



## PROJECT TITLE: Holistic Intercultural Preparation (HIP)

PROJECT NUMBER: 2019-1-ES01-KA202-065513

### ANALYSIS OF THE RESULTS OBTAINED IN THE SURVEYS:

**Project Start Date:** 16/10/2019

**Project End Date:** 15/07/2021

**Project Duration:** 21 months.

**Key Action:** Cooperation for innovation and the exchange of good practice

#### Partners:



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## Introduction:

Taking into account the target group of the project, a survey was carried out, addressed on the one hand to expatriate workers who have either completed their work experience, are currently posted to another country or will start moving to another country in the future, and on the other hand to companies with expatriate workers.

The questionnaire addressed to employees contains 12 questions and the questionnaire addressed to companies contains 10 questions. Both questionnaires analyse the different factors to be taken into account in expatriation processes in order to be able to analyse the different points of view between the two profiles.

The surveys were prepared in the different languages of the member countries (Spanish, German, French and Italian) and, simultaneously, in English, so that each respondent could choose which language to answer in. A minimum indicator of 25 surveys was established for each of the entities participating in this strategic partnership and target group (workers/companies), resulting in the following participation data:

Country Member of the association	Nº. of Workers' Questionnaires	Nº. of Company Questionnaires
Belgium	26	28
Italy	33	28
Germany	70	50
Spain	30	25
<b>TOTAL</b>	<b>159</b>	<b>131</b>

In the case of Germany, as there are two partners, the number of results obtained is higher compared to the other partners.

Therefore, 159 expatriate workers and 131 companies with expatriate workers participated in this first activity of the project.

Below we will analyse the data and their results for each country and then analyse the total group of European data obtained in this activity.



## I. ANALYSIS OF THE ANSWERS OBTAINED FROM EXPATRIATE WORKERS BY COUNTRY.



**Belgium:**

### 1. How did you become an expat? Which of these options are applying to you?

<b>a. My company sent me abroad for the first time.</b>	10
<b>b. I've been on several foreign assignments for my company.</b>	7
<b>c. I decided independently to go working abroad.</b>	9

Taking into account the answers obtained by Belgian workers, the vast majority of them have done so because of the needs of their company. It is also important to note that in 27% of the cases workers have repeated the experience.

### 2. What type of preparation did you receive?

<b>a. Learning the language that is being spoken in the country of destination.</b>	6
<b>b. Intercultural preparation.</b>	5
<b>c. Supporting the family to be able to settle in.</b>	1
<b>d. Organizational support.</b>	13
<b>e. Preliminary visit to the country of destination.</b>	7
<b>f. No preparation.</b>	7

The most highlighted option is Organisational Support and the least important option is support for family accommodation in the host country. The rest of the options have similar percentages, which means that workers perceive that the company does take care of internal organisational issues but provides limited family support (and/or it has not been needed) and support for settling in the new country.



**3. In your opinion, rate the most important type of preparation according to the scale.**

	Very Important	Important	Not Important
a. Language skills.	15	10	1
b. Intercultural preparation.	9	14	3
c. Supporting the family to be able to settle in.	7	12	7
d. Organizational support.	17	7	2
e. Preliminary visit to the country of destination.	5	9	12

Concerning the preparation that the workers have received, they highlight as very important those tasks that have to do with organisation, language skills and intercultural preparation. On the other hand, they give very little importance to options c) and e) related to helping to accommodate the family and the preliminary visit to the host country.

**4. What kind of practical integration support did you receive during your “expat stay” in the beginning?**

a. Language classes.	5
b. Intercultural Coaching: external help.	2
c. Socializing opportunities inside the company.	9
d. Support from a team member.	11
e. Not applicable.	9

In this question, employees perceive that they have received support from a team member and opportunities to socialise within the company, with intercultural preparation being the least chosen option. Thus, employees have not received any intercultural training, possibly due to the fact that in the destination countries the culture is similar to the one available to them given the multiculturalism of Belgian employees.



**5. In your opinion, please rate the most important issues related to practical integration support during your “expat stay”?**

	Very Important	Important	Not Important	Not Applicable
a. Language classes.	12	11	1	2
b. Intercultural Coaching: external help.	4	11	9	2
c. Socializing opportunities inside the company.	6	13	3	4
d. Support from a team member.	8	11	4	3

This question asks the expatriate workers' opinion on the questions about the practical support they have received and again the least important answer is preparation and intercultural support. The other three options are rated as very important or important in very similar percentages.

**6. What kind of company/career related integration support did you receive during your “expat stay”?**

a. Mentoring: Support/ Advice from your superior.	9
b. Information about corporate culture / company organization.	5
c. Information about career development/expectations with reference to the period after having comeback from abroad.	4
d. Not applicable.	10

Closely related to the previous one, in this case the factors of support actually received are analysed, with Mentoring by a superior being the one that stands out the most, as well as not having received any support, which may not be applicable.



**7. In your opinion, please rate the most important issues related to company/career integration support during your “expat stay”?**

	<b>1</b> <i>(Very important)</i>	<b>2</b> <i>(Important)</i>	<b>3</b> <i>(Not important)</i>
a. Mentoring: Support/ Advice from your superior.	16	6	4
b. Information about corporate culture / company organization.	8	14	4
c. Information about career development/expectations with reference to the period after having come back from abroad.	2	6	18

In the opinion of expatriate workers, information on career development is the least valued aspect of an expatriation process, focusing more on aspects of mentoring and corporate culture during the stay abroad.

**8. What kind of social integration support did you receive during your “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	10
b. Support from a peer and/or your superior.	16
c. Providing practical support in order to recurring family unifications.	5
d. Not applicable.	6

In relation to the type of support for social integration received from the company, workers indicate that there has been more support for them to integrate into social activities, support from a colleague or superior, and however, they have had less help when it comes to practical support for family reunification as seen in previous questions.



**9. In your opinion, please rate the most important issues related to social integration support during your “expat stay”?**

<b>a. Participation in community life, access to programs, collaboration in social activities.</b>	17
<b>b. Support from a peer and/or your superior.</b>	14
<b>c. Providing practical support in order to recurring family unifications</b>	9

Taking into account the support they have received or are going to receive related to their relocation, the assessment of each of the items in this question corresponds to what the companies provide them with, considering participation in community life and support from a member of the company as the most important aspects of social integration, as opposed to support from family meetings.

**10. What were the biggest difficulties you faced during your stay abroad?**

<b>a. Integration problems for my family.</b>	4
<b>b. I had problems with my new job tasks.</b>	5
<b>c. I had problems or misunderstandings with colleagues/superiors.</b>	5
<b>d. Poor social life.</b>	8
<b>e. Economic issues.</b>	3
<b>f. Personal safety issues.</b>	9
<b>g. Homesickness.</b>	10

The greatest difficulties experienced during the stay abroad are mostly related to personal factors, such as social life, missing the home country and personal security. The other options that have more to do with work-related issues are less recognised as problems during the stay in the host country.



**11. Please indicate any other relevant issues you think are important for this survey**

- Understanding and family cohesion are key factors in the success of expatriation. Unfortunately, not all families emerge unscathed from this adventure.
- Personal motivation and integration into the local socio-economic environment are of utmost importance.
- Lack of societal support for social integration in the country.
- Countries in conflict (ex-Yugoslavia during the war).
- Open-mindedness!
- Depends on country of destination.
- Several trips to the United States.
- An industrial machinery assembly mission to Italy.
- Several expatriations to Eastern Europe.

**12. What was your professional category during your stay abroad?**

a. Top Management.	9
b. Middle Management / Executives / Consultants.	13
c. Support technicians.	1
d. Qualified workers.	3

The majority of expatriate workers who responded to this survey were managers and senior executives.

**13. How do you evaluate your experience as an expat?**

1	0
2	0
3	2
4	15
5	9

Considering the responses obtained, it can be assessed that 24 out of 27 respondents rated their experience as good or very good with the two highest scores: 4 out of 5 and 5 out of 5.



## Germany:

### 1. How did you become an expat? Which of these options are applying to you?

a. My company sent me abroad for the first time.	17
b. I've been on several foreign assignments for my company.	14
c. I decided independently to go working abroad.	48

In 61% of the cases, the employees themselves made the final decision to work in another country. Only in 21% of cases was the choice based on the needs of the company.

### 2. What type of preparation did you receive?

a. Learning the language that is being spoken in the country of destination.	21
b. Intercultural preparation.	30
c. Supporting the family to be able to settle in.	5
d. Organizational support.	33
e. Preliminary visit to the country of destination.	23
f. No preparation.	21

The most relevant options are intercultural preparation and organisational support. Here again, the option with the lowest percentage is family and settlement support in the new country.



**3. In your opinion, rate the most important type of preparation according to the scale.**

	Very Important	Important	Not Important
a. Language skills.	43	31	5
b. Intercultural preparation.	41	37	1
c. Supporting the family to be able to settle in.	38	26	12
d. Organizational support.	38	36	5
e. Preliminary visit to the country of destination.	21	30	28

In this case all options have very similar percentages, with the most recognised being language, intercultural preparation, organisational support, and help with family issues.

**4. What kind of practical integration support did you receive during your “expat stay” in the beginning?**

a. Language classes.	23
b. Intercultural Coaching: external help.	24
c. Socializing opportunities inside the company.	35
d. Support from a team member.	36
e. Not applicable.	15

In this question, workers indicate that they have received support from a team member and opportunities to socialise within the company, although the rest of the options also have a high percentage.



**5. In your opinion, please rate the most important issues related to practical integration support during your “expat stay”?**

	Very Important	Important	Not Important	Not Applicable
a. Language classes.	34	29	11	5
b. Intercultural Coaching: external help.	23	39	13	4
c. Socializing opportunities inside the company.	30	36	8	5
d. Support from a team member.	29	40	4	6

This question refers to the workers' opinion on the issues of the practical support they have received, mainly highlighting language learning and socialisation opportunities, although it can be observed that all the options are rated as very important or important in very similar percentages.

**6. What kind of company/career related integration support did you receive during your “expat stay”?**

a. Mentoring: Support/ Advice from your superior.	29
b. Information about corporate culture / company organization.	40
c. Information about career development/expectations with reference to the period after having comeback from abroad.	15
d. Not applicable.	26

Closely related to the previous one, in this case the factors of support received are analysed, with information about the culture of the company and its organisation obtaining the highest percentage of responses compared to the rest, followed by Mentoring. The option least selected by employees is information about the period after the stay abroad.



**7. In your opinion, please rate the most important issues related to company/career integration support during your “expat stay”?**

	<b>1</b> <i>(Very important)</i>	<b>2</b> <i>(Important)</i>	<b>3</b> <i>(Not Important)</i>
<b>a. Mentoring: Support/ Advice from your superior.</b>	47	21	11
<b>b. Information about corporate culture / company organization.</b>	24	40	15
<b>c. Information about career development/expectations with reference to the period after having come back from abroad.</b>	8	17	54

In the opinion of expatriate workers, information on career development is the least valued aspect of an expatriation process, focusing more on aspects of mentoring and corporate culture during the stay abroad.

**8. What kind of social integration support did you receive during your “expat stay”?**

<b>a. Participation in community life, access to programs, collaboration in social activities.</b>	36
<b>b. Support from a peer and/or your superior.</b>	32
<b>c. Providing practical support in order to recurring family unifications.</b>	13
<b>d. Not applicable.</b>	25

In relation to the type of support for social integration received from the company, workers indicate that there has been more support for them to integrate into social activities, support from a colleague or superior, and however, they have had less help when it comes to practical support for family reunification as seen in previous questions.



**9. In your opinion, please rate the most important issues related to social integration support during your “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	57
b. Support from a peer and/or your superior.	38
c. Providing practical support in order to recurring family unifications	17

With regard to support for social integration, German expatriate workers consider that the company helps them with integration programmes and collaboration in social activities. The factor least addressed by the companies is support for family unification.

**10. What were the biggest difficulties you faced during your stay abroad?**

a. Integration problems for my family.	15
b. I had problems with my new job tasks.	10
c. I had problems or misunderstandings with colleagues/superiors.	23
d. Poor social life.	33
e. Economic issues.	10
f. Personal safety issues.	16
g. Homesickness.	23

The biggest difficulties experienced during the stay abroad are mostly related to personal factors, such as social life, missing the home country and misunderstandings with superiors or colleagues. The other options that have more to do with work-related issues are less recognised as problems during the stay in the host country, as well as those related to financial issues.



### 11. Please indicate any other relevant issues you think are important for this survey

- Not enough importance is given to language. It should be the first thing that is addressed.
- School for the children.
- Since satisfaction abroad is only possible if the family is also satisfied, a key point is how the accompanying spouse, who is often not allowed to work, is integrated and what support he or she receives.
- Support from HR, with house hunting, opening an account, etc.
- Lack of clarification of the assignment in advance, difficulties with colleagues due to different salaries in the team (expats and local staff).
- Willingness to accept that different is not necessarily a worse standard of living/lifestyle.
- Family needs to be integrated and supported (work, school or other care for children), the rest will find itself.
- Physical effects, e.g. differences in altitude.
- Intercultural misunderstandings and ignorance in the company.
- Contacts with local people to better assimilate norms and values.
- It would be helpful to assign a "social" mentor. For many companies, sending a person abroad is more about ticking boxes than ensuring that the person sent and their family are happy outside the work environment.
- Support from the company and supervisor. Financial stability in terms of salary being paid on time.
- Retirement, taxes.
- Cultural differences.
- Very helpful to the organisation.
- Challenge.
- Most important adaptation to the culture of the country.
- Physical effects, e.g. differences in altitude.
- The way people behave in.
- Recognise that you are a guest and behave accordingly; respect the culture you are in.
- Love where you are going.
- Love where you go.
- A single man fits in much easier than a woman (because of the risks in PNG) and a family because if the woman or children are not happy in life & school, the work will not thrive.
- Health issues are always a concern when working in developing countries. It is important to be prepared and provide yourself with personal medical care and medication as some companies do not prepare employees well enough.
- Nothing comes to mind.
- Medical infrastructure in the country.
- Staying at the top of my professional performance.
- My company is in France and I work with a small local team in Thailand. The feeling of being isolated from my company is very difficult. My supervisor in France does nothing to involve me more and make me feel part of the company. I only have to stay motivated thanks to my own will and I am 100% dependent on myself.
- There are no other problems that I face, otherwise I am happy. Thank you for your service .
- Moving to another company.
- Learning the language plays an important role.
- Looking for a job after graduation, developing professional life.



- Pollution/lack of access to nature, lack of choice in food, ghettoization of "foreigners", insularity of expat and host culture, mutual lack of education of expats and locals about cultural, social and political history of the region.
- Cultural education.
- Definitely cultural awareness, learning the language even if they speak English.
- Interest working in LNG PNG.

**12. What was your professional category during your stay abroad?**

<b>a. Top Management.</b>	13
<b>b. Middle Management / Executives / Consultants.</b>	40
<b>c. Support technicians.</b>	5
<b>d. Qualified workers.</b>	21

Most of the German expatriate workers who responded to this survey were middle management and qualified workers.

**13. How do you evaluate your experience as an expat?**

1	2
2	2
3	14
4	29
5	32

77% of respondents rated their experience as good or very good.



Italy:

**1. How did you become an expat? Which of these options are applying to you?**

<b>a. My company sent me abroad for the first time.</b>	6
<b>b. I've been on several foreign assignments for my company.</b>	4
<b>c. I decided independently to go working abroad.</b>	23

In 70% of the cases, workers have made the final decision to work in another country. Only in 18% of cases it was more for company reasons. On the other hand, only 12% of employees have worked in another country on more than one project.

**2. What type of preparation did you receive?**

<b>a. Learning the language that is being spoken in the country of destination.</b>	11
<b>b. Intercultural preparation.</b>	3
<b>c. Supporting the family to be able to settle in.</b>	0
<b>d. Organizational support.</b>	7
<b>e. Preliminary visit to the country of destination.</b>	4
<b>f. No preparation.</b>	14

The most frequently mentioned preparation was no preparation at all, perhaps because it was not necessary, followed by learning the language of the destination country and organisational support. In this case, there is no response in favour of support and help for the family.



**3. In your opinion, rate the most important type of preparation according to the scale.**

	Very Important	Important	Not Important
a. Language skills.	21	11	1
b. Intercultural preparation.	5	25	3
c. Supporting the family to be able to settle in.	8	16	9
d. Organizational support.	11	20	2
e. Preliminary visit to the country of destination.	3	13	17

In this question, all the options have obtained a similar level of responses, being considered as very important and important, except for the option concerning the preliminary visit to the destination country, which is considered less important in comparison with the rest.

**4. What kind of practical integration support did you receive during your “expat stay” in the beginning?**

a. Language classes.	12
b. Intercultural Coaching: external help.	2
c. Socializing opportunities inside the company.	7
d. Support from a team member.	13
e. Not applicable.	5

Regarding the practical support received for social integration, the most important aspects were language learning in the host country and support from a team member. The least support was provided in terms of intercultural coaching.



**5. In your opinion, please rate the most important issues related to practical integration support during your “expat stay”?**

	Very Important	Important	Not Important	Not Applicable
a. Language classes.	18	15	0	0
b. Intercultural Coaching: external help.	5	20	6	2
c. Socializing opportunities inside the company.	12	17	2	2
d. Support from a team member.	13	13	2	5

The five options presented are mainly considered as important or very important by the workers during the stay abroad, none of them being significantly unimportant.

**6. What kind of company/career related integration support did you receive during your “expat stay”?**

a. Mentoring: Support/ Advice from your superior.	14
b. Information about corporate culture / company organization.	13
c. Information about career development/expectations with reference to the period after having comeback from abroad.	5
d. Not applicable.	6

In line with the previous question, in this case the factors of support received are analysed, with options a and b of mentoring and information about the company culture and organisation having a much higher percentage than the rest. Again, information about the post-return period is the least recognised option.



**7. In your opinion, please rate the most important issues related to company/career integration support during your “expat stay”?**

	<b>1</b> <i>(Very important)</i>	<b>2</b> <i>(Important)</i>	<b>3</b> <i>(Not Important)</i>
a. Mentoring: Support/ Advice from your superior.	25	8	0
b. Information about corporate culture / company organization.	7	21	5
c. Information about career development/expectations with reference to the period after having come back from abroad.	1	4	28

In this case, mentoring is the most important option, followed by information on corporate culture and, finally, information on career development after returning from a stay abroad.

**8. What kind of social integration support did you receive during your “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	10
b. Support from a peer and/or your superior.	19
c. Providing practical support in order to recurring family unifications.	5
d. Not applicable.	5

In relation to the type of support for social integration received from the company, workers indicate that there has been more support for them to integrate into social activities, support from a colleague or superior, and however, they have had less help when it comes to practical support for family reunification as seen in previous questions and countries.



**9. In your opinion, please rate the most important issues related to social integration support during your “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	22
b. Support from a peer and/or your superior.	18
c. Providing practical support in order to recurring family unifications	2

In relation to support for social integration, workers consider that the company helps them in integration programmes and collaboration in social activities and provides them with support from a colleague or superior, with the factor least worked on by the companies being family unification support.

**10. What were the biggest difficulties you faced during your stay abroad?**

a. Integration problems for my family.	5
b. I had problems with my new job tasks.	5
c. I had problems or misunderstandings with colleagues/superiors.	10
d. Poor social life.	12
e. Economic issues.	2
f. Personal safety issues.	5
g. Homesickness.	14

In this case, the highest percentage of responses (49.06%) is found between homesickness and poor social life, followed by misunderstandings with other members of the organisation. The rest of the options are less recognised as problems with a much lower percentage.



**11. Please indicate any other relevant issues you think are important for this survey**

- No family in attendance.
- A tutor.

**12. What was your professional category during your stay abroad?**

<b>a. Top Management.</b>	6
<b>b. Middle Management / Executives / Consultants.</b>	9
<b>c. Support technicians.</b>	16
<b>d. Qualified workers.</b>	2

The majority of Italian expatriate workers who responded to this survey are support technicians and managers.

**13. How do you evaluate your experience as an expat?**

1	0
2	0
3	4
4	19
5	10

A total of 87% of respondents rated their experience as good or very good.



Spain:

**1. How did you become an expat? Which of these options are applying to you?**

<b>a. My company sent me abroad for the first time.</b>	7
<b>b. I've been on several foreign assignments for my company.</b>	5
<b>c. I decided independently to go working abroad.</b>	18

In 60% of the cases, Spanish workers were the ones who made the final decision to work in another country, with 16% of workers being involved on more than one occasion.

**2. What type of preparation did you receive?**

<b>a. Learning the language that is being spoken in the country of destination.</b>	15
<b>b. Intercultural preparation.</b>	5
<b>c. Supporting the family to be able to settle in.</b>	7
<b>d. Organizational support.</b>	16
<b>e. Preliminary visit to the country of destination.</b>	4
<b>f. No preparation.</b>	7

The most voted type of preparation was learning the language of the host country as well as organisational support. This was followed with some difference by support for family accommodation and the least voted options were intercultural preparation and preliminary visit to the destination country.



**3. In your opinion, rate the most important type of preparation according to the scale.**

	Very Important	Important	Not Important
a. Language skills.	20	10	0
b. Intercultural preparation.	15	13	2
c. Supporting the family to be able to settle in.	13	16	1
d. Organizational support.	24	5	1
e. Preliminary visit to the country of destination.	4	15	11

In this case all the options have very similar percentages except the option concerning the preliminary visit to the country of destination which is considered as less important compared to the rest.

**4. What kind of practical integration support did you receive during your “expat stay” in the beginning?**

a. Language classes.	16
b. Intercultural Coaching: external help.	8
c. Socializing opportunities inside the company.	10
d. Support from a team member.	11
e. Not applicable.	9

In this question, all options are fairly well represented, including the option of not having received any practical support. The percentages range from 29.63% for learning the language of the destination country to 14.81% for Intercultural Coaching.



**5. In your opinion, please rate the most important issues related to practical integration support during your “expat stay”?**

	Very Important	Important	Not Important	Not Applicable
a. Language classes.	17	10	0	3
b. Intercultural Coaching: external help.	7	17	3	3
c. Socializing opportunities inside the company.	12	16	0	2
d. Support from a team member.	11	17	0	2

This question focuses on workers' opinions on the questions about the practical support they have received. In this case all the options are very balanced and have been chosen with very similar percentages.

**6. What kind of company/career related integration support did you receive during your “expat stay”?**

a. Mentoring: Support/ Advice from your superior.	12
b. Information about corporate culture / company organization.	14
c. Information about career development/expectations with reference to the period after having comeback from abroad.	7
d. Not applicable.	7

Closely related to the previous one, in this case the factors of support received are analysed, with options a and b, mentoring and information about the culture of the company and its organisation having a much higher percentage than the rest. Information about the post-return period is the least recognised option, as is the rest of the countries.



**7. In your opinion, please rate the most important issues related to company/career integration support during your “expat stay”?**

	<b>1</b> <i>(Very important)</i>	<b>2</b> <i>(Important)</i>	<b>3</b> <i>(Not Important)</i>
a. Mentoring: Support/ Advice from your superior.	20	6	4
b. Information about corporate culture / company organization.	4	19	7
c. Information about career development/expectations with reference to the period after having come back from abroad.	6	5	19

In this particular case, employees follow the same trend as in the other countries, identifying mentoring as the most important option, followed by information on corporate culture and, finally, information on career development after returning from the stay abroad.

**8. What kind of social integration support did you receive during your “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	10
b. Support from a peer and/or your superior.	12
c. Providing practical support in order to recurring family unifications.	0
d. Not applicable.	12

In relation to the type of social integration support received from the company, workers have selected social integration support, support from a colleague or superior and/or no social integration support at all. It should be noted that there was no help in providing practical support for family reunification.



**9. In your opinion, please rate the most important issues related to social integration support during your “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	21
b. Support from a peer and/or your superior.	24
c. Providing practical support in order to recurring family unifications	3

In terms of support for social integration in the host country, employees indicate that the company helps them with integration programmes and collaboration in social activities and support from members of the company. On the other hand, the least important factor is support for family unification.

**10. What were the biggest difficulties you faced during your stay abroad?**

a. Integration problems for my family.	2
b. I had problems with my new job tasks.	6
c. I had problems or misunderstandings with colleagues/superiors.	9
d. Poor social life.	14
e. Economic issues.	7
f. Personal safety issues.	2
g. Homesickness.	16

In this aspect, the greatest difficulties are mainly focused with 53.57% on aspects related to homesickness for the country of origin, as well as the limited social life. The least perceived difficulties (3.57%) are problems of family integration and personal security issues.



**11. Please indicate any other relevant issues you think are important for this survey**

- Another problem is how to find a flat. When I was looking for a flat, I could not concentrate on my Spanish classes. I think it would be better to go to an establishment to get help in finding a flat.
- It is important to consider that the spouse or partner accompanying the expat may be leaving their job, so programmes to support the active search for work in the host country for the accompanying person is an issue that organisations should consider support for the expatriate upon arrival in the new destination is fundamental.
- It is important to know the intercultural differences beforehand in order to better manage emotions in unexpected situations.
- Help in finding accommodation, or at least some advice, as we do not know the area. This is always welcome.
- A slightly longer duration for language study.
- Paperwork and other formalities, banks, the difficulty of finding accommodation...
- Preparation before travelling is important. Expectation needs to be appropriate. Knowledge of cultural behaviours and differences avoids misunderstandings.

**12. What was your professional category during your stay abroad?**

a. Top Management.	2
b. Middle Management / Executives / Consultants.	12
c. Support technicians.	1
d. Qualified workers.	15

Most of the expatriate workers who responded to this survey are middle management and qualified workers.

**13. How do you evaluate your experience as an expat?**

1	0
2	1
3	3
4	16
5	10

An overwhelming 87% of respondents rated their experience as good or very good.



⇒ **CONCLUSIONS:**

Expatriate workers recognise above all issues related to their personal and family life as major problems, considering that these are also the aspects that companies take least into account in these processes given that priority is given to those related to the work issue although in many cases it may be due to the fact that because of the duration of the stay or because of their personal situation, support for family unification has not been necessary.



## II. ANALYSIS OF THE ANSWERS OBTAINED FROM COMPANIES BY COUNTRY.



### Belgium:

#### 1. As a sending organization of workers abroad, what criteria are important for a worker to send him abroad?

a. Technical knowledge.	23
b. Open and flexible character.	22
c. Relocation request.	13

The organisations consider that the two relevant aspects are technical expertise and having an open and flexible character. The third reason, with half as many votes as the previous ones, was the request for relocation.

#### 2. Before sending a worker, which preparation do you offer?

a. Learning the language that is being spoken in the country of destination.	13
b. Intercultural preparation.	11
c. Supporting the family to be able to settle in.	2
d. Organizational support.	22
e. Preliminary visit to the country of destination.	9
f. No preparation.	2

Companies consider that the most important factor when sending workers to other countries is the option of organisational support. After this option, the two most relevant options would be learning another language and intercultural preparation with 22.03% and 18.64% respectively. The least relevant factor would be the option related to support and help in setting up a family.

**3. In your opinion, rate the most important type of preparation according to the scale.**

	Very Important	Important	Not Important
a. Language skills.	11	11	6
b. Intercultural preparation.	9	16	3
c. Supporting the family to be able to settle in.	8	14	6
d. Organizational support.	24	3	1
e. Preliminary visit to the country of destination.	6	14	8

As in the previous question, the most important factor according to the companies is organisational support, followed by intercultural preparation and knowledge of another language. It should be noted that in this case family support for settling in is rated as important or very important by 22 out of 28 respondents.

**4. As a company that receives foreign workers, what kind of practical integration support did you offer at the beginning of the “expat stay”?**

a. Language classes.	12
b. Intercultural Coaching: external help.	2
c. Socializing opportunities inside the company.	15
d. Support from a team member.	16
e. Not applicable.	4

In relation to the practical support given by companies to their expatriate employees, the main ones are: support from a team member and the opportunity to socialise within the company. By far the companies provide practically no intercultural support, it is provided only in the 4% of the cases.



**5. In your opinion, please rate the most important issues related to practical integration support during the “expat stay”?**

	Very Important	Important	Not Important	Not Applicable
a. Language classes.	9	14	2	3
b. Intercultural Coaching: external help.	5	7	11	5
c. Socializing opportunities inside the company.	13	12	2	1
d. Support from a team member.	15	12	0	1

The companies consider that the most important factors for integration are, in order of importance: support from a team member, opportunities to socialise and language classes. Once again, it is surprising how low value is placed on intercultural preparation, possibly because it is not essential due to the characteristics of the relocation or the country of destination.

**6. What kind of social integration support do you offer during the “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	16
b. Support from a peer and/or superior.	22
c. Providing practical support in order to recurring family unifications.	13
d. Not applicable.	3

In relation to the types of support that companies provide to their expatriate workers at the time of integration, they are in order: support from a colleague or superior, participation in community activities and, thirdly, practical support for the family.



**7. In your opinion, please rate the most important issues related to social integration support during the “expat stay”?**

	1 <i>(Very important)</i>	2 <i>(Important)</i>	3 <i>(Not Important)</i>
a. Participation in community life, access to programs, collaboration in social activities.	10	10	8
b. Support from a peer and/or superior.	15	11	2
c. Providing practical support in order to recurring family unifications.	3	7	18

Once again, the data coincide with the results of the previous question. The most important factor for integration would be support from peers or superiors, participation in social activities and the last one would be providing support for the family facility.

**8. In your opinion, what are usually the main difficulties of "staying abroad" that can complicate the process?**

a. Integration problems of the families.	25
b. Difficulties with the job tasks.	3
c. Misunderstandings with colleagues/superiors.	6
d. Poor social life.	8
e. Economic issues.	1
f. Personal safety issues.	5
g. Homesickness.	22

The result of this question is interesting, as it contradicts the previous two questions. The main difficulties that companies detect that may cause the expatriation process to fail or be complicated are: missing the country of origin and, secondly, family integration problems. It is surprising that despite identifying the problems of settling in families, companies do not put more resources into facilitating the integration of workers.

The options least valued as difficulties are technical and economic (options b and e).



**9. What is the approximate number of expatriate workers you have sent to another location or hosted at your company in the last five years?**

a. From 1 to 15.	12
b. From 15 to 30.	6
c. From 30 to 50.	1
d. More than 50.	9

Most of the companies that responded to this survey are small companies with between 1 and 30 employees, with only 9 companies with more than 50 employees.

**10. Where is the mayor impact of the failure of the expat processes in your organization?**

a. Direct costs of assignment failure.	17
b. Higher costs than initially planned.	8
c. Damage of client relations.	3
d. Problems with local business.	4
e. Incomplete achievement of project's objectives.	13
f. Loss of investment in human capital.	22

The biggest impact is the loss of human capital, followed by direct costs of process failure and thirdly the failure to meet project objectives. Problems with local business or damage to customer relationships are hardly detected as problems.

**11. Please indicate any other relevant issues you think are important for this survey:**

- It is essential to be accompanied and to be able to refer to someone who can help at various levels.
- Take into account the extension of the social security coverage of the seconded person and his/her family members and the importance of taxation (taxation of the salary beyond the 183-day tolerance period) in order to avoid possible double taxation (importance of the choice of the country of residence for the main and tax purposes).
- Expatriation is above all a state of mind. This state of mind must also permeate the people accompanying you on the ground (family, etc.). Without this, the whole process is doomed to failure. This expatriation (and especially the major expatriation) is often hindered by the fact that both spouses work. There is therefore a real sacrifice on the part of one of the two parties.



**Germany:**

**1. As a sending organization of workers abroad, what criterions are important for a worker to send him abroad?**

<b>a. Technical knowledge.</b>	37
<b>b. Open and flexible character.</b>	39
<b>c. Relocation request.</b>	28

In this case, German companies consider the most important criteria for sending workers abroad to be, in order of importance: openness and flexibility, technical knowledge and relocation requests.

**2. Before sending a worker, which preparation do you offer?**

<b>a. Learning the language that is being spoken in the country of destination.</b>	33
<b>b. Intercultural preparation.</b>	38
<b>c. Supporting the family to be able to settle in.</b>	29
<b>d. Organizational support.</b>	38
<b>e. Preliminary visit to the country of destination.</b>	19
<b>f. No preparation.</b>	0

The main preparations offered by the companies are: organisational support, intercultural preparation and language training. The least offered is the preliminary visit together with family support.



**3. In your opinion, rate the most important type of preparation according to the scale.**

	Very Important	Important	Not Important
a. Language skills.	26	20	4
b. Intercultural preparation.	31	18	1
c. Supporting the family to be able to settle in.	24	24	2
d. Organizational support.	24	25	1
e. Preliminary visit to the country of destination.	6	24	20

All options have a very similar percentage, with the exception of the preliminary visit, which is the lowest rated option.

**4. As a company that receives foreign workers, what kind of practical integration support did you offer at the beginning of the “expat stay”?**

a. Language classes.	37
b. Intercultural Coaching: external help.	31
c. Socializing opportunities inside the company.	31
d. Support from a team member.	32
e. Not applicable.	4

Concerning integration, the most practical support offered by German companies is language classes, followed by support from a team member, intercultural preparation and socialisation opportunities within the company. In this case the percentages are very widely distributed among the four options.



**5. In your opinion, please rate the most important issues related to practical integration support during the “expat stay”?**

	Very Important	Important	Not Important	Not Applicable
a. Language classes.	21	24	2	3
b. Intercultural Coaching: external help.	20	25	3	2
c. Socializing opportunities inside the company.	22	25	0	3
d. Support from a team member.	25	21	3	1

This question is closely linked to the previous one and its results are similar, with all options being considered as very important or important to take into account in the expatriation process.

**6. What kind of social integration support do you offer during the “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	31
b. Support from a peer and/or superior.	38
c. Providing practical support in order to recurring family unifications.	25
d. Not applicable.	4

In relation to the types of support that companies provide to their expatriate workers for integration in the new country/culture, they are in order: support from a colleague or superior, participation in community activities and thirdly practical support for the family.



**7. In your opinion, please rate the most important issues related to social integration support during the “expat stay”?**

	<b>1</b> <i>(Very important)</i>	<b>2</b> <i>(Important)</i>	<b>3</b> <i>(Not Important)</i>
a. Participation in community life, access to programs, collaboration in social activities.	20	16	14
b. Support from a peer and/or superior.	24	14	12
c. Providing practical support in order to recurring family unifications.	6	20	24

The answers to this question coincide with the results of the previous one. The most important factor for integration would be support from peers or superiors, participation in social activities and the last one would be providing support for the family settlement, although in this case with a lower percentage compared to the other two options.

**8. In your opinion, what are usually the main difficulties of "staying abroad" that can complicate the process?**

a. Integration problems of the families.	39
b. Difficulties with the job tasks.	12
c. Misunderstandings with colleagues/superiors.	35
d. Poor social life.	33
e. Economic issues.	0
f. Personal safety issues.	5
g. Homesickness.	17

In relation to the difficulties that may cause failure of the expatriation project, they are, in order: family integration problems, misunderstandings, poor social life with percentages: 27%,25%,23%. All these factors are related to personal and family problems. It should be noted that economic difficulties are not perceived as problems that significantly impact on the project.



**9. What is the approximate number of expatriate workers you have sent to another location or hosted at your company in the last five years?**

a. From 1 to 15.	14
b. From 15 to 30.	7
c. From 30 to 50.	7
d. More than 50.	22

In this case, the highest percentage of companies responding to the survey are with more than 50 employees, followed by small organisations with 1 to 15 employees.

**10. Where is the mayor impact of the failure of the expat processes in your organization?**

a. Direct costs of assignment failure.	17
b. Higher costs than initially planned.	25
c. Damage of client relations.	16
d. Problems with local business.	17
e. Incomplete achievement of project's objectives.	26
f. Loss of investment in human capital.	32

In terms of the impact of the failure of the expatriation process, according to the responses obtained from the companies, this is centred on the loss of human capital, increased project costs and non-fulfilment of objectives. Much less impact is perceived in terms of customer relations, business problems and costs.

**11. Please indicate any other relevant issues you think are important for this survey:**

- Other important aspects for host companies: Competence to "catch up" with employees after their arrival (support by management and colleagues, exchange), checklist with organisational aspects.
- Regarding questions 4/5 b.): Intercultural coaching is important, but is not offered for cost reasons / Regarding question 6 b.): Colleagues have their own lives - often overloaded (do what they have to do in the company) / Question 8: Homesickness as a consequence of the 3 factors a.), c.) and d.)
- Regarding question 2.) Employees get budget for pre-consultation and then have to prepare with it / To question 4. C) Depends on the role of the person.
- To question 3. a.) Depends on business language/ To question 5 b.) Depends on the situation: How different the target culture is and what the role of the employee is / To question 6.a.) Depends on the target country, the culture of the host companies and the role of the employee.



- To question 2. A) Language skills depends on the destination country// A highly individual topic, therefore some questions are difficult to answer (e.g. difficulties depend strongly on the person being posted).
- To question 8: Depends on whether the person is a family or what the target country is very individual and must be considered in a differentiated way.
- Support for integration through intercultural coaching is completely missing here.
- The focus of this survey is on the sending process, but the reintegration process is also important.
- 4 c) follows automatically.
- Regarding question 10. c) Less impaired customer relations but rather disruption of the relationship between employees.
- On language training/acquiring language skills: depends on the destination country. To question 6 c) If expat is sent further than Europe, the family should leave together. To question 8 f.) Depends on destination country.
- To question 8f.): Depends on the destination country.
- To questions 6 a) & b): Rather sporadically than systematically.
- On question 5.) These aspects are currently so important because of the isolation under Corona/ To question 8: Intercultural problems are missing / To question 8f. Security aspects vary according to destination country.
- To question 3a.) Depends on duration of posting / To question 3b. it is of course important, but makes clear that people have understanding or tolerance problems. It would be better if intercultural training were no longer necessary in the future. / To question 7.a. Depends on the duration of the assignment (participation in social life) 8.g. Homesickness of family members / Re question 8.b. This is particularly about unarranged tasks.
- To questions 2 & 3 c.: Not relevant for short term assignments.
- The above issues may differ depending on the company and the mission of the expatriate.
- Good language courses can make intercultural coaching superfluous.
- The biggest problems are usually the difficult reintegration of the expatriate into the parent company as well as the social problems within the family during the assignment.



Italy:

**1. As a sending organization of workers abroad, what criterions are important for a worker to send him abroad?**

<b>a. Technical knowledge.</b>	11
<b>b. Open and flexible character.</b>	20
<b>c. Relocation request.</b>	1

In this case, Italian companies consider the most important criteria for sending workers to other countries to be, in order: openness and flexibility, technical knowledge and, lastly, relocation requests, which is only valued by one of the companies that responded to the questionnaire.

**2. Before sending a worker, which preparation do you offer?**

<b>a. Learning the language that is being spoken in the country of destination.</b>	16
<b>b. Intercultural preparation.</b>	6
<b>c. Supporting the family to be able to settle in.</b>	2
<b>d. Organizational support.</b>	17
<b>e. Preliminary visit to the country of destination.</b>	4
<b>f. No preparation.</b>	0

The main preparations offered by the companies are: organisational support, intercultural preparation and language training. The least offered is the preliminary visit together with family support.



**3. In your opinion, rate the most important type of preparation according to the scale.**

	Very Important	Important	Not Important
a. Language skills.	16	12	0
b. Intercultural preparation.	10	16	2
c. Supporting the family to be able to settle in.	8	16	4
d. Organizational support.	15	13	0
e. Preliminary visit to the country of destination.	3	13	12

All options have a very similar percentage with the exception of the preliminary visit which is the least valued option followed by supporting the installation of the family.

**4. As a company that receives foreign workers, what kind of practical integration support did you offer at the beginning of the “expat stay”?**

a. Language classes.	15
b. Intercultural Coaching: external help.	9
c. Socializing opportunities inside the company.	6
d. Support from a team member.	15
e. Not applicable.	2

As regards the practical support provided by the companies to their expatriate employees, 63.83% of the main options are learning the language of the country of destination and support from a member of the team. Intercultural Coaching is the third option with 19.15%. By far the companies do not provide opportunities for socialisation within the company (12.77%) and/or do not provide any practical support for integration (4.26%).



**5. In your opinion, please rate the most important issues related to practical integration support during the “expat stay”?**

	Very Important	Important	Not Important	Not Applicable
a. Language classes.	11	16	1	0
b. Intercultural Coaching: external help.	11	13	2	2
c. Socializing opportunities inside the company.	9	18	0	1
d. Support from a team member.	13	14	0	1

All options are rated as important or very important to take into account in the expatriation process, with similar percentages, including Intercultural Coaching.

**6. What kind of social integration support do you offer during the “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	11
b. Support from a peer and/or superior.	16
c. Providing practical support in order to recurring family unifications.	4
d. Not applicable.	2

In relation to the types of support that companies give to their expatriates during integration, they are in order: support from a colleague or superior, participation in community activities and in third place practical support for the family with a percentage of only 12%.



**7. In your opinion, please rate the most important issues related to social integration support during the “expat stay”?**

	1 <i>(Very important)</i>	2 <i>(Important)</i>	3 <i>(Not Important)</i>
a. Participation in community life, access to programs, collaboration in social activities.	17	7	4
b. Support from a peer and/or superior.	11	16	1
c. Providing practical support in order to recurring family unifications.	0	5	23

As in the other countries, the answers are in line with those given in the previous question. The most important factor for integration from the companies' point of view would be the support of colleagues or superiors, participation in social activities and the last one would be providing support for family settlement, although in this case with a very low rating.

**8. In your opinion, what are usually the main difficulties of "staying abroad" that can complicate the process?**

a. Integration problems of the families.	17
b. Difficulties with the job tasks.	3
c. Misunderstandings with colleagues/superiors.	12
d. Poor social life.	13
e. Economic issues.	9
f. Personal safety issues.	8
g. Homesickness.	10

In relation to the difficulties that may cause the expatriation project to fail, according to the Italian companies surveyed, these are, in order of importance: family integration problems, poor social life, misunderstandings with percentages: 24%, 18%, 17%. All these factors are related to personal and family problems. It should be noted that technical and economic difficulties are not perceived as problems that influence the process.



**9. What is the approximate number of expatriate workers you have sent to another location or hosted at your company in the last five years?**

a. From 1 to 15.	21
b. From 15 to 30.	4
c. From 30 to 50.	3
d. More than 50.	0

75% of the responding companies would be located in small organisations with between 1 and 15 employees.

**10. Where is the mayor impact of the failure of the expat processes in your organization?**

a. Direct costs of assignment failure.	5
b. Higher costs than initially planned.	16
c. Damage of client relations.	4
d. Problems with local business.	7
e. Incomplete achievement of project's objectives.	13
f. Loss of investment in human capital.	6

From the Italian companies' point of view, the greatest impact would be on increased project costs and non-achievement of objectives. Much less impact is perceived in terms of damage of client relations, problems with local businesses and costs.

**11. Please indicate any other relevant issues you think are important for this survey:**

- Awareness of being able to change the life of one of my workers given the work requirements that there are in the market. I think there are predisposed to do so and above all an age (18-30 years) that allows you to work abroad with more carefree with the desire to learn a new language and a new culture.
- Freedom of thought and freedom to gain experience and then bring home the maximum result.
- I would have made it more specific to the different job sectors.
- Social life in the country where the worker goes.
- Soft skills.



**Spain:**

**1. As a sending organization of workers abroad, what criterions are important for a worker to send him abroad?**

<b>a. Technical knowledge.</b>	11
<b>b. Open and flexible character.</b>	16
<b>c. Relocation request.</b>	7

As for Spanish companies, they consider that the most important criteria for sending workers to other countries are, in order of importance: openness and flexibility, technical knowledge and, lastly, relocation requests with 20% of ratings.

**2. Before sending a worker, which preparation do you offer?**

<b>a. Learning the language that is being spoken in the country of destination.</b>	16
<b>b. Intercultural preparation.</b>	11
<b>c. Supporting the family to be able to settle in.</b>	13
<b>d. Organizational support.</b>	18
<b>e. Preliminary visit to the country of destination.</b>	2
<b>f. No preparation.</b>	1

As for the type of preliminary preparation carried out by Spanish companies, these are mainly focused on organisational support, language learning and family support, with very similar percentages. The least offered is the preliminary visit to the destination country and/or no preparation at all.



**3. In your opinion, rate the most important type of preparation according to the scale.**

	Very Important	Important	Not Important
a. Language skills.	18	5	2
b. Intercultural preparation.	9	15	1
c. Supporting the family to be able to settle in.	12	9	4
d. Organizational support.	12	12	1
e. Preliminary visit to the country of destination.	2	9	14

All the options presented have a very similar percentage and are considered as very important or important except for the preliminary visit, which is the option considered as the least important by far.

**4. As a company that receives foreign workers, what kind of practical integration support did you offer at the beginning of the “expat stay”?**

a. Language classes.	16
b. Intercultural Coaching: external help.	14
c. Socializing opportunities inside the company.	14
d. Support from a team member.	18
e. Not applicable.	1

In relation to the practical support given by companies to their expatriate workers, the main ones are: support from a team member and the providing of language classes in the host country, closely followed by intercultural preparation and the opportunity to socialise within the company.



**5. In your opinion, please rate the most important issues related to practical integration support during the “expat stay”?**

	Very Important	Important	Not Important	Not Applicable
a. Language classes.	15	9	1	0
b. Intercultural Coaching: external help.	11	12	1	1
c. Socializing opportunities inside the company.	9	12	4	0
d. Support from a team member.	16	7	2	0

Companies consider the most important factors for integration to be, in order of importance: support from a team member, learning the language of the host country, intercultural preparation and, lastly, the opportunity to socialise. All are considered mainly important.

**6. What kind of social integration support do you offer during the “expat stay”?**

a. Participation in community life, access to programs, collaboration in social activities.	13
b. Support from a peer and/or superior.	17
c. Providing practical support in order to recurring family unifications.	9
d. Not applicable.	1

In relation to the types of support that companies provide to their expatriates for social integration they are, in order: support from a colleague or superior, participation in community activities and, in third place, practical support for the family with a percentage of only 23%.



**7. In your opinion, please rate the most important issues related to social integration support during the “expat stay”?**

	1 <i>(Very important)</i>	2 <i>(Important)</i>	3 <i>(Not Important)</i>
a. Participation in community life, access to programs, collaboration in social activities.	19	5	1
b. Support from a peer and/or superior.	6	18	1
c. Providing practical support in order to recurring family unifications.	0	2	23

The most important factor for the social integration of workers would be the support of colleagues or superiors, participation in social activities and the last one would be providing support for the family facility, although in this case with a very low rating. Companies consider it less important to provide support services in this area for families.

**8. In your opinion, what are usually the main difficulties of "staying abroad" that can complicate the process?**

a. Integration problems of the families.	13
b. Difficulties with the job tasks.	9
c. Misunderstandings with colleagues/superiors.	10
d. Poor social life.	16
e. Economic issues.	3
f. Personal safety issues.	0
g. Homesickness.	12

With respect to the difficulties that may cause failure in the expatriation process, these are, in order: poor social life, family integration problems, homesickness and misunderstandings in the working environment with percentages: 24%, 20%, 19% and 16% respectively. All these factors are related to personal and family problems. It should be noted that technical and economic difficulties and personal security are not perceived as problems that influence the project.



**9. What is the approximate number of expatriate workers you have sent to another location or hosted at your company in the last five years?**

a. From 1 to 15.	10
b. From 15 to 30.	10
c. From 30 to 50.	2
d. More than 50.	3

The majority of the companies that responded to the questionnaire were small companies with between 1 and 30 employees, with only 12% of them having more than 50 employees.

**10. Where is the mayor impact of the failure of the expat processes in your organization?**

a. Direct costs of assignment failure.	6
b. Higher costs than initially planned.	15
c. Damage of client relations.	3
d. Problems with local business.	3
e. Incomplete achievement of project's objectives.	9
f. Loss of investment in human capital.	12

In this case, the greatest impact would be in increased project costs, loss of human capital and failure to meet objectives. Much less impact is perceived in customer relations, problems with local businesses and direct costs.

**11. Please indicate any other relevant issues you think are important for this survey:**

- Time between visits to the country of origin for the duration of the posting.



## ⇒ CONCLUSIONS:

Companies with expatriate workers mainly recognise problems related to their personal and family life as major problems, for example, they perceive family issues as a major threat, but they do not put a lot of resources into facilitating the family's settlement in the new country. This may be because it is not necessary due to the family characteristics of the worker or because they do not prioritise this aspect in the expatriation process.

They agree with the employee survey that the key factors have to do with the family and personal environment. Companies do not see economic and employment issues as potential threats to failure.

However, with the exception of Germany, intercultural preparation is generally given little importance.

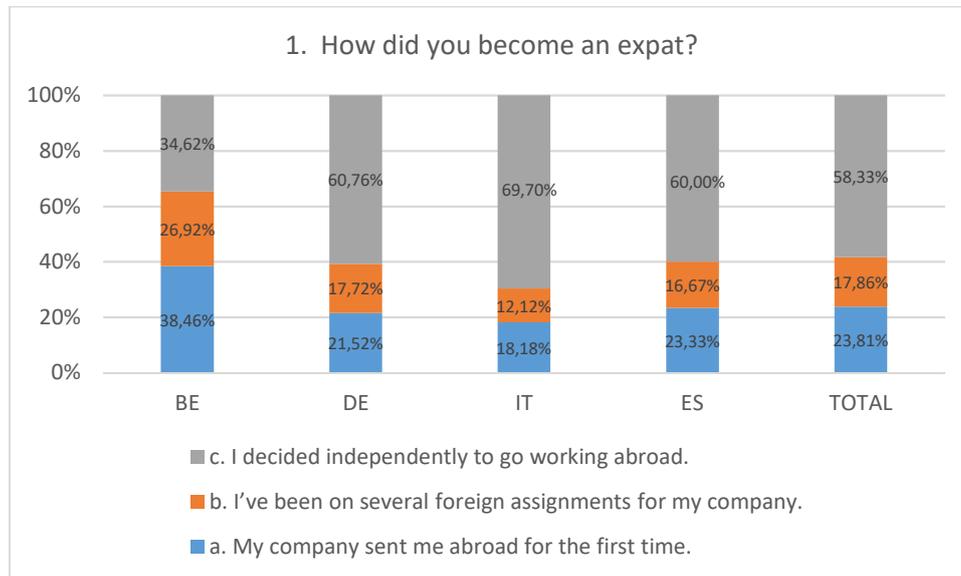
### III. GLOBAL REVIEW.

#### SURVEY TO EXPATRIATE EMPLOYEES

##### 1. How did you become an expat? Which of these options are applying to you?

As to the question of how they decide to participate in an expatriation process, in all countries it is predominant that the decision is taken independently by the employees.

However, Belgium shows that it is almost comparable to the fact that it is the company itself that sends them to another country for the first time. Therefore, it would be the country where companies make the decision to send workers to another country the most compared to the other countries in the partnership.

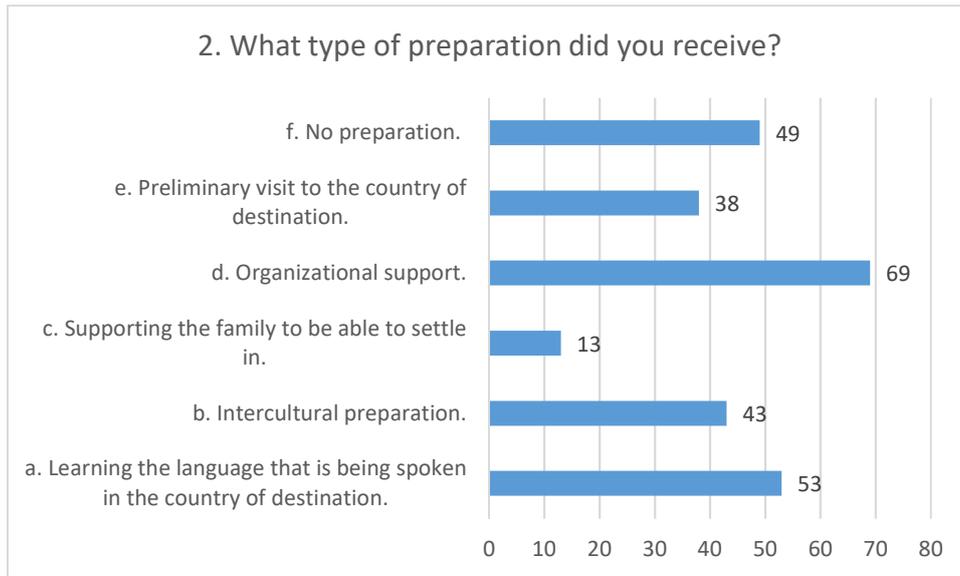


##### 2. What type of preparation did you receive?

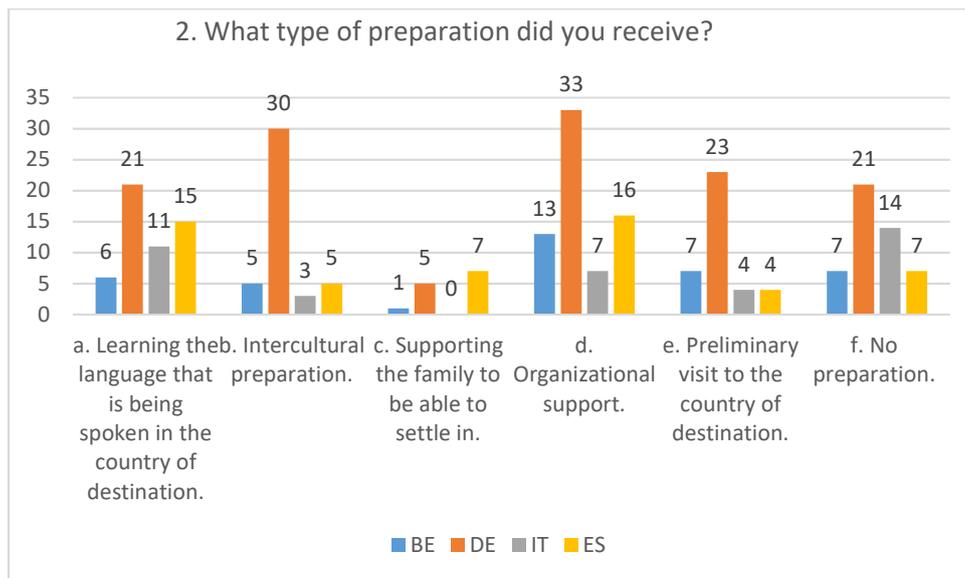
Regarding the question of the type of training received, the three most relevant options are the following:

- Organisational support (69 answers).
- Learning the language of the host country (53 answers).
- No preparation (49 answers).

The option least selected by the workers is the one concerning help with accommodation for the family in the host country. It is therefore noteworthy that this assistance is not usually provided to the families of expatriate workers.

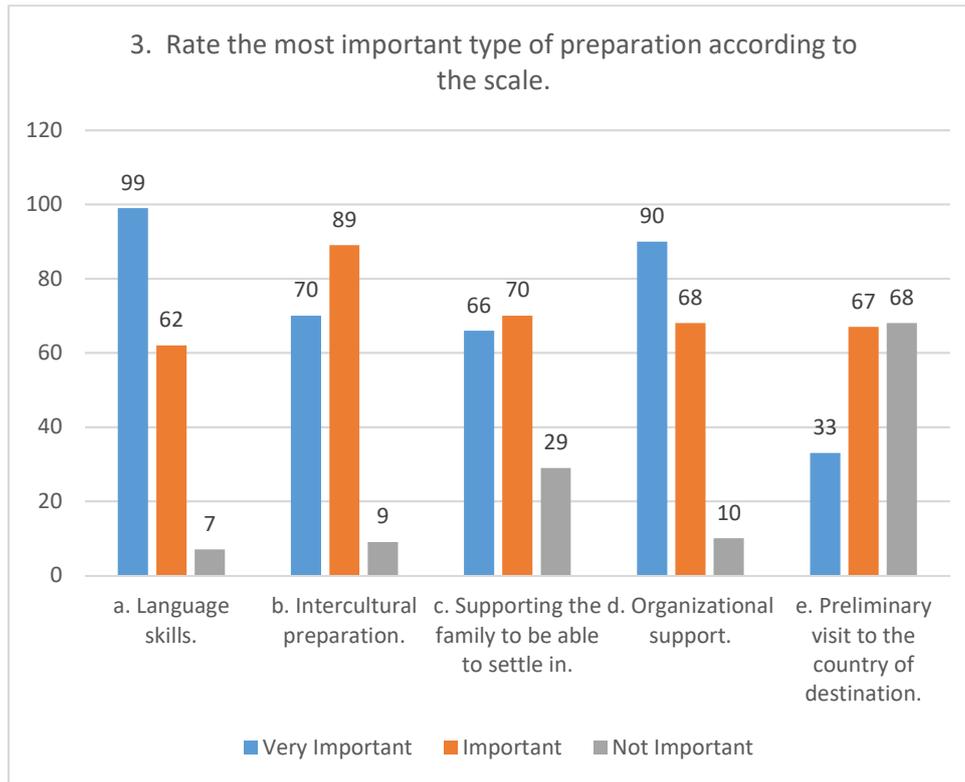


It should be noted that in Germany and Italy there is a significant number of responses in the "no preparation" option compared to the rest of the responses in Belgium or Spain as can be seen in the following graph:



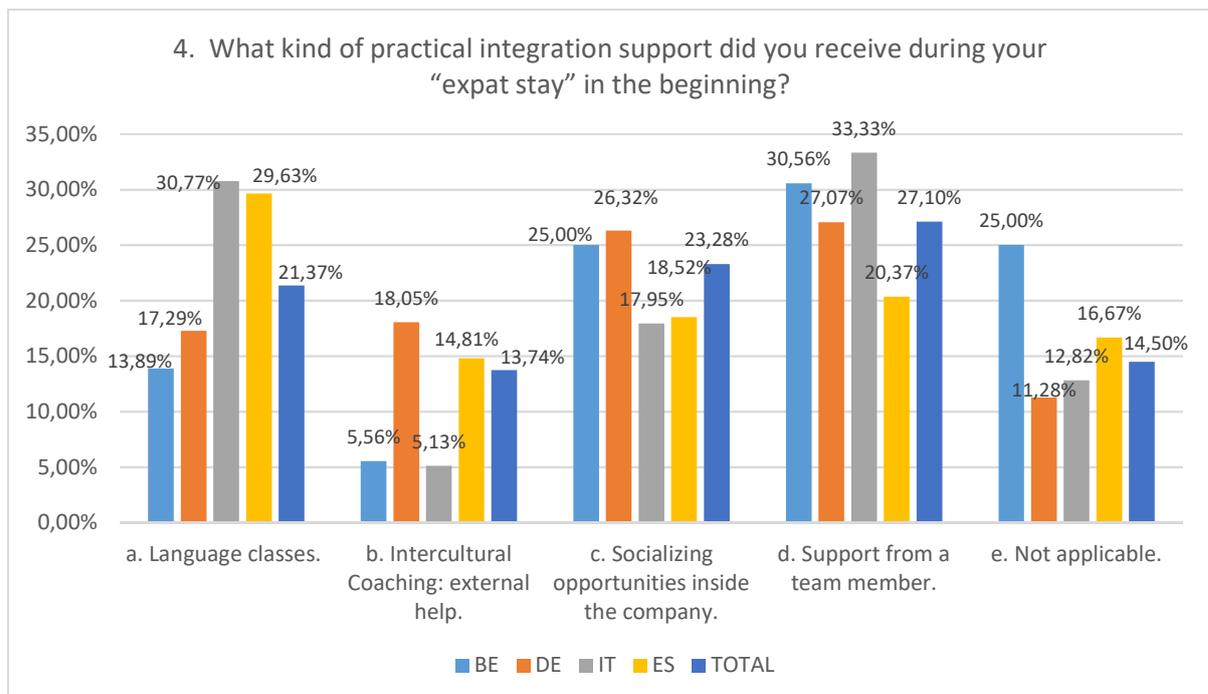
**3. In your opinion, rate the most important type of preparation according to the scale (very important / important / not important)**

In terms of the workers' assessment of what they consider to be the most important aspects of preparation, overall, the least important aspect is the pre-visit to the country. On the other hand, much more importance is given to language and organisational support, followed by intercultural preparation, which is mainly mentioned as very important by German employees.



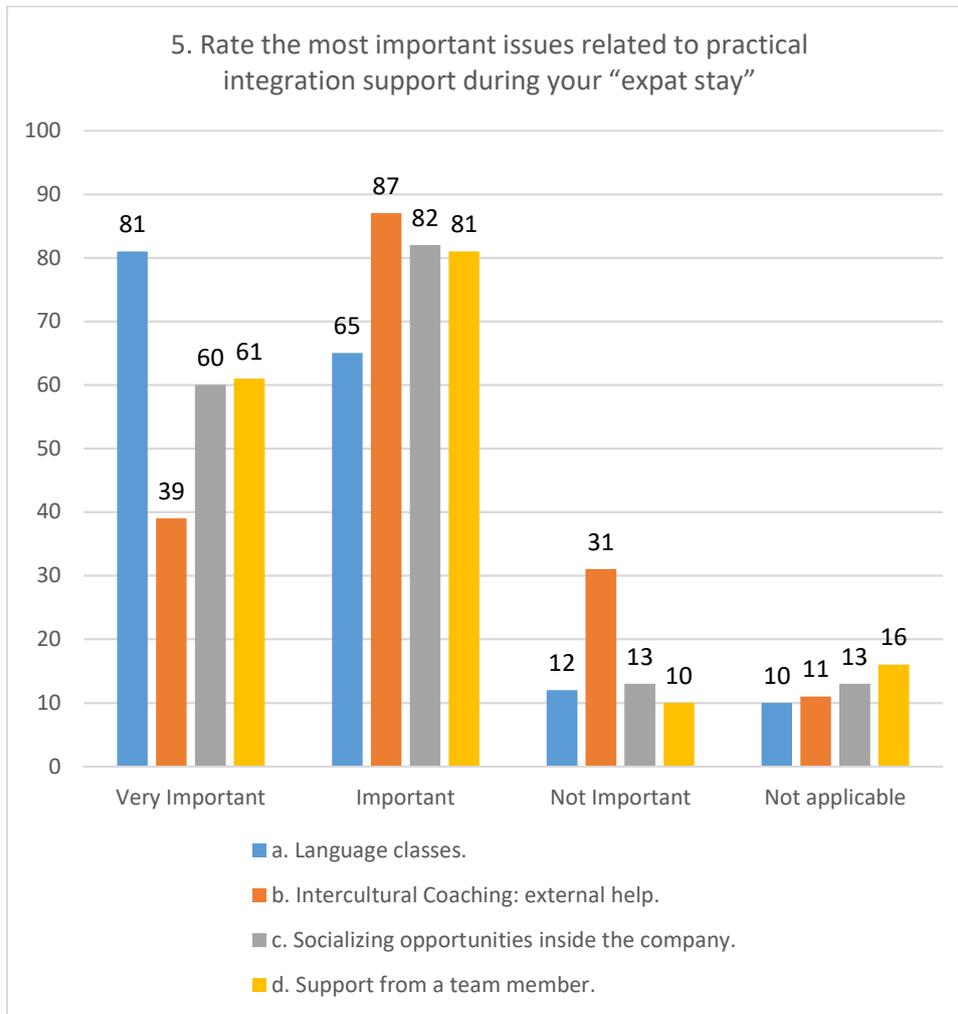
#### 4. What kind of practical integration support did you receive during your “expat stay” in the beginning?

In relation to the type of practical support for their integration during their stay abroad, the option most voted by all countries was support from a member of the team. The countries with the highest demand for learning the language of the host country were Germany and Spain, while Belgium was the country with the lowest demand.



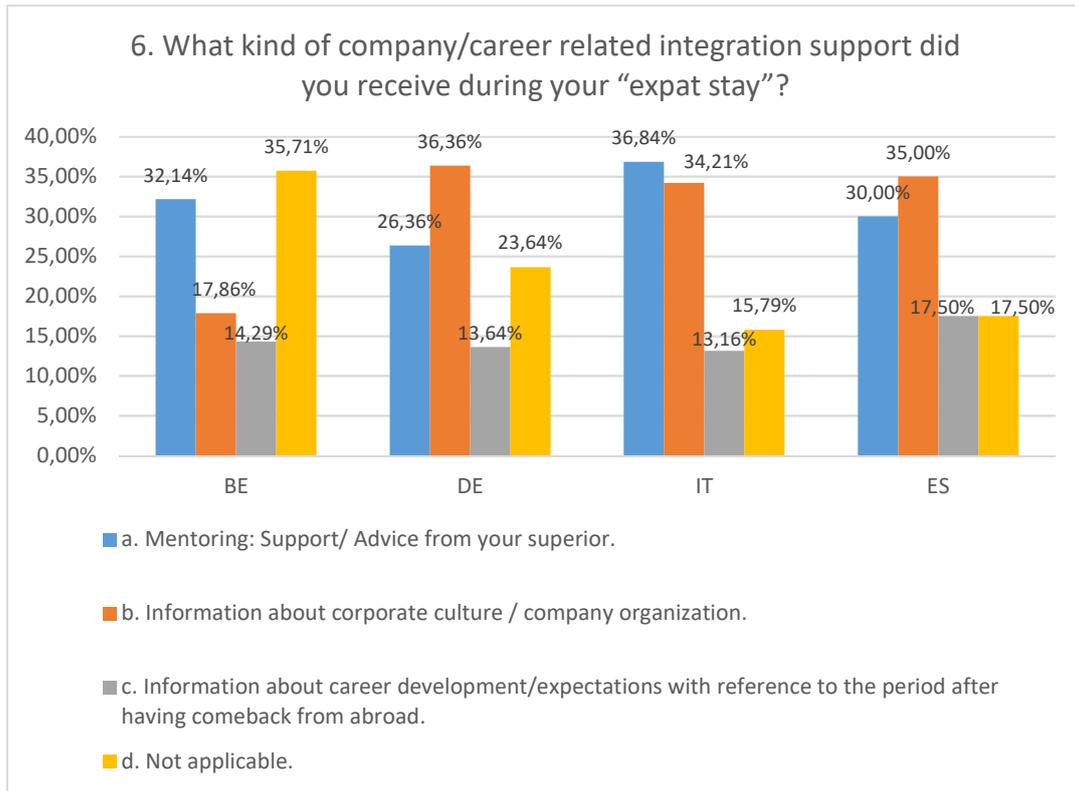
**5. In your opinion, please rate the most important issues related to practical integration support during your “expat stay”?**

Regarding the employees' assessment of the most important aspects to be taken into account in practical support during the stay abroad, in general, language learning is one of the most important aspects while intercultural coaching has been rated the worst in comparison, although 87 employees have considered it as important, so it can be determined that this aspect is not fully established in the expatriation process of employees' expatriation.



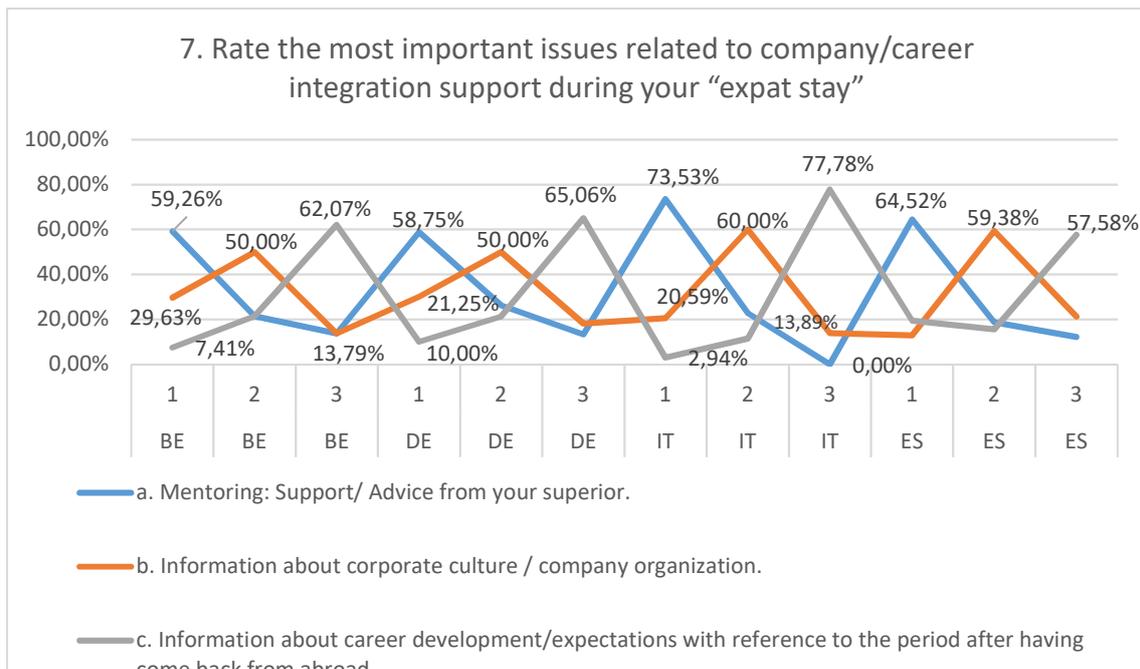
**6. What kind of company/career related integration support did you receive during your “expat stay”?**

Regarding the type of support for their integration related to the company or their professional career, the option most frequently mentioned by employees was information on the corporate culture/organisation of the company.



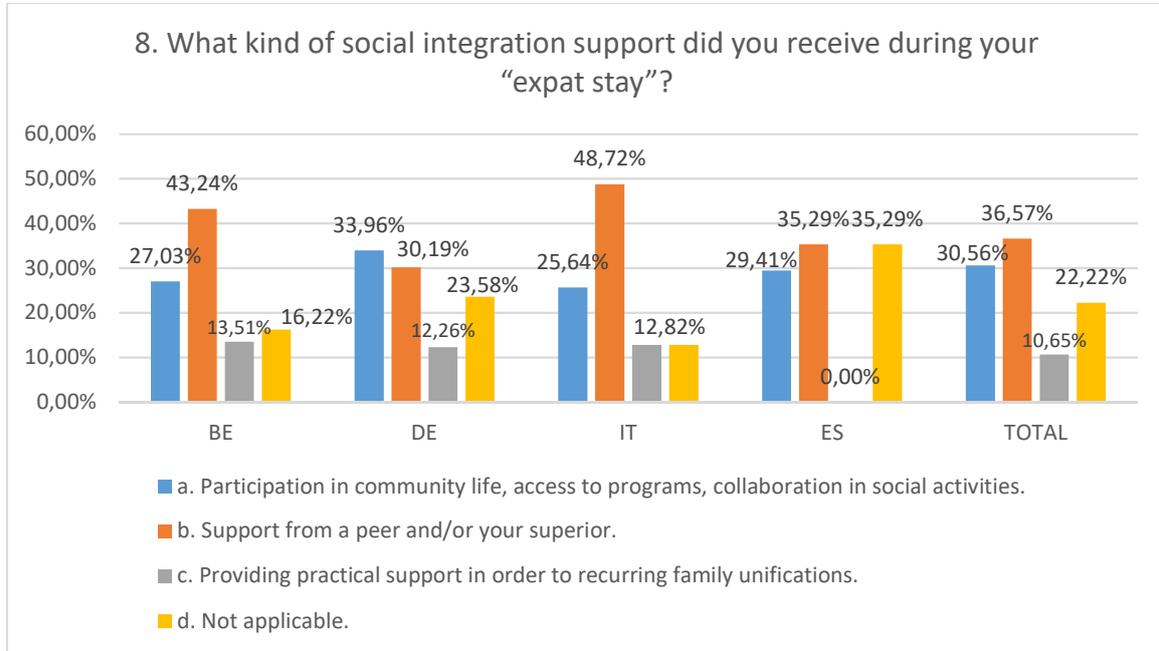
### 7. In your opinion, please rate the most important issues related to company/career integration support during your "expat stay"?

With regard to the employees' assessment of the most important aspects of company support or career integration during their stay abroad, the most valued option in each of the countries was Mentoring: support or advice from a superior and the least valued option in each country was information on career development / career expectations after returning from abroad.



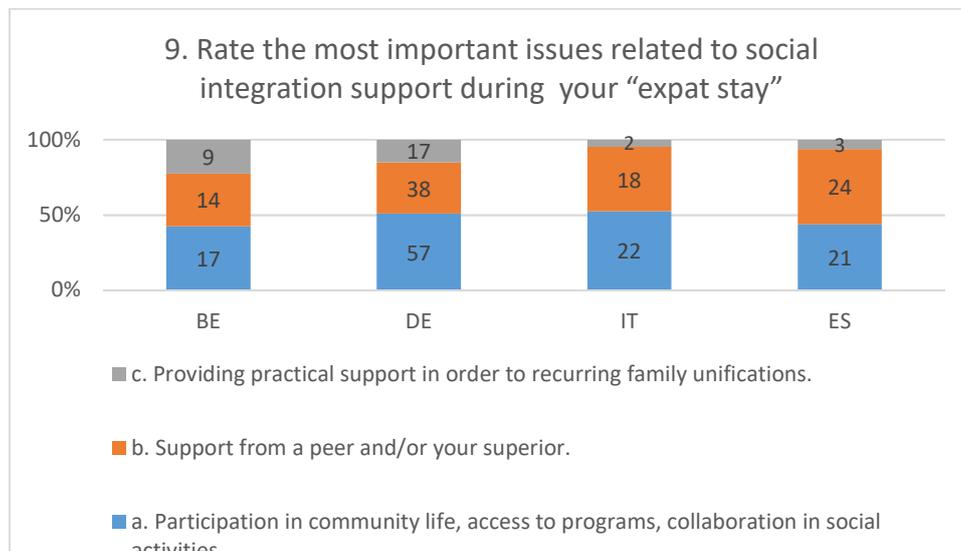
### 8. What kind of social integration support did you receive during your “expat stay”?

Concerning the social integration received, once again, option b) Support from a colleague and/or superior is the most popular. Although Germany received more votes for option a) participation in community life, access to programmes, collaboration in social activities compared to other countries.



### 9. In your opinion, please rate the most important issues related to social integration support during your “expat stay”?

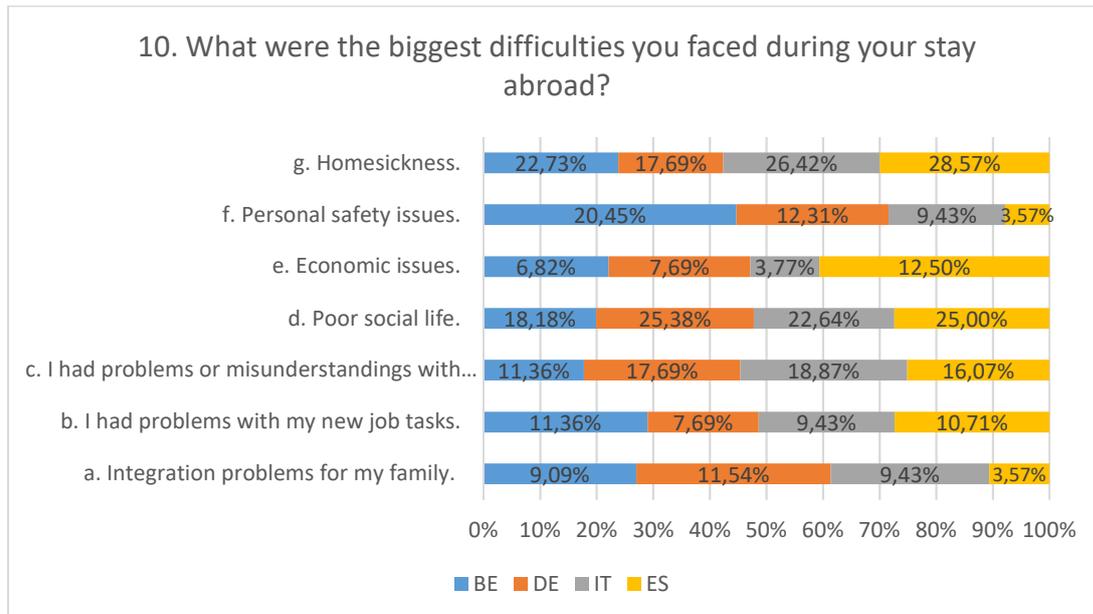
In the assessment made by expatriate workers regarding the most important aspects related to support for social integration during their "expatriate stay", in all countries the first option, a) Participation in community life, access to programmes, collaboration in social activities is the preferred one, but in Spain b) Support from a colleague and/or their superior received slightly more votes as can be seen in the following graph:



### 10. What were the biggest difficulties you faced during your stay abroad?

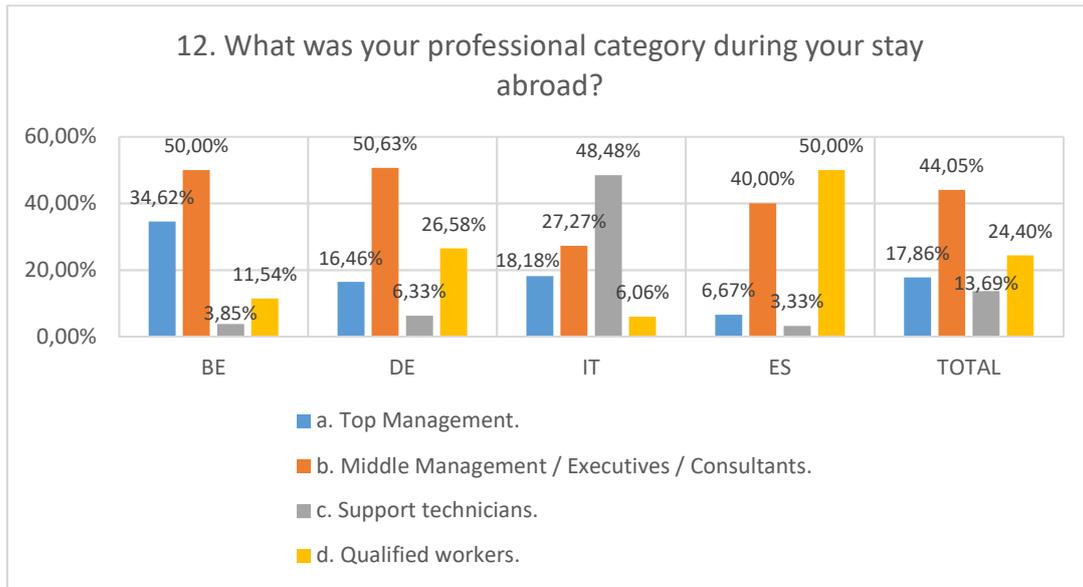
All the workers surveyed in the four countries point out that homesickness is one of the greatest difficulties encountered in these processes (between 17.69% of responses in Belgium and 28.57% of responses in Spain). This is followed by the lack of social life in general, highlighting that in Germany this is the greatest difficulty they experience.

Belgium, on the other hand, has a slightly lower percentage of respondents in terms of personal security issues than the other countries, where it is one of the lowest-rated options, and is also the second most frequently mentioned difficulty by Belgian workers.



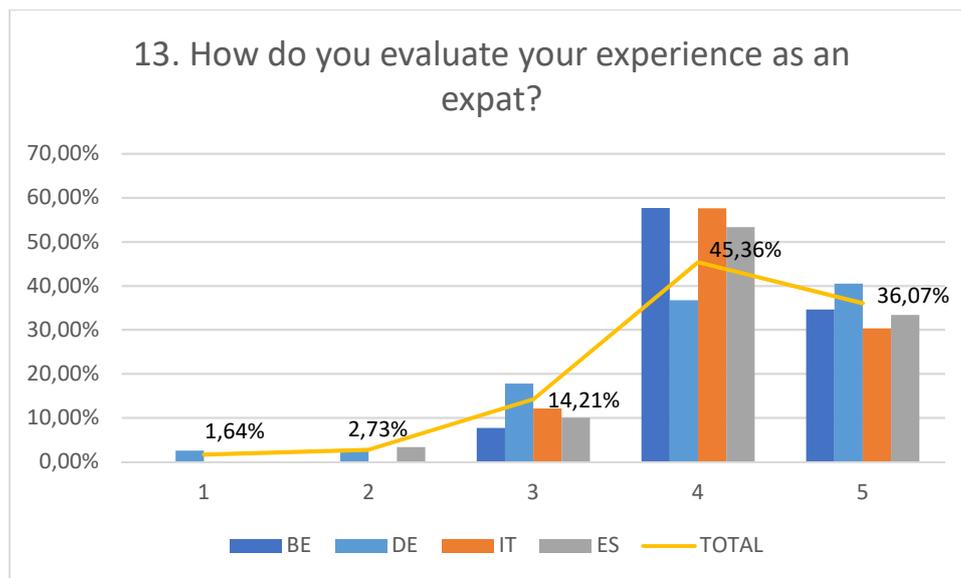
### 12. What was your professional category during your stay abroad?

Analysing the professional category of the workers surveyed, the answers to this question are very varied. On the one hand, Belgium and Germany coincide with a high percentage of Middle Management / Executives / Consultants (50% and 50.63% respectively), while in Italy, support technician profiles predominate (48.48%) and in Spain, skilled workers with 50% as shown in the following graph:



### 13. How do you evaluate your experience as an expat?

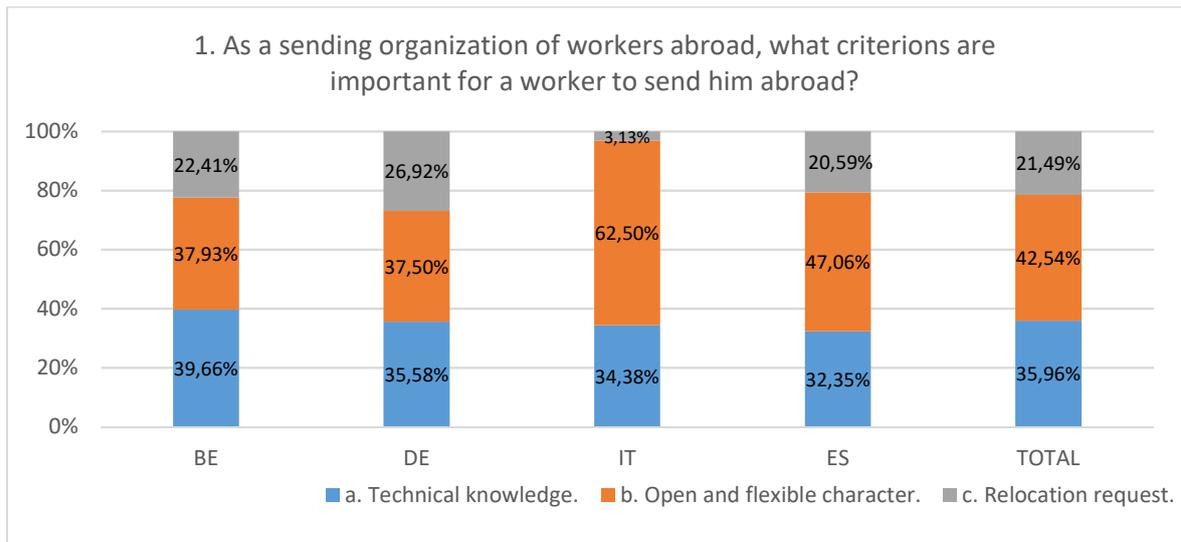
Finally, overall employee satisfaction is very high, with 81.42% scoring 4 and 5 out of 5 points.



## SURVEY TO COMPANIES

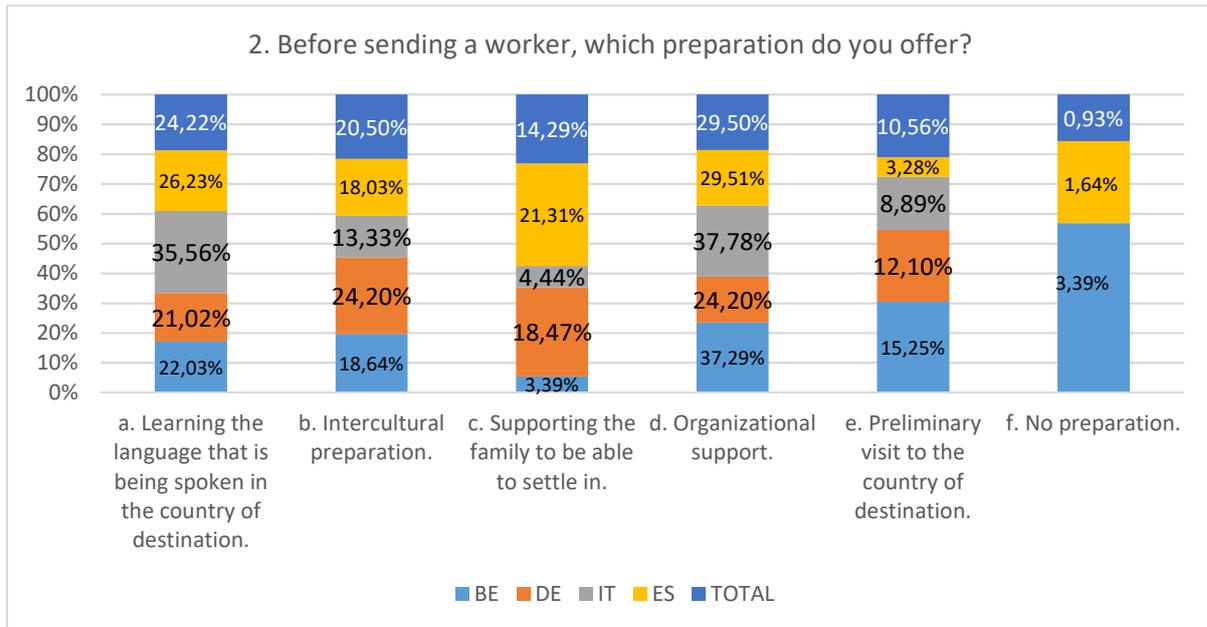
### 1. As a sending organization of workers abroad, what criteria are important for a worker to send him abroad?

In the questionnaire for companies, in the first question, it was decided to study the criteria they considered most important for sending an employee to work in another country, with the open and flexible character of the employees being the most important option, followed by technical knowledge, which was slightly more highly valued in Belgium.



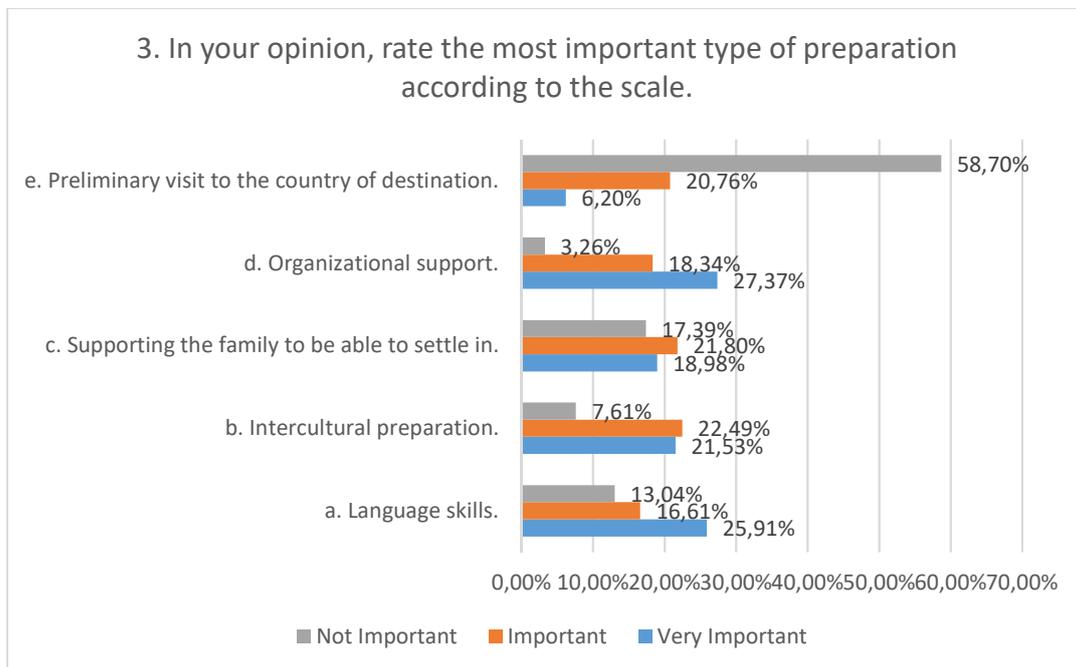
### 2. Before sending a worker, which preparation do you offer?

In terms of the preparation that is usually offered before sending a worker, the option of organisational support is the most highly rated in all countries, with Germany giving the same score (24.20%) to intercultural preparation, which is the lowest rated aspect in the rest of the countries.



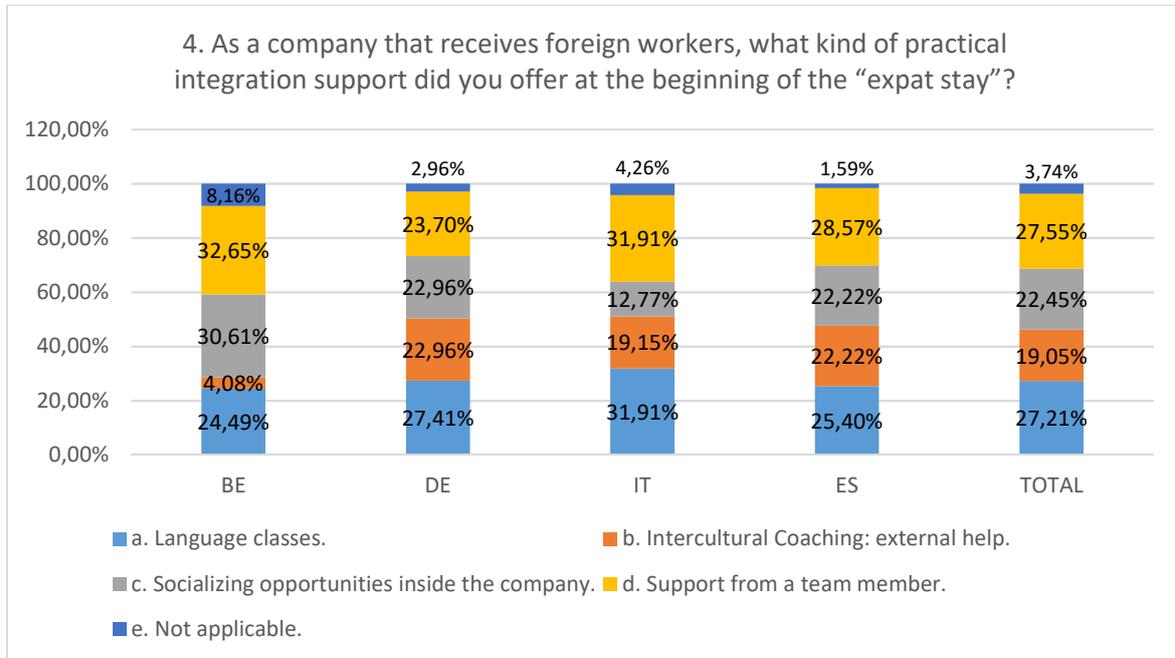
**3. In your opinion, rate the most important type of preparation according to the scale (very important / important / not important).**

The most important option rated overall by companies for preparing for the stay abroad was organisational support, while the least rated option was the visit to the host country (option e).



#### 4. As a company that receives foreign workers, what kind of practical integration support did you offer at the beginning of the “expat stay”?

As regards the practical integration support offered by companies during the expatriation process, language learning in the host country stands out with 27.41% of the responses in Germany and 31.91% in Italy, together with the support of a team member with 27.55% of the responses.



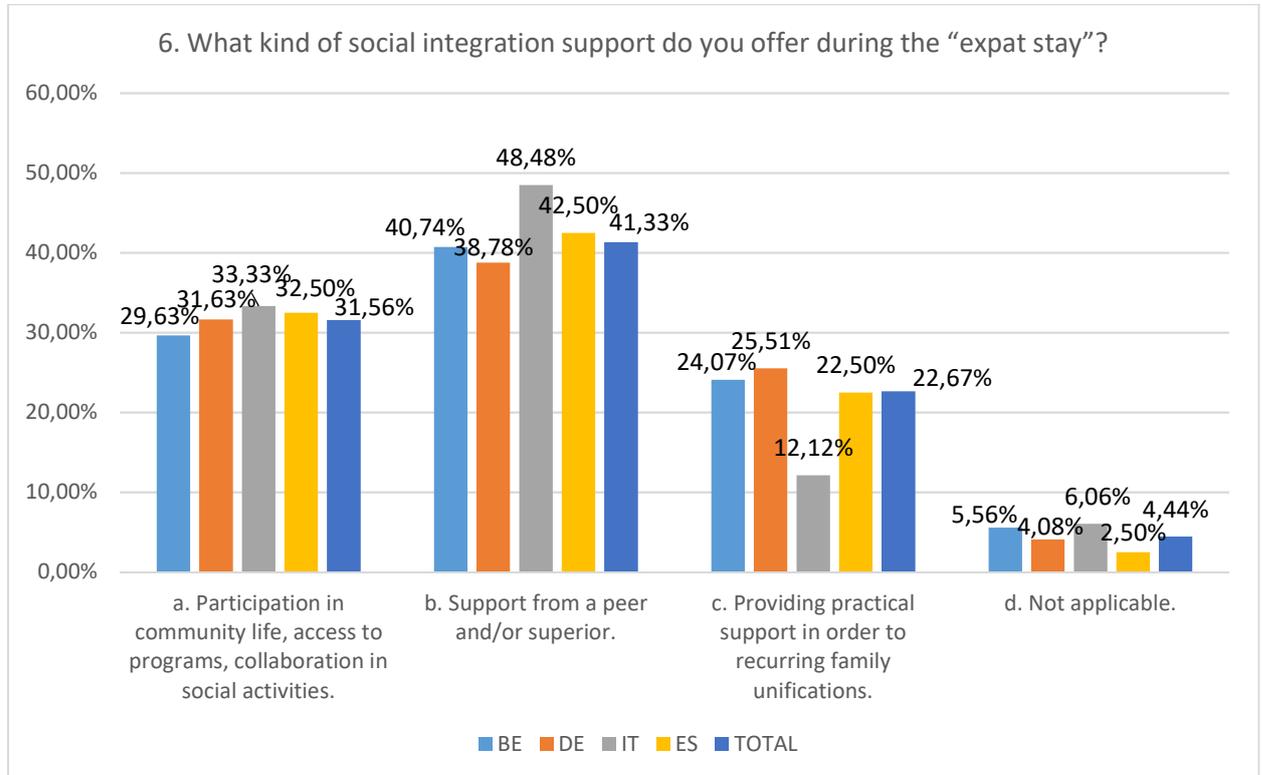
#### 5. In your opinion, please rate the most important issues related to practical integration support during the “expat stay”?

Regarding the companies' assessment of the most important aspects of practical support for integration, the most important options are learning the language of the host country and the support of a team member.

	Very Important	Important	Not Important
<b>a. Language classes.</b>	56	63	6
<b>b. Intercultural Coaching: external help.</b>	47	57	17
<b>c. Socializing opportunities inside the company.</b>	53	67	6
<b>d. Support from a team member.</b>	69	54	5

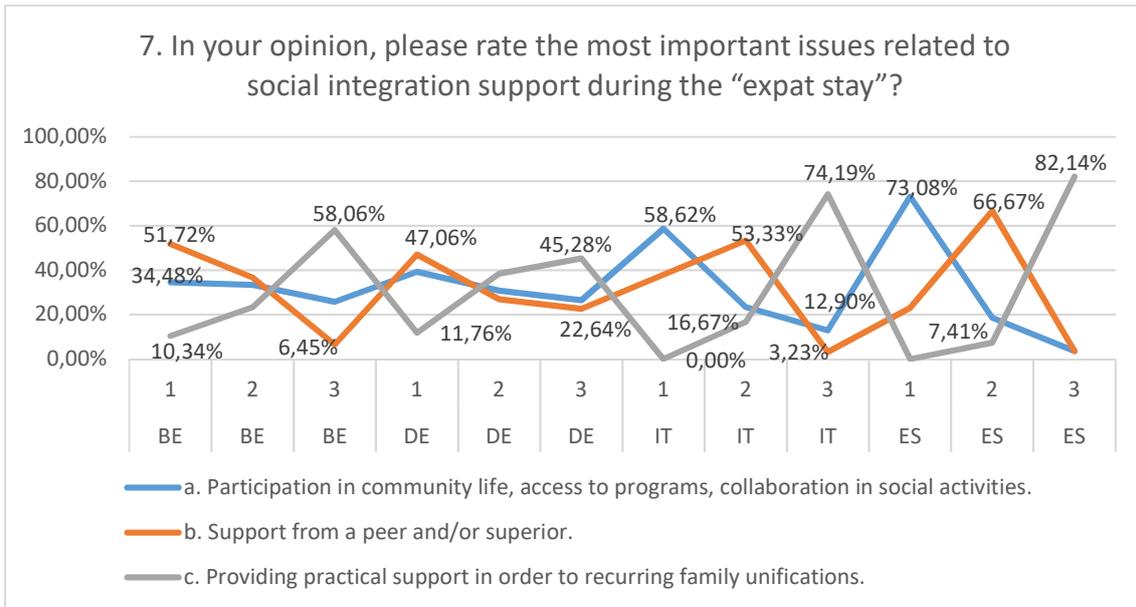
## 6. What kind of social integration support do you offer during the “expat stay”?

As for support for the social integration of workers offered by companies during the "stay", the greatest support is provided by a colleague or superior in all countries, followed by participation in community life.



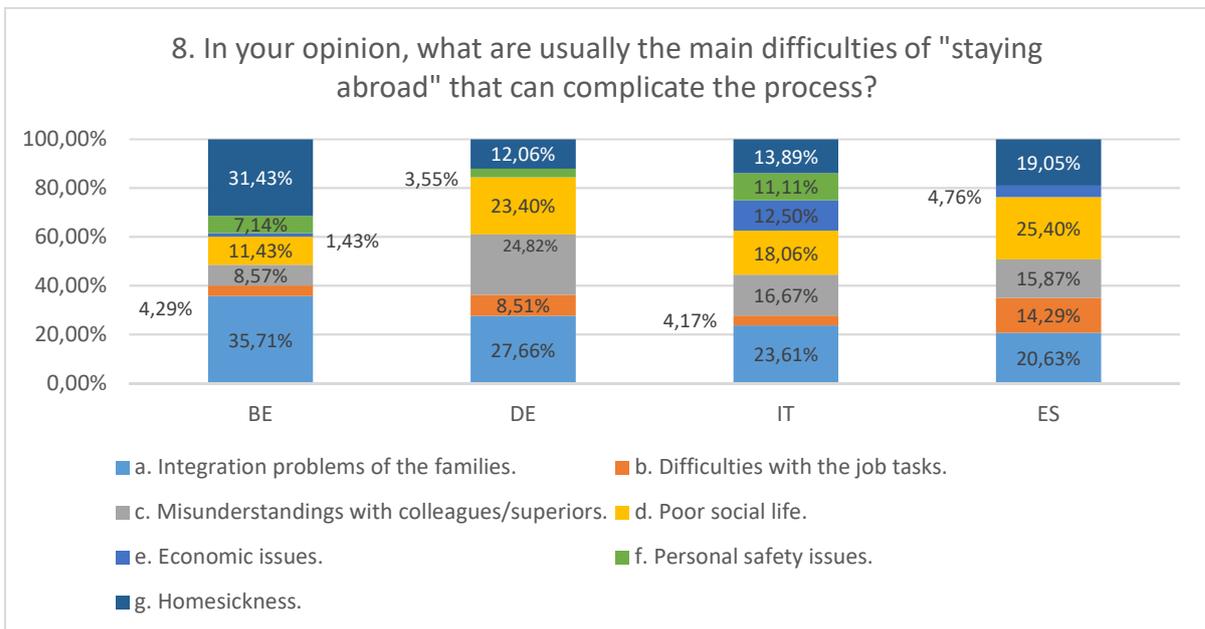
## 7. In your opinion, please rate the most important issues related to social integration support during the “expat stay”?

The companies' rating of the most important issues related to support for social integration during the stay in the foreign country, the option of participation in community life, access to programmes, collaboration in social activities was chosen as the most important by Italy and Spain. But for Belgium and Germany, option b) Support from a peer and/or a superior was selected as the most important. While option c) Providing practical support for recurring family unifications was selected as least important overall in all countries.



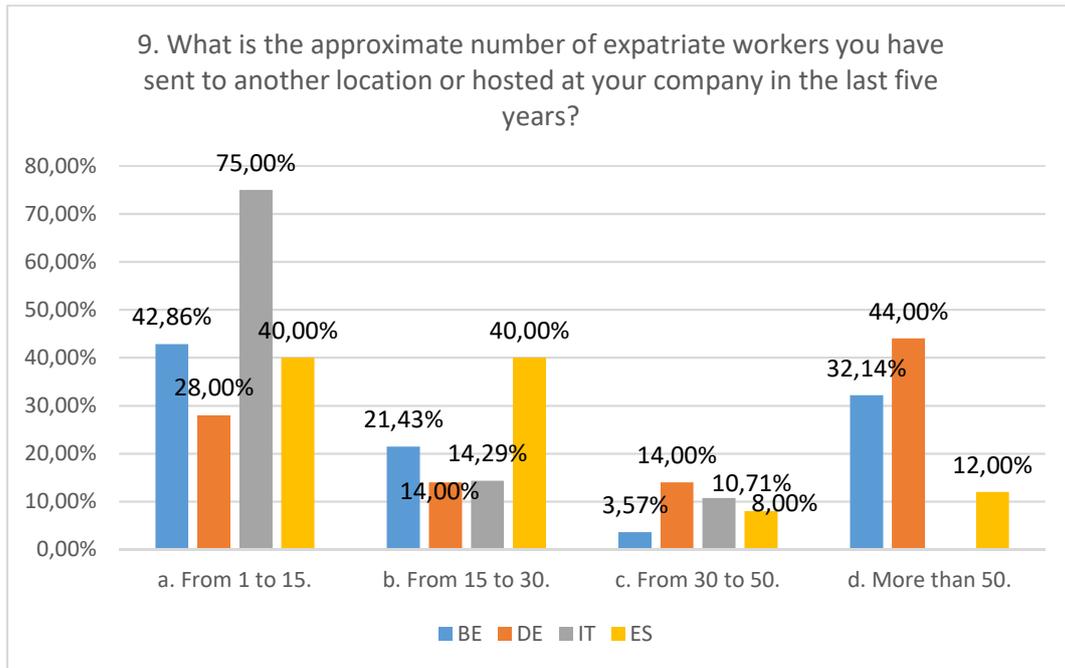
**8. In your opinion, what are usually the main difficulties of "staying abroad" that can complicate the process?**

From the companies' point of view, the option most selected by all countries in relation to the main difficulties that may complicate the process was the problems of family integration. However, in Spain, the option of poor social life was the most selected.



**9. What is the approximate number of expatriate workers you have sent to another location or hosted at your company in the last five years?**

The questionnaire assessed the approximate number of expatriate workers that companies have sent to another location or welcomed into their company in the last five years, with the most frequent option being between 1 and 15 employees, although in the case of Germany, the high percentage of more than 50 employees stands out.



**10. Where is the mayor impact of the failure of the expat processes in your organization?**

Finally, in relation to the greatest impact that failure to expatriate may have on the organisation, the option of loss of investment in human capital is the most selected by Belgium and Germany, while Italy and Spain highlight higher costs than initially expected.

