Companies worldwide choose Cartus to help them build cultural awareness and create organizations that can compete in a global environment. Our custom programs support corporations in expanding intercultural skills and international competencies.

Our services include:

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* Includes our online informational resource with best-in-class technology that provides current and essential information on how to successfully interact with people from different cultures.

Cartus is the trusted partner of organizations of every size, worldwide—leveraging our reach, resources, and experience to provide an unmatched combination of services, including: relocation, destination, consulting, program administration, and ongoing assignment support. Seeking to provide greater value to each of our clients, we continually invest in our ability to serve you—expanding our capabilities, accessing new markets, and creating new technologies.

Cartus has the experience and capability to guide you through complex scenarios with confidence and high-touch service. Taking care of your people, eliminating surprises, simplifying your job, and bringing optimal efficiency to your program are our top priorities. Scalable to your needs and deeply experienced in all we do, Cartus delivers individualized solutions with the passion, precision, and consistency of a global leader.

Cartus Intercultural & Language Solutions are:

- **Flexible**: We can schedule programs at a time and place to suit your global workforce, international assignees and their families.
- **Results-focused**: We develop customized programs focused on your organizational goals to support maximum ROI.
- **Proactive**: We guide your employees and assignees towards improved global capabilities.
- **Global coverage**: We invest in our trainer networks to continually meet the geographic demands of our clients and customers.
Cartus develops individual competencies and organizational capabilities to accelerate global business performance.

Our innovative consulting, training, and performance support solutions strengthen and energize your organization.

Your company can optimize global market opportunities by minimizing the impact of problems caused by language and cultural differences

- Globally interacting employees have the tools to support their unique performance objectives.
- You maximize the effectiveness of your assignees and virtual global teams.
- You retain the talent and leverage the international expertise of your high-potential employees.

With intercultural & language solutions as your partner...

- Your leadership is well prepared for global expansion.
- Your global assignees are effective and well adjusted to their new location.
- You are better prepared to help your line managers select the best talent pool.
- Your global employee population have the technical vocabulary to transfer knowledge.
- Your frequent business traveler population establishes solid relationships with colleagues, prospects and clients.
- Your global virtual teams communicate effectively.
Our internationally savvy team delivers quality solutions.

In addition to providing total global mobility support, both logistical and administrative, Cartus is the premier global workforce development consultancy whose in-house core competencies include intercultural training and language training for international employees and their employers.

In 2015, we conducted approximately 9,500 assignment-related intercultural training, language training, and intercultural management training programs.

When and Where You Need Us

CARTUS PROVIDES TRAINING SUPPORT FOR 185 COUNTRIES.

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• Office
• Onsite
• Doing Business In
Cartus Candidate Assessments promote assignment success by helping a candidate and spouse/partner determine their suitability for living and working internationally. Accurate assessment allows your company to deploy assignees with the competencies necessary to achieve assignment objectives, build solid relationships with local nationals and acquire valuable international expertise. We offer three standard delivery formats for assessment: a stand-alone online Self-Assessment instrument, a 3-hour facilitated Virtual Candidate Assessment Program, and a one-day facilitated Candidate Assessment Program.

Features
All Options
- Identify candidate’s and spouse’s competencies and areas for further development

Facilitated Options
- Examine motivation, set realistic expectations and explore the career impact of an international assignment
- Offer a holistic approach to adjustments: lifestyle, partner’s career, finances, health, environment and family
- Provide detailed post-program verbal summary to client, including developmental recommendations for training and skill development

Client Benefits
- Assists in identifying risk level and deploying assignees with the competencies necessary to achieve assignment objectives
- Helps eliminate the cost of lost opportunities, marginal performance, and damaged company image
- Avoids failed assignments and the high costs of early returns
Candidate Benefits

- Enables candidates to recognize risks, identify areas for development, and set realistic expectations before taking on an international assignment
- Allows candidates to make well-informed decisions about personal and professional readiness for an international assignment
- Equips candidates with a clear understanding of their own strengths and limitations and of the competencies and factors critical for their success

**FEEDBACK | CANDIDATE ASSESSMENT**

“It gave us useful insight and a realistic look at possible obstacles and how we will likely deal with them.”

— Manager, relocating from the U.S. to Japan

“I was perceiving the international assignment as something that wouldn’t require too much work, but I need to be more realistically optimistic rather than only looking through rose-colored glasses. There will probably be some difficulties, though not insurmountable.”

— Spouse of Employee, relocating from the U.S. to Singapore

“Pre-Assignment Assessment contributes to an educated decision about a long term international assignment, looks at positives and negatives, and provides the opportunity to develop self-awareness. [Our company] believes that preparing the candidate correctly is a small investment compared to the cost of a failed assignment, a premature repatriation, or the company losing a talented, high-potential executive to a competitor.”

— International HR Manager, Service Industry
Cartus Cross-Cultural Training goes beyond basic cultural knowledge and introduces practical frameworks for analyzing intercultural interactions. Participants explore cultural differences and develop appropriate problem-solving strategies, understand the critical issues involved in cultural adaptation, identify effective ways to deal with the transition and plan for repatriation as an ongoing assignment issue. Participants are able to understand not only the cultural differences between their home and host culture, but also why these differences exist and how they affect the behavioral and communication styles of their host nationals.

Features
- Flexible global delivery: pre-departure, post-arrival or both, as required
- Customized to the unique professional and personal needs of employees and their families
- One- or two-day programs in person face-to-face, and virtual or blended options
- Specialized programs for short-term assignees, frequent business travelers, and children/teens
- Facilitated by an experienced trainer and augmented as necessary by host country nationals and individuals with relevant living/working experience in the host country
- Complimentary 12-month license to the Country Navigator™, an online tool that offers cultural information on over 90 countries
- Topics may include politics, history, economics, social customs, business, and practicalities of daily living
- Case studies on managing effectively across cultures
- Results in action plan for assignment success

Client Benefits
- Focuses on professional skill development and adaptation
- Strengthens employee competencies for improved cross-cultural interactions and productivity
- Addresses international living challenges, relieving your HR department of this responsibility
Assignee Benefits
Both employee and family:

- Set realistic assignment expectations
- Gain confidence in ability to manage challenges
- Accelerate adjustment and productivity
- Gain self-awareness through trainer feedback and data from personal cultural profiles
- Build cultural awareness, knowledge, and effective intercultural skills
- Prepare the family to adapt to a new lifestyle
- Strengthen commitment to the assignment

FEEDBACK | CROSS-CULTURAL TRAINING

“Strongly recommend that all expats are required to have this kind of training…Better understanding the host country culture removes a lot of the uncertainty and provides the tools to manage the transition and integrate faster.”

— Director of Technical Service & Development, relocating from the U.S. to Switzerland

“This program is absolutely invaluable for the partner of the assignee to help understand how best to support and help.”

— Spouse of Employee, relocating from the U.K. to the U.S.
Cartus has designed Repatriation Integration programs to ease the transition back to the home country and company, and to further capitalize on your assignee’s international knowledge and skills. Repatriation is a critical business issue that must be effectively managed and tied to your overall company strategy and goals. Studies have shown that the retention of your repatriated assignees is linked to their ability to identify, articulate, and apply the new skills they have learned. Assignees also need help in addressing reverse-culture shock issues in order to reintegrate effectively upon their return.

We offer repatriation programs for short and long-term employees returning from assignment; their partners, and children/teens.

Features
- Consultation with a neutral third party to debrief the assignment and constructively plan for transition
- Designated time and a proven process for identifying, positioning, and applying newly gained knowledge and skills
- A coaching approach that fully engages the participant and encourages reflection on how they have changed and the new skills they have developed, both personally and professionally
- An expert repatriation coach with practical experience in relocating and repatriating
- Worldwide delivery, pre-departure or post-arrival
- A personalized action plan for both professional and personal repatriation success for the assignee
- A personalized action plan for partner and family repatriation success
assignment-related intercultural training
repatriation integration program

Client Benefits
- Increases employee productivity by easing the challenges of transition for the whole family
- Enhances career development and supports assignee retention

Assignee Benefits
- Increased ability to manage reverse-culture shock and determine effective transition strategies
- Enhanced capability to identify and integrate newly acquired competencies and skills in both personal and professional environments
- Creating an opportunity to reflect on the assignment and plan for the future
- Defining ways to transfer knowledge and integrate skills into next roles
- Creating realistic repatriation expectations
- Accelerating readjustment and productivity
- Improving assignee confidence and resourcefulness
- Developing personalized elevator pitches to frame the assignment and a successful repatriation

FEEDBACK | REPATRIATION INTEGRATION PROGRAM
“I learned strengths from the assignment to translate into my new/next position…and how I grew/changed while in Japan.”
— Technical Support Manager, repatriating from Japan to the U.S.

“This program is absolutely invaluable for the partner of the assignee to help understand how best to support and help.”
— Spouse of Employee, relocating from the U.K. to the U.S.

“Excellent, realistic, motivated, right on target…This should be made mandatory for repatriating employees, managers and junior managers. Represents a good opportunity to decompress after international assignment under expert guidance.”
— Sales Instructor, repatriating from Singapore to Canada
Today’s global workforce and international assignees often already have the linguistic skills in English or other languages to participate in global teams or perform assignment related responsibilities. However, these skills don’t automatically translate into efficiency. When crossing cultures assignees face unexpected communication cues and routines which can delay effectiveness and performance, and impact their ability to build trust. These missing links are related to working in a new cultural context where native speaker style, accents, language usage and behavior can dominate conversations, making effective communication challenging for assignees.

Cartus Advanced Business Communication Skills programs provide the solutions for your global employees to overcome each individual’s unique challenges related to:

- Accent modification
- Speech training
- Effective intercultural communication
- Effective communication style
- Presentation skills
- Business writing
- Language for specific business purposes

We integrate language, intercultural, and business communication skills training to improve targeted competencies for employees on global assignments, business travelers as well as those involved with virtual teams and multi-cultural projects. Our clients see improved meeting management, higher impact presentations, and leaders who can clearly communicate to motivate and build trust within their teams.
Features

• Advanced fluency, business communication skills, and cultural style assessment
• Customized training plan
• Pre- and post-program communication gap analysis
• Trainers who specialize in advanced business communication topics
• A highly interactive series of one-on-one sessions
• Coaching for cultural nuances and related business communication expectations
• Ongoing program management to ensure that desired outcomes are reached

Benefits

• More effective communication leading to greater confidence
• Maximized performance
• Increased career opportunities
• Faster adjustment

FEEDBACK | ADVANCED BUSINESS COMMUNICATION SKILLS

“There may be cases where, due to inability to understand me completely, people may hold back information or not trust me. This would affect the quality of my work as well as my growth within my organization.”

— Principal, Sales and Marketing

“My team needs to have no doubt about my message.”

— Vice President, Business Development

“[My Accent] courses helped in bettering effectiveness and building my confidence.”

— Director, Operations
As markets expand globally, organizations and their employees are increasingly interacting and negotiating with nationals of different cultures. To operate effectively within the new global business environment, employees must recognize and reconcile cultural differences. The successful management of these differences will clearly lead to sustainable competitive advantage. Designed primarily for non-relocating employees, our interactive Global Awareness Seminars offer practical tools for succeeding in a multicultural workplace and global business world.

Program Options
- Cultural Awareness
- Communicating Across Cultures
- Leadership in a Global Context
- Global Team Effectiveness
- Women in Leadership

Features
- Participants apply core intercultural business tools to business case simulations
- Communicate more effectively across cultural boundaries
- Experience different cultural mindsets and behaviors
- Exercises link content to participant’s experience
- Personal and country intercultural management profiles provided for self-awareness and development
- Provides a forum to evaluate and overcome cultural and/or gender biases that inhibit career progression or impact effectiveness
Client Benefits

- Starts the process of global mindset development for optimizing employee performance across cultures
- Enhanced global effectiveness of employees, adapting to individual styles and corporate systems
- Fosters better employee productivity as members of an international organization

Employee Benefits

- Examine the impact of cultural differences on the ability to function effectively across national borders
- Learn to recognize the impact of culture on communication, management practices, and work relationships
- Develop strategies for more effective management of job functions across cultures

FEEDBACK | INTERCULTURAL MANAGEMENT TRAINING

“It should be mandatory for anyone working in the global environment.” — Vice President, Strategy & Development

“A very well received and effective program. Excellent course on cultural/political evolution. Very quick and thorough history for people new to the region...The program boosted awareness.” — Director, Corporate Planning
Cartus Global Business Briefings are customized to provide insights and key information about specific regions, countries, and cultures that can be applied to each employee’s job function, responsibilities, and industry. Our training team offers perspectives on the trends of relevant global regions and discusses potential implications and applications for your international ventures. These seminars are best suited for employees who have regular contact with people of different cultural backgrounds, whether at home or internationally, or who have responsibility for country or region outside of their home countries.

**Program Options**
- Working Effectively with Target Country Nationals
- Bridging Cultures: for two diverse cultural groups that need to collaborate closely
- Country Specific Cultural Overview
- Working Effectively in an MNC

**Features**
- Presentation and discussion with subject experts
- Skill development for increased effectiveness in international business settings, using case studies based on similar industry situations and experiences
- Strategic information about target country, which enhances understanding of target country business culture

**Client Benefits**
- Positively impacts performance by increasing intercultural communication skills and management expertise
- Increased competitive advantage and productivity by leveraging cultural differences
- Prepares employees to represent your company in a positive light
Employee Benefits

• Gain key information and insights about business practices in specific countries or regions around the world
• Develop strategies for more effective management of their job functions in the target country

CASE STUDY | BRIDGING CULTURES

The challenge. A newly formed company resulting from a merger between U.S. and U.K. firms wanted to improve communication among a cross-cultural team with the ultimate goal of increased productivity.

The solution. We delivered two simultaneous sessions for U.K. and U.S. nationals on how to effectively conduct business in their respective environments followed by a debrief session which brought the two groups together to agree on action plan specific to participants’ job functions and responsibilities.

The result. The success of this program has resulted in:
• A more culturally aware team
• Improved communication and understanding between team members
• Objectives being met more quickly
Language training is integral to success in the international setting. Cartus language programs are designed to meet the specific needs of assignees, accompanying family members, business travelers, and other non-relocating individuals. Cartus language trainers use a combination of training methodologies based on the Communicative Approach, a globally recognized language training technique that focuses on acquiring functional language skills. This experiential training brings the real world into the training room, ensuring that participants can quickly use newfound skills in both professional and personal settings.

Service Offerings
- Language Assessment
- Language Skills Acquisition
  - Face-to-Face In-Person Language Training
  - Face-to-Face Online Language Training
- Advanced Business Communication Skills—beyond fluency
- Self-paced and technology enhanced formats

Features
- Comprehensive language training in any language, at any proficiency level, in nearly every country in the world
- Practical focus on real-world application
- Dedicated program managers committed to quality control
- Highly experienced language trainers with advanced degrees
- Fully customized training—from the curriculum and materials to the time and location
- Convenient and flexible scheduling based on the learner’s preferred schedule and location
- Available formats include: individual, family group, ongoing, intensive, trainer-led in-person or online, self-paced (dependent on needs)
Client Benefits

- Increases employee productivity and promotes relationship building with local nationals
- Enables your employees to more readily discern opportunities and broadens business capabilities
- Enhances image when represented by linguistically proficient personnel

Learner Benefits

- Adapt to their new environment more quickly, increasing the comfort level for themselves and family members in their transition
- Develop more effective business relationships
- Gain greater confidence, whether transferring, traveling, or working virtually with others worldwide

CASE STUDY | LANGUAGE SKILLS ACQUISITION

The challenge. An international firm needed a multilevel, business-focused Mandarin program that would accommodate the learning needs of employees conducting business in China.

The solution. Cartus developed a custom Mandarin language program that integrated the areas of language, intercultural and business communication skills to build functional and transferable Mandarin capabilities that quickly enhanced performance.

The result. The success of this program has:

- Maximized skills to the extent that employees could effectively conduct sales and negotiations in Mandarin
- Provided critical insights on the latest Chinese business customs
- Developed key relationships with clients and vendors in China
cartus. trusted guidance – for every move you make.

Cartus guides our clients through thousands of unique and complex programs. Ideally equipped to lead you, Cartus is ready to help—whatever, whenever, wherever your program is moving.

To Learn More:
email trustedguidance@cartus.com
or visit www.cartus.com