As the mobility landscape continues to evolve, is your program keeping pace? Extended Business Travelers (EBTs) are on the rise as organizations seek cost-effective alternatives to long-term assignments and employees look for flexible career development opportunities that do not involve a longer-term move. Cartus’ recent pulse survey takes a look at the unique challenges facing organizations as they manage EBTs, and the steps you can take to make your program more strategic when supporting this growing population of employees.

**EBTS Defined**
- 82% of companies define EBT as <90 days
- 18% don’t define

**Who is Managing EBTs?**
- 55% say that Mobility manages EBTs

“With the increase in immigration and tax compliance, Mobility is the natural place for EBTs.”

**EBTS Are on the Rise: Is Your Program Ready?**
- 75% of companies say EBT activity is going to increase (vs. 47% in 2016)
- Only 1/3 of companies have a formal EBT policy in place
- More than 1/3 don’t know how many EBTs they have

“We need a formal policy in place to ensure better consistency and governance.”

**Demographics of EBTs**
- 74% male
- 26% female

**Top Countries Companies Send EBTs**
- United States of America
- China
- Germany
- Singapore
- United Kingdom
- Canada
- India

**Are Companies Tracking EBTs?**
- 78% don’t use a tool to track EBTs

**Most Common Job Roles for EBTs**
- Project Manager (27%)
- Senior Leadership (21%)
- Sales Leader (13%)
- IT Professional (13%)
- Developmental (12%)
- Other (14%)
PULSE SURVEY

STRATEGIC OR ON AUTOPILOT?
HOW IS YOUR EBT PROGRAM PERFORMING?

WHY ARE EBTS AN EFFECTIVE APPROACH FOR YOU AND YOUR EMPLOYEES?

<table>
<thead>
<tr>
<th>MEETS BUSINESS NEEDS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term business needs</td>
<td>97%</td>
</tr>
<tr>
<td>Project needs</td>
<td>87%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEETS EMPLOYEE NEEDS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Offers employees flexibility</td>
<td>57%</td>
</tr>
<tr>
<td>Enhances employee development</td>
<td>36%</td>
</tr>
</tbody>
</table>

MOST COMMON EBT SUPPORT

| Immigration support (passport, visas, work permits) | 77% |
| Extended hotel stay/temp housing | 75% |

MOST COMMON EBT CHALLENGES

<table>
<thead>
<tr>
<th>Challenges</th>
<th>2018</th>
<th>INCREASE 2014-2018*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax compliance</td>
<td>83%</td>
<td>↑ 24%</td>
</tr>
<tr>
<td>Immigration</td>
<td>76%</td>
<td>↑ 23%</td>
</tr>
<tr>
<td>Tracking EBTS</td>
<td>75%</td>
<td>↑ 67%</td>
</tr>
</tbody>
</table>

*Source: Cartus 2014 Global Mobility Policy & Practices Survey

KEY TAKEAWAYS TO TAKE CONTROL OF YOUR EBT PROGRAM

1. Identify an overall owner of the EBT process.
2. Define the duration of your EBT population. This differentiates EBTS from other policy types.
3. Develop a formal policy and guidelines outlining the compliance elements and level of support for your EBTS. Consider offering language and cross-cultural training to promote the business success of your extended trips.
4. It is important to enlist the services of a tax and an immigration provider to support your EBT program early in the process.
5. Implement a tracking mechanism for tax and immigration purposes and have a consistent travel booking process in place through a designated external travel provider or your internal travel team.

If you would like to discuss how we can help you make your EBT program more strategic, please contact your Cartus representative or email us at cartussolutions@cartus.com.

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