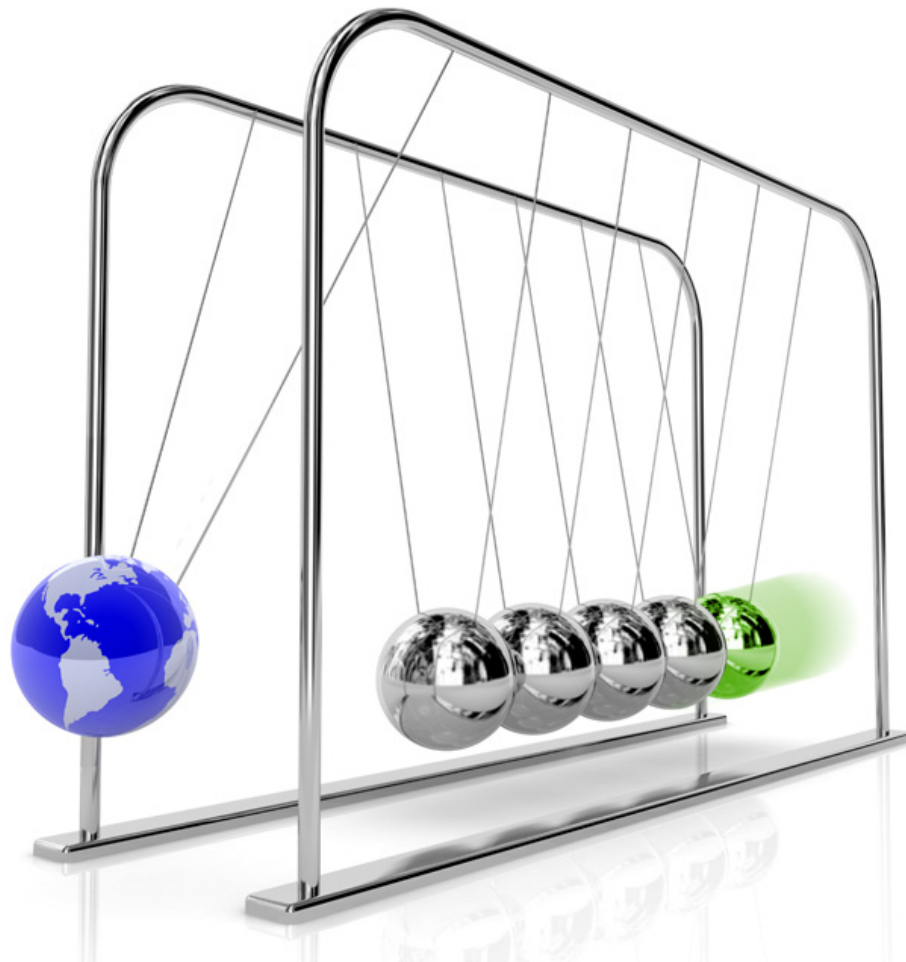




2012 Global Employer Services
Conference – North America
Leveraging global talent to drive
business momentum

October 17-19, 2012

Deloitte University, The Leadership Center
Westlake, Texas



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Welcome

Dear Colleagues:

There has never been a better time to gather with your peers to network and share perspectives on the complex business and talent issues you face today. We are thrilled to provide that opportunity at the 24th Annual Global Employer Services Conference — North America, scheduled for October 17-19, 2012.

This event aims to provide valued insights, thought leadership and highly relevant content for addressing the business requirements, seizing opportunities and managing the complexities of today's global environment. We are very excited about the new venue for 2012: Deloitte University (DU), our new leadership and learning center built on 107 acres in Westlake, Texas. This state-of-the-art facility opened in Fall 2011, making you one of the first to experience its cutting edge capabilities and accommodations. In March, we hosted our Executive Advisory Board of clients at DU and the feedback was overwhelmingly positive. The Board felt it would be a wonderful facility at which to host the conference as it provides an inviting environment in which to experience a sense of community while networking and learning. You can learn more about the facility at www.deloitteuniversity.com.

In planning the conference, we have incorporated the insightful feedback provided by you, our clients, and guidance from our Executive Advisory Board of clients. Based on that advice, we have enhanced the conference this year by arranging the sessions into four categories that address the needs of your operations in today's business environment:

- Business Strategy Alignment: Driving Your Future Through Talent
- Business Partnership and Strategic Mobility
- The Assignee Experience
- Global Controls & Compliance

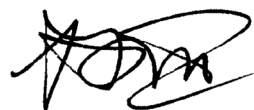
As you look through this brochure, you'll notice our sessions consist of a combination of panel discussions and presentations to provide you with many different perspectives from colleagues that are facing the same issues you approach

on a daily basis. These sessions are designated as either core; covering critical knowledge required to support your day-to-day role, or strategic; covering forward thinking ideas and concepts that potentially impact the organization as a whole.

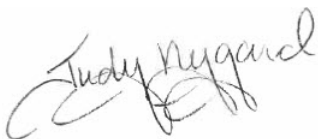
Another enhancement to this year's event is the optional pre-conference program. On Wednesday afternoon we'll engage in a unique benchmarking session prior to our welcome reception that night. Then, we'll spend Thursday in sessions, starting with one you won't want to miss! We're sure you'll enjoy the unique 'exercise' with our 'ensemble' of professionals that morning! Finally, Friday's keynote — Marcus Buckingham, an author and researcher for The Gallup Organization — will address the correlation between engagement and performance. He'll discuss the factors at play with engaged teams vs. disengaged teams and will drill down to the specific lever that research indicates most impacts employee engagement. Your feedback from last year's event also indicated you'd like designated time for client meetings with your Deloitte team during the conference, and you'll see we've built-in time over the other days to allow for meetings or personal down-time.

If you can't join us in person this year, we hope you will join Deloitte's Global Employer Net|Work, a private online community for HR and Tax professionals across the areas of talent, mobility, compensation and benefits. Members can stay on top of emerging trends via periodic online education forums, access virtual learning desks that offer materials for downloading, or join group chats that help extend discussions and identify leading practices. And if you'll be with us in Texas, then be sure to keep the momentum going after the conference by participating in Net|Work activities when you're back at your office. Visit www.deloitte.com/us/globalemployernetwork.

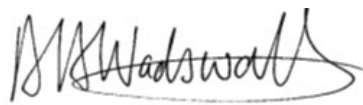
If you have any questions, please contact Globalemployernetwork@deloitte.com, a member of your engagement team, or any of us. We look forward to welcoming you to Deloitte University!



Lou Mitas
U.S. Managing Partner
Global Employer Services
Deloitte Tax LLP



Judy Nygard
Partner
Global Talent &
Performance Leader
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U.S. International HR Services
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About Deloitte University

Deloitte University is a learning environment that allows people to inspire each other and ignite insightful thinking.

The campus

Deloitte University is located on 107 acres in Westlake, Texas, just west of the Dallas/Fort Worth area, on what was once a working cattle ranch.

The main 712,000-square-foot facility features:

- 35 classrooms
- An amphitheater
- Grand ballroom
- Three restaurants
- A cyber center
- Exercise facilities
- 800 guest rooms

What's the social atmosphere of Deloitte University?

- **The Barn** – a recreational center, with a sprawling deck, that serves food and offers a wide range of games
- **The Market** – a full service restaurant that serves breakfast, lunch, and dinner
- **Bistro 375** – a coffeehouse in the morning and wine bar in the evening
- **City Places** – comfortable guest lounges with snacks and drinks available 24/7
- **Activities** – a variety of campus-wide networking activities, including movie nights, karaoke, and morning runs

What amenities does Deloitte University offer?

- **DFit** – on-site fitness center equipped with cardio and strength machines. Offers fitness assessments, personal training, spinning, group exercise, and more
- **Outdoor recreation** – on-campus recreational fields for outdoor team sports, a two-mile walking/running trail, and area cycling trails (bicycles available)
- **Restaurants** – three restaurants featuring something for every taste

Sustainability

Deloitte takes its commitment to environmental sustainability seriously. Therefore, in building Deloitte University, the firm has incorporated sustainable processes, materials, and resources that have enabled us to achieve Leadership in Energy and Environmental Design (LEED) at a high level.

Sustainability measures include:

- Using natural light to reduce the need for interior lighting
- Reflective roof coating that reduces air conditioning usage
- Use of smart sensors and thermostats
- Landscaping techniques to reduce water usage and protect natural water supplies
- Use of recycled materials, locally-sourced foods, and other products



Conference highlights

Optional Pre-Conference Program

Pre-conference activities start on Wednesday, October 17 with an in-depth workshop on the results of our annual 'Global Mobility, Talent and Rewards Benchmarking' survey.

Deloitte University Tour

We will offer a guided tour of [Deloitte University](#) on Wednesday afternoon from 5:30 – 6:30 p.m. CST.

Welcome Reception

We will be holding a casual welcome reception at Deloitte University on Wednesday evening from 6:30 p.m. to 7:30 p.m. CST.

Conference Opening Program

The conference will begin at 8:15 a.m. CST on Thursday, October 18 with a truly unique plenary session that will set the tone for sharing, learning, and networking.

Global Café

We invite you to join us on a trip around the world! On Thursday, October 18 at 6:00 p.m. CST, join your peers and Deloitte professionals from different countries in a "speed dating" styled event that will allow you to discover country specific information to help you with your day-to-day business requirements. The Global Café program will provide you with the opportunity to network with a number of Deloitte's country representatives and ask any questions you may have about global mobility management, rewards, global compliance and controls, risk management.

Personalized Client Service Meetings

Our attendees have told us that they appreciate the opportunity to discuss their specific issues and questions with GES client service professionals. These personalized meetings offer an excellent opportunity to discuss your unique needs and meet with professionals from around the world.

Conference Dinner and Evening event

We will be holding an evening dinner/networking event at 7:30 p.m. CST on Thursday, October 18 on-site at Deloitte University.

Meet our Executive Advisory Board

We would like to thank the members of our Executive Advisory Board, who devoted a great deal of time and effort to ensuring that this year's conference will provide an educational and engaging experience for our participants. These executives — all seasoned global mobility, tax and compensation & benefits professionals — will share their professional experience, offer advice and answer questions during some of the conference sessions.

Tom Bayer

Operating Manager-EMD/G Nafta Hub
Daimler International Assignment Services

Deborah Beckmann

Managing Director, Global Compensation
Goldman Sachs

Bernie Brown

Global Expat Tax Manager
Bechtel Corporation

Sharon Denson

VP - Global Mobility and International
Compensation
Turner Broadcasting System, Inc.

Lisa Dorvinen

Global Mobility Tax Director
Baker Hughes

Shelley Gallego

Expat & Relocation Strategy Director
Compensation and Benefits Strategy
Cummins, Inc.

Jos Griffioen

Global Mobility Manager
Cargill, Inc.

Sandra Howell

Director, Compensation & Global
Assignments
Kraft Foods, Inc.

Barbara Moyer

Global Deployment Manager
Hewlett-Packard Co.

Laura Rodriguez

Director, Global Mobility
Johnson & Johnson

Varsha Vig

Director - Global Mobility
McDonald's Corporation

Betsy Walker

VP – HR, Global Compensation & Benefits
Quintiles Transnational Corporation

Garrett Walker










VP – Talent Deployment & Global Mobility
IBM Corporation

Conference planner



Wednesday, October 17, 2012 (Optional)

1:00 p.m. - 3:45 p.m.	Benchmarking workshop
3:45 p.m. - 5:30 p.m.	<i>Personal time / Client service meetings</i>
5:30 p.m. - 6:30 p.m.	Tour of Deloitte University
6:30 p.m.	Welcome reception

Thursday, October 18, 2012

6:30 a.m. - 8:15 a.m.	<i>Breakfast in The Market</i>
8:15 a.m. - 10:00 a.m.	Conference kick-off event
10:00 a.m. - 10:30 a.m.	<i>Break</i>
10:30 a.m. - 11:45 a.m.	Workshop 1: <ul style="list-style-type: none">• Rebalancing your assignment portfolio • Driving high performance and innovation through Global Talent, Mobility, and Total Rewards strategies • It's time for a health check. Internal Audits of Global Mobility — where to look and what to expect* 
11:45 a.m. - 1:30 p.m.	<i>Lunch in The Market</i>
1:30 p.m. - 2:45 p.m.	Workshop 2: <ul style="list-style-type: none">• Talent shifts: The impact of geography and generation on the workforce • A new direction: How organizations today are exploring opportunities in emerging markets* • The Pied Piper of equity compensation 
2:45 p.m. - 3:15 p.m.	<i>Break</i>
3:15 p.m. - 4:30 p.m.	Workshop 3: <ul style="list-style-type: none">• Preparing for the future • The Power of Talent: Accelerating and Enabling Global Business Strategic Priorities* • Immigration in a patchwork global economy 
4:30 p.m. - 6:00 p.m.	<i>Personal time / Client service meetings</i>
6:00 p.m. - 7:30 p.m.	Global Café
7:30 p.m.	<i>Dinner and Evening Event</i>

Workshop session tracks

-  The Assignee Experience
-  Business Partnership and Strategic Mobility
-  Business Strategy Alignment: Driving Your Future Through Talent
-  Global Controls & Compliance

* Session will be available via live web streaming for virtual participants on the Global Employer Net|Work web site.





Conference planner

Friday, October 19, 2012

6:30 a.m. - 8:30 a.m. *Breakfast in The Market*

8:30 a.m. - 9:45 a.m.




Workshop 4:

- Mobile employee communication 2.0 
- Painting by numbers: Creating a playbook to execute rapid deployment 
- Enhancing retention and ROI through effective global career planning: the IBM experience* 
- Global operating models: Do you have the right fit? 

9:45 a.m. - 10:00 a.m. *Break*

10:00 a.m. - 11:15 a.m.

Workshop 5:




- Drawing your technology roadmap 
- Envisioning tomorrow's global rewards programs today 
- On the road and under the radar: Taking ownership of business travelers* 

11:15 a.m. - 12:00 p.m. *Lunch in The Market – Checkout – Client Service Meetings*

12:00 p.m. - 2:15 p.m. **Closing keynote address and book signing by Marcus Buckingham**

2:15 p.m. *Departure*

Workshop session tracks

-  The Assignee Experience
-  Business Partnership and Strategic Mobility
-  Business Strategy Alignment: Driving Your Future Through Talent
-  Global Controls & Compliance

* Session will be available via live web streaming for virtual participants on the Global Employer Net|Work web site.

Keynote speaker



Meet Marcus Buckingham

In a workplace ruled by efficiency and competency, where do personal strengths fit in?

Marcus Buckingham has dedicated his career to addressing this complex issue. Using his nearly two decades of experience as a Senior Researcher at Gallup Organization, he has challenged entrenched preconceptions about achievement to get to the core of what drives success.

The definitive treatment of strengths in the workplace can be found in Buckingham's best-selling books: *First, Break All the Rules* (coauthored with Curt Coffman; Simon & Schuster, 1999); *Now, Discover Your Strengths* (coauthored with Donald O. Clifton; The Free Press, 2001); *The One Thing You Need to Know* (The Free Press, 2005); *Go Put Your Strengths To Work* (The Free Press, 2007); *The Truth About You* (Thomas Nelson, 2008) and *Find Your Strongest Life* (Thomas Nelson, 2009).

His latest project is the *New York Times* and *Wall Street Journal* bestseller *StandOut*, a book and strengths assessment combination that uses a new research methodology to reveal your top two "strength Roles" — your areas of comparative advantage. *StandOut* goes beyond description to give people practical innovations that fit their strengths, and provide managers with quick insights on how to get the best from each member of their team.

The goal is to move companies toward greater success and productivity by creating a workplace in which employees spend more than 75% of each day on the job using their strongest skills and engaged in their favorite tasks, basically doing exactly what they want to do. Companies that focus on cultivating employees' strengths rather than simply improving their weaknesses stand to dramatically increase efficiency while allowing for maximum personal growth.

If such a theory sounds revolutionary, that's because it is. Buckingham calls it the "strengths revolution," and he founded The Marcus Buckingham Company (TMBC) in 2005 to help jump start a worldwide conversation about how to get people focused on their strengths.

As he addresses more than 250,000 people around the globe each year, Buckingham touts this strengths revolution as the key to finding the most effective route to personal achievement and the missing link to the efficiency, competence, and high performance for which companies constantly strive. He challenges conventional wisdom and shows the correlation between engaged employees and business fundamentals such as turnover rates, customer satisfaction, profits and productivity.

In his role as an author, independent consultant and speaker, Marcus Buckingham has been the subject of in-depth profiles in *The New York Times*, *Fortune*, *Fast Company*, *Harvard Business Review*, *USA Today* and *The Wall Street Journal*. He has appeared on numerous television programs, including "The Today Show" and "The Oprah Winfrey Show," and is routinely lauded by such corporations as *Toyota*, *Coca-Cola*, *Master Foods*, *Wells Fargo*, *Microsoft* and *Disney* as an invaluable resource in informing, challenging, mentoring and inspiring people to find their strengths and sustain long-lasting personal success.

Marcus Buckingham graduated from Cambridge University in 1987 with a master's degree in social and political science.

Pre-Conference program

2012 Peer Perspectives Surveys

Businesses worldwide are coping with a variety of issues associated with growth and globalization, especially when it comes to talent and total rewards strategies and trying to align them with broader business objectives. Many organizations are experiencing a disconnect between the perceived importance of global talent and mobility programs and the comparable level of strategic priority assigned to the management and evaluation of those programs by senior management.

Prior to the conference, we are launching our annual comprehensive 2012 Peer Perspectives: Global Mobility Program and Policy Benchmarking Survey. This survey is designed to collect insight and practices from Global Mobility, Talent, Tax, and HR leaders from around the world. Topics covered in the survey include:

- Policy Information
- Cost Management and Return on Investment
- Talent Management
- Program Management/Service Delivery

Results of the survey including observations on trends revealed will be shared live at the 2012 Global Employer Services Conference in an interactive pre-conference session. We welcome your participation in the survey that can be accessed online by [clicking here](#).



Workshop sessions by track

The Assignee Experience ■

Mobile employee communication 2.0 (S)

Within the inherent limitations of location and time, how can you use social media and other tools to effectively engage your mobile employees? This session will discuss interesting ideas about how companies may use social media to enhance the experience for their mobile workforces. From networking with other expats in the company, identifying mobile employees from other companies based in the same country, or even facilitating the connection with the business back home, this session will provide some background on social media and how it's enhancing mobile employee communication. We'll also look at the many resources available for harnessing the vast amount of information in the "socialsphere" to help you stay ahead of the curve.

Rebalancing your assignment portfolio (C)

Mobility decisions are often made with financial considerations first. As a result, companies are looking for different approaches and policies to support their business and deploy mobile employees. Although the traditional short-term, long-term, and career expatriates continue to exist, the marketplace is driving a shift to more permanent transfers, intraregional transfers, and the hiring or placement of "local plus" employees. What policies are needed to support these transfers and local hires? When should a "local-plus" policy be used in place of a long-term assignment? What are the financial implications to each? This panel discussion will highlight the new opportunities in mobility and the benefits and challenges of each one.

Talent shifts: The impact of geography and generation on the workforce (S)

As the business world works its way back from global recession, it finds itself facing a shifting talent demographic. Today's and tomorrow's workforce is not only generationally different, it is also geographically different. The United States and European talent pool is becoming overpopulated at both ends of the spectrum with Baby Boomers not retiring as early as the previous generation of workers and Millennials entering low-level management with their own singular outlook on life, business, and relationships. Global organizations must continue to experiment with geographic and cultural combinations in an effort to mitigate escalating mobility costs and to enrich their talent development pipeline with a diverse and dependable workforce. This session will explore some of these trends and offer discussion of the implications of the shifting landscape of workforce demographics on reward systems and mobility programs.

Business Partnership and Strategic Mobility ■

A new direction: How organizations today are exploring opportunities in emerging markets (S)

As the global economic outlook shows early shoots of recovery, company leaders are turning their focus toward future growth opportunities. The post-economic crisis plan offers companies the chance to revise their global strategies, and emerging market countries are playing a key role. The traditional movement of talent into India and China is showing signs of change, and other countries such as Brazil and those in West and North Africa are exhibiting rapid economic growth. This session will examine how these new markets are being targeted by industries, such as consumer products and pharmaceuticals, to establish market presence and not just source low-cost resources. Our panelists will share experiences from their own organizations, discuss what global mobility leaders should consider in order to operate in these new countries, and how doing business varies from one emerging market to another.

(C) – Core session, covering critical knowledge required to support your day-to-day role

(S) – Strategic session, covering forward thinking ideas and concepts that potentially impact the organization as a whole

Drawing your technology roadmap (S)

With a wide number of options available today, finding the right fit for your technology spend could potentially save your company significant income. However, effective technology that supports your company's mobility strategy shouldn't be a one-dimensional approach focused solely on cost management. The ultimate goal is to develop, deliver, and use technology to seamlessly meld mobility into the fiber of business operations. This session will feature the story of how one multinational organization successfully used technology to make global mobility an aligned "business-as-usual" process. You will hear how through leveraging internal and external experience and knowledge they achieved greater scalability (leading to significant cost savings), and managed compliance and risk (through the ability to combine data from multiple sources). In addition to seeing examples of their solutions, you will also hear some of the decision criteria these leaders went through: why the investments was made, what kind of due diligence they performed, expectations on return on investment (ROI), what the implementation process was like, and where they are today on this journey.

Painting by numbers: Creating a playbook to execute rapid deployment (S)

Executing an organization's business strategy by moving into new markets or countries isn't as easy as repeating what was done in the past, but building your mobility playbook to identify important considerations and owners can help the process. This session will provide an overview on how to develop your playbook and align the primary stakeholders in your organization — from human resources, tax, finance, and others — in order to facilitate rapid deployment into new markets. Panelists will also discuss some of the critical components to include in your playbook, such as setting up and registering an entity, visa/work permit/immigration consideration, and payroll set-up, among others.

Preparing for the future (S)

Business intelligence and reporting suites have in the past been the only way to investigate existing HR systems data to gain insights about mobility programs, but these have always concentrated on reacting to historical data. Data Analytics brings deeper insights and predictive analysis to help organizations make data-driven, fact-based decisions about future mobility and talent strategies. Join us for this singular hands-on session that will feature touch-screen technology to showcase the power of cutting-edge data analytics techniques. These tools can generate valuable insights into, and direction from, a mobility program's data, and provide real-time tracking of personnel, talent, and skills. These techniques can also be used to spot and analyze trends in mobility patterns and may help predict and manage risks associated with mobile employees, such as tax compliance or immigration issues. Take this opportunity to witness the migration from static, report-based data to visual, dynamic representation of information.



Business strategy alignment; Driving your future through talent ■

Driving high performance and innovation through Global Talent, Mobility, and Total Rewards strategies (S)

Successfully driving a high-performance, innovation-oriented culture requires an integrated global talent strategy which links the organization's overall talent and mobility strategy, performance strategy, and rewards strategy with how critical workforce segments impact business results. High-performance and innovation starts with identifying the organization's talent requirements and supporting sourcing and acquisition strategies, developing the required skills and competencies, and recognizing and rewarding the desired behaviors. High performance and innovation also requires the effective alignment of tax and regulatory considerations in talent and rewards program design. This interactive panel discussion will focus on the following topics:

- Talent as an organizational asset/managing the global workforce
- Talent and workforce assessment and segmentation
- Strategies for driving, measuring, and differentiating performance
- Leadership and high potential talent engagement
- Emerging approaches for developing and deploying talent globally

Enhancing retention and ROI through effective global career planning: the IBM experience (S)

Career planning for global assignees is critical to the transfer of global learning and retention of talent for an organization. However, many organizations struggle with effectively integrating global assignments into logical career paths. This session will provide an overview of one company's approach to integrating international assignment into their organizations talent management framework, and developing a structured career path for international assignees. You will learn what specific steps were taken to provide flexibility in career management support in order to enhance assignee retention and assignment ROI and their lessons learned.

The Power of Talent: Accelerating and Enabling Global Business Strategic Priorities (S)

Whether it's through a focus on innovation, global integration, new/emerging markets, expansion of new customers, new products services, or new global operating models, driving growth continues to be identified as

a key strategic focus by CEOs and CFOs. Fundamental to achieving growth objectives and driving sustained performance is an organization's ability to effectively align their business and talent strategies. That's where Talent and Mobility come in. During this session, we will discuss effective approaches for teaming with business areas to inform and empower key management decisions. HR, talent, and mobility leaders will discuss their transformational experiences, including challenges, lessons learned, and opportunities realized in defining and driving value to support top line business performance.

Sharing the vision: How mobility leaders can impact the bottom line by influencing those at the top (S)

It is widely accepted business principle that an organizations talent structure is the key to its competitive edge. As competition for 'top-talent' goes global, the mobility function will, and should play a more strategic role in not only supporting organizational strategies by contributing technical and functional insight, but by demonstrating a strong understanding of business fundamentals. During this session, our panel of mobility leaders will share their experiences on they how they earned credibility with senior leadership team that allowed them to influence key decisions. They will discuss the challenges, lessons learned and opportunities realized in aligning talent frameworks to support the strategic value that mobility contributes.

Global Compliance & Controls ■

Global operating models: Do you have the right fit? (C)

Globalization is imposing increased demands on mobility program owners. Mobile employee populations are growing exponentially more complex due to:

- Diversity increasing in the number of home/host combinations
- Differing needs of three generations in the workforce
- Greater number of policies being administered

Additionally, the demands on mobility program managers are broadening beyond the execution of deployments to incorporate roles such as talent development, cost containment, and risk management.

The one-size-fits-all approach to mobility is no longer appropriate for many organizations, and special approaches, like global employment companies, may need

to be implemented to address the specific needs of “global nomads.” Learn from a panel of your peers about how utilizing the right combination of employment structures and service delivery models can achieve the right balance.

Immigration in a patchwork global economy (C)

To stay competitive in knowledge-based global markets, multinational organizations increasingly rely on the ability to efficiently deploy critical talent globally. At the same time, the recent global financial crisis has led to a tough political climate that has seen governments around the world tighten immigration laws. The downstream impact is that organizations’ mobility programs may become stalled by complex or lengthy immigration processes. These challenges are particularly prevalent when trying to operate in emerging markets such as Latin America, the Middle East, Asia, and North Africa. This session will start with a presentation that will explore the latest trends in the movement of skilled labor worldwide. This will be followed by a panel of peers who will share lessons and insights into how their organizations overcame some of the immigration challenges in the wake of recent legislative changes in key markets. The presenters and panelists will also discuss tools that can be used to manage the immigration process while also providing a strategic approach that supports the effective and efficient running of immigration compliance programs.

It’s time for a health check. Internal Audits of Global Mobility — where to look and what to expect (C)

Mobile employees (literally) live and work at the intersection between entities and jurisdictions, creating complexity, and adding cost as employers do their best to manage through technical requirements. External regulatory authorities, internal auditors, and compliance oversight groups are aware of these challenges, and there has been a noticeable increase in reviews and investigations from all of these stakeholders. An internal audit of the mobility function is intended to help companies proactively identify weaknesses that could leave an organization exposed to significant risks. Far from being a threat, the internal audit team can be an important resource to the mobility group, suggesting improved risk policies, stronger controls, and aligned governance processes. This session, based on actual internal audit experiences, is your opportunity to learn from others, and share with them, the topics that interest internal

auditors.. You will hear from a panel of peers who have been through the process, and presenters will share how they prepared for the audit, how they effectively worked with their auditors, and ultimately, how they undertook program changes.

On the road and under the radar: Taking ownership of business travelers (C)

Your global mobility team is busy with traditional global assignments. HR doesn’t think it belongs under their roof. The travel desk isn’t really equipped to handle them either. So who really “owns” the business traveler? This session will focus on how to build consensus within your organization to identify a long-term home for the short-term traveler and addresses some of the operational and compliance challenges associated with this mobile employee. Panelists will discuss their different approaches to opening the lines of communication across the organization, the tools, resources, and guidelines they implemented to support, track and monitor business travelers.

The Pied Piper of equity compensation (C)

Wherever your employees go, equity compensation tax liabilities are sure to follow, and governments around the globe are paying attention to this often-overlooked source of revenue that could supplement burnt-out budgets. The issues surrounding equity tax compliance aren’t new; however, what has changed are the sophisticated initiatives that several countries have taken to successfully (and publicly) audit multinational companies’ plan participants who work in different jurisdictions at some point during the equity life cycle.

Awareness of the tax compliance risks associated with mobile employees is just one aspect of managing a successful equity plan; the other is developing a plan that will help your company and your mobile employees prepare for scrutiny from tax authorities. During this session our panelists will share perspectives from their own organizations on approaches they took to address the challenges of equity compensation compliance for their globally mobile workforce. You will learn what processes and tools can be used to identify and track mobile employees, and how to communicate with assignees and internal functional stakeholders connected to domestic and global equity plan management.

Stay connected throughout the year

Global Employer Net|Work

One of the most critical challenges facing global employers today is the strategic recruitment, retention and deployment of talent. Deloitte's Global Employer Services practice is at the forefront of helping global organizations stay ahead of the latest trends in mobility, tax compliance, and compensation and benefits. Today, that means bringing specialized insight to tax and HR professionals like you.

We invite you to continue the learning that begins at the conference in the Global Employer Net|Work – our online that allows you to stay up-to-date on the latest trends or issues in mobility, compensation and benefits.

The Net|Work keeps the exchange of knowledge between global employers and Deloitte professionals moving throughout the year. Members can attend periodic webcasts, stroll through a virtual 3D environment to access valuable resources and archived webcasts on pertinent hot topics.

We are kicking off our virtual programming calendar for 2012/2013 by streaming the following key sessions through the Net|Work for participants who cannot attend the in-person conference in October:

Thursday, October 18, 2012

- Workshop 1: *It's time for a health check. Internal Audits of Global Mobility — where to look and what to expect*
- Workshop 2: *A new direction: How organizations today are exploring opportunities in emerging markets*
- Workshop 3: *The Power of Talent: Accelerating and Enabling Global Business Strategic Priorities*

Friday, October 19, 2012

- Workshop 4: *Enhancing retention and ROI through effective global career planning: the IBM experience*
- Workshop 5: *On the road and under the radar: Taking ownership of business travelers*

Membership to the Global Employer Net|Work is included in the conference registration fee and gives you access to all virtual programming from October, 2012 to August, 2013.

Mobility Fundamentals

Mobility Fundamentals is designed to provide the tools and knowledge necessary for professionals who are new to international assignment or global mobility management or for those who are looking for a refresher course. These sessions are just the beginning of the virtual programming planned for the 2012/2013 membership year. If you can join us in-person at the conference, the Global Employer Net|Work membership fee is included in your conference registration fee and will give you access to Mobility Fundamentals and all other virtual programming offered throughout the year.

Session dates

Tuesday, November 6, 2012

Plenary and introduction to global mobility

This session will include an overview of Global Mobility and why it is important to organizations now. We will also discuss the connections between mobility programs and overall talent management, and we will discuss points of view on mobility trends and leading marketplace practices.

Thursday, November 8, 2012

Tax basics

This session will provide an overview of U.S. federal, state, social and payroll tax implications of global assignments. We will also address tax planning ideas that can be implemented to manage tax costs and tax equalization considerations.

Tuesday, November 13, 2012

Developing & Administering Global Mobility Processes

This session will provide an overview of global mobility operational processes (including policy design, technology integration and governance), and will introduce foundational knowledge and tools to identify and address process breakdowns. We will also discuss the importance of continuous process improvement and enhancement throughout the assignment lifecycle.

Thursday, November 15, 2012

Mobility and talent alignment: Not your parent's mobility program

This session will discuss the basics of mobility and talent, rewards and benefits (policy) alignment and how this alignment is critical to achieving mobility return on investment and overall business and talent objectives.

Registration and general information

If you register to attend the conference at Deloitte University, you will be given access to the Global Employer Net|Work online community for no additional fee. If you are unable to attend the in-person conference, you can register for the Global Employer Net|Work and watch sessions being streamed live from the conference.

Registration Fees

Cost for the three-day event is \$1,650 and includes;

- Three days of learning
- Accommodations
- Return transportation to Dallas/Fort Worth International Airport (DFW)
- All meals while on site at Deloitte University
- Membership to our private online community; the Global Employer Net|Work

Register via the Web

We encourage you to register on the Internet, using the following link: [Register](#)

Forms of Payment

Payment can be made either by check, credit card or internal transfer. We accept American Express, Discover, MasterCard, and Visa.

Cancellation

Registrants who cancel by October 16, 2012, will receive a full refund. No refunds will be given to registrants who do not attend, or who cancel on or after October 17, 2012. Substitutions are accepted at any time. In the event of cancellation, Deloitte Tax's liability is limited to the return of the registration fee.

Cancelled by October 16, 2012:	Full Refund
Cancelled on/after October 17, 2012:	Non-Refundable
No Show:	Non-Refundable

Ground transportation

Please plan your flight into Dallas/Fort Worth (DFW) International Airport. Deloitte University is located 17 miles away from DFW. Deloitte University provides scheduled pick-ups from all terminals at Dallas Fort-Worth. Please contact Carey Limousine at +1 800 390 6682 (toll free within the U.S. +1 800 390 6682) to arrange your pick-up. Please be prepared to provide your flight information and inform them that you are attending a meeting at Deloitte University with the Meeting ID # 15757.

Check-in

Check-in time is 3:00 PM CT.

If you arrive before check-in, your room may not be available. If this is the case your bags can be stored for you until your room is ready.

Departure

Check-out time is 11:00 AM CT. You may store luggage at a designated spot by the front desk until your departure from the facility.

Guest attendance

As Deloitte University is a center for leadership and learning. Attendance by spouses, other family members, or additional guests cannot be accommodated.

Meals

All meals will be provided throughout your stay at Deloitte University, including casual fare in the Barn and 24-hour access to coffee, soft drinks, and light snacks in the guest pantries.

Conference attire

Business casual attire is appropriate throughout the conference. For those of you unfamiliar with the temperature in Dallas in October, the average temperature can range from a high of 79 to a low of 56 degrees Fahrenheit.

Continued Professional Education

CPE will be awarded for attendance at the conference. Also, the main conference sessions have been submitted to the HR Certification Institute for review.

HRCI Recertification Credit

The main conference sessions (Thursday through Friday), have been submitted to the HR Certification Institute for review.

Enrolment disclaimer for public audit clients

Deloitte LLP believes that its public audit clients should obtain audit committee preapproval for tax seminar enrollments. If your company is audited by Deloitte LLP, you may enroll in the 2012 Global Employer Services Conference — North America if you have already obtained or will obtain such approval.

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