

Although business and global economic challenges still remain and housing markets continue to struggle, it is encouraging to hear companies talk about business growth and signs of recovery. Mobility is an important strategic tool in business—never more so than when markets are poised to grow—and Cartus looks to play a key role in supporting our clients as they focus on growth, global expansion, and business success.

The union of Cartus and Primacy in January 2010 was a very exciting event, created for all the right reasons, among them a shared culture of customer service excellence, the opportunity to leverage a well-established worldwide footprint, and the ability to integrate best practice service offerings. Since then, we have focused on a strategic and responsible integration that considers the best solutions for our clients, prospects, and our employees, and the response in the market has been resoundingly positive. We had a successful first half of 2010, signing new clients and expanding the services we deliver to existing clients, and delivering record levels of customer and client satisfaction. I am proud to provide you with this **MidYear Review** highlighting many of Cartus' successes.

Kevin J. Kelleher, CEO & President, Cartus

New Client Signings, Expansions, and Re-signings

Since Cartus and Primacy came together this past January, we have been awarded new signings and received commitments from 97 companies in all regions of the world. The representative examples below illustrate why organizations continue to turn to Cartus to meet their changing mobility needs.

- **Service excellence:** Cartus' excellent service and flexibility over the past 20 years led a major global engineering, construction, and technical services organization to expand its services to include fully outsourced domestic U.S. services and international household goods, integrating our Acadia eProcurement model as a feature to its program.
- **Home sale expertise:** A large retailer that had managed its mobility needs in-house selected Cartus based on our home sale expertise, consultative approach, and detailed cost/benefit analysis.
- **Global capabilities:** A leading maker of batteries for medical devices and industrial applications selected Cartus for our extensive expertise and resources in managing complex global engagements.
- **Fully integrated technology:** A world leader in electronics, health care, lighting, and consumer lifestyle products selected Cartus based on our leading edge, globally integrated technology, reputation as a proven partner, depth of resources, and quality control.
- **Total Mobility Solution:** A global leader in information technology solutions fully outsourced its domestic and international mobility program to Cartus, and also added international compensation administration to the scope of services, citing that Cartus had the expertise to be a "one source solution" for all of their global mobility needs.

Record Levels of Customer & Client Satisfaction

As an indication of the positive energy generated by the union of Primacy and Cartus, both companies are experiencing record customer satisfaction results from the transferees and assignees whom we serve. Through mid-year, we have achieved 94.7% favorable customer service satisfaction and 97.9% defect-free service based on 20,600 surveys received.

In addition, we have recently compiled the results of our client survey, and they are stellar. Based on responses from client contacts across almost 600 companies, 99.8% said that we delivered defect-free service!

Sharing Best Practices

As the global business landscape continuously changes, the need for, and availability of, current mobility trends and industry data is vital. To assist clients in strategic mobility planning and policy refinement, we maintain an ongoing program of research studies, webinars, and communications.

Surveys

- **2010 Cartus Policy & Practices Survey: Navigating a Challenging Landscape:** co-sponsored by the U.S. National Foreign Trade Council, this study highlights trends, challenges, and approaches from 196 HR practitioners.
- **Mobility Trends in the Middle East:** reveals the unique challenges of developing effective global mobility programs in the Middle East and some of the key strategies companies are using.
- **Home Valuation in the U.S. Market:** examines current home valuation practices and implications for relocation programs' cost and effectiveness.
- **Lump Sum Programs: A Current Perspective On Corporate Practices:** takes a look at trends in lump sum policies, discusses the pros and cons of relocation lump sum payments, and helps companies determine when a lump sum approach is right for their relocation programs.



In the fourth quarter of 2010, we will be releasing the findings of our China survey, which explores mobility trends into and out of China; destination locations and assignment types; major challenges faced by companies and assignees; and factors driving policy development.

Events & eLearning Webinars

During 2010, we have participated in many events around the globe, including: *Asia Pacific*—hosted Roundtables in Singapore, Hong Kong, and Shanghai; sponsored Worldwide ERC®'s APAC Summit in Hong Kong; and sponsored the Human Resource Association (HRA) Conference in Beijing; *Americas*—exhibited at the Spring ERC® conference in Orlando; co-sponsored the National Foreign Trade Council (NFTC) in New York; and attended the National Travel Forum (NTF) in Orlando; *EMEA*—sponsored the Totally Expat Show in London, hosted by the Forum for Expatriate Management (FEM); and co-sponsored the annual Worldwide ERC® EMEA Global Workforce Summit in Frankfurt.

Cartus' eLearning webinars have covered a variety of topics, including Risks and Strategies for Global Mobility Programs; Is Fluency Enough: Working Towards Effective Communication; Doing Business in the Middle East; and Real Estate: A Look at the Market. Upcoming webinars include Year-End Planning and Doing Business in China. Please visit our eLearning website <https://www.cartusmoves.com/eLearningwebinars> for recordings of our sessions.

Cartus Launches Blog

Early in 2010, Cartus launched its company blog, "Kaleidoscope: Relocation Viewpoints," and we have posted regular entries to keep clients updated on hot industry topics, trends, and best practices. For information on mobility trends and viewpoints, and to share your ideas, visit www.cartusblog.com.



Programs to Meet Current Challenges

Cartus has introduced a number of new services/programs to help clients meet emerging needs and effectively manage the changing profile of employee and move types.

MovePlus—According to our recent lump sum survey, roughly 60% of relocating employees receive some sort of lump sum payment. To meet the needs of our clients and their employees in this area of growing focus, Cartus offers domestic U.S. transferees receiving limited relocation benefits (e.g., lump sum payments) competitive pricing from Cartus' trusted suppliers on a wide variety of move-related services, including access to specially trained real estate experts, support with apartment rentals, household goods moving assistance, and high-quality temporary housing.

Short-term Assignment Solutions—We offer a suite of services tailored specifically to support employees in the increasingly complex area of short-term assignments, and help clients more effectively track and manage these assignments. For domestic U.S. short-term assignments, our Tenancy Support program adds a key component to our suite of services, assisting employees with security deposit, rent, and utility payments. For international assignments, we offer a core group of services adapted to short-term assignments (policy counseling, work permit assistance, orientation, cross-cultural and language training, etc.) and additional services based on assignment length.

Acadia eProcurement Model—Our innovative Acadia model continues to deliver cost savings and service quality in the areas of international freight forwarding (95% of our clients use Acadia for international moves with average savings of 20-30 percent of total moving cost); U.S. domestic household goods (average savings of \$906 per bid); and temporary housing (average savings of \$330 per move). Enhancements to Acadia will be rolled out early in 2011, including functionality that posts upcoming live moves, which will further increase real-time competitiveness, as well as a calculator that allows the system to factor client per diem tolerance and transit time into the booking decision.

Innovative Real Estate Management

- **Direct Delivery Model:** A Cartus real estate specialist works directly with your transferee during the home sale process, streamlining communication and driving a 10+ percent increase in amended sales rates.
- **Destination expertise:** We provide clients with the latest market trends and information through communications including the UK Property Market Watch, U.S. Real Estate Update, EMEA Property Market Watch, and APAC Property Market Watch. For more information, please visit <https://www.cartusmoves.com/ukpropertymarket/> and <https://www.cartusmoves.com/realestateinfo/>.
- **Real estate successes:** Our expertise and innovations have driven results for clients in key areas:
 - More than 22 fewer days in inventory (Cartus Broker Network versus non-network) for acquired homes.
 - More than 21 percent greater average BMA accuracy for Cartus Network Brokers versus non-network brokers, resulting in BMAs that were \$11,256 more accurate on the average home.

Intercultural/Language Training—Year to date, Cartus has conducted 4,603 intercultural and language training programs in 63 countries. Our suite of language and intercultural support has recently been enhanced with online personal culture profiles and reference tools through Country Navigator™, a product of TMA World. This online tool adds another dimension to Cartus' cultural training curriculum that focuses on individualized, face-to-face consulting, allowing trainers to analyze each assignee's personal cultural profile in comparison with the destination country, making training more focused and effective.

International Assignment Compensation Services—Our payroll, tax, and financial expertise, plus the ability to deliver global compliance reporting, continue to be a key support for clients, helping them to successfully manage this complex area. Since 2005, the number of clients that we support for international assignment compensation services has more than doubled.

To find out more about the challenges and risks of managing international assignment compensation, and Cartus' solutions through our best practice model, visit <https://www.cartusmoves.com/internationalcompensation>.



Global Citizenship

Cartus is committed to social responsibility, improving the communities in which we live and work, and creating an environment that helps employees maintain a healthy work/life balance.

- In the past year, Cartus employees have raised more than \$240,000 through charitable events in support of the United Way, Community Health Charities, March of Dimes, Make-a-Wish, Race for the Cure, Oxfam, and other charities. Employees in our Swindon office raised £3,000 for the local Foodbank by hosting a Black Tie Ball; colleagues in Danbury raised more than \$30,000 for United Way in our annual “Walk ‘n’ Roll” fundraiser; employees in our Irving office raised more than \$7,500 for a variety of charities; and through the Cartus-AmCham Corporate Community Day, Singapore employees raised more than S\$6,000, which funded donated food items.
- Cartus finished second for total number of ride-sharing trips in the (Connecticut) Governor’s Challenge, Race to the Finish Awards, reducing automobile usage by more than 16,500 trips.
- Our on-site Wellness Center in Danbury just celebrated its 7th anniversary. The clinic serves approximately 4,300 employees each year, saving them an average \$86,000 in annual medical co-payments.

Awards & Recognition

Cartus is proud to have received recognition for the support that we provide to our clients and their employees and for the initiatives that make us an exemplary employer. Among these recent awards:

- **Leading HR Practices in Quality Work-life, Physical & Mental Well-being (Special Mention)** — In July, Cartus was honored by the Singapore Human Resources Institute for our work-life programs.
- **Supplier Diversity Award by the U.S. Postal Service** —Cartus was awarded for Cartus’ diversity measures in June.
- **Training Top 125**—In February, Cartus was recognized by *Training* magazine for the ninth consecutive year as one of the nation’s top companies for learning & development.
- **Work-Life Achiever Award by the Tripartite Committee on Work-Life Strategy from the Singapore Ministry of Manpower**—Cartus was awarded for work-life excellence in August.

