in the home country; limited support from embassies and the Ministry; employers who are reticent to hire during short-term residences; and the loss of Dutch social security allowances when working under local contract. Because of these factors, many spouses have a long history of unemployment; and their lack of experience makes it hard for them to enter the labour market, even when opportunities are available.

Of course, there are occasional job opportunities available at embassies, but most of these jobs are temporary, and they often require an excellent knowledge of the local language.

**The data bank's objective is to provide as accurate an overview as possible of each foreign location; the names of persons to contact; employment and educational opportunities; and volunteer jobs.** Information regarding work permits, local tax systems, and diplomatic immunities will also be incorporated. Currently, two staff members at the Dutch Ministry are working on the data bank. Thanks to the network of contacts and volunteers in foreign locations, information is being collected in the Hague and is already accessible for consultation at the Ministry. The data bank operates on a relay system.

A newsletter covering employment issues is currently being prepared for mobile spouses.

Finally, the Dutch hope to build a network of contacts, linking all the E.C. Ministries for Foreign Affairs, for even wider distribution of information about job opportunities.

## **The issue of offsetting disruptions in the spouse's career**

A number of Member States are currently studying a system for compensating spouses for the services they provide. The British delegation notes that spouses of diplomats spend a great deal of time abroad and must participate fully in official diplomatic service events and functions. Today, this is changing but spouses continue to play a volunteer role in many activities at embassies.

Married women in the majority of European countries want gainful employment; they want to build careers and finance their own retirements.

Some spouses of diplomats do work. But, despite the fact they are able to find jobs, they have difficulty in building careers. With the growing number of women in diplomatic service, it has been seen that male spouses often have higher expectations regarding employment than their female counterparts. The increasing trend among British spouses to refuse expatriation, so that they can continue their careers, is leading the Foreign Office towards the establishment of a compensation system.

**There are two principal means for providing financial indemnities to spouses.**

*1. The German solution: pay an allowance to the spouse while he/she is a "diplomat's spouse."*

*This was the decision made by the German Ministry for Foreign Affairs in January 1990. A salary supplement (5% of total salary) is paid in addition to the civil servant's wage. Civil servants commit themselves to freeing these funds to cover the spouse's needs. Although designed to be paid to the spouse, he/she can request that these allocations be paid into a retirement system; invested for future use (death of spouse, divorce, etc.); or used to fund additional training.*

*2. The Swedish solution: pay into a retirement income fund for spouses. The Swedish government has established a system whereby it pays into a retirement fund in the spouse's name; this means that, in the event of divorce, the spouse retains his/her right to retirement benefits.*

But systems for paying indemnities to spouses do not have the unanimous support of ECFASA; certain members of the association feel that official recognition of the spouse's role through the establishment of a compensation system would create obligations for the spouse in regard to the Ministries.

At this time, the German Ministry for Foreign Affairs has settled for an allowance system, whereas the British Foreign Office is seeking a solution of the compensation type. None of the other Ministries in the Community (Belgium, Denmark, France, Netherlands, Ireland, Portugal, Spain) have taken any measures of this kind.

ECFASA hopes that various kinds of compensation will be granted by the Ministries: training; educational grants; and aid for finding employment in the host country and on return to the country of origin (career orientation). Embassies could be more actively involved in helping spouses find work, not only in the embassies, but also in the local community. ECFASA also feels language training and correspondence courses are most useful to spouses.

The British Foreign Office has established regulations requiring embassies to hire spouses on local contracts whenever this is possible. Many spouses have been hired under this system, although the jobs available - generally office or secretarial work - do not always satisfy spouses

who are highly skilled. The Foreign Office organises training in public speaking, media communication methods, assertiveness, etc.

ECFASA notes that the Ministries for Foreign Affairs are currently seeking the means to hold on to their employees and maintain the cohesion of diplomats' families by keeping them together. To accomplish this, the Ministries will have to examine the various options for satisfying the needs of dual-career couples, while guaranteeing the mobility of diplomatic staff.

### **Solutions for the future:**

. Diplomatic services could be reorganised to distribute foreign assignments among a larger number of civil servants.

The Dutch Ministry for Foreign Affairs has recently merged two ministry departments, to help limit the number of years diplomats spend abroad. A greater number of persons will be assigned to foreign service, but the number of such assignments per person will be reduced. The system now used for foreign assignments is designed:

- to increase the length of service from 2 to 3, or 4, years;
- to guarantee the civil servant's return to the Hague after two consecutive foreign assignments.

. Bilateral and reciprocal agreements, between two Member States, could resolve the problem of the employment prohibition that still impedes spouses from working in certain Member States. Several Member States have signed bilateral agreements of this kind.

### **Conclusions regarding expatriation practice in organisations**

Today, few measures are being taken in business and government (diplomatic services) to evaluate systematically the family constraints related to dual-career couples. A number of Ministries for Foreign Affairs are, however, very actively seeking solutions to this problem.

One study conducted in the United Kingdom, of 9 large private corporations and the Foreign Office<sup>(6)</sup>, concluded that four elements were essential when developing policies for the expatriation of dual-career couples:

#### **- information**

Organisations should be fully informed about the expatriation candidate's situation; and candidates should be informed about the plans and intentions of the organisations.

#### **- flexibility**

The more lead-time businesses allow themselves, the more options they will have. In addition, a certain amount of flexibility in the length of foreign assignments could facilitate decision-making for candidates.

#### **- choice**

Employees who receive information from management on the various kinds of positions available and their programming - in other words, employees who are given a certain amount of choice - are better able to make plans and the required personal arrangements.

---

<sup>(6)</sup> Margery POVALL (source U.K. Foreign Office)

**- time**

One thing that is lacking in many foreign assignments is time: time for making decisions; time for preparing for the departure; as well as time in the length of assignments, both those abroad and within the parent company.

**Business and governments have everything to gain from increased flexibility; various kinds of aid should be provided for working spouses to make them more mobile and help them enter the labour force abroad (educational allowances; language courses; intercultural briefings; grants to self-employed professionals for opening their own businesses; reimbursement of career development counselling, etc.)**

**There are no magic solutions to the problems of expatriation, but organisations have a variety of tools that can be combined to offer mobile employees, their spouses and children, the most appropriate solutions to their needs.**

**Because of the diversity of E.C. languages, cultures, and organisational systems, occupational mobility requiring foreign residence will continue to be difficult for Community families for many years to come. The Commission can, within the limits of its mandate, facilitate the mobility of E.C. nationals.**

## **4. SURVEY OF MOBILE COUPLES AND FAMILIES**

*"In the U.S.A. it is accepted that a woman will say to the company wishing to transfer her husband abroad: "I'm a journalist, find me a suitable job in Brussels or else I can't go". In Europe, if you expressed yourself in the same manner in a European company, you would be regarded as a difficult woman, and the executive as a difficult company member. The management's point of view will be "your wife causes problems for the firm" instead of saying: "your wife has a legitimate demand"..."*

*..."Families may have "portable" roots until they encounter a crisis relating to decisions on the quality of life. Therefore it is important to make informed decisions. It's a part of the couple's maturing process. We all need a period of consolidating our foundations. This has nothing to do with age, it's more to do with making the right decision at the right time for the couple. When we make a decision ourselves - to stay, to leave again, to go back - we accept all the consequences. People who do not plan their lives become victims".*

**Robert BROWN  
Director for Europe  
Moran, Stahl and Boyer**



## **4. SURVEY OF MOBILE COUPLES & FAMILIES**

Having clarified the context in which professional mobility is developing in the E.C. and then studying the characteristics of expatriation today, a third section of the report makes an inventory of the practices implemented by the companies and management to accompany mobile couples and families. The following presentation examines the point of view of these couples and families through a survey and life experiences.

How do couples and families make the decision to become expatriates, how are male and female roles shared while working abroad? How do they cope with settling into a new environment, and how is the question of the children's education dealt with?

These are some of the many questions put to these couples in questionnaires and interviews.

In order to define the degree of social and professional integration of expatriates, a questionnaire with the objective of studying the conditions of mobility was sent to 555 members of the "Focus Career Services" association in Brussels, a typical European city. This association was chosen as a "reference" association as it brings together mobile people who are seeking to develop their careers. Moreover, it is the largest association in Europe having as its main objective the offering of assistance to expatriates wishing to reintegrate socially and professionally.

About 40 completed questionnaires were received, representing by its size a not significant sample. However, this survey, which is qualitative, has brought into light certain constant elements.

The interviews with the couples allowed for more in-depth analysis of the complexity of situations encountered by expatriates of European origin.

### **4. 1 THE SURVEY'S CONCLUSIONS**

The results of the survey yielded the following conclusions:

- . women follow their spouses more than men do;
- . occasional mobility (once or twice in one career) is the most frequent;
- . mobility is a decision taken individually (for single people) or in a couple, with little help from the companies and rare recourse to a consultant;
- . information sources are very scant and since the company and their friends are the principal information sources, the needs of couples in this area remain unmet on many issues;
- . families have left their countries without any significant help from the companies;
- . on arrival, families receive little assistance with settling in; those rare couples that do are helped by the company or by associations which specialise in mobility and integration;

- . children generally adapt easily to their new environment but mobility can be a difficult transition period weighing heavily on the development of those who are less confident;
- . the creation of a company can be a positive alternative for the spouse to a fruitless search for work.

### **Some key points to successful mobility for a couple**

- . **the obtaining of extensive and accurate information;**
- . **the acquisition by each of professional competence and experience;**
- . **development of linguistic competence;**
- . **negotiation with the two companies for which the partners work;**

## **4. 2 CONDITIONS OF THE SURVEY**

### **Sex, age, nationality**

The 40 answers obtained came from **39 women** (one unspecified). Half of the women who replied were aged **between 28 and 40**; 6 were less than 28; 12 more than 40 years old. But it is between 30 and 40 that careers are built.

The distribution by nationality of the responses of mobile women was 16 British, 12 American, 4 French, 2 Belgian, 1 German, 1 Dutch, 1 Canadian, 1 Norwegian, 1 Finn (one unspecified).

The **large majority of Anglo-Saxon women (28/38)** can be explained by the history of the organisation: focus was created by American and British women; the association operates exclusively in English.

### **Frequency and cause of expatriation**

For 16 women out of 30, almost half of the sample, Brussels represented a **first experience of expatriation** (for 8 women, their second experience, for 8 women their third; finally 8 women out of 38 had already worked abroad at least 4 times).

For 25 women out of 40 the principal reason for their move to Brussels was their **spouse's work**; 5 women were transferred by their companies and in this case none had children. 4 couples decided to work abroad without a contract. Six other women had different motives for mobility (studies, offer of work...).

### **The spouse's situation**

Out of 36 women who accompanied their partner, 28 (representing 4/5) were working before their departure. For all the women it was not possible either to stay in the country of origin for personal reasons or to work for the same company in Brussels. **All these women stressed that they too had careers, the development of which was affected by mobility.**

## 4. 3 RESULTS OF THE SURVEY

### Conditions of departure

To the question "Did you have the chance to discuss the decision to move?" 37 women replied positively, two negatively. Thirty-six women were able to tackle the subject with their partner or spouse. Whereas nine were able to discuss the subject with the company, only one (an American) benefited from the advice of a specialised consultant at the time of the decision-making.

#### "Did you receive enough information on the following subject:"

	<u>YES</u>	<u>NO</u>
The host country	19	20
The financial condition of expatriation	16	22
Accommodation conditions	9	26
Educational conditions	9	17
Local employment situation	2	29

The majority of women lacked information concerning the different aspects of mobility. Information relative to accommodation, schools and the job market was the most difficult to obtain. It was the spouses company (1 reply out of 3) and their friends (1 out of 7) who most often provided the information.

### Preparation for departure

Whereas 5 women out of 40 benefited from specialised assistance, 35 women confirmed they received no help whatever.

"Relocation" agencies were of use to only 3 women in the sample.

### Settling in the host country

Half the women in the sample received **no help at all** at the time of settling in. Company assistance was mentioned first (by 6 people) for registering within the town and general advice concerning accommodation. Six couples were helped by work colleagues, 4 others benefited from specialised advice from consultants on expatriation.

Organisations which gave the most help to women were: **FOCUS**, for a third of the women; less than half had links to a **culturally orientated** association (American Women's Club, Association des Français à l'étranger, etc. ).

## Professional Integration of spouse

	<u>YES</u>	<u>NO</u>
Have you found work?	15	40
Have you found voluntary work?	13	40

Out of 36 women who accompanied their partner or spouse, 15 have now found paid occupation, partly thanks to the help of FOCUS. However, 28 had been working before expatriation, confirming the **difficulties of professional integration** due to mobility. It is true, however, that American women need a work permit in order to take on professional work in Belgium. They amounted to 7 out of the 12 in work.

Whatever their professional position, 25 women out of 40 stated **they were content in their new environment**. Out of the 8 women who declared themselves to be "unhappy" six were ambivalent, the other 2 were unhappy largely due to the fact they had no work.

## The question of returning home

Two-thirds of the sample of women confirmed that they would receive no help whatever for the return home, contrary to the quarter of the women who hoped to receive it. More women thought the return home would present difficulties (16) than not (8). Four British women felt that it would be almost impossible.

## Expatriation, a success ?

### "Did expatriation have positive repercussions?"

	<u>YES</u>	<u>NO</u>
On your career	24	10
On your spouse's career	27	5
On your couples	25	7
On your children	14	1

Out of the 40 women in the sample, 17 had children. In 14 families out of 17, the children adapted satisfactorily to mobility, representing two-thirds.

In the end, for the large majority of women, mobility to Belgium resulted in positive repercussions from several points of view (personal career, spouse's career, the couple's relationship and the children's development).

## **Dual-career couples and mobility**

More than half the women (23/40) thought that it was possible to have a dual-career situation and remain mobile, contrary to the 13 most pessimistic women ("the spouse could work in this case, but probably not in a chosen field".).

**The principal keys to success for a couple seeking to be dual-career and remain mobile are listed by the spouses as follows:**

- "Arrange to be sent abroad by a company",
- "Obtain information and assistance from the firm on starting the transfer",
- "Be a multi- and appropriately skilled couple",
- "Be a couple with many appropriate and transferable skills, great flexibility and an aptitude for communication",
- "Be adaptable, creative and have language skills and an open spirit",
- "To make life as easy as possible, both partners must have linguistic competence (and no children!)",
- "Leave with the whole family, live in a pleasant area, have enough money to go back to your country, be motivated and have positive plans for all the family",
- "Be in good health, have a positive attitude, a sense of humour and enjoy making contacts",
- "Be a strong woman, have enough money to follow a training course, have good job opportunities",
- "Visit the area of transfer, obtain practical information on the accommodation and working conditions and try to learn the language",
- "Obtain the appropriate support and information from the company and exterior organisations",
- "Prepare for the move in advance, get professional assistance after the installation",
- "Understand equal opportunity, be willing to share household chores and be aware of the special interests of each other",
- "Make compromises and establish a basic balance in the couple; be prepared to make personal career compromises; be flexible when considering one's own career; be capable of coming second; sort out priorities in the couple and work hard to stick to them: is money more important than time together? Marriage against career?", each must let the other grow and develop",
- "Make compromises on both sides, so that career and family life can co-exist compatibly",
- or "Give the choice of work alternatively to each partner",
- or "Decide from the beginning whose career takes priority, and maintain constant communication between the two partners even if one is often absent from home",
- "One partner must take on a job which is extremely flexible, such as teaching, freelance writing or nursing",
- "Be well organised, be flexible, have a home-help or an au pair, and a budget sufficient to deal with the costs of job mobility",
- "Bloom where planted; when in Rome, do as the Romans do; learn the language and a little of the history; take or leave the local customs, have a spirit of adventure and the ambition to succeed",

## **4. 4 COUPLE MOBILITY: CODE OF GOOD PRACTICE**

The following extracts were taken from responses to the question:

**"What advice would you give to others, so that they should avoid making the mistakes you made during previous relocations?"**

### **a) Caution**

"Try to make the move with the help of a firm. It will cost less and the support is better", Do not leave without a realistic possibility of a good job or enough money to take a good course to help with a return to work. Do not plan a life on two salaries until both partners have definite offers of work. Pay close attention to the clauses in your contract which deal with its termination (does it allow for a return home in case of problems?). Find out if conditions of the "expatriate's" contract prejudice your social rights (right to unemployment benefit? continuation of retirement rights?)."

### **b) Information**

"The couple should obtain a pre-assignment visit from the firm; do not make a hasty decision during this visit; be completely informed about the country in question before making a decision, be prepared for every eventuality, meet as many people as possible who actually live in the country in question, have a good knowledge of the local job market and costs, taxes, education fees, not forgetting cultural aspects (local way of life); make contacts very early on, where possible before moving; talk to other expatriates before leaving, accept their help, make every effort to find a job before moving".

### **c) Self-awareness**

Know what you want and be sure you can achieve it before moving; know your limits; be prepared to stand on your own two feet; do not expect to find the same support in the host country as you would find in your own."

### **d) Preparation**

"Before moving, take language courses to improve your level. Organise accommodation (ask in advance for the cost of hotels and temporary lodgings), proceed with enrolment in schools, beforehand where possible and have a good "survival pack" at hand: a roof over your head (find local assistance for long-term accommodation), schools and at least one good salary".

### **e) Socialisation**

"Accept the fact that there will be a period of adjustment that may be difficult, and that a period of sadness or depression is normal; settle in quickly and do not delay looking for work; meeting people, getting information from associations; go out as soon as possible; learn the

local language, try to join in local activities; do not compare or be too attached to your previous way of life; immerse yourself in the local language and do not rely on the expatriate community".

#### **f) Assistance**

"Accept the help of others, believe that in a few months it will be better if you need it, ask for help from the firm; plan activities to face up to a period without work; use a careers advice service, if necessary".

#### **g) Culture**

"Be sure of your facts before speaking: intuition on the subject of other cultures and countries can sometimes be apt, but is often erroneous and outdated".

### **4. 5 EXPERIENCES OF WORKING ABROAD AND STUDIES THEREOF**

In a dozen interviews, taken where possible from both partners of the expatriate couple simultaneously, the principal preoccupations were as follows: was the transfer chosen or imposed? How can a couple manage dual careers and be mobile? How do the couple and their children perceive the multicultural experience? Education issues? The future?

Considering the wealth of collected testimonies, it was judged useful to select several interviews with couples in order to illustrate different types of expatriation, the behaviour of couples and different ways of considering the children's education and the return home. Some extracts of these interviews are reproduced in Appendix 3 (Experiences of relocation).

The following present some of the conclusions drawn from these interviews: if most mobile Europeans have much to gain by leaving their country, the gains and losses must however be qualified.

#### **4. 5. 1 Imposed or chosen mobility**

At the beginning of his/her international career, the employee is generally free to put him/herself forward as a candidate for a post in the international division of a large company. Thus the first posting abroad often appears to be a matter of choice.

In large businesses, the offer of work abroad comes with promotion, and that makes for a delicate choice: refusing a post abroad is to refuse promotion. In most cases, the employee accepts the company's offer, since a refusal of promotion, in terms of career planning, is difficult to deal with and can put a strain on future professional development.

People who make the decision to relocate generally do so because their skills permit it; their skills are in demand in the host country and represent currency against a superior salary and a promising professional development.

People with more general and therefore less widely sought qualifications take risks with expatriation, their skills are less competitive and faced with the rules of local job markets, a "foreigner", even European, is in an inferior situation (principally due to a slight knowledge of the country, the language and the culture).

Lastly, people with general skills, who take the initiative to go work in another State do not get the benefit of special advantages during their work abroad. Therefore they must estimate carefully, with the help of sources of information consulted before leaving, if the gains of expatriation compensate for the inevitable losses.

#### **4. 5. 2 Help received from the firm**

The evidence gathered during the course of the interviews did not bring forward any significant examples of help offered to the couples families by the firms, with the exception of the multinationals. In effect, the very large companies helped and remunerated their mobile employees at a high level, but the price to pay for these advantages is a programmed post abroad every 3-4 years.

Most of the time, the effects of the contract on the social security and tax systems are badly estimated, with the exception of the large multinationals who have a service specialised in these issues.

When people with general qualifications ask their firms for a post abroad, they do not gain any significant material benefits, particularly where housing and children's education fees are concerned. At best, they might receive a displacement indemnity. They have to move and settle in at their own expense. Some nasty surprises await them, as well as pleasant ones.

Rather precarious conditions of mobility, in financial and material terms, is currently developing in the E.C.. **Through mobility, European salaried employees expect more and more career development, and less and less material and financial gain.** In this case, will many be tempted by such an adventure in the future?

#### **4. 5. 3. The issue of the return home**

The higher the qualifications of the salaried or freelance worker, the stronger the links between the host country and the country of origin, and the stronger the chance of his/her returning to country, if he/she so desires, with satisfactory professional conditions.

On the other hand, unskilled or semi-skilled workers who have been out of their country of origin's job market for several years, will have difficulties returning to work there. These factors are also linked to the particular country of origin: English workers settled in Belgium generally wish to stay there for some length of time, whereas qualified workers from southern countries express a wish to return.

All the English people interviewed confirmed that a return to their country represented "an end, no challenge whatsoever, a step backwards". It is true that the material living conditions in Brussels seem to be superior to those obtained at the same cost in the U.K. (accommodation, education, health...).

Finally, parental decisions on education made a return home difficult: how to educate a child in Portugal or Spain who has always been educated in the French language? There is no



continuity between the education systems of the Member States, children of mobile families have to adapt to different cultural and linguistic systems which does not make their task any easier.

In every case, the return home presents the same problems as the departure to those spouses who accompany their partner and wish to work: career direction, job-hunting, "self-marketing", energy to reposition and prove oneself in the job market.

#### **4. 5. 4 Dual-career couples working abroad**

What are the possible options for an expatriate spouse who wishes to pursue a career? Faced with expatriation, the working spouse can choose between several solutions for combining career and expatriation. The first seven solutions are compatible with family cohesion. The last two involve a periodic separation. In every case, advice on career direction can help the spouse make a choice.

##### **a) Similar professional employment with a new employer**

This presupposes an active search for employment in the host country, which can be facilitated by contacts provided by the company or a consultant, and knowledge of job-hunting techniques.

##### **b) Similar professional employment in a firm receiving the expatriate worker**

This presupposes that the host country firm will readily favour the hiring of both members of the couple. Though this solution may always be attempted, it is rather risky, as the likelihood of two posts in the same firm being available at the same time is rare.

##### **c) A different professional activity in the foreign firm**

This solution is a little less uncertain than the previous one if the skills of the spouse are many and varied.

##### **d) A different professional post with a new employer**

When the spouse's profession is not easily "exportable" because of a strong national or regional context, the spouse can opt to channel his/her aptitudes into another professional area. Careers advice would be very useful for putting this redeployment into action.

##### **e) Following a training course or further education**

The period of expatriation, or at least part of it, can be used to acquire new skills, permitting future career development. The employer can take care of some or all of the training course fees incurred by the spouse. In future, "career-breaks" for training or career redirection will probably be part of the normal course of professional life. Linear careers lasting 20 or 30 years in the same firm are more and more rare. Technological changes and new methods of work organisation make it necessary to periodically retrain and redeploy personnel.

Combining training and expatriation would seem to be an interesting option for diversifying skills.

#### **f) Self-employment, creating a company**

This is the most frequent and most flexible solution to redeployment. Training in the creation and management of a company can be usefully followed by the spouse opting for this solution. Consultancy services are easily exportable within the Community. However, not all spouses are prepared to take on the autonomy, independence, sense of initiative, insecurity and long hours which this professional choice implies.

#### **g) Voluntary work**

Expatriation can be a time for some couples to have children. The spouse may wish to take charge of the children's education and do voluntary work at the same time so as not to lose his/her skills or to acquire new ones.

The couple may, for various reasons, take a step back from their professional world, and well-chosen voluntary work can give rise to future career development.

#### **h) Working from a distance, job-sharing and other systems of work organisation**

Work contracts which are flexible on issues of workplaces and timetable constraints can be put into operation by the spouse's employer in the country of origin, authorising him/her to pursue his/her career from a distance while making periodic connections with the firm (commuters).

#### **i) "Commuting" couples**

Each partner decides to keep his professional activity in the country where it appears to develop the best, without any interruption. Depending on the couple's history and on its children's age, this arrangement can be advantageous for couples who wish to conserve their careers, even should this mean meeting each other at the weekends in either of the countries. Depending on the efficiency of the transport and the autonomy of each partner, this solution need not be too tiring or stressful. It should only be, however, a temporary solution. When there are young children, the family equilibrium is disturbed and the responsibility rests on only one parent.

**For expatriation to succeed for spouses at the professional level, they must be aware of the following:**

- "identify their career direction and training needs";
- "take professional opportunities related to expatriation";
- "negotiate their terms of departure with the firm who initiated expatriation",
- "negotiate their departure with their own firm",

To fulfill these requirements, recourse to a careers advice service would appear to be necessary.

Companies and ministries should finance or co-finance this, hiring a competent person to do it.

The art of negotiation, if not already acquired, can be cultivated by the couple through training.

**Companies can meet the legitimate needs of the employee's spouse during the course of expatriation without incurring outrageous expenses. In this way, they keep the respect and motivation of their salaried employer and give the maximum guarantee for the trip abroad to take place in optimum conditions.**

#### **4. 5. 5 Work abroad and the children's education**

What are the repercussions of mobility when the couple have children? What strategies do they follow on this issue during the course of different posts abroad? What problems are they faced with? Interviews with couples developing different educative strategies are presented in Appendix 3 (Part 2: The education issue).

##### **a) Affective continuity in childcare**

For very young children who are not yet at school, two parents working outside the home necessitates a form of childcare. Live-in nannies, looking after very young children in the home, generally do not follow the family when they move abroad. The loss of their nanny obviously represents a significant disturbance in the affective life of small children.

##### **b) Culture, education and relocation in mono-cultural families**

Most couples relocated in Europe are monocultural, i.e. the men and women are both from the same country and culture. These couples may have different educative strategies, depending on their convictions, the educational systems available and their financial means.

When employed in a Member State of the E.C for a short period (3 to 5 years), the simplest solution is to educate one's children in the language of their country of origin. This has three advantages: coherence between the language of the parents and the language at school, coherence of the family culture and continuity in the educational system at the departure and at the return home. All the Member States are not on an equal footing when it comes to assuring the educational continuity of the children of their nationals: France finances educational establishments in all the major cities of the world and several large cities in Europe. Education fees are reduced. English-speaking nationals (Ireland, U.K.) can enter the costly system of "British Schools", or "International Schools", inaccessible to the middle classes. These schools receive the children of "expatriates" in the legal sense of the term; the firm takes care of educational fees. Germany has a network of German schools, less developed than that of France. Denmark, Spain, the Netherlands, Portugal, Greece do not have a network of such schools.

Certain national languages are very badly represented in the Member States (Danish and Greek are practically never spoken or learnt outside Denmark and Greece). Consequently, educative strategies will change depending on nationality, situation of the home and the parental financial means. Whatever the situation of community life working abroad, it is useful to know that:

- **European schools** are non-existent, outside of those Community institutions which assure a "European" education, respectful of national cultures. These schools are rare and little accessible,
- **English-speaking schools** are extremely costly, giving no assurance of educational continuity from one establishment to another, but assuring rapid teaching of English to non-English-speakers,
- **French-speaking schools** are accessible, elitist and rather rigid pedagogically, but ensure educational continuity in all countries of the world.

The Community has been legislating since 1977 in the area of education of immigrant workers. The directive 77/486/CEE of 25.07.77 asked Member States to take steps to provide children with an education which was open to, and respectful of the culture and language of origin. Introductory measures and continued training for teachers employed in this field must also be taken on by the member State, as well as measures for co-ordination between this kind of teaching and normal teaching.

It must be noted that with the evaluation, in 1988, of the implementation of this directive by the Member States (albeit 11 years later) (1), few changes have been made in the reception of children of migrant workers, with the exception of Denmark, Germany and the Netherlands where clear progress has been recorded. The report underlines the scarcity of measures taken to recruit and train teachers in the needs of migrant children in Belgium and France, countries which receive a large number of nationals from other Member States. In all the Member States of the Community, co-ordination between specific and national teaching is badly executed, and the children of migrant workers are often in a situation of educational failure.

Local schools, with some rare exceptions, are very badly prepared, if at all, to receive children of all ages educated previously in a different language from the local languages of the Community (Danish, Dutch and Greek).

**Number of children of European nationals in pre-primary, primary and secondary schools in 8 Member States<sup>(1)</sup>**

1/2	B	D	F	GR	IRL	L	NL	UK
B				1109	9	1014	941	2207
DK	176			43	14	23		1740
D	4821			17954	179	1285	2112	10989
E	24923	21125	42009	4		623	4732	11665
F	26981			1181	116	1852	218	5722
GR	5206		44424		2	10	1030	3013
IRL	118					14	265	143
I	75389	70863	32600	69	67	4289	3161	43415
L	1703			17				43
NL	13333			230	128	527		5247
P	2949	13496	211267			8609	1856	4519
UK	2907			3697		161	1863	

1/2: 1, vertical column: the nationality of the children of nationals

2, horizontal column: the States where the children were educated (national schools).

(No data for Denmark, Spain, Italy and Portugal)

(1) Table compiled from data contained in the evaluation report of the implementation by Member States of Directive 77/486/EEC.COM (88) 787 final.

**Yet, in the Community, educational obligation is a duty. Must children pay the price of the substantial shortcomings of organisations who do not think of mobility in educational and multicultural terms? Is it unreasonable that the Community asks all its Member States to make an effort to ensure that most of the languages (if not the 9 languages of the Community) are taught in a large number of schools right from primary (or even pre-school) as a second language? Is it acceptable that children lose an academic year because they follow their parents to another Member State? How can educative continuity be assured in all schools in the Community, while respecting national cultures? Where can help be found to devise an educative strategy for the children of those who are lucky (or unlucky) enough to be in a mixed relationship and in addition, working abroad? There are so many as yet unexplored issues in the Community which must be actively worked on, and on which rapid progress must be made.**

These problems were tackled by the **European Parliament** in its "report on the problems of children in the E.C.<sup>(2)</sup>.

*"The European Parliament,*

*(...)*

*I. whereas freedom of movement for parents must not be achieved at the expense of their children; whereas the Community must therefore promote equality of opportunity for children and access to education without any discrimination, and must combat all forms of racism and xenophobia, in conjunction with the Member States.*

*J. whereas a European education policy should take account of the existing cultural and linguistic diversity and could be instrumental in fostering a European outlook and the idea of a European society.*

*K. whereas children, too, have a right to cultural and artistic development.*

*1. Calls upon the Member States to ratify the UN convention on the Rights of the Child forthwith and unreservedly;*

*2. Calls for a legally binding European Charter of Children's Rights (...)."*

## **4. 6 ASSISTANCE SERVICES FOR MOBILE PEOPLE**

The employee, the spouse and the children can benefit from services offered within the company and outside of it.

### **4. 6. 1 The company**

The company can provide substantial support for the couple applying for relocation as soon as they recognise the disruption that inevitably accompanies it and try to reduce it.

---

<sup>(2)</sup> Mrs Lissy Gröner, 11/11/91 A3-0314/91 O.J.E.C. 13-20-1 1992

There are many measures the companies can take. These have been examined in Part 3 (practices in the case of expatriation). To summarise, they can provide, according to need:

- the **acquisition of a precise knowledge of the couple's and children's needs**, by way of an interview in the company;

- **logistical support** essential to a move abroad: help in finding accommodation, taking care of accommodation costs, various allowances and bonuses;

- **help with the professional integration of the spouse** (advice on career direction and development, training allowances, help with the creation of a company, financial compensation for the attendant disruption, active help in the search for employment in various forms, among which a network of companies...);

- **help with the educational integration of the children** respecting the parental choice (language courses and briefing if necessary, educational enrolment, school fees, educational support, if necessary);

- **help with the family's cultural and social integration** (language courses for everyone, cultural briefings for everyone, reimbursement of costs incurred in the host country to facilitate integration: enrolment in associations, leisure costs);

- **help with family reintegration on the return home** to the country of origin (support with accommodation hunting, with the reintegration of spouse and children, prompt financial help on returning).

The programmes prepared by the personnel department of the firm or by consultancy firms must be as personalised as possible, having as a first objective preparation for the expatriation of a family different each time in its make-up and needs.

**How can the companies help the accompanying spouse?** A careers advice consultant<sup>(3)</sup> confirms:

"The spouses need to be involved in the procedure of expatriation from the start. They feel that, at the very least, the company personnel dealing with expatriates must be in regular communication during the whole relocation process. Letters, questionnaires, invitations and information should also be personally addressed to them (...). Partners also like to see spouses' problems discussed in the company newspaper (...). Accompanying spouses may also need careers advice services. If this type of service is provided by the company, partners must be encouraged to ask for it (...). The couple should be given contact names, phone numbers, addresses for spouses' associations during their preparation for departure, and these are of inestimable value as much for the companies as for the individuals.

**"Nobody expects the companies to offer guaranteed employment or to take on all personal decisions in the matter of expatriation. However, spouses need to feel that the companies are taking care of their well-being. In the absence of an explicit company policy on spouses, lack of understanding and resentment smoulder"** says Mrs Greenbury.

---

<sup>(3)</sup> Linda GREENBURY (U.K.) Consultant on career development of women, particularly those working abroad. Works for the Foreign Office and large companies.

#### **4. 6. 2 Local aid services for professional integration**

Employment Agencies, services of the Ministry of Education and the Equal Rights Commissions in each Member State or their regional or local branches, are in a position to advise a spouse on arrival of the local opportunities, specifically or non-specifically for women, concerning:

- careers advice sessions;
- language training courses;
- professional training courses;
- university training courses;
- sessions on job-hunting techniques.

For about ten years, in all the Member States there have been associations often run by women, having as their objective the development of initiatives to facilitate the integration of "women re-entering the job market".

All of these courses are given in the language of the host country. To be able to benefit from them, the spouse must have a sufficient grasp of this language.

#### **4. 6. 3 Associations assisting the integration of professionals working abroad**

Associations targeting specifically the needs of people working abroad have been created in the last few years in certain Member States.

An informal network of non-profit-making organisations has been formed, bringing together initiatives for integrating the expatriate spouse. A list of the main organisations of this type in Europe can be found in Appendix 7.

In Paris, London, Brussels and the Hague, offices have been organised for the welcoming and informing of people newly arrived in the country, wishing to integrate socially and professionally. Information services are offered free of charge by telephone or personal interview. For more specific requests such as careers advice, training courses on word processing and computer programming or even an interview with a family psychotherapist, workers will direct those asking to the professionals.

##### **Focus Career Services of Brussels.**

This non-profit-making association was created in 1989 by expatriate English-speakers. Its objective is to respond to the needs of professionals of all nationalities and supply an information service concerning:

- careers advice;
- career development;
- courses available;
- societies and associations working in different employment sectors.

FOCUS is **sponsored by 34 companies**, which use it to support for reintegrating the spouses of their workers in Belgium. A data-bank of **job offers and situations** wanted is to be found at FOCUS, in which companies participate.

FOCUS regularly organises **seminars and working parties**, open to members and non-members, dealing with topics of job-hunting, the legal aspects of working in Belgium, career

development, data processing/computing, forming a company, working in a multi-cultural environment...

A **documentation centre** presents books and reviews on the subject of expatriation and career management.

FOCUS has assembled a **catalogue of training opportunities** in Brussels and neighbouring towns. Part of this collection deals with language and computer courses. "Selected Links: Business and Academia in Belgium" can be obtained from the association.

Twice a month, the 550 members of FOCUS receive a **newsletter** suggesting activities, meetings, conferences and circulating information on the association.

Every two years, FOCUS edits a **catalogue of resources** to help individuals, companies and associations to find information and partners for business and career development. FOCUS also encourages networking amongst members.

The organisation functions primarily with volunteers, who display a high level of professionalism. It is run by several committees: the careers advice group, the administration group (investigation of grants, financial administration and human resources), a research group, a legal services group, a childcare group.

In January 1992, FOCUS organised a **meeting dealing with family separation during relocations**. An English woman with a Masters degree in "Intercultural and International Relocation" led the session. Sixteen people, consisting of three couples and the rest mainly women, took part. During the meeting, the process of making a family decision whether to work abroad or not was analysed, taking into consideration the significant factors (duration of appointment, location, compared living costs, children's age and educational choice, financial incentives, spouse's career, friendships, animals, the home, household possessions...). When a company transfers a person, they also transfer a whole family, and the cultural aspects are very important. The difficulties encountered by adolescents in relocation were emphasised, as was the problem of elderly parents who wish to remain close to their children. Even if the subject of women's careers was recognised as an unacknowledged right, those present at the meeting, however favoured the maintenance of the family cohesion. This means that the spouses, all women with one exception, had had to deal with serious career disruptions and take charge of everything associated with settling into a new environment.

A seminar organised by FOCUS in March, 1992 "Women on the move" gathered together in Brussels specialists in expatriation before an assembly of women expatriates (see Appendix 8: seminar report).

#### **4. 6. 4 Companies providing services and advice**

The consultants of these companies may work from a private office, or on location in a company or firm. In all cases, their services are paid for.

If there is a company policy or means of negotiation on this issue, expenses incurred in having recourse to a consultant's services may be paid by the company.



## . Moving house and settling in

Certain societies specialise in services for expatriation, notably accommodation ("relocation"). Several American societies specialise in this area, offering a very specific service to the companies.

In preparation for the opening of the Single Market in 1993, many American companies are sending nationals to Europe (on average, 3 companies a month set up in Belgium).

### International Orientation Abroad (USA)

*This aid organisation extends its services worldwide, including 33 of the major cities of Europe. It is the largest company of its kind in the world, specialising in assistance with expatriation on site.*

*The different stages of assistance are as follows:*

#### 1. Making contacts

*Companies expecting an expatriation contact the parent house in Chicago. The services offered consist of the following:*

- . a training course before relocation dealing with the intercultural issue, including a guided trip to the host country (the 30- to 50-hour package);*
- . the offer of advice;*
- . negotiation services (from legal, technical and financial aspect);*
- . services in the host country.*

#### 2. The realisation of the "30- to 50-hour package"

*The family applying for expatriation are invited to visit the Chicago office, where their **particular problems** will be tackled (finding, for example, a high level sports club, so that the eldest son can continue his training...). The family fill out a very detailed questionnaire on their lifestyle, their accommodation, their leisure and other activities, from which the company can identify the needs of each member of the family (liaison sheet).*

*During this programme, lasting **one or two days** and organised so that the family can learn about the host country, the company invites a family who have worked abroad in the past in the same country. All the aspects of daily life are therefore freely discussed. Thus the company possesses a network of expatriates belonging to client companies, who enjoy sharing their experiences with others. The children are often present, and communicate easily and well amongst themselves. Since **languages** play an important part, the company commits the families to making an effort to learn them. Courses are organised before departure and on arrival for all the family.*

*A "**take a look**" visit is organised by a consultant in situ, and generally lasts two days. Some companies go so far as to finance two "look and see" trips. A "general orientation" programme in the host country is offered to the family, including the hotel, general information, maps, the high-way code, schools, religions, visits to 2 or 3 houses to give an idea of accommodation conditions...*

*After the decision to relocate is made, the couple come to spend a week in the host country to find a house to rent with the help of a consultant. Preparatory work allows for the selection of about twenty houses corresponding to the financial situation of the family. The couple arrive in the host country two months before their departure date. If they opt for a house, an appointment is made with a lawyer as quickly as possible. The time remaining is used to find out what the*

*district has to offer (schools, churches, shops, healthcare, sports clubs...). The spouses visit FOCUS in Brussels to help them find work. They are also well-informed on the pleasant areas of the city and on the principal cultural characteristics and eating habits of the host country.*

*During this process, the most delicate issues are the children's education and the spouse's work. In Brussels, all the English-speaking schools are over-subscribed. When a family seems unready for relocation, for psychological reasons, this is also recorded in the report which the consultant sends to the companies.*

*The couple receives a check-list of all the steps they must take, six months before departure, 6 days before and six hours before.*

Few societies in Europe capable of supplying these kinds of "European-style" services. Settler International, part of the EUROP ASSISTANCE Group, is present in 210 countries with 75,000 people benefiting locally (there is a 24-hour service for everything from leaks to baby-sitting).

Numerous service companies are developing along the lines of this American model in every capital city, often small and created by former expatriates. They principally deal with problems of accommodation and material installation. They would also like to be in a position to help the spouse with their professional orientation and job-hunting. Recourse to this type of service is slowly increasing amongst companies and European spouses.

#### **. Careers advice services**

The consultants' services deal generally with the following issues: careers advice, job-hunting techniques, self-selling techniques, assessment, ability profiles, adjustment, CV, selection procedures... This advice is given lavishly in small groups or individual sittings.

#### **. Cultural briefings**

When they form part of a "relocation package", the pointers offered on cultural issues are fairly limited. They deal with "savoir-vivre" and ways to facilitate comprehension of a new environment. There are more in-depth studies in a few rare centres (see Part 3).

### **4. 6. 5 Company spouse associations**

At the initiative of expatriate spouses living in the Netherlands, the "**Unilever Wives Contact Network**" (UWCN) was created in 1987, financed by Unilever. The object is to help the newly arrived working for the company to settle into the Netherlands. This network responds to the information needs identified by the company's personnel service as being the most important to satisfy in order to ensure a rapid and positive settling-in for the newly arrived.

The network is made up of women, Unilever employees or their wives, who have had similar experiences of settling-in. They are aware that getting to know the new environment as quickly as possible, particularly when the language is the first obstacle, facilitates the adaptation of the whole family.

### **"Unilever Wives Contact Network"**

*Before their arrival in the Netherlands, the new arrivals receive a letter of presentation from the Network in their mother tongue. If they are interested, the network makes contact, as their aim is to supply practical information before and after departure. The network has compiled an eye-catching dossier in several languages, taking into consideration the needs of spouses and children. The emphasis is on accommodation, schools and daily life.*

*One document deals with maternity care in Holland, another with "Travelling with young children", and a third with caring from a distance (for elderly or handicapped family members). A final document provides a list of steps to take when the family leaves the Netherlands.*

*An information letter is sent out 3 or 4 times a year.*

*Currently the 175 members of the network are of several nationalities and come from various countries (51% British, 29% Dutch, 14% German, 9% other Europeans, and 13.5% non-Europeans). Members of the network can themselves take part in the supplying of required information to families before they leave for other countries.*

*The network has been operating regularly for 4 years, with "Contact Zones" covering the whole of the Netherlands. It is primarily concerned with putting a recently arrived women expatriate in contact with a member of the network from the same country, with a view to supplying help and information.*

*The network maintains close contact with the management of the company's personnel department, in order to be better acquainted with the problems encountered by expatriates, and thereby find the best way to ease the experience of relocating.*

*The network has developed very quickly, and this informal service for the transferring of information through nationals from the same country seems to be very successful. The association is exclusively operated using voluntary workers.*

#### **4. 6. 6 Associations for foreign nationals**

In all the Member States there are associations bringing together nationals from other countries. Generally centred on cultural and leisure pursuits, they are nonetheless important sources of information on local resources concerned with job-hunting, children's education, or other specialist organisations. The FIAFE (Fédération Internationale des Accueils Français à l'Etranger: International Federation of French Welcoming Bureaux Abroad) maintains contact amongst 40 Reception Centres. These Bureaux, created according to the law-in-force in the different countries, welcome French nationals and French-speakers, with a view to helping them adapt to another way of life and a foreign language, to solve practical problems such as accommodation, schools, leisure and sport, to meet compatriots as well as nationals of the host country, and to introduce them to the richness of another culture while conserving their own identity. A publication: "Home-coming, a new adventure" assembles a list of steps to take before leaving a country and arriving in France (public transport, accommodation, education, social security, health care, unemployment benefits, family benefits, professional and social reintegration, childcare and leisure). This guide can very usefully be consulted by any European coming to work in France. It contains numerous addresses and a great deal of advice.

#### **4. 6. 7 Emergency aid services**

Certain linguistic communities, in some Members States, have the benefit of psychological help services in their own language, by telephone or personal interviews. For certain families and individuals, mobility can bring with it difficult moments and crisis periods. These services are therefore very useful in providing help. Their contact numbers can be obtained by calling a help-line set up by the host country.

#### **4. 7 RECOMMENDATIONS MADE TO COUPLES AND FAMILY**

All applicants for mobility, whether they be salaried or independent workers, unemployed or inactive, must be able to find out easily about work and living conditions in the Community.

##### **a) Information**

Europeans wishing to go and live and work in another Member State can consult brochures available at the Ministry for Foreign Affairs and other organisations working in the area of migration.

Within the company, the salaried employee can use the services of the personnel departments of both the original and the host country companies, hereby obtaining the maximum amount of information on the new post, the financial, living and working conditions in another Member State.

From 1993, applicants for mobility will be able to consult a data-bank set up by the SEDOC in order to provide information on job offers, living and working conditions and education in the Community.

##### **b) Career, work abroad and life-plan**

People wishing to go and work in another Member State should be able to benefit from careers advice services, with a view to taking stock of their motivation, their abilities and their chances of finding work.

Dual-career couples applying for work abroad must, whenever possible, anticipate the decisions linked to their choice which have to be made, and negotiate, between themselves and their respective companies, the possible adjustments required to make mobility feasible for both members of the couple.

Negotiations with the firm at the outset of mobility will deal with the preparation for departure, financial conditions, conditions of settling into the host country, and the preparation and conditions of the return home. Interviews will allow the specific problems of the spouse and children to be tackled without reticence.

Negotiations with the spouse's firm will deal with possible adjustment of post, study-leave or leave of absence.

#### **4. 8 DUAL-CAREER COUPLES AND PRIVATE LIFE**

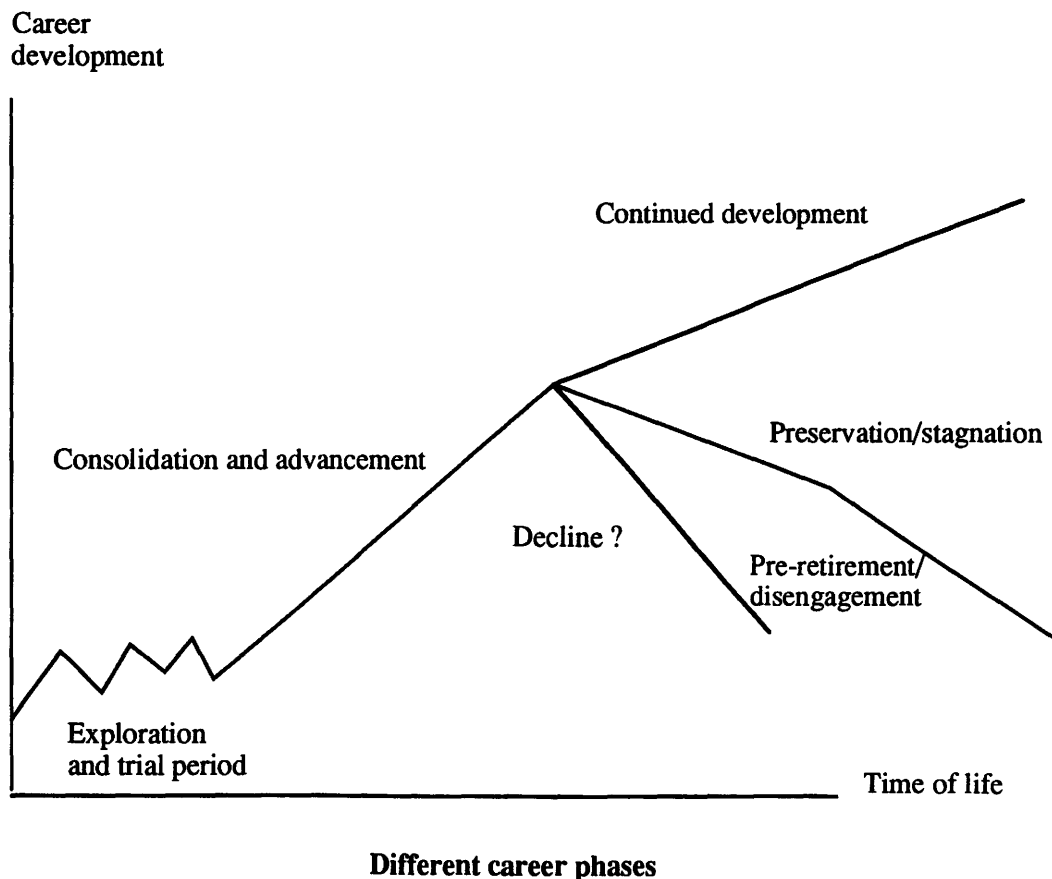
How do families sort out their private lives? Is there a good time in family life to make the move abroad?

Linda BRIMM, lecturer at INSEAD in Fontainebleau (F), makes a systematic analysis of dual-career couples based on the work of Mr. and Mrs. HALL<sup>(4)</sup>. She identifies 4 sources of stress which occur in career management:

- whether or not there are children,
- whether or not to stop work in order to bring them up,
- whether or not to relocate in order to further one's career,
- whether or not to break social ties by accepting professional mobility.

F. and D. HALL have made a study of the interaction between the respective life-cycles of career and family life.

**Different career phases<sup>(5)</sup> can be summarised in the following diagram:**



(4) "The two career family" by Francine and Douglas HALL.

(5) Linda BRIMM INSEAD Conference May 1990

Consolidation and advancement of career bring about a successful phase at an unexpected price: a drop in the attention paid to the fundamental relationship of the couple, or the couple's wider circle (less time to devote to parents, to friends, no time to have children).

Mid-career is often a stage which coincides with mid-life: a period where we wish to spend more time with the family, or at leisure.

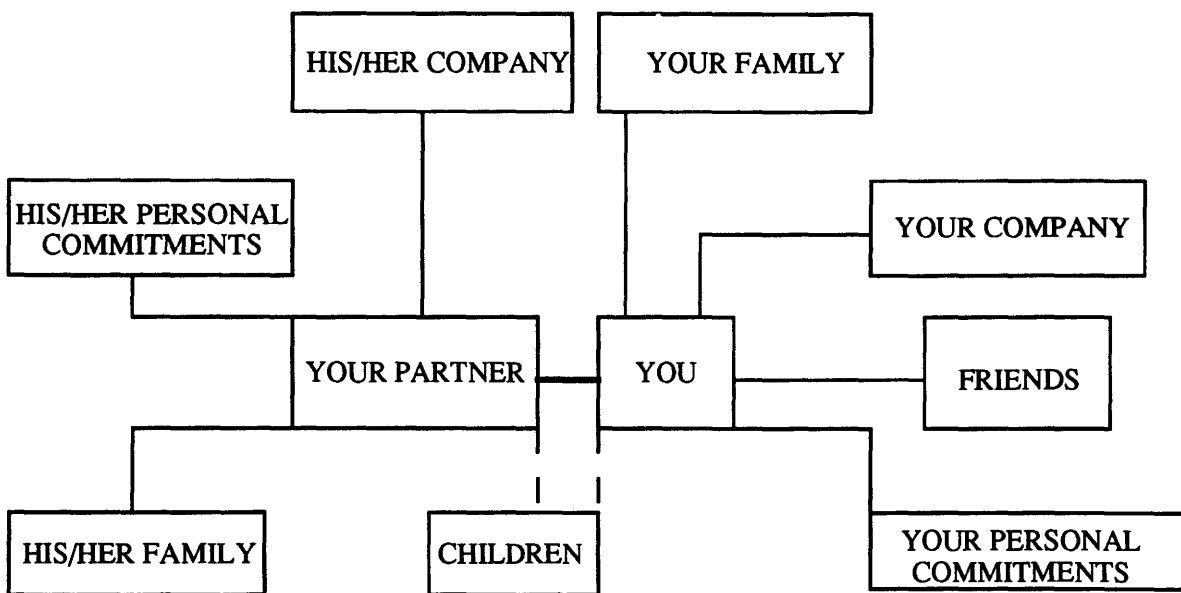
Parallels can be drawn between family and career cycles: children generally arrive when the partner(s) are at the height of investment in their professional life (i.e. before 40). Stress periods are therefore at a maximum during your children's education phase.

Since all this is taking place during periods of expatriation, periods of stress may reach their peak (dual-career situation, two children, professional mobility: all making for an extremely difficult family situation).

Finally, in accepting work abroad, a family cuts itself off from the social fabric surrounding it.

How can a dual-career situation be evaluated? What are the accompanying and supporting factors to be taken into consideration?

### The dual-career system



Each factor influences the whole. Working abroad disturbs the basic equilibrium... But another equilibrium follows.

**Therefore, in the context of intra-Community mobility, it is incumbent upon each family member to identify the gains and losses linked to working abroad.**



## **CONCLUSIONS AND RECOMMENDATIONS**



## BEFORE CONCLUDING, SOME STEPS FOR THE FUTURE...

. The vice-president of a subsidiary of an American company in Italy is Italian; he works and lives in Italy. The company's European headquarters is located in Brussels; and the Italian executive is asked to transfer to there. The executive refuses the transfer, but negotiates another solution: he will conduct his business from his home in Italy, rather than in Brussels. The company's management accepted the alternative.

. A British director of human resources, after having worked for a British computer company in Africa, worked for the company in Brussels. After voluntarily leaving the company during a series of economically motivated layoffs, this executive worked as a consultant in the United Kingdom. Some time later, he was asked to go back to work at the Brussels branch of the computer company. Because he refused to leave London for family reasons (his spouse's career, the schooling of the children), he conducts his professional activities from his home. The company accepted these conditions because it needed this executive's expertise.

. "Because moving people is complicated, some multinationals are now looking into what, in expatriate jargon, is called "quasi-mobility". Rather than sending executives on overseas assignments, multinationals are increasing international travel, conferences, training courses and team projects, in which managers from different subsidiaries meet, confer, drink and fraternize, then return home. Business schools, which benefit directly from this type of activity, are the biggest supporters of this solution. Critics claim that managers are already tired and jet-lagged from crossing time zones, and therefore not productive enough."<sup>(1)</sup>

These very recent examples attest to practices emerging in business today, and seem to reveal that companies are taking a more flexible attitude in their working relationships with their employees. These experiments in long-distance jobs are made possible because companies have attained a certain level of technical sophistication: tools are now readily accessible for working over long distances (telephone, fax, conference calling, etc.) and rapid means of transportation facilitate professional exchanges.

### Tools for long-distance jobs

*"It is estimated that, in the future, maybe 80% of work now done by a company's employees and management will be subcontracted to:*

- smaller, more efficient companies,*
- self-employed professionals,*
- semi-independent specialists.*

*It's a new lifestyle. As a consultant<sup>(2)</sup>, I have the advantage of already being there. If I have a report to write, some analyses to do, or a conference to prepare for, I stay home. I have my PC, my modem, and my fax and I am in contact with my world. But this lifestyle hasn't yet been accepted into the mainstream. (..)*

---

(1) "For Transfers Overseas, What about the spouse?" Sherry BUCHANAN International Herald Tribune 1991.

(2) Lawrence WATSON, HAY MANAGEMENT CONSULTANTS Conference, 1991. The emphasis is the author's (underlined words).

*In companies where human knowledge is the only commodity, the individual has once again become important. (...)*

*The point of all these examples is simply to prepare you for a generation of young people who are going to demand a much more flexible working environment, one that is more in tune with lifestyles and technological advances."*

In the long-distance job situation, the employee sets up his office in his home. He stays continually in contact with his company by way of computer, which is linked to the company's mainframe. Daily trips to the office are becoming less frequent. The employee or consultant needs only a small room equipped with a computer, a printer, a modem, a telephone, and possibly, a fax machine, to work effectively in this manner.

Although most long-distance jobs are primarily concerned with execution functions (administrative work, billing, stock management, accounting, word-processing, translating), more and more of a company's work can be done at home, at least on an occasional basis. Although it decreases the need for people to move around and thus relieves traffic problems, and motivates personnel and increases productivity, this system requires that users be highly self-disciplined and have the capacity to organise their professional and family lives in a single setting.

## **Towards a high-performance European transportation network**

In terms of possible evolutions in the location of corporate economic functions and activities, the Commission affirms<sup>(3)</sup> that it is "highly unlikely that major changes will occur in the distribution of European corporate headquarters. The importance of personal contacts means that headquarters will continue to be concentrated around existing economic, political, and governmental decision-making centers, in metropolitan areas in Germany and Benelux, in London, and around Paris. (...)

Companies are increasingly demanding rapid and reliable transportation systems, and they favor the development of a high-speed network (freeways, high-speed trains, airlines). (...)

"It is estimated that the annual passenger traffic (including air travel) will increase from 84 millions to 104 millions trips, or an increase of 27% between 1991 and 1996, and that it will increase another 26% by the year 2001, reaching 135 million passengers."

Following a decision made by the Council of Ministers, it has been possible for the Commission to finance Community-oriented infrastructures through the European transportation policy since 1990.

A European master plan for a high-speed train, including the identification of priority projects (key links for assuring an uninterrupted connection between Member States), as well as proposals for ensuring the physical compatibility of the different portions of the European network, was presented to the Council by the Commission. "This network, achievable by 2010, will have 30,000 Km of lines, covering all of Europe and enabling us to reduce by one-half the time required to travel between major European metropolitan areas. This means the railways can effectively complement the airline services."<sup>(4)</sup>

The first three-year action plan (1990-1992) provides for the completion of several projects of Community interest, even though funding for this plan is limited.

---

<sup>(3)</sup> Europe 2000. Outlook for the development of the Communities Territory. COM (19) 452 final.

<sup>(4)</sup> "Transport in Europe" Commission Brochure

From the point of view of business, frontiers mean costly transportation delays. The European Round Table<sup>(5)</sup> says that "it expects a doubling of air traffic during the next 10 to 15 years, even though capacity constraints are starting to be felt."

**"Today, a sixth of all long- and medium-range flights in Europe are delayed for more than 15 minutes.**

**More than ECU 400 million could be saved every year if a single air traffic control system was created to replace the 22 national systems currently used."**

Thanks to increased new technologies and rapid means of transportation, new opportunities can be created in terms of employment relations: expatriated couples can negotiate long-distance jobs solutions with companies in their country of origin which allow them to keep their jobs. They can also establish businesses as self-employed professionals in the host country and continue working, long-distance, for their former employers, or seek new customers for their home company.

The quality, security, and rapidity of transportation are very important for employees who do business in a Member State other than the one in which they live. These factors are also fundamental for promoting European competitiveness.

---

<sup>(5)</sup> "Reshaping Europe" Report of the European Round Table, September 1991 p. 32

## CONCLUSIONS

1. Facilitating the mobility of employees and professionals within Europe means, for the Community and business, putting the accent on the expertise of its men and women, and on transferring these skills to other Europeans; in this way, they will be working to strengthen European competitiveness.

2. However, employee mobility represents large costs for businesses. The number of "expatriates" is low, and is not expected to increase significantly after 1993. The number of people working for their home companies in other Member States is relatively low, therefore these individuals are key figures for their organisations and the Community. In addition to their important economic role, these workers should also be considered as having an important cultural role in favoring cultural exchanges within the Community.

3. In Europe, mobility is an area still primarily reserved for the large, multinational corporations, whose expatriation policies are not guided by Community-wide strategies. They establish their European strategies on a much larger scale: the Scandinavian and Eastern European countries are included. Intra-Community mobility in these large corporations means primarily mobility among experts and persons responsible for transferring work methods and technologies.

4. Employee mobility in European companies is characterised by two facts:

- the geographical proximity of workplaces in many Member States, which makes business trips easier than expatriation;
- the internationalisation of business, which leads to the creation of multi-cultural teams whose members all share the same business culture.

5. Although most Europeans transferred by their companies to jobs in another Member State are men, the recent increase in the number of qualified women, the growing place of women in business, and European demography should all lead to a change in employee profiles in a relatively short period (five years). Still infrequent today, we will be seeing more mobile, dual-career couples, with and without children, and couples in which the woman is the mobile employee.

6. European businesses are still rather reticent about sending young graduates to positions in other Member States, although these recruits are available and increasingly better-prepared (through language training and internships) for work in multi-cultural environments.

7. In Europe, businesses feel that professional motivations (career, job interest, responsibilities) should take precedence over financial advantages. But the difficulties that companies and governments have encountered when trying to relocate certain services within any given country in the absence of financial incentives to personnel, allows us to be skeptical about this point of view. If expatriation advantages become mobility advantages and decrease over time, a policy certain European companies are currently instituting, will individual resistance to mobility be increased?

8. Technical obstacles subsist. The three obstacles which businesses and governments of the Community must surmount include the coordination of social security and educational systems, as well as assistance for employment of spouses.

9. The Commission is actively working to align social security systems, but the diversity of retirement, health insurance and disability systems means this will take many years to achieve.

10. Educational opportunities for the children of European nationals in other Member States is a question which is little understood. Continuity between the different educational systems within the Community, with the required linguistic support, is not provided by national educational facilities. Other establishments propose schooling for mobile children at prices often prohibitive for parents not receiving allowances for educational expenses.

11. The problems specific to the employment of spouses are complex, quite difficult to solve, and should be approached with flexibility and creativity by the company initiating the move. Solutions may be found during negotiations with dual-career couples if two conditions are met: if the company acknowledges the disruption in the spouse's career, and if it makes particular efforts to reduce or compensate for these problems. Open-information policies in regard to mobility should always be the goal.

12. Dual nationality couples are more and more common in the Community, as a consequence of the increase in travel and the exchanges between education establishments widely encouraged by the Community. These "super-European" couples should be provided an environment that better understands their particular problems.

13. Intra-European mobility will be an even more enriching experience for individuals and organisations, when it is carefully prepared by the persons and businesses concerned, as well as the Community. This implies principally the development of accessible, reliable, free, and thorough information sources, regarding working and living conditions within the Community. Development of business networks to resolve the problems of the spouse's employment, as well as other measures taken to accompany personnel mobility should enable couples and families to get the information need and help them resolve their problems.

14. The financial and emotional costs of mobility should not be neglected either by companies or individuals. It is important to let it known that for many Europeans who have chosen it, mobility has required courage, but is often a very enriching experience offering opportunities for collective and individual growth

15. Intra-Community mobility of European-national employees will continue to seem like "expatriation" for a number of years, in the sense that significant cultural and linguistic adaptation will have to be made during the foreign assignment. Nevertheless, assisting mobile individuals through a variety of means and partners (businesses, the Community, States, local organisations, professionals, associations) will ensure that the European labor force is rapidly operational and sufficiently flexible to participate fully in the economic, cultural, and social development of the Community.

## RECOMMENDATIONS

The following recommendations are directed to the Commission of the European Communities and to businesses to help them facilitate the intra-community mobility of workers and their families.

### 1. RECOMMENDATIONS TO THE COMMISSION

The objective is to help the Commission establish policy guidelines to facilitate the mobility of European citizens, notably through consideration of the specific needs of spouses and children accompanying mobile workers.

#### a) Family policy in the workplace

The Commission could launch a **Community network** to help all those involved economically (employers, unions, governments, family organisations, etc.) exchange information on business practices set up to take into account the needs of families, especially within the context of intra-Community mobility.

This network would be composed of a **work group**, whose active members are yet to be identified. The group would exchange information about its experiences in the area of family policies relative to the workplace. It will stimulate Community businesses to take concrete measures to answer the needs of families, in particular the needs of mobile, dual-career couples. This network would increase awareness among the different social and economic partners in the Community to the problems of balancing professional and family obligations. Seminars would be organised in each Member State with a view to:

- identifying and diffusing innovative and transferable practices concerning family policy in the work place,
- promoting mobility "accompaniment" measures within the Community, in particular concerning employment of spouses.

#### b) Information about working and living conditions in the Community

. The Commission should intensify its efforts to **inform** candidates for intra-Community expatriation. Community nationals who wish to work in another Member State have a special need for information on **the job market in other Member States** (rates and sectors of unemployment; location of employment and training agencies; requirements for participating in training programs; labor and unemployment legislation in each Member State; the nature of job relations; major unions; salary levels and cost of living; characteristics and cost of social security systems; amounts and types of withholding taxes, etc.).

The SEDOC **data bank of employment vacancies and candidatures** should be available, directly or indirectly, through the Community's regional and local employment agencies free-of-charge. The information should be frequently updated, available in the language of those being addressed, and decentralised, otherwise it risks remaining a solely bureaucratic

creation. This data bank should give priority to the needs of workers, spouses and small and medium-size businesses.

Close collaboration between national employment services, business, and the Commission, as well as good advertising to businesses, employment services, and citizens should result in a significant number "Community-oriented" employment offers and candidatures which are unable to be satisfied on the national level.

. Candidates for expatriation, as well as small and medium-size businesses, need to be informed about Member States' capacities for **multilingual or foreign language schooling**. Most candidates for expatriation have children and they prefer not disrupting the continuity in their education.

The Commission should provide, through a **data bank open to all nationals of Member States**, information which is as precise, complete, and up-to-date as possible on **educational establishments in the Community** offering assistance in integrating children into their **systems and intensive apprenticeships in the European languages**.

SEDOC Euro-Consultants trained by the Commission to handle the European job market in each Member State, should have precise and positive answers to the questions raised by expatriation candidates about education.

. Given the major difficulties of **finding housing** in certain of the **Community's cities**, additional information about housing conditions (**availability, cost, local taxes**) should also be included in the data bank.

. One **recommendation** would be to incite Member States to **set up information and reception services on the local and regional levels; to answer, in particular, the needs of mobile European nationals and their families**.

### **c) Alignment of social security and tax systems**

The Commission should pursue its efforts to promote a greater alignment of social security policies. Proposals should be made to assure continued rights to benefits and the transferability of complementary retirement program, in order to prevent a loss of acquired rights, and unequal treatment between Community citizens who are mobile and those who are not.

### **d) European cultural diversity**

Some businesses give their executives "cultural briefings" on Member States. This appears to be a desirable option step that should be open to all individuals planning to be mobile in Europe for a low cost. The principal function of these services is to reduce ethnocentrism, and make Europeans more open towards and informed about other cultures within the Community. People's knowledge about lifestyles and working habits in other Member States remains quite low.

The Commission could also inspire **greater knowledge of different Member States and their cultures throughout the Community** through specific campaigns in coordination with the Ministers of Employment, Education, and Culture. For example, the Commission could

have **videos produced in 9 languages**, describing the particularities of each Member State, in order to better inform European nationals about the differences between the States making up the Community. These videos, a sort of "panorama" of each State, could be created for use by both individuals and groups. They could also be shown in educational and training centers, SEDOC offices, employment agencies, and the various migration services in Member States, etc. They should be produced in collaboration with the States, and reflect the spirit and style of each country, while at the same time integrating **the European dimension**.

### **e) Coordination of educational systems**

The Community should:

- **develop cooperation** and exchanges between the twelve Member States in the area of education, in particular for integration young European nationals;
- facilitate the availability of quality education in the Community's largest cities and in the **Community languages desired** by parents (the less common languages are rarely taught outside of a few hard-to-access Europeans schools);
- **reinforce coordination** between the educational systems of Member States.

The Commission should create a **work group composed of multi-cultural education specialists, with the goal of thinking about "education, culture and mobility in Europe."** This group's research could lead to the publication of a **guide**, translated into 9 languages and widely-distributed; this guide's objective would be to give the Community's mobile parents advice about educational strategies for their children.

At the same time, along with the work accomplished by this group of experts, the Commission could **update the evaluation report for implementation of EC Directive 77/486** relative to the education of the children of migrants. This update could focus on recent measures (since 1985) for integration, training, and coordination as requested under the directive. The report could also make enumerate Community educational establishments and universities which offer intensive language programs, particularly in Community languages. Access to these establishments, the number of places available, and cost should also be studied. The information gathered would be very useful for the SEDOC data bank on living conditions that the Commission will set up in 1995.

The Commission should extend the provisions of **EC Directive 77/486, for improved linguistic and cultural integration of mobile young nationals in educational establishments, schools, and universities.**

## **2. RECOMMENDATIONS TO BUSINESS**

### **a) Information within the business**

Employees need to be informed about a company's policies in regard to mobility. They appreciate measures taken to ensure an open-information policy (publication of a guide; personnel service trained, conscientious, and well-informed). Information should be accurate



and up-dated regularly; it should cover schools, housing, implications of social security and tax systems, terms of return, etc.

## **b) Women and mobility**

Today, given the diversity of personnel potential required by business to respond to the diversity of markets, companies should examine, and put their resources to work, to take women's potential into greater consideration, through training and recruitment of qualified women for management positions. Companies should also assign greater numbers of women to international positions so they are able to enjoy the benefits such foreign assignments mean in their careers. This implies upper-level thought and action toward career management.

## **c) Improvement of mobility conditions**

Residential assignments in Europe should be **programmed in advance** by the company, to the extent this is possible, to enable couples to conciliate their respective career plans.

**The length of assignments** should be established from the outset, allowing for a certain flexibility, to balance the couple's needs and corporate constraints.

Generally speaking, companies would gain from improved management of the "time" factor, so decisions are not made hastily for either the departure or the return, because these events disrupt family life and mean lower efficiency for the company.

Increased use of **interviews of expatriation candidate couples** would enable companies to get an understanding of the spouse's and children's particular needs by giving them the right to express themselves.

During the interview and negotiations **between the couple and the company**, the general principles guiding corporate policy in regard to mobility should be adapted to each couple's particular needs. In addition to other financial aspects of expatriation (salary, bonuses, social security, taxation), the company should, with goodwill and within the limits of its means, **raise the question of the spouse's or partner's interruption in career, the education of the children, and the family's cultural integration into its new environment.**

Companies which lose employees because they leave their jobs to accompany spouses on foreign assignments, need to think about means for continuing to take advantage of the employee's services despite distances, and particularly when the employee has highly-valued skills. Possibilities for developing **long-distance jobs** and/or sub-contracting arrangements could be fruitfully examined by both parties.

It is through the **assistance of numerous partners** (home and foreign companies; public services at the municipal, national, and Community levels; specialised associations) that spouses are able to find work. Government and business could take a variety of measures (bonuses, training allowances, indemnities) **to compensate the spouse for the career interruption.**

Business should also explore experiments in **pseudo-mobility** (short-term assignments, rotation periods, etc.) in Europe to increase exchanges and interactions between a large

number of scientific, technical, and social services professionals, without disrupting the family.

Through **understanding, flexibility, and creativity**, companies will render their finest employees mobile and increase their corporate loyalty.

#### **d) Allowances in kind and financial provisions**

Although expatriation generally means financial advantages for the employee, other benefits could also be proposed to families to facilitate departures and integration. Various accompaniment measures, adapted to the specific needs of dual-career couples and children, should be examined by companies: for the spouse, financing a home computer, out-placement or career counselling services, training and/or language courses; for children, educational support and/or language training, etc. These measures could favorably be offered in addition to, or replacement of, certain expatriation bonuses. Flexibility when **granting these benefits** is likely to weigh positively on an employee's decision and satisfaction level.

#### **e) Collective bargaining agreements and mobility**

Labor and management, not only at the branch and sector levels, but also Community-wide, should reach agreements as to the **minimal conditions for employee mobility**. Collective bargaining agreements should deal with problems of international personnel transfers and indicate the conditions of mobility, as well as offer protection to employees and members of their families (financial plan, preparation for departure, travel, housing, moving, educational costs, assistance to the spouse, assistance in re-entry on return, etc.).



## **APPENDICES**

## **APPENDIX 1: METHODOLOGY**

The main methodological stages are the following:

- . to define the field of investigation;
- . to identify the sources of information;
- . to summarise the attitudes and practices of companies and Ministries for Foreign Affairs;
- . to study the practices of other partners who play a part in accompanying worker mobility;
- . to analyse the attitudes and behaviour of dual-career couples;
- . to propose recommendations.

### **1. THE FIELD OF INVESTIGATION**

#### **a) The companies**

The study covers seven Member States of the Community: Belgium, Germany, Denmark, France, Spain, the Netherlands, United Kingdom). These States have been selected according to the following criteria:

- . the importance of the large companies with a European dimension (Belgium, Germany, France, United Kingdom, the Netherlands);
- . the level of development of equal opportunities (Denmark);
- . the North/South dimension involving a newcomer in the Community (Spain).

Companies who contributed to the study were identified by taking account of their economic role at a European level. The sample of companies was chosen from the twenty largest European companies in the twenty most important sectors of the economy, using the "Mondial des entreprises" selection, published by "Expansion" of 31/10/1990. American or Japanese companies, which have established subsidiaries in Europe, are not excluded from the field of the survey the . In effect, migration of European executives between these subsidiaries within the Community may be registered.

#### **b) The companies' personnel**

The study covers the following categories of personnel:

- workers who are nationals of the Community,
- working in a company whose activities are based in the Community,
- having been mobile or in a mobility situation,
- during a period of at least one year,
- in another country of the Community.

It therefore does not cover:

- the migratory moves which are independent of the company,
- the migratory moves of nationalities others than those of the Community (for instance, migrations of Japanese and Americans are taken into account in the study),
- the migratory moves of Europeans outside the Community.

Moreover, as the study deals with the conditions of mobility, especially for the family of mobile workers, it does not take into account business trips or short professional missions. These, in effect, do not provoke any major disruption of the family organisation.

Thus, it has been arbitrarily decided that a professional stay of over a year could provoke a major disruption of the family organisation and require particular arrangements.

### **c) Ministries**

For a long time now, Ministries for Foreign Affairs have been needing to send civil servants abroad all over the world, and particularly in the Member States. These assignments generally cover a period of time long enough for the family to follow the civil servant. The practices of the personnel departments of the Ministries, as regards the accompaniment of mobility, have also been studied.

### **d) Dual-career couples**

These are couples in which both partners are active professionally. The dual-career couples who are faced with the need to move to satisfy the career of one or the other as well as the repercussions of mobility on the schooling of the children and the family equilibrium represent complementary fields of investigation.

## **2. SOURCES OF INFORMATION**

### **a) Documentary sources**

By definition, the mobility of workers is a changing field, where statistics are lacking. Documentary sources (bibliographical research and studies) have been collected and analysed.

### **b) The questionnaires**

. A first questionnaire on the conditions of mobility for workers was prepared and sent to the Human Resources Directors in the companies included in the sample.

This questionnaire (Appendix 4) mainly covers the following points:

- . the company and its characteristics,
- . the number of "expatriates" and "impatriates",
- . the types of posts concerned by mobility,

- . the host Member States,
- . the average length of the expatriation,
- . the policy of the company with respect to mobility,
- . the problems faced by the companies,
- . the measures taken by the company,
- . the financial and material conditions,
- . the family situation of mobile workers.

A second questionnaire, covering the same issues, was sent to the Personnel Directors of the Ministries for Foreign Affairs of the seven Member States.

A third questionnaire on the experience of mobility and its repercussions on the careers was sent to "dual-career" couples having experienced or experiencing a situation of mobility at the time of the survey. This questionnaire (Appendix 5) covers the following issues:

- . the context of expatriation,
- . the modalities of the departure, its preparation,
- . settling down in the host country,
- . reintegration in the country of origin,
- . the repercussions of mobility on:
  - the family equilibrium,
  - the partners' careers,
  - the schooling of the children.

### **c) The interviews**

Interviews were carried out with the Directors of the companies' international services, consultants in international consulting firms, and companies offering services to the companies (services for the expatriates). Interviews of dual-career couples and representatives of associations working in the field of career development made it possible to complete the answers to the questionnaires.

**APPENDIX 2: LIST OF SEDOC NATIONAL CORRESPONDENTS**

Member State	Names	Administr. Address	Tel/Fax
Commission	Mr.J.CORNET PRAT Mr.H.van HOOFF Mr.Ph.POIRIER Mr.L.MARCHAND Ms.H.JAESCHKE	Commission des Communautés Européennes DG V/B/2 24, Rue Belliard 2/150 B-1040 BRUXELLES	tel:(32-2) 2990477 2990476 2990504 2990492 2990484  fax:2990508
Belgique België	Mme.V.LELEUX  Mme.Y.STERKENDRIES  Mme.G.DEBACKER	FOREM 5, Bd.de l'Empereur B-1000 BRUXELLES  VDAB Keizerlaan 11 B-1000 BRUSSEL  ORBEM 65, Bd.Anspach B-1000 BRUXELLES	tel:(32-2) 5102114 5102103 fax:5102267  5061609 fax:5122474  5051581 fax:5113052
Danmark	Mr.M.FENGER Head of Department  Mr.P.ANDREASEN Head of Section	Arbejdsmarkedsstyrelsen The Danish Labour Market Board Hejrevej 43 DK-2400 KOPENHAGEN	tel:(45-) 38172284  38172265  fax:38172720
Deutschland	Mr.H.SEIDEL Mr.Detlef HEIN Mr.Dieter BAIGGER	Bundesanstalt für Arbeit Regensburgerstraße 104 D-85 NÜRNBERG 30	tel:(49-911) 179-0 1792286 1792284  fax:1792123
Ellas	Mme.A.PAPADIMITRIOU  Mme.A.KRASSA-KOURTIS	O.A.E.D. E.Antistassis 8 16610 GLYFADA GR-ATHINAI	tel:(30-1) 9942335  9942466  fax:9937084
España	Mr.A.GUERREIRO de CASTILLO Jefe de Area de Gestión de Empleo  Mme.E.GONZALEZ	Instituto Nacional de Empleo c/Condesa de Venadito 9 E-28027 MADRID	tel:(34-1) 5852003 5852021  5859841/2  fax:3203831 5852912



France	Mr. Alain PIQUE	Ag. Nat. pour l'Emploi (ANPE) "Le Galilée" 4 rue Galilée F-93198 NOISY-le-GRAND	tel: (33-1) 49317400  fax: 43056786
Ireland	Mr. Kevin QUINN	SEDOC - The European Placement Service FAS-TRAINING AND EMPLOYMENT Authority Baggot Court 27-33 Upp. Baggot Street IRL-DUBLIN-4	tel: (353-1) 685777  fax: 609093
Italie	Dr. T. ZEULI Dr. ssa. A. GIUFFRIDA  Dr. G. FORNARI	Min. Lavoro e Previd. Soc. Dir. Gen. Impiego Div. VII A  Dir. Gen. degli AA. GG. e del Pers.  Via Flavia 6 I-00187 ROMA	tel: (39-6) 4740594 46832521  46832820  fax: 4819727
Luxembourg	Mr. J. HOFFMANN	Administr. de l'Emploi Boîte postale 23 38 A rue Philippe II L-2010 LUXEMBOURG	tel: (352) 4768551 47685203  fax: 464519
Nederland	Mme. J. VAN YPEREN Head of SEDOC-Section  Mr. H. KROL	Arbeidsvoorziening Postbus 437 NL-2280 AK RIJSWIJK	tel: (31-70) 3130228  3130203  fax: 3130630
Portugal	Mme. M. J. LAIRES Directora de Serviços de COLOCACÃO  Mme. A. ALMEIDA Chefe de Divisão de Compensação	I. E. F. P. Rua das Picoas 14 P-1000 LISBOA	tel: (351-1) 3563801  3563801 ext. 2656  fax: 538139
United Kingdom	Mr. A. EVANS Ms. T. CAINE Mr. I. FOULSTONE	The Employment Service Overseas Placing Unit Steel City House c/o Moorfoot GB-SHEFFIELD S1 4PQ	tel: (44-742) 596190 596052 596051  fax: 596040

## APPENDIX 3 : EXPERIENCES OF WORKING ABROAD AND GUIDELINES FOR CONSIDERATION

*"You have no choice with companies! They simply suggest certain posts. It is generally understood you can refuse them with valid reasons, but there is also a lot of pressure: the companies need certain skills and certain languages possessed by only a few people.*

*My husband is the highest earner and it's normal that I follow him. It's essential however to keep up skills, especially at this time when an executive can swiftly be made redundant. The spouse's work is therefore of great importance".*

*Example 2: A "mercenary's" wife*

There follows a selection of extracts of interviews with couples who are members of Focus Career Services, made in Brussels, welcoming territory par excellence in the Community. These interviews attest to the huge complexity of situations of mobility, combining the always dominant professional aspects, the division of male and female roles, and psychological, educational and cultural aspects.

### 1. WORKING ABROAD AND LIFE EXPERIENCES

A classification of five cases was deduced:

- "European" mobility
- "Mercenary" mobility
- "Precarious" mobility
- "Youth" mobility
- Saying "no" to mobility

#### 1.1 Working abroad "European style"

Europeans who take on a working abroad contract linking them to a European institution have several advantages, principally the opportunity of placing their children in a European School. The question of returning home to the country of origin is, however, no less difficult to solve...

**Example 1:** A British family: graduate parents of around fifty, two children of 7 and 9. The man works for an independent scientific and technical body, structured along European lines. The couple both had experience of life abroad in their youth. The woman, an education specialist, resided in several countries before her marriage. After 17 years of marriage, Brussels is their first joint expatriation. The family has been in Brussels 3 years, and the original 3-year contract is now an indefinite one. The couple have bought a house in Brussels.

*"The company pays well, but not as well as we had thought. I knew from the beginning we wouldn't have significant financial advantages, and I understood that. We got a bit of help with accomodation, but the company advised us badly*

*on taxes, or should I say, mistakes were made. For a long time, it had been difficult to calculate my net salary, the cost of living here, and house-buying possibilities. Moving costs were paid by the company, as were the travelling costs for coming here and accomodation for three months, in the form of an "apartment-hotel". The personnel department gave us plenty of advice on schools and social security. However, on the financial level, on only one salary, the situation wasn't as easy as we'd thought (...). It's not the English organisation I was working for that sent me here, but a European body which forms part of the organisation. In fact, I changed companies when I got here, and they offered me French lessons when I arrived. In my scientific area I always work in English, but I need French on a social level". (...) "I could spend the remaining 15 years of my career in Brussels, but nothing is certain. It's difficult to say in advance whether I would be happy here, or whether I will have had enough. I have very specialised skills, and a return to my original company, after the European experience, would seem very limited. When I return to Great Britain and witness small-town life, I find it very irritating."*

*- "I had spent all my career in the U.K. in the education sector, with periods abroad when I was still single. When I went with my husband to Brussels, my first priority was the children, as we had adopted a little girl of one at the time, and I wasn't looking to join the professional world. My children demanded a lot of support. It was a terrible wrench to stop working when I still had a good job, a title, a secretary, a salary. On the other hand, I did have fascinating voluntary work, thanks to FOCUS, which I had been a member of since its inception. I did a whole range of training courses and other types of course to help FOCUS members integrate. Before this, I had an important principle: to work for a salary. I thought I would do it when I arrived, but a lot of things happened (deaths, my health) which prevented it."*

*- "Personally, I didn't think that leaving my country would be so difficult to deal with on a psychological level. I had more interesting work in Brussels than in London, with a lot of investment in Europe, but maybe because of my age, since I left to work abroad at forty-five, I didn't feel very adaptable. I do recognise however, that public transport, services, hospitals, education and accomodation are all better than in the UK. For these reasons, we might retire here, but that depends on the children's needs.*

*Working abroad is difficult at the best of times, you lose a part of your personality. Personally I've lost my sense of humour, and I have to speak much more clearly to be understood. All that changes your personality. And that's the best thing of all: I'm not the same person as I was before.*

## **1.2 "Mercenary" mobility**

This concerns families who neither go back to their country of origin, nor settle in the host country: expatriate "mercenarys" who leave one foreign post for another, depending on the time of year. Adaptation problems for the spouse and children are more acute.

**Example 2:** A French-English couple, both around fifty, three children. The woman spent her ten-year career as a training specialist in a French university, the man is a top executive in a multinational (20 years in the same firm); the couple are bilingual.

Distinguishing feature: 6 postings in 6 different countries in ten years (London, Bahrein, Abidjan, Athens, Zurich, Brussels). The longest posting was four years, the shortest eighteen months. The couple never went back to London or France to work, and foreign postings came one after the other.

The woman (the French half of the couple) always looked for work wherever she ended up, and always found it, while at the same time expanding the family. (All three children were born abroad). At every one of her husband's new places of work, she found one or two remunerated jobs.

*"You can live with the 3 or 4-year postings; but those of less than two years are much more difficult to manage for yourself and the family - they're much more disruptive".*

*There are two approaches to looking for work: either you begin sending out your CV immediately, when you're still in the hotel looking for permanent accommodation, or you wait till you've settled in. The risk with the first approach is that you mightn't be ready to take up the position straightaway, but you never lose contacts once they're made. If you wait till you've settled in, time passes, and opportunities too.*

*"Now I do everything at the same time: I go house-hunting, I hang curtains, I look for a nanny and for work. It's always because of my many and varied contacts that I manage to find work to keep up my abilities. I teach, I do translations, I write papers and articles, lots of "little jobs..." If you really want to work during different postings, you've got to be very flexible, adapt rapidly and have many skills, while all the time having a main objective. Mine was training, data-processing, and economics. Since expatriate spouses' CVs tend to be a bit strange, what with all the moves, if there aren't two or three specialist skills, nobody wants to know. It's useful to have several CVs, each concentrating on a different skill (...)"*

*"I only did voluntary work in Brussels, where it would have been illegal for me to do paid work (...)"*

*"Expatriate wives like us are labelled, categorised. Employers know we're here only for a limited time. No matter what qualifications you have, you're always asked, "How long is your husband here for?" You must be on the spot at the very moment your particular skill is needed. That's why it's so important to get stuck into looking for work as soon as you arrive."*

### 1.3 Youth mobility

Working abroad to see the country, to live in another way, "while we're young".

**Example 3a:** A British couple, same type of university training, got together in France, both spoke French perfectly. Wishing to leave Paris, they managed to , with no special advantages, work in Brussels with the subsidiaries of their two companies. Previously, the woman had decided independently to work abroad, in Germany, France, and then Brussels. The man had always been taken on under a local contract, the woman had not benefited from this stability (temporary contracts in France, freelance in Belgium, but always legal and with a proper remuneration). The couple have no children.

*"We quickly made a lot of friends in Paris, thanks to playing sport. We came to France and loved it for the food and the social life. But Paris life is difficult,*

*especially regarding accommodation. We were young, we took a risk in leaving for France and it worked. We easily found work. In Belgium, we had good work contacts. We were no longer prepared to leave without prior professional engagements. I think that had I gone to live in Paris at the age of 34 with no work and no French, it would have been madness (...)*

*We thought that France or Belgium, both having the same language, were the same! Not only is the pressure of taxes heavier here, and earning a living in the same job more difficult, but the habit of employing "false independents" makes the situation trickier.*

*We've sometimes thought of going back to the UK, but the idea doesn't really appeal to us. It seems to us that if we returned, it would be the end of something. We're not going back. In Belgium we have a compromise between the two: it's calmer than France, we have a better life than in the UK. We've recently bought an apartment. We don't know whether we're staying, as each winter I long to leave Belgium. We're considering having a child, but I don't know if that will be compatible with my new job (with a marketing company) and my independent status."*

**Example 3b:** A 32 year old Belgium computer engineer with an English computer company having several subsidiaries around the world, and his Belgian wife (aged 27), two children, a home in Brussels.

Within the framework of a first computer project, they went to France for 4 months, then another project took them to the U.S. for 6 months, with their one-year-old child. Because of the issue of the quality of life (Florida climate), the couple refused a two-year extension to their contract. Recently they have just accepted a one-year contract in Bremen, Germany, making three trips abroad in three years, intercut with brief trips back to Brussels. The woman decided to take care of the children during these stays abroad, and not seek professional integration outside of Belgium.

*"In my company in Brussels, 15% of the personnel work abroad. But the company doesn't insist on mobility. It's simply because an expert is needed at a given place for a certain length of time, that possibilities to work abroad arise. The subsidiaries are completely independent of each other, and hire personnel, one from the other. Expatriation for us doesn't come in the framework of career advancement, it's the company's needs which prevail.*

*For my first experience of working abroad, I had to go to Lyon, in France. We found it a very pleasant experience which we wanted to repeat. When you're working abroad, it's like you're always on holidays, even though you're working. The fact of being far from your parents can also have benefits. (...)*

*We didn't really have the trauma of homecoming because the assignments were short, and each time we found our house and environment familiar and friendly.*

*Personally, after Germany, I'm going to stop working abroad and settle down long term, because I feel I'm losing a bit of the context of my life in Belgium. It took several years to make friends in my district, I constructed a social fabric which I'm not going to do in Germany in one year. I would much prefer to continue to do that, rather than move again. Also, my wife would like to begin integrating professionally on our return from Germany, and she has contacts to do that in Brussels. (...)*

*As long as my parents are alive, I don't feel it's possible for me to leave Belgium. Afterwards, yes, I see myself going to settle in France, like many Belgians, in an area where the weather's better, and putting down roots there... (...)*

*Many English people come for several months, work during the week and return home at the weekends. The spouse stays in the U.K. If this commuting period stretches out for more than six months, either the people come with their families, or they refuse. The good thing is that it's possible to refuse. The company doesn't hold refusal against you."*

## 1.4 "Precarious" mobility

When you are young, flexible, and adapt quickly on the language level, doors open for working abroad. As you get older, mobility can present more risks for an averagely qualified family and the difficulties can become substantial.

**Example 4:** An English couple, aged 40, two children aged 12 and 13, arrived in Brussels in 1990. The family was living in England, in the Midlands, where they own a house. The woman works as chief accountant in a company, the man as a financial auditor. Following financial difficulties in the company, the man was made redundant. Since they couldn't find a work in the U.K., the couple seized the opportunity of a post (person-in-charge of finances) with an English company group, having a parent house in Brussels. The woman interrupted her professional career in order to safeguard the family.

*- "We didn't really choose to come to Belgium, we didn't know it. I didn't have any work, there was a recession in the U.K., and coming to Brussels was a professional solution. The company gave each of us a week's intensive French course, the cost of moving, and commuting for the first month, and a studio flat for when I came alone to Brussels; my wife and children stayed in England till the end of the academic year. The children's education wasn't paid for. On arrival, we were offered the services of a "relocation" agency, totally unsuited to our needs: we weren't rich, expatriate Americans wanting to live in the districts surrounding the International School, and the agency didn't help us much."*

*When the company that had hired me went bankrupt a year later, we didn't consider going back to England; an aunt was living in our house, and the economic situation hadn't got any better. We lived for several months on no income, because my expatriate contract didn't allow me the right to unemployment benefit. Fortunately, after 15 months of looking, my wife found a job which unfortunately wasn't a promotion, but gives us something to live on at the moment. I've been looking for work for 7 months, and I'm trying to work as a consultant for English companies. For the moment I don't have the means to set up as freelance. Here in Brussels I'm at a disadvantage when it comes to finding work, as I know many Flemish people who speak 3 languages and have more chance of being hired than me."*

*- "I had to leave my job in order to go with my husband, and I don't regret that, it was my own choice. Also, on arriving here, the family needed me to find and settle into a house and oversee the children's new start in the French-speaking school system. Our son lost an academic year, but our daughter had done a bit of French in the U.K. and adapted well. For several months, every evening, I kept an eye on their homework. Belgian schools are much better than English but the children don't do much sport, sciences, chemistry or new technology. After 15*

*months of looking, the work I found with a multinational company, with local status, was not at the level of my abilities, but I had no choice. I've recently enrolled at the Open University in the U.K. to perfect my training. Between work and night classes, I have no time. I hope, with better training, I'll find work more easily in Belgium or the U.K."*

*-"We're thinking about going back to the U.K. around the year 2000, because our children will have finished secondary school education by then. We'll go back to live in our house and look for work in the area."*

## **1.5 Saying "no" to mobility**

In the big multinational companies, employees with high potential are induced to change countries for the positive development of their career. Some employees accept becoming "mercenaries", other refuse.

**Example 5:** A British couple, aged 40, both high-level executives. The man had come to the end of his contract with a company in London, and replied to an advertisement for a post as marketing specialist at the European head-office in Brussels of an American firm. The woman, who had an important position in an English company, accepted mobility from the moment when relocation within her company made her job much more tiring. The couple had 3 children within their first 6 years in Brussels. Then the woman re-entered the labour market. This family has now been settled in Brussels for 10 years.

*- "I'd had the ambition to leave England for a long time. It's been part of British culture since the Empire. I was thinking of Europe. I'd learnt French thanks to exchange visits during my education. (...)*

*I chose to work abroad by replying to an international recruitment advertisement for a position in Brussels with an American company. First and foremost, I feel European and I left the U.K. to broaden my horizons. We came here with the idea it was for three years. I was taken on with a local contract, but benefited from some of the advantages offered by multinational companies in Belgium (electricity, telephone, tax-deductible educational fees). The company helped me by organising contact with the accommodation agencies, and that's all they did. The expatriates were helped for longer, on an informal basis, by the personnel department. Subsequently, I was promoted several times in situ. At the end of six years, in order to further my career, I was ready to leave. And then the question arose of my going to Switzerland."*

*- "If I was living in London, I would continue to work while having children. With working abroad, this was more difficult. When there was some question of moving, I didn't want to go back to square one. I'd made an effort to learn French well. I'd no desire to get stuck into German. I felt firmly rooted, more so than my husband. We made an agreement between us to wait two years, to see if my consultancy services would lead to anything."*

*- "I wanted to make headway in the profession I loved, and in order to do this, it was necessary for me to move. On the other hand my children were being well educated in Brussels and it was difficult to disrupt that. I received other more or*

*less interesting proposals which I refused. If I had agreed to Edinburgh or Holland, I would be Vice-President by now. Then there was a proposal to go to Germany. That would have been especially difficult for the children, since there was no question of them learning yet another language."*

*- "I didn't want to leave, but had the company insisted, I would have done it for economic reasons. At the moment, my salary represents a substantial economic weight, as does that of my husband, and that changes everything."*

*- "It changed everything for me too when my wife began to earn, I was under less obligation to accept a post in Singapore, or wherever, should the economic situation get difficult. I explained all this very clearly to my company, but as they couldn't come up with any answer, I left. Joining another company, the same thing would happen at one point or another, and I would be obliged to leave. Therefore, I decided to create my own company. I realised a long-held professional ambition to teach. The previous events allowed me to make this choice five years earlier than I'd expected. (...)*

*We're not thinking of returning for the moment. But I see myself retiring to my home town. My wife is happy wherever she is, as long as she is with the family. She moved a lot during her childhood, whereas I stayed in the one place for twenty years. Our three children were born in Belgium. After plucking up the courage to leave my small home town to go to London, I then ventured to Brussels. There's no challenge in going back to Great Britain. I don't like the chauvinist or the provincial ways of thinking. However, British legislation does enable children born on English territory to obtain British nationality. In the future, will our children's children be allowed to go back and live in the UK? When they grow up, I wonder if they will feel English or Belgian? I hope they'll feel English. We bought a house when I was earning a good steady salary. All our friends in Belgium are foreigners. They've bought houses and intend to stay here.*

## **2. THE EDUCATION ISSUE**

Several of the couples interviewed, who had children, claimed they had problems with their education. Mixed couples were even more sensitive to the education and cultural identity issues than monocultural couples.

### **2.1 Culture, education and mobility in monocultural families**

According to available choice and financial means, parents can opt for one of the four strategies illustrated below... or possibly others.

#### **a) The national cultural option**

The children remain in the mother-tongue school system, either by not travelling abroad (English public school system), or by enrolling in a continuous education system (French secondary school for French speakers, international schools for English speakers, etc.).



*"As long as our daughters are being educated we'll insist upon them being at French-speaking school. I don't want my children to be disrupted. For example, in Germany, we're going to enroll our two-and-a-half-year-old in a French-speaking nursery school (Franco-German school). Effective education depends on the mastery of the language of your own culture. Here in bilingual Belgium, you can see many French-speaking parents sending their children to Dutch-speaking schools. Sometimes it works, sometimes the children speak and write badly in both languages. First and foremost, I would like our children to learn our own French culture. I'm not entirely convinced that it's possible to assimilate several cultures properly."*Example 3b.

## **b) "Host country culture" option**

For reasons often beyond the parents control (lack of, or prohibitive cost, of mother-tongue schools), children are sent to host country schools, and receive the cultural education of that country.

-*"When we arrived in Brussels, our children were 11 and 12. They had spent their childhood in the stable environment of an English village, and coming to a big city like Brussels, and on top of that, going to a Belgian school and having all their lessons in French, was difficult for them.*

*"We gave them support by employing someone to teach them French each week for several months. They still want to go back to England, but have adapted well to their new environment. It was a new experience for their Belgian school, educating children who had entered the French-speaking school system so late. They've made great progress in French, but it doesn't take children so long to learn a language. In any case, we haven't the money to send them to an expensive English-speaking school. We don't regret our choice. However, the children are having problems making Belgian friends, probably because of cultural barriers. They're also out-of-touch with other English children, probably because they all meet each other at the International School".* Example 4

## **c) The "European School" option (national culture, reinforced by other languages)**

The children of people working for Community organisations can benefit from the "European School" system, where each nationality receives an education in their own language, with linguistic reinforcement in other European languages.

*"The children's adaptability caused some difficulties. They couldn't go straight into the European School's English sector on arriving in Brussels to be educated in English. There had been a misunderstanding at the start, and they had to do a six-month stint at a Belgian school and be educated in French. The 4-year-old girl adapted, but the 6-year-old boy suffered a lot. It was a traumatic experience for him. We were able to get them into the European School, and that was better. But we found a great disparity between the 3 schools (Belgian, European and English) in their syllabuses, and our son wasn't quite up to it. The European School's English Sector was oversubscribed, and it must be said, getting the children in*

*was difficult. Also, it appears that the European School is very academically biased. If our children really need it, we'll send them to an English public school. We really don't want to be separated from them unless we're forced, since we both suffered at the hands of the boarding school system. That would not be our first choice. Good English schools are extremely expensive and we are also against the very elitist element of the English public school system. Educating the children well under good conditions is much less expensive on the continent. Our son had academic problems, and he'll probably always think that mobility was a very difficult experience for him. But in fact, he had problems previously because of his lack of self-confidence, and it's not simply that being abroad was the cause of this, but something that made it more difficult. Example 1*

#### **d) The "host country culture" option with reinforcement in the mother-tongue**

This solution allows for the children's immersion in a culture other than their own, while all the time profiting from the experience of their own. Establishments of this type are quite rare and generally expensive.

*"Our children were born in Belgium and we wanted them to have a European perspective, while keeping their British individuality. After a bit of research, we learned that the accepted level of French in English-speaking schools in Brussels was pretty low. As well as this, the children had started at a Belgian nursery school, and then gone on to a Belgian primary school, which was a bit special in that it provided back-up English lessons. This school is cheaper than the International Schools, but more expensive than the European Schools. We're pleased that our children are totally bilingual. However, strangely enough, they don't have any Belgian friends. Exemple 5*

## **2.2 Children's education and mixed couples, or the educational hazards of working abroad**

*"Our aim was always to have bilingual children, since we are a bilingual French/English couple. However, we didn't have an educational strategy worked out at the start. We were carried along by circumstance. In English-speaking countries we sent our sons to an English-speaking nursery school and spoke French at home.*

*In Africa it was the opposite, we made an effort to speak English at home, and even though I'm French, I did the same thing, since my husband was often absent. The children were enrolled at French college by the company, as French schools are 4 to 6 times cheaper than International Schools. English was spoken at home, and during the children's extra-curricular activities (at the International School).*

*Before going to Greece, we stayed in Geneva for 6 weeks at the beginning of the academic year. The Montessori School was happy to take the children on a week to week basis, while we awaited formalities from Greece. During this waiting period, we were forced to mess about with the childcare of our kids: one day the cleaning lady at the hotel, the next a Polish lady refugee, who spoke only Polish and Russian. We were obliged to make unsatisfactory compromises, but we had no choice.*

*After registering the fact that our children spoke English, and French with a strong African accent and lots of colloquialisms, we found out about the potential of English and French-speaking schools in Athens. Everything depended on the locality of whatever accommodation we could find. And in Greece, accommodation hunting was difficult with my 2-year old daughter I travelled by taxi to address after address, until an estate agent swiftly pointed out to me that Greeks weren't happy renting to foreigners with young children, because they don't live at the same rhythm. It annoys the Greeks that we don't take siestas, and they all do. In Greece, life operates completely differently, and you have to adapt.*

*Because of issues concerning the children's age, commuting distances, overlarge classes and their particular rigidity, we decided against a French school, and sent the children instead to the Athens International School, with smaller classes, a family atmosphere and it was nearer to home. My son, the eldest, who couldn't read English at all, learned in 6 months, thanks to small groups and excellent teaching, but probably didn't consolidate the French reading and writing learning experiences of his first year at primary school. We thought the children had plenty of time to learn even though we ignored important issues of consolidation at the time. The children blossomed in the English-speaking school. The academic level was satisfactory. When, after 18 months, the education system was beginning to bear fruit, we had to move again, this time to Switzerland.*

*In Zurich, we kept the children in the same system to continue the academic year. However, there was a big difference in learning levels. The Swiss English-speaking school has a large turnover of non-English-speaking short-stay children (Japanese, for example) and emphasises the educational integration of the children rather than academic progress. The International Schools have a successful academic record with non-English speakers. The children quickly learn to speak English, thanks to the pragmatic approach.*

*After six months, the level of instruction began to seem unsatisfactory to us, because there wasn't a syllabus similar to that of the French school system, and no assured continuity between International Schools. We found a house two kilometres from a French school, and sent our children there, after 6 months of English schooling.*

*Arriving in Brussels, we tried to get the children into a less elitist school system than the French one, like the European School. The course fees aren't expensive for non-EC employees, but there is a quota for people coming from outside. The classes are very full. It was impossible for the children to get a place, in spite of the two language trump card.*

*At the moment, we're going for the French Baccalauréat system, and afterwards, with recognised equivalences, we think the system will permit them to go to whichever universities they wish, French or English-speaking. The second child suffered academically in Brussels, as he learned to read in two different countries, at two different schools, in two different cultures. He arrived at the French lycée before starting his second year. After a fortnight, the staff called us in to say that our son wasn't up to the level, and he was going back to the first year for 3 months, where he would have the support of a special needs group, before returning to the second year. The eldest regressed because he had been taught in another school system. We didn't realise that there was this key moment*

*in early education, that it was essential not to disrupt. He had the worst time. He was in the sixth year at the French secondary school, and had only sporadic educational support. The rigid structure of the system didn't suit him. He felt ill-at-ease. In the French educational system a child who falls behind doesn't get real support.*

*However, the system retains high levels of quality, and every French lycée in the world guarantees continuity of the same syllabus. But the child must always adapt to the system. It never works the other way round.*

### **Other educational systems...**

*Through chance meetings with other people, we know that a parent must speak their own language with their child. However, when one parent is often absent, it's tempting for the remaining one to speak the other language to keep the level up.*

*I know an Italian/Spanish couple who have often lived abroad, and the prevailing language in their household has ended up being the one the children speak at school, i.e. English.*

*Holidays are spent with respective extended families, and the children understand both parents' languages, but don't speak them. They're not behind at school. Other parents strive to keep two or three languages going simultaneously. A bilingual education perhaps isn't for everyone. Bilingual children's results are generally a little lower than those who speak only one language. But I do know another couple where the father always speaks German, the mother always Italian and the school is English. The 10-year-old child speaks three languages perfectly. Since they live in Zurich, where the language is German, they envisage their child's education continuing in a school where the language is German.*

*There are several things to beware of, like paying close attention to the child's early years at school. Moreover, when the move has been made from a more rigid school system (French-style) to a more flexible one (Anglo-Saxon), there's no going back.*

*These education issues are particularly apparent at that significant turning point in a child's school career: the last years at primary school. There have been many experiments tried out by couples, for example, a French couple in Brussels who decided to place their children in an English speaking primary school in order for them to become bilingual, and then to go on to the bilingual department of a French lycée. Although they were strongly advised against it, the experiment had positive results.*

*There haven't been many studies done on the issues of education and the multicultural environment. All schools push children into learning lots of languages, but there's also the problem of children who aren't particularly strong in their own vernacular.*

*Our third child, who has nearly always been sent to French schools, doesn't speak English too well! I'm tempted to send him to an English school for a year.*

*In the end, educationally speaking, my eldest son lost a year, and the other two didn't lose any and aren't behind. Example 2*

## APPENDIX 4: QUESTIONNAIRE SENT TO THE COMPANIES

### 1. YOUR COMPANY

NAME

ADDRESS

NAME OF THE PERSONNEL DIRECTOR

BRANCH OF ACTIVITY OF THE COMPANY

NUMBER OF SALARIED WORKERS

TURNOVER

NUMBER OF SUBSIDIARIES (or companies of the same group) IN THE EC

LOCALISATION OF THE SUBSIDIARIES (or companies of the same group)

### 2. MOBILITY WITHIN THE COMMUNITY

"mobility" = professional stay of at least one year in another EC State.

"impatriate" = salaried worker from another Member State working in your company.

"expatriate" = salaried worker of your company working in another Member State.

#### Number of impatriate and expatriate workers

<u>IMPATRIATES</u>		<u>EXPATRIATES</u>	
Men	Women	Men	Women
<hr/>			

BY TYPE OF POST

BY NATIONALITY

### 3. THE POLICY OF THE COMPANY WITH RESPECT TO MOBILITY

Please specify the general policy of the company with respect to the mobility of its personnel in Europe:

In the past

Currently

In the medium term

#### 4. QUALITATIVE ASPECTS OF MOBILITY

4.1 What specific measures and procedures have been implemented to facilitate the decision-making of the personnel with regard to mobility?

4.2 What specific measures and procedures encourage the worker to go abroad?

4.3 What specific measures and procedures facilitate the installation of the worker in the host country?

4.4 What specific measures and procedures facilitate the reintegration of the worker in his/her country of origin?

#### 5. FAMILY DIMENSION AND MOBILITY

5.1 Description of the family situation of the expatriates: please state the number of expatriates according to the proposed criteria.

Single	Married without children	Married + children	Single + children	Total
--------	--------------------------------	-----------------------	----------------------	-------

---

Men

---

Women

---

5.2 What is the overall policy of the company with regard to the acknowledgement, in general, of the family dimension of the workers in the management of human resources, and in particular to stimulate mobility?

- in general

- for mobility

5.3 What problems does your company face in this field?

5.4 What solutions have been found to these problems?

5.5 Do you have proposals to make? Do you foresee measures designed to take more account of the family dimension of mobile salaried workers?

#### 6. ASSESSMENT OF MOBILITY FOR THE SALARIED WORKER

Using the table, list the advantages and difficulties which, according to you, salaried workers face when they integrate European mobility into their career. Please add figures to your answers whenever this is possible.

ADVANTAGES

DIFFICULTIES

---

FINANCIAL LEVEL

---

CAREER LEVEL

---

PERSONAL AND FAMILY LEVEL

**7. IN CONCLUSION, IN YOUR COMPANY...**

Is the mobility of a salaried worker in a Member State often associated with the following compensations:

	<u>Always</u>	<u>Often</u>	<u>Rarely</u>
- Higher remuneration .....			
- Transfer allowance .....			
- Payment of:			
. removal expenses .....			
. housing expenses on site .....			
. costs related to housing .....			
. some insurance costs .....			
. schooling expenses (of children) .....			
. travel expenses			
. of the spouse .....			
. of the partner .....			
. alone .....			
. with children .....			
- a company car .....			
- a yearly return ticket for the expatriate and his/her family .....			
- help with the employment of the spouse .....			
- other compensations (specify)			

Have you established a service for expatriates?

Name of the person in charge:

## APPENDIX 5: QUESTIONNAIRE SENT TO DUAL-CAREER COUPLES

### MOBILITY, CAREER AND FAMILY CONSTRAINTS

#### 1. THE CONTEXT OF EXPATRIATION

Your nationality:                      Sex:                      Age:  
Year of birth:

Where have you been and/or are currently expatriated?

In the past      Currently

Did the decision come from:

- your company
- the company of your partner
- another reason, specify:

#### 2. THE MODALITIES OF THE DEPARTURE ABROAD

##### 2.1 Did you personally discuss the decision of expatriation. YES/NO

If the answer is yes, with whom?

- your spouse
- the company concerned
- a specialised consultant
- other persons, specify:

##### 2.2 Did you received sufficient information concerning:

- |  |        |
|--|--------|
| - the host country                         | YES/NO |
| - the financial conditions of expatriation | YES/NO |
| - the housing conditions                   | YES/NO |
| - the schooling conditions                 | YES/NO |
| - the state of the local employment market | YES/NO |

By whom was the information provided?

##### 2.3 If you have followed your partner:

Were you working when you made the decision to expatriate yourself      YES/NO

Was it possible for you to keep your job?      YES/NO  
If not, why not?

What decisions did you make concerning your work?

Do you feel you also have a career?      YES/NO

Did the expatriation jeopardise your career?      YES/NO



**2.4 Were you helped when preparing the departure?:**

- by your company YES/NO
- by a specialised body YES/NO

In the latter case, specify the name and nature of this body:

**2.5 If you have children, did they accompany you? YES/NO**

If not, why not?

How did they experience the expatriation:

- satisfactorily
- with some disturbance
- with serious disturbance

**3. INSTALLATION IN THE HOST COUNTRY**

Were you helped to integrate into the country? YES/NO  
If so, by whom? Specify the type of organisation:

Were you part of a contact network? YES/NO  
If so, which one?

If you were following your partner, did you find work? YES/NO  
Did you find voluntary work? YES/NO  
Did you feel at ease in your new environment? YES/NO

**4. REINTEGRATION IN THE COUNTRY OF ORIGIN**

Were you/did you think you would be helped to reintegrate into your country? YES/NO

Do you think that reintegration into your country will be easy or difficult?

**5. IN CONCLUSION**

Do you think it possible for a couple to lead a dual career in a context of mobility? YES/NO

According to you, under what conditions is this possible?

Finally, will expatriation have had a positive impact:

- on your career YES/NO
- on your spouse's career YES/NO
- on your couple YES/NO
- on your children YES/NO

According to you, what are the conditions for a successful European expatriation?

According to you, what are the pitfalls to be avoided when making the decision to expatriate oneself to another country?

Do you agree to collaborate more closely with the present study by taking part in an interview? YES/NO

Could your spouse also take part in the interview? YES/NO

If your answer is yes, please specify your name and personal address, and you will be contacted later.

Total anonymity will be guaranteed in this study.

## APPENDIX 6: BIBLIOGRAPHY

### 1 . COMMUNITY DOCUMENTS

#### THE COMMISSION

- . "La dimension sociale du marché intérieur"- Europe Sociale N° spécial 1988
- . "Les aspects sociaux du marché intérieur "- Europe Sociale, Volumes I, II, III 1988,1989, 1990.
- . "L'impact sectoriel du marché intérieur sur l'industrie: les enjeux des Etats membres" - Europe Sociale 1990
- . "La charte communautaire des droits sociaux fondamentaux des travailleurs"- Europe Sociale 1/90
- . "Le marché de l'emploi"- Europe sociale 3/90
- . "L'emploi en Europe" -1990 - COM(90) 290 final
- . "Mobilité et cohésion dans la Communauté Européenne"- Fondation pour l'amélioration des conditions de vie et de travail. 1991
- . "Communication de la Commission sur les conditions de vie et de travail des citoyens de la Communauté résidant dans les régions frontalières et en particulier les travailleurs frontaliers". COM(90) 561 final du 27/11/1990
- . "Politiques d'immigration et intégration sociale des immigrés dans la Communauté Européenne". SEC(90) 1813 final du 28/11/90
- . "Dossier d'information concernant les travaux communautaires sur les qualifications professionnelles". 1991 CEDEFOP
- . "Les Jeunes Européens en 1990". Task force Ressources Humaines.
- . "Report on the implementation in the Member States of Directive 77/486/EEC on the education of the children of migrant workers"- COM(88) 787 final.
- . "Europe 2000 Les perspectives de développement du territoire communautaire". COM (91) 452 du final 7/11/1991
- . "L'Europe des transports"- Direction générale des Transports
- . "Biblio-Flash" "Mémento des retraites"- n°42 et "European Tax Book"- n°48 1991.

## **THE EUROPEAN PARLIAMENT**

- . "Rapport de la Commission des Droits de la femme sur le marché intérieur de 1992 et ses conséquences pour les femmes de la Communauté"- Janv 1991 A3-0358/90/PARTIE A et B.
- . "Rapport de la commission de la jeunesse, de la culture, de l'éducation, des médias et des sports sur les problèmes des enfants dans la Communauté européenne"- 11/11/91 A3-0314/91

## **2 . EUROPEAN STUDIES**

- . "Une comparaison franco-britannique des femmes cadres membres des professions intellectuelles supérieures "- Sept 1990 V/342/91.  
R. CROMPTON, L.HANTRAIS, N. LE FEUVRE, P. WALTERS
- . "La mobilité européenne des travailleurs féminins dans la Communauté"- C. HECQ, O. PLASMAN, D. MEULDERS 1991 V/378191
- . "Mobilité Professionnelle des familles à deux carrières dans l'Europe de 1992"- M. CHALUDE et M. POVAL Secrétariat d'Etat à l'Europe de 1992. 1989 (B).
- . "Panel APEC EUROPE: l'emploi des cadres en Europe, tendances 1990" APEC Oct 90 et "Panel APEC EUROPE: l'emploi des cadres en Europe, tendances 1991"- APEC Oct 91.(F)
- . "La logique de l'honneur; gestion des entreprises et traditions nationales"- Ph. D'IRIBARNE Le Seuil 1989 (F)
- . "L'avenir des diplômés" Problèmes politiques et sociaux"- S. CHIRACHE n°642 du 26/10/91(F).
- . "Conference of the European community Foreign Affairs Spouses'Association "- ECFASA The Hague April 1991 (NL)

## **3 . NATIONAL DOCUMENTS, NATIONAL STUDIES**

- . Assemblée Nationale France: Rapport d'information sur les conditions d'expatriation des Français à l'étranger et sur les mesures facilitant leur réinsertion à leur retour"- N° 1834 Déc. 1990 .
- . "Guide des Français épousant un européen"- Droits des femmes, CNIDFF 1990.(F).
- . "La mobilité géographique des salariés"- J. VILLETARD, R. FAIST Mobilité et Développement" Janvier 1990 (F).
- . "Gestion de l'emploi et stratégie des acteurs: au-delà des frontières de l'entreprise"- M.A. BARRERE-MAURISSON CNRS. Economies et Sociétés, Economie de Travail n°16 Avril 1990. (F)

- . "Marital separation in multinational business"- J. GARNETT Global Synergy 1984-1991 (U.S.A.)
- . "Dual-career couples and International Assignments: some empirical evidence"- B.J. PUNNET, O. CROCKER, M.A. STEVENS. Avril 1991 (Canada).
- . "Intercultural competence and expatriates". M. CARDEL GERTSEN Décembre 1990- "The international Journal of Human Resource Management" Vol 1 n°3

## **4. DOCUMENTS COMING FROM SPECIALISED BODIES**

### **EMPLOYERS**

- . "Politiques de l'emploi en Europe pour les années 1990" (Nov 89) et "Remodeler l'Europe" (1991) La Table Ronde des Industriels Européens .
- . "Selecting and orienting staff for service overseas" (1976); "Relocating Two-earner couples: what companies are doing" Research Bulletin - N°247 (1990); "Europe's Glass Ceiling: why Companies Profit from a Diverse Workforce" (Nov.1991) - THE CONFERENCE BOARD Europe.
- . C.E.E.P (Centre Européen de l'Entreprise Publique): Accord-cadre européen CEEP/CES adopté le 6 sept 1990.

### **TRADE UNIONS**

- . CES:
- . "Réalisation de l'espace social européen dans le marché intérieur" 11/2/88.
- . "Propositions de la CES pour le programme d'action de la Charte sociale JL/NG 14/11/89
- . Projet d'avis commun du groupe de travail "Perspectives d'un marché européen du travail" concernant la création d'un espace européen de mobilité professionnelle et géographique et l'amélioration du fonctionnement du marché du travail en Europe". Fév 1990.
- . Institut Syndical Européen: "La dimension sociale du marché Intérieur" 3 brochures: L'emploi" Les droits des travailleurs, La représentation des travailleurs. 1988 et 1990.
- . C.F.E. (Confédération Française de l'Encadrement) C.G.C. (Confédération Générale des Cadres) "L'entreprise et la dimension familiale" Les dossiers de l'avenir N°42 Mai 1991 et "Le travail des salariés français à l'étranger" Nov 1987 Les dossiers de l'avenir N°34 (F).

## **5. BOOKS**

- . "Vers le management international" J.M. PERETTI, D. CAZAL, F. QUIQUANDON. Editions Liaisons (F)
- . "Cadres sans frontières" Yves VIDAL ESF Editeurs 1991

. "Portable Roots" E.GORDON, I.CHAPMAN 1989 Presses Interuniversitaires Européennes

. "The trauma of moving" A. T. Mc COLLUM Sage Library of Social Research 1990

## **6 . BOOKLETS AND BROCHURES PROVIDING INTEGRATION ASSISTANCE**

. "The relocating spouse's: guide to employment" F. BASTRESS 1988

. "Comment trouver une situation" D. POROT

### **FOCUS London**

. "Bienvenue à Londres". Un guide pour les expatriés.

. "Welcome" (guide en allemand)

. "How to survive in style"

. "New to the U.K."

. "Brit-think, Ameri-think"

. "Living in London: Guidelines"

"Le retour, une nouvelle aventure" France, FIAF 59, bd Lannes, F - 75 116 Paris

## **7 . PRESS ARTICLES**

### **. "Le Monde" (F)**

- "Dossiers et Documents: "Europe: l'engrenage du grand marché" Avril 1991.

- "Le bouillon de culture des entreprises" 23/1/91

- "Les cadres se dessinent un "profil européen" 6/2/91

- "La lente internationalisation des dirigeants" 12/12/90

- "Les petits bataillons des "impatriés"" 20/2/1991

### **. "L'Expansion" (F)**

- "La France: paradis des patrons ?" 3/6/1988

- "Pour grimper dans la hiérarchie, sachez voyager" 23/11/1989

- "Les Etats majors français en mal de métissage" 29/11/1990

- "Etes-vous un euromanager ?" 21/6/1990

- "Doublement expatriés". 27/6/1990

- "Management: la réalité va trop vite" 4/10/90

- "Inconditionnels et performants" 23/5/91

- "Les pièges de l'expatriation" 23/5/91

- "Le nouvel axe franco-italien" 6/6/91

- "L'Espagne est en manque de capitalistes" 2/5/91

### **. Annales des Mines:**

- Intégrer les multinationales françaises ? M. Villette Juin 1991

- Gère-t-on les carrières internationales dans les entreprises industrielles ? R.Daudin, D.Pierre, X. Saudreau Juin 1991

. **"A pour Affaires Economiques"**

- "Europe: le choc des cultures d'entreprise" Nov 1990

. **"Courrier International" (F')**

- "Gérer le changement" K. BENSON n°12 1991

. **"Libération" (Fi)**

- "Migrations: la planète en courant " 22 /6/1991

. **"Trends-Tendances" (B)**

- "Heureux qui comme Ulysse..."
- "Quand les cadres ont la bougeotte" 31/3/88
- "Prévoir la mobilité" 7/3/91

. **"Intermédiaire" (B)**

- "Europe sociale: fantôme ou fantasme ?" 9/3/91
- "Double vie" 2/7/1991

. **"Mobility" (U.S.A.)**

- "Relocation: a family affair" 1987
- "Resistance to relocation complicates recruiting women" 4/1989
- " How to achieve successful international assignments" 4/1989
- "A look at the psychology of the relocated spouse" 9/89
- "Promising solutions for international spouse relocation assistance" 10/1989
- "Re-establishing relocation priorities" 11/1989
- "Three responses to the Dual Income Dilemma" 11/89
- "Conversation with E-R-C- Président" 1/1990
- "Assisting the family in the '90s " 1/90
- "A growing minority" 3/1990
- "Hot topics in relocation" 1/1991

. **"Across the Board" (USA)**

- "The female expat's promise D NYE
- "Successful expatriation-bridging the culture gap" D. WHEATLEY

. **"Resident Abroad" (U.K.)**

- "Servants of the Crown" D. Elkin; March 1990
- "Pensions that guarantee you full board" D. Harrison June 1990

## **APPENDIX 7: BODIES PROVIDING INTEGRATION ASSISTANCE TO EXPATRIATES**

The following resource centres have been identified in the Member States of the Community are the:

### **1 . BELGIUM**

FOCUS Career Service  
"The Métairie", 19 Kattenberg  
1170 Brussels, BELGIUM

Tel: (32.2) 672.34.08

### **2 . UNITED KINGDOM**

FOCUS Information Services  
St. Mary Abott's Hall  
Vicarage gate, Kensington  
London W8 4HN . U.K.

Tel: 44/71.937.0050

### **3 . FRANCE**

. "Retravailler"  
21, passage Gustave Lepeu  
F - 75011 Paris

Tel: 43 67 09 92

. CNIDFF Centre d'Information  
7, rue du Jura  
F- 75013

Tel: 33/1.43 3177 00

. WICE (Women's Institute for Continuing Education)  
20, Boulevard du Montparnasse  
F - 75015 PARIS

Tel: 33/1.45.66.75.50

### **4 . GERMANY**

ERGO  
Bornemstrasse 10  
D - 6000 Frankfurt/Main 70  
Tel: 49/69.62.96.69



## **5 . GREECE**

Cross Cultural Association  
Gripari 122,  
Kallithea 17673  
G -17673 Athènes

Tel: 30/1.452.30.15

## **6 . ITALY**

AIM  
Via G. Mameli, 9  
I - 20129 Milano

Tel: 39/2/74.00.96

## **7. NETHERLANDS**

ACCESS  
Bezuidenhoutseweg 125E  
NL - 2594 AE Den Haag

Tel: 31/70.383.61.61

## **APPENDIX 8: "WOMEN ON THE MOVE" CONFERENCE**

**Brussels, 7-9 March 1992**

Focus Career Services organised this international conference following a similar conference organised in Paris in 1990 by the WICE.

The conference brought together an essentially female group of 270 people. Most participants were expatriates of American or British nationality.

Twenty-seven workshops, involving on average fifty people, discussed various aspects of the mobility of women and children: cultural adaptation, preparation of departure, education of children in a multicultural context, the stress of mobility, dual-career couples, the search for employment, company practices, the separation of families... All in all, 35 persons, professionals on mobility issues, presented their experience.

The workshops on the education of children, and on dual-career couples, led to the conclusions presented below.

### **1. THE EDUCATION OF MOBILE CHILDREN**

Mrs Kim SHAAK, of M.S.B., underlined the necessity to better prepare children for mobility. Through different examples, she showed how both parents and relatives of the children could, using just simple words and games, tackle the cultural concepts and differences in order to help the children better understand the changes with which they are confronted.

Mrs Janet B. McCRAKEN, director for enrolment at the Brussels International School, asserted that the home and the school were the two pillars for the development of mobile children. School plays an essential part in the process of adaptation to the new environment. The education choices are generally made by the parents, and must above all answer the specific needs of their child: two children of the same family may have, in the same mobility context, different needs and the schooling responses for each could be different.

Parents can always change strategy in terms of schooling, but they must assess the consequences of such changes.

The local schooling systems often follow different cultural and philosophical models. The linguistic obstacle must be correctly assessed. Above all, parents should consider the following questions:

- do the school values correspond to those of the family?
- is the school system of the host country capable of sustaining the integration of the child?
- will the child have easy access to local diplomas?
- what will be the impact of discontinuity in the programmes on the child?

For a mobile child, the integration in a local school represents an experience of cultural immersion. This can very well be appropriate if such a choice corresponds to the expectations of the children and the parents. Few local schooling systems offer intensive courses of intercultural adaptation.

Foreign schools (French, English, German) existing in the host country offer a continuity in the programmes and facilitate the return to the country of origin, but the children in these schools do not profit at all from their being abroad. For short-term missions and at the key stages of the examinations, these schools can prove to be a good choice.

In some cases, boarding schools in the country of origin or in another Member State can represent a solution, to be discussed with the children.

Correspondence courses do not offer an interesting solution for mobile children because schooling should be associated with socialisation. In order to develop during the schooling period, the child needs to have comrades.

Mrs. McCRAKEN ended her account by giving advice to mobile parents:

- write to ask for information on the various types of school;
- make an appointment with the director of the school, take your child with you, and ask all the questions you want;
- do not forget to take your child's reports with you;
- the length of the stay is important and must be taken into account;
- take account of your child's wishes concerning a new culture and his/her desire to learn a new language;
- get the feel of the school: behaviour? sense of dialogue?
- be careful about equivalence between diplomas;
- examine the level required by the host country to have access to university studies;
- be careful with children having particular difficulties: mobility should be avoided;
- above all, feel at ease with your choices.

## **2. ASSISTANCE FOR MOBILE DUAL-CAREER COUPLES**

Mrs Rita BENNET, from Bennet and Associates, presented the various programmes of assistance for mobile spouses implemented by companies in the United States. She observed that human resources policies are now emerging in this field. Few firms, however, have a transparent policy. Yet, according to a study carried out with a sample of 150 companies, dual-career couples represent one of the five major challenges of the next ten years.

If 95% of the expatriate workers are men, the number of male accompanying spouses is rapidly increasing in the United States.

According to a study carried out on a sample of 100 large American firms, 72% of the female spouses of expatriates were working before the departure abroad. Many of them are also not satisfied with their professional situation abroad. More than 9 women out of 10 declare that companies did not help them find a job.

If 47% of the companies interviewed declared that they helped the spouses, only 13% do so as the application of a formalised policy.

Working permits and visas, language, cultural attitudes, the state of the employment market and collective labour rules represent the major obstacles faced by the spouse when looking for a job.

The company practices observed with respect to assistance provided to dual-career couples cover:

- "pre-acceptation" programmes,
- counselling on life and career planning,
- trips offered to look for a job,
- programmes of assistance for spouses,
- counselling services for the families,
- advice on how to create a company,
- intercultural training, language courses,
- financial compensation formulas, for disruption of the career,
- reimbursement of expenses relating to the professional reintegration of the spouse, on presentation of the bills...

Most companies do not treat the partner in the same manner as the spouse.

Mrs. Georgina Temple, from M.S.B., and Susan GIBAS, consultant in Human Resources, gave account of a study carried out by M.S.B. on a sample of 50 companies with activities in Europe. Generally, the women accompany the mobile worker, and they are in charge of the installation of the family.

When they are professionally mobile, women manage their mobility alone: they are either single or commute between two countries.

A study carried out by the CBI (U.K.) in 1990, covering 90 British companies, highlights the fact that among the 5% British expatriate women, 79% were single, against 17% of the men.

The study concludes that in Europe, mobile dual-career couples represent a small number of people. The practices of assistance on the part of companies are little developed. However, the companies do acknowledge that spouses are often opposed to the mobility of the salaried worker. Finally, European couples tend to organise their mobility themselves and to find solutions to their own problems.

Companies are not implementing any specific approach with respect to mobility for the opening of the Single Market in 1993. The conference participants consider that about ten years will have to pass before formalised policies of mobility accompaniment for the spouse are developed in all large European companies.