

Employment Practices of MNCs in Organisational Context: A Large-Scale Survey

Tables to accompany main survey
report

Chapter 1

Profile of Multinational Britain: Company Characteristics

Table 1.1 Origin by Countries and Regions

Country of Origin	Valid %
France	7.9
Germany	5.7
Nordic Europe	6.8
UK	14.8
Rest of Europe	10.7
Japan	6.8
USA	40.6
Rest of World	6.7
Total	100

Base: All companies; weighted N=302 valid cases

Table 1.2 Worldwide Employment

Employees	Valid %
500-4999	34.9
5000-19999	32.1
20000+	33.1
Total	100

Base: All companies; weighted N=272 valid cases, 30 cases with missing data excluded

Table 1.3 UK Employment

	Valid %
100-499	41.3
500-1999	34.3
2000+	24.4
Total	100

Base: All companies; weighted N=300 valid cases, 2 cases with missing data excluded

Table 1.4 Sector

Sector	Valid %
Manufacturing	45.6
Services	47.2
Prod'n non-manufacturing	5.9
Multi	1.3
Total	100

Base: All companies; weighted N=302 valid cases

Table 1.5 Vintage

Vintage	overseas-owned valid %	UK-owned valid %
0 to 4 years	13	11
5 to 9 years	23	16
10 to 24 years	37	31
25 years or more	28	41
Total	100	100

Base: Overseas-owned companies: years in the UK; weighted N=257 valid cases; UK-owned companies: years as MNC; weighted N=45 valid cases

Table 1.6 Level of Diversification

Level of Diversification	Valid %
A single product or service that accounts for more than 90%	17.2
A number of products and services but one of these accounts	18.1
*A number of products and services but no single one account	59.4
A range of unrelated products and services	5.3
Total	100

Base: All companies; weighted N=299 valid cases, 3 cases with missing data excluded

Table 1.7 Standardisation or Differentiation

Standardisation or Differentiation	Valid %
Adapted significantly to national markets	25.3
Adapted to different global regions, standardised within them	45.9
Standardised globally	28.8
Total	100

Base: All companies; weighted N=288 valid cases, 15 cases with missing data excluded

Table 1.8 Integration

Integration	Overseas Owned Companies valid %	UK Owned Companies valid %
Neither	17	22
UK sites supply foreign sites	5	20
Foreign sites supply UK sites	22	4
Both	56	53
Total	100	100

Base: Overseas-owned companies; weighted N=251 valid cases, 6 cases with missing data excluded; UK-owned companies; weighted N=45 valid cases; Chi Square (p=0.000)

Table 1.9a International Structure

International Structure	Valid %
International product or service or brand based divisions	65.6
Regions	81.8
Global business functions (e.g. manufacturing, R&D, sales)	68.4
National subsidiary companies	60.1
None of the above	1.9

Base: All companies; weighted N=302 valid cases

Table 1.9b International Structure: The Most Important Level

International Structure: The Most Important Level	Valid %
International product or service or brand based divisions	15.2
Regions (e.g. Europe or Asia-Pacific)	14.9
Global business functions (e.g. manufacturing, R&D, sales)	19.1
National subsidiary companies	4.3
Other	0.5
Two or more levels of equal importance	46.1
Total	100

Base: All companies with more than one of the structures; weighted N=236 valid cases, 66 cases with missing data excluded

Table 1.10 Role of UK Operations: International Responsibility for Products and Services

UK operations are intern. responsible for products and services	Overseas Owned Companies valid %	UK Owned Companies valid %
strongly disagree	21	14
disagree	14	20
neither agree nor disagree	12	7
agree	30	43
strongly agree	23	16
Total	100	100

Base: Overseas-owned companies; weighted N=257 valid cases; UK-owned companies; weighted N=45 valid cases; Chi Square (p=0.206)

Table 1.11 R&D and the Role of the UK Operations

R&D and the Role of the UK Operations	Overseas Owned Companies valid %	UK Owned Companies valid %
strongly disagree	21	18
disagree	23	23
neither agree nor disagree	21	25
agree	24	25
strongly agree	10	9
Total	100	100

Base: Overseas-owned companies; weighted N=256 valid cases, 1 case with missing data excluded; UK-owned companies; weighted N=44 valid cases, 1 case with missing data excluded; Chi Square (p=0.983)

Table 1.12 Characteristics of the key group

Characteristics of the key group	Valid %
Technical staff	33.0
Sales-related staff	10.0
Other customer-oriented staff	8.0
Both technical and sales	6.0
Senior managers	6.0
Other managers	8.0
Operational and support staff	6.0
Shopfloor staff	4.0
'Key group', no other details	6.0
Vague or unclassifiable	13.0
Total	100

Base: All companies with a key group; weighted N=237 valid cases

Chapter 2

The HR Function

Table 2.1 Electronic International HR systems by origin

Country of origin	% Yes
France	55
Germany	47
Nordic Europe	35
UK	47
Rest of Europe	45
Japan	6
USA	66
Rest of World	50
Total	52

Base: All companies; weighted N = 283 valid cases, 19 cases with missing data excluded
 Chi Square (p=0.000)

Table 2.2 Shared service centres by origin

Country of origin	% Yes
France	46
Germany	18
Nordic Europe	19
UK	25
Rest of Europe	16
Japan	5
USA	45
Rest of World	20
Total	31

Base: All companies; weighted N = 301 valid cases, 1 case with missing data excluded
 Chi Square (p=0.000)

Table 2.3 Formation of HR policies across countries by origin

Country of origin	% Yes
France	65
Germany	41
Nordic Europe	62
UK	61
Rest of Europe	52
Japan	11
USA	58
Rest of World	40
Total	53

Base: All companies; weighted N = 297 valid cases, 5 cases with missing data excluded

Chi Square (p=0.005)

Table 2.4 Networking among HR managers across countries by origin

	On a regional basis	On a global basis	Regionally and globally	No networking
France	13	33	29	25
Germany	24	18	12	47
Nordic Europe	5	57	14	24
UK	7	36	9	48
Rest of Europe	13	31	13	44
Japan	14	5	10	71
USA	14	26	31	29
Rest of World	15	25	20	40
Total	13	29	21	37

Base: All companies; weighted N = 302 valid cases

Chi Square (p=0.005)

Table 2.5 Count of data items on UK operations collected by higher level management

None	2
One	9
Two	7
Three	14
Four	14
Five	13
Six	11
Seven	11
Eight	7
Nine	11

Base: All companies; weighted N = 302 valid cases

Table 2.6 Monitoring of HR by higher level management

Absenteeism	30
Workforce diversity	31
Attitude and satisfaction	43
Staff turnover	44
Labour productivity	50
Career progression	56
Pay packages	72
Labour costs	77
Numbers employed	79

Base: All companies; weighted N = 302 valid cases

Table 2.7 The nature of an international philosophy on management style

	Worldwide	Regional	International divisions	National operating companies
Strongly disagree	10	18	24	18
Disagree	13	25	26	20
Neither agree nor disagree	16	14	16	17
Agree	27	24	21	26
Strongly agree	34	19	14	19

Base: All companies; weighted N = between 292 and 302 valid cases

Table 2.8 The importance of the traditions of the parent company

Not at all important	5
2	8
3	12
4	33
Very important	42

Base: All companies with a strong or very strong philosophy at worldwide, regional or divisional levels; weighted N = between 292 and 302 valid cases

Chapter 3

Managing HR: International Coordination and Local Autonomy

Table 3.1: Proportion of firms with high level of discretion (score 4 or 5 on 5-point scale)

	Foreign-owned	UK-owned Of UK ops	UK-owned Of overseas ops
Setting pay levels in relation to market comparators	61	58	41
Performance appraisal for managers	51	47	33
Variable pay for managers	36	34	Not asked
Overall training and development policy	77	70	39
Employee involvement, e.g. teamwork	88	88	74
Information provision	75	66	65
TU recognition	73	50	49

Base: Column 1 All overseas-owned companies; weighted N = between 231 and 251 valid cases

Columns 2 and 3 All UK-owned companies; weighted N = between 32 and 44 valid cases

Table 3.4: Sources of international influence over HR policy in overseas-owned MNCs

	Training and development policy %	Employee involvement policy %
Source of influence:		
Global headquarters	53	29
Regional headquarters	34	24
International business headquarters	24	11
Any influence	71	48

Base: overseas-owned companies; weighted N = 257 valid cases

Table 3.5 Impact of international HR structures on the exercise of international influence

	% reporting influence at any level on T & D policy		% reporting influence at any level on EI policy	
	With structure	Without structure	With structure	Without structure
Structure				
International HR policy committee	85	58	63	31
HR managers brought together regularly across countries	84	48	57	32
International HR shared services	90	63	61	41
International HR information system	78	66	59	39

Base: overseas-owned companies; weighted N = 257 valid cases

Table 3.6 Means through which international influence is exercised

	Influence over training and development policy % reporting means significant or very significant	Influence over employee involvement policy % reporting means significant or very significant
Setting a broad policy framework	43	43
Setting detailed HR policies	26	23
Providing HR advice or consultancy services	24	25
Monitoring HR policy implementation	24	29
Promoting HR benchmarking and information exchange	33	28

Base: overseas-owned companies exercising any influence; weighted N = 183 and 120 valid cases

Table 3.7 Sources of international influence over HR policy in UK-owned MNCs

	Training and development policy %	Employee involvement policy %
Source of influence:		
Global headquarters	55	52
Regional headquarters	22	16
International business headquarters	33	21
Any influence	74	75

Base: UK-owned companies; weighted N = 45 valid cases

Table 3.8 Parent country nationals in senior management positions by country-of-origin

Country of origin	No parent country nationals %	1-2 parent country nationals %	3-5 parent country nationals %
France	50	38	13
Germany	71	29	0
Nordic area	57	38	5
Rest of Europe	66	31	3
US	55	40	5
Japan	24	33	43
Rest of world	58	26	16

Base: Overseas-owned companies; weighted N = 256 valid cases, one case with missing data excluded

Chapter 4

Pay and Performance

Table 4.1 Policy on pay position in relation to market median

Policy on pay position in relation to market median	KG valid %	LOG valid %	Managers valid %
in the top quartile	25	19	25
in the second quartile	39	24	37
at the median	33	53	37
below the median	3	4	1
Total	100	100	100

Base: All companies; weighted N ranges between 195 and 291 valid cases, cases with missing data were excluded

Table 4.2 Are the results of appraisal used as the basis of decisions on redundancy or redeployment?

Are the results of appraisal used as the basis of decisions on redundancy or redeployment	KG valid %	LOG valid %	Managers valid %
Yes, as a formal input into decisions	39	39	38
Yes, as an informal input	29	34	31
No	32	27	31
Total	100	100	100

Base: All companies; weighted N ranges between 170 and 275 valid cases, cases with missing data were excluded

Table 4.3 Importance of evaluation criteria for management performance

Importance of evaluation criteria for management performance	indiv quant. valid %	indiv. qual. valid %	group output valid %	competencies valid %	behaviour re corp. values valid %
1 = not at all important	1	1	3	2	1
2	2	2	6	4	8
3	11	11	13	16	20
4	37	41	36	39	33
5 = very important	49	45	42	39	38
Total	100	100	100	100	100

Base: All companies; weighted N=302 valid cases, cases with missing data were excluded

Table 4.4 Firms with upward or peer review, by employee group

Firms with upward or peer review, by employee group	Yes valid %	No valid %	Total valid %
KG	34	66	100
LOG	20	80	100
Managers	48	52	100
no upward/peer appraisal for any group	51	49	100

Base: All companies; weighted N ranges between 182 and 285 valid cases, cases with missing data were excluded

Table 4.5 Variable pay by employee group and origin

Variable pay by employee group and origin	LOG	KG	Managers
France	75	95	100
Germany	47	85	71
Nordic Europe	75	83	86
UK	71	0	84
R of Europe	53	88	85
Japan	55	71	67
USA	78	88	94
RoW	67	82	80
Average for all MNCs	70	87	87

Base: All companies; weighted N ranges between 194 and 302 valid cases, cases with missing data were excluded

Table 4.6 Importance of performance measures for variable pay of KG and LOG

	Importance of performance measures for variable pay of KG and LOG	1 = not important at all valid %	2 valid %	3 valid %	4 valid %	5 = very important valid %	Total valid %
KG	individual performance	6	4	7	22	61	100
	workgroup performance	11	14	24	22	29	100
	organisational performance	8	12	19	22	39	100
LOG	individual performance	12	6	12	18	52	100
	workgroup performance	13	15	24	23	25	100
	organisational performance	14	13	18	21	34	100

Base: All companies; weighted N ranges between 168 and 209 valid cases, cases with missing data were excluded

Table 4.7 Employee groups receiving share ownership/profit-sharing, share options

Employee groups receiving:	KG valid %	LOG valid %	Managers valid %
employee share ownership	22	28	33
profit-sharing	22	23	28
share options	25	21	35

Base: All companies; weighted N ranges between 195 and 302 valid cases, cases with missing data were excluded

Table 4.8 Number of share schemes/profit-sharing by origin

Number of share schemes/profit-sharing by origin	0-3 schemes (valid % firms from the country)	4-9 schemes (valid % firms from the country)	Total valid %
US	63	37	100
Germany	100	0	100
Japan	100	0	100
All	73	27	100

Base: All companies; weighted N ranges between 17 and 123 valid cases, cases with missing data were excluded; Chi Square (p=0.014)

Table 4.9 Level of discretion over pay and performance policies (overseas-owned MNCs only)

Level of discretion over pay and performance policies (overseas-owned MNCs only)	high discretion valid %	medium discretion valid %	low discretion valid %
pay in relation to market comparators	60	30	10
employee share ownership	8	11	82
performance appraisal, managers	51	20	29
performance appraisal, KG	53	23	23
performance appraisal, LOG	62	17	20
variable pay, managers	36	38	26
variable pay, KG	42	36	22
variable pay, LOG	54	29	16

Base: Overseas-owned companies; weighted N ranges between 164 and 255 valid cases, cases with missing data were excluded

Table 4.10 Level of discretion over pay and performance policies in UK operations (UK-owned MNCs only)

Level of discretion over pay and performance policies in UK operations (UK-owned MNCs only)	high discretion valid %	medium discretion valid %	low discretion valid %
pay in relation to market comparators	58	33	9
employee share ownership	33	11	56
performance appraisal, managers	47	26	28
performance appraisal, LOG	64	19	17
variable pay, managers	32	34	34
variable pay, LOG	58	18	28

Base: All UK companies; weighted N ranges between 36 and 44 valid cases, cases with missing data were excluded

Table 4.11 Level of discretion over pay and performance policies in overseas operations (UK-owned MNCs only)

Level of discretion over pay and performance policies in overseas operations (UK-owned MNCs only)	high discretion valid %	medium discretion valid %	low discretion valid %
pay in relation to market comparators	41	31	28
performance appraisal, managers	33	29	38
performance appraisal, LOG	50	20	30

Base: All UK companies; weighted N ranges between 40 and 43 valid cases, cases with missing data were excluded

Chapter 5

Training and Development

Table 5.1 Average training expenditure in the UK operations of multinationals by country of origin

Average training expenditure in the UK operations of multinationals by country of origin	Valid %
Germany	6.3
France	4.9
UK	4.4
US	3.6
Nordic	3.5
Rest of the world	3.4
Rest of Europe	3.2
Japan	2.1
Multinational average	3.8

Base: All companies with an annual expenditure on training; weighted N=152 valid cases, cases with missing data were excluded

Table 5.2 Multinationals using succession planning in the UK operations

Multinationals using succession planning in the UK operations	UK owned valid %	Overseas owned valid %	All valid %
No	23	36	34
Yes	77	64	66

Base are all companies, valid n = 294 (8 companies indicated “don’t know”), weighted

Base: All companies; weighted N=294 valid cases, 8 cases with missing data were excluded

Table 5.3 Multinationals indicating their adoption of a local or global succession planning system within their UK operations

Type of succession planning system	Overseas companies valid %	Home owned companies valid %	All multinationals valid %
Local succession planning system	12	6	11
Global succession planning system	88	94	89

Base are all companies with a succession planning system. N = 187, weighted

Base: All companies with a succession planning system; weighted N=187 valid cases, cases with missing data were excluded

Table 5.4 Global or local management development programme adopted in the UK operations

Global or local management development programme adopted in the UK operations	Valid %
local system adopted	16.8
global system adopted	53.1
no system	30.1
Total	100

Base: All companies; weighted N=289 valid cases, 13 cases with missing data were excluded

Table 5.5 Organisations with a local, global or no high potential training programme by supply integration

Organisations with a local, global or no high potential training programme by supply integration	Neither	UK sites supply foreign sites	Foreign sites supply UK sites	Both
local	0.3	0.3	0.2	0.1
global	0.5	0.4	0.4	0.6
No programme	0.2	0.3	0.4	0.3

Base: All companies with a high potential training; weighted N=284 valid cases

Table 5.6 Multinationals indicating frequency of use of management development methods as part of high potential programmes

Multinationals indicating frequency of use of management development methods as part of high potential programmes	short term international assignments valid %	long term international assignments valid %	formal global management training valid %	global competency performance assessment valid %	qualifications programme valid %
1=not used at all	22	23	24	27	16
2	30	21	25	15	30
3	28	29	20	18	28
4	16	21	21	24	18
5=used very extensively	5	7	10	15	8
Total	100	100	100	100	100

Base: All companies with a high potential training; weighted N ranges between 195 and 198 valid cases, cases with missing data were excluded

Table 5.7 Use of formal global management training (mean score) by product/service strategy

Use of formal global management training	Mean
90% or more sales from a single product/service	1.96
70-90% sales from a single product	2.88
70% or less sales from a single product/service	2.78
A range of unrelated products and services	3.36
Total	2.71

Base: All companies with a high potential training; weighted N=194 valid cases

Table 5.8 Comparison of high potential training mechanisms for KG and managers

Comparison of high potential training mechanisms for KG and managers	Managers valid %	Key Group valid %
short term intern. assignments	2.5	2.2
long term intern. assignments	2.7	2.0
formal global training	2.7	2.2
global competency perf. assessment	3.0	2.6
qualification programmes	2.7	2.6

Base: Overseas-owned companies; weighted N=147 valid cases for management employees and 72 for the key group; cases with missing data were excluded

Chapter 6

Involvement, Communication and High-performance Work Practices

Table 6.1 Extent of learning on employee involvement

Examples drawn on from outside own sector	42
Examples from outside the company but not the sector	28
Examples from within the company only	16
No significant examples from outside the operating unit	14

Base: Companies reporting any form of direct participation; weighted N = 276 valid cases

Table 6.2: Means used to communicate with employees

Senior mgt meetings with workforce	76
Line mgr meetings (briefing groups)	96
Attitude surveys	64
Suggestion schemes	55
Open door	82
Management chain	92
Newsletters	96
Company intranet	79

Base: All companies; weighted N = 302 valid cases

Table 6.3: Number of communication mechanisms used

No. of mechanisms	
2	0.4
3	1.4
4	3.5
5	8.3
6	20.3
7	30.4
8	23.4
9	12.4

Base: All companies; weighted N = 302 valid cases

Table 6.4 Most important communication mechanism

Senior management meetings or team briefings	45
Systematic use of management chain	13
Newsletters or intranet	18
Attitude surveys, suggestion schemes, open door	8
Other	15

Base: Companies identifying one mechanism as the most important; weighted N = 179 valid cases

Table 6.5 Provision of information to the LOG

	Information about the UK company	Information about the worldwide enterprise
Financial position	80	71
Investment plans	51	41
Staffing plans	57	30

Base: All companies; weighted N = 302 valid cases

Table 6.6 Spread of high performance practices

	Six-item index	Nine-item index
0	1	1
1	2	1
2	14	7
3	26	14
4	33	15
5	19	21
6	5	17
7		18
8		6
9		2

Base: All companies; weighted N = 302 valid cases

Table 6.7: Presence of extensive employee involvement mechanisms

No. of mechanisms	
0	9
1	25
2	35
3	31

Base: All companies; weighted N = 302 valid cases

Chapter 7

Employee Representation and Consultation

Table 7.1: Union recognition by country-of-origin

Country-of-origin	Recognition at no sites %	Recognition at some or most sites %	Recognition at all / single site(s) %
France	54	17	29
Germany	35	12	53
Nordic Area	43	29	29
UK	43	45	11
Rest of Europe	48	12	39
Japan	48	24	29
US	60	22	17
Rest of World	67	10	24
Total	53	23	24

Base: All companies; weighted N = 300 valid cases, 2 cases with missing data on recognition excluded

Chi Square (p=0.004)

Table 7.2: Patterns of employee representation by country-of-origin

Country of origin	Neither union nor non-union %	Non-union only %	Hybrid: both union and non-union %	Most / some union only %	Union at all / single site(s) %
Continental Europe	21	26	7	10	36
UK	23	20	23	23	11
Japan	19	29	10	14	29
US	35	25	9	14	17
Rest of World	52	14	10	0	24
Total	29	24	11	13	24

Base: All companies; weighted N = 300 valid cases, 2 cases with missing data on recognition excluded

Chi Square (p=0.004)

Table 7.3: Patterns of employee representation by sector

	Neither union nor non- union	Non-union only	Hybrid: both union and non-union	Most / some union only	Union at all / single site(s)
	%	%	%	%	%
Manufacturing	12	26	13	15	35
Services	44	23	7	12	13
Other	33	14	19	10	24
Total	29	24	10	13	24

Base: All companies; weighted N = 300 valid cases, 2 cases with missing data on recognition excluded

Chi Square (p=0.000)

Table 7.4: Policy towards union recognition by years operating in the UK

Years operating in UK	In favour	Neutral	Not in favour
	%	%	%
0-4	27	48	24
5-9	29	46	25
10-24	17	41	41
25+	15	48	37
Total	21	45	34

Base: All Overseas-owned companies; weighted N = 258 valid cases

Chi Square (p=0.163)

Table 7.5: Policy towards working with trade unions on five issues

Policy towards working with trade unions on:	1 (management decides on its own) %	2 %	3 (management consults with union) %	4 %	5 (management jointly decides with union) %
Work organisation	29	12	45	3	11
Sub-contracting, outsourcing	47	12	35	5	2
Variable payments schemes	23	6	39	7	25
In work training / upgrading skills	36	13	40	7	4
Direct employee involvement schemes	27	14	41	7	11

Base: Companies recognising unions at one or more sites; weighted N = between 132 and 137 valid cases

Table 7.6: UK consultative arrangements by country-of-origin

Country of origin	Consultative arrangement at level of UK operation %	Any consultative arrangement %
France	79	88
Germany	88	94
Nordic Area	81	90
UK	80	82
Rest of Europe	72	75
Japan	80	85
US	69	83
Rest of World	55	60
Total	73	82

Base: All companies; weighted N = 302 valid case

Table 7.7: Presence of an EWC by country-of-origin and sector

Country of origin	MNC has an EWC %
France	42
Germany	24
Nordic area	57
UK	24
Rest of Europe	33
Japan	35
US	23
Rest of World	10
Manufacturing	36
Services	22
Other	18
Total	28

Base: All companies;

N = 302 cases (weighted); 4 'Don't know' responses to EWC question treated as 'No'

Table 7.8: Relative emphasis on direct and indirect channels by country of origin

	Emphasis on direct %	Equivalent emphasis on both %	Emphasis on indirect %
France	33	52	14
Germany	25	63	13
Nordic area	50	17	33
UK	47	36	17
Rest of Europe	29	50	21
Japan	22	39	39
US	49	41	10
Rest of World	25	58	17
Total	41	42	17

Base: Companies with consultative arrangements

N = 246 cases (weighted); 3 cases with missing data on emphasis excluded

Chi Square (p=0.060)

Chapter 8

Organisational Learning and Knowledge Diffusion

Table 8.1 Organisations using organisational learning mechanisms

Organisational learning mechanism	organisation indicating use valid %
International informal networks	0.8
International project groups/task forces	0.7
Expatriate assignments	0.6
International formal committees	0.5
Secondments	0.3

Base: All companies; weighted N=302 valid cases

Table 8.2 Importance (mean score) of the learning outcome associated with each learning mechanism

Importance (mean score) of the learning outcome associated with each learning mechanism	Expatriate Assignments valid %	International Project grps/task forces valid %	International formal committees valid %	International Informal networks valid %	Secondments valid %
International policy development	2.9	3.5	4.1	3.0	3.0
International policy adaptation	3.1	3.7	4.3	3.3	2.9
International best practice dissemination	4.2	4.3	4.3	3.9	4.1
Core global organisational competence development	3.5	4.0	3.5	3.3	4.2
Global organisational culture development	3.8	3.9	3.7	3.7	4.5
Generation of new knowledge	4.2	4.1	4.5	4.0	4.5

Base: All companies; weighted N ranges between 6 and 87 valid cases, cases with missing data were excluded

Table 8.3 Companies with expatriates from the UK operations working on long-term assignments overseas

Companies with expatriates from the UK operations working on long-term assignments overseas	Continental Europe	Japan	USA	Rest of World	Total	UK
No valid %	46	65	32	25	35	13
Yes valid %	54	35	68	75	65	87
Total valid %	100	100	100	100	100	100

Base: Overseas-owned companies; weighted N ranges between 20 and 119 valid cases, cases with missing data were excluded

Table 8.4 Overseas companies sending expatriates from the UK operations on long-term assignment overseas by product strategy

Overseas companies sending expatriates from the UK operations on long-term assignment overseas by product strategy	It is adapted significantly to national markets	It is adapted to different regions of the world but standard	It is standardised globally
No valid %	46	27	39
Yes valid %	54	73	61
Total valid %	100	100	100

Base: Overseas-owned companies; weighted N varies between 70 and 132 valid cases, cases with missing data were excluded

Table 8.5 New practices provided by the UK operations

New practices provided by the UK operations	P & PM	T & D	EI & C	EC
No	75	50	71	81
Yes, in a few parts of the firm	15	30	21	13
Yes, in major businesses	5	9	3	4
Yes, taken up globally	6	11	5	3

Base: Overseas-owned companies; weighted N ranges between 237 and 245 valid cases, cases with missing data were excluded

Table 8.6 Assignment of roles to those in overseas operations

Assignment of roles to those in overseas operations	Valid %
Strongly disagree	31
	19
	23
	14
Strongly agree	14

Base: Overseas-owned companies; weighted N=253 valid cases, 4 cases with missing data excluded

Table 8.7 Prevalence of global policies being developed outside the home country

Prevalence of global policies being developed outside the home country	Valid %
Strongly disagree	29
	17
	16
	19
Strongly agree	20

Base: Overseas-owned companies; weighted N=243 valid cases, 14 cases with missing data excluded