New horizons
Understanding international assignments and India
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Improving mobility around our Network is a key strategic focus for our firm.

Our strength and geographical spread give us an ideal opportunity to capitalise on the potential of Emerging Markets. Deploying more of our best people internationally ensures that our clients get the best advice and support where they need it.

I am also convinced that international assignments provide our people with truly enriching professional and personal experience, whilst creating the networks and friendships that are an important part of our distinctiveness as a firm.

The world of business is changing and for us this means that we must challenge our traditional career paths, build personal experience of new markets and be a better connected, global network than ever before. Our international assignment programme provides you the opportunity to explore the boundaries of your world and take your experience to a new level. I commend it to you.

Dennis Nally
Chairman and Senior Partner
PricewaterhouseCoopers LLP
Section 1 – An introduction to the international partner assignment

- Global Mobility and the PwC Experience
- An international assignment – what to expect:
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Global Mobility gives us a competitive advantage by providing expertise to our clients and markets around the world in an agile and efficient way. It also gives our people outstanding opportunities for personal and professional growth. At any one time there are more than 2,500 of our people on international assignment throughout the network of firms.

While every individual assignment experience is unique, just some of the benefits most commonly highlighted by our assignees are:

- A deeper understanding of the way that business is conducted in other countries.
- Lasting relationships with overseas colleagues and clients.
- Appreciation of the role and importance of local or national culture in business and society.
- Personal satisfaction derived from enabling the firm to meet critical strategic client or market needs.
- A broader understanding of our global network and a sense of contributing to PwC’s continuous development.
- New competencies and enhanced skills.
- A sense of greater self-confidence in responding to new challenges and succeeding in different environments.

International assignments equip our people with key skills that support future career progression and can provide a unique life experience for accompanying family members. Evidence shows that our former assignees demonstrate enhanced engagement levels. International assignments therefore contribute to our ability to deliver the PwC Experience.
Section 1
An international assignment – What to expect

What an international assignee can expect from PwC

Career development. Every assignee will be allocated a business sponsor or “owner” in the host and home firms. The assignment owners will help to set objectives and maintain joint oversight with the assignee for their ongoing career development.

Fair and transparent reward. The “home based” philosophy of the programme delivers global consistency and equity as partners remain on their home firm income system. Partners have a guaranteed right of return to their home firm. Remuneration comprises the home firm income (net of tax) which is supplemented by assignment and relocation allowances.

Expertise. The PwC international assignment programme is leading edge. Assignees are supported by Global Mobility professionals throughout their international assignment experience, from pre-assignment planning to repatriation. High quality relocation services are provided by well established specialist vendors. Expertise is similarly engaged to provide assistance with and safeguard personal tax and immigration compliance.

Repatriation planning. Early consideration is given to the role that the assignee will perform on their return home. A repatriation plan is agreed which sets out how the business and the assignee intend to manage reintegration to the home firm and capitalise on the international experience of the assignee.

Recognition. Mobility of knowledge and skills enriches our peoples’ experience and is relevant to everyone in the network. An international assignment that is connected to PwC’s strategic priorities, will broaden career opportunities and complement attributes that support future progression.
Section 1
An international assignment – What to expect

What PwC expects of international assignees

**Advance planning and preparation.** It is essential that prospective assignees give full consideration to the professional and personal implications of moving and working abroad. Ask yourself some important questions such as, “How will the international assignment complement broader career aims?” “What is the potential impact on my family/dependents?”

**Engagement and responsiveness.** A strong assignee will drive their own assignment experience. Full involvement in the objective setting process and regular updates on achievements against these with the home and host assignment owners are expected. Timely completion of documentation is required to support assignment processes and matters such as tax and immigration compliance.

**Flexibility and self awareness.** The ability to embrace and be agile with change is a key characteristic of a successful international assignee. It aids the settling in process, informs a better understanding of cultural differences and equips assignees to respond to a new professional environment. Remember that an international assignment is a complex undertaking. PwC has shaped its programme based on many years of experience, but elements of it (e.g. embassy work permit processing times or shipping delays) are outside our control.

**Global mindset and knowledge sharing.** Assignees should actively seek out opportunities to share information and expertise both during and after their assignment. They should lead the preparation of their repatriation plan and focus on executing this on return to their home firm.

**Ambassador and advocate.** As an ambassador for their home firm and the international assignment programme, the professional conduct of all assignees is imperative. Most will be asked to act in a mentor or buddy capacity to other international assignees at some point during or on completion of their assignment. All will be asked to contribute feedback that will help drive the continuous improvement of the international assignment programme.
**Section 1**  
An international assignment – What to expect

*Accepting an international assignment*

An international assignment will most likely be a greatly enriching experience, but it is unlikely to proceed without some upheaval for the assignee and their family.

It is important to give full consideration to the range of challenges that may arise from moving and working abroad before a decision is made to accept an international assignment. Some of these challenges can feel very disruptive if they are unexpected or go unmanaged. The typical international assignee thrives on change, and much of the experience the international assignee will face is developmental in nature.

An international assignment is inherently complex and you should expect the relocation process to take two to three months. An international assignee will move their home, their job and potentially their family across borders. Regulatory requirements arising from matters such as tax and immigration compliance must be fulfilled. Household goods may need to be packed up and shipped considerable distances.

The assignee and any accompanying family needs to consider how they will go about settling in to the host location. Assistance is provided with home and school searches, but the distance and accessibility to friends and family needs to be considered. There will be a need to build a new professional and social network, become well versed in cultural differences and possibly learn a new language. The employment prospects for accompanying partners, type of accommodation, neighbourhood and climate may be very different from home. It may prove difficult to purchase favoured products in local shops.

Considering the above, it will be of little surprise that flexibility, adaptability and self awareness are among the attributes most frequently associated with successful international assignees.

Extensive support is provided by Global Mobility professionals throughout the international assignment cycle. But in order for an international assignment to be a true success it is important that this is complemented by a regular investment of time and input from both the assignee and those with ownership responsibilities in the business.
**Section 1**
An international assignment – What to expect

**Some key responsibilities**
Successful international assignments require engagement from the assignee, individuals in the home and host business, Global Mobility professionals and others involved in the relocation process.
Some of the key responsibilities are highlighted below:

<table>
<thead>
<tr>
<th>Assignment Owner</th>
<th>Assignee</th>
<th>Global Mobility</th>
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<tbody>
<tr>
<td></td>
<td>Finalise repatriation plan 3 months prior to assignee return. Facilitate re-integration and execution of plan.</td>
<td>Finalise repatriation plan 3 months prior to return. Execute plan, seeking opportunities to use skills on return.</td>
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<table>
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<tr>
<th>Pre-Assignment Selection</th>
<th>Agree the terms of the assignment</th>
<th>During the Assignment</th>
<th>Repatriation/Reintegration</th>
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<tr>
<td>Minimum of 12 weeks</td>
<td>Generally 2 – 3 years</td>
<td>From 6 months pre-return</td>
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- Assignee’s responsibilities should be agreed with the owner.
- Risk assessment should be completed prior to assignment.
- Ensure the assignee has a clear understanding of the role, responsibilities and expectations.
- Regular contact and coaching should be provided.
- Regular monitoring of progress to objectives and repatriation plan.
- Finalise repatriation plan 3 months prior to return.
- Facilitate re-integration and execution of plan.

- Owner should provide expert guidance on mobility best practice.
- Process efficiency.
- Provision of country specific information.
- Agree business case, assignment classification and split of costs with home/host counterpart.
- Regularly contact and coach the assignee. Monitor progress to objectives and repatriation plan.
- Finalise repatriation plan 3 months prior to assignee return.
- Facilitate re-integration and execution of plan.

- Assignee should research host location.
- Gain home country support.
- Participate in interviews as required.
- Agree objectives/business case for assignment.
- Complete all required paperwork on a timely basis.
- Regularly contact and share appraisal data with owner.
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Section 2 – Understanding the partner international programme assignment package

- The partner international programme (PIP) package
- Gross income
- The PIP policy provision
- The partner assignment package in full
Section 2
The Partner International Programme (PIP) package

- The assignment programme for partners (PIP) differs from that for staff because partners are owners of their home firm business and the policy is in line with how clients manage the international assignments of their senior executives.
- International assignees remain partners of their home firm and so remain on their home country income system which is supplemented by assignment and relocation allowances.
- The “home based” or “balance sheet” philosophy of the programme delivers global consistency for partners.
- The principles and calculation methodology of the assignment allowances are exactly the same whatever home and host countries are involved, but the total costs can vary according to the partner’s home country income and family size.
Section 2

Gross income

A partner’s home country gross income is distributed among four key areas, these being:

- Taxes;
- Housing and Utilities (H&U);
- Goods and Services (G&S); and
- Savings and Investment (S&I).

A partner remains on their home country income system throughout their international assignment. While on an international assignment the home gross income of a partner is determined in the same manner as if they had not undertaken an international assignment. However the costs of Taxes, Housing and Utilities and Goods and Services will generally be more expensive in the host firm.
Section 2
The PIP policy provision

The PIP policy provision deals with the four key disbursement areas in the following manner.

Taxes
The partner is tax equalised, so they pay no more tax than the amount they would have paid had they remained at home.

This allows all partners to be treated the same irrespective of whether the host tax rates are higher or lower than the home country; all host country taxes become an assignment cost.

If a partner still has to pay home country taxes whilst on assignment this approach also provides for this.

If there are no taxes in the host country, tax equalisation still applies to ensure consistency for all partners on assignment, irrespective of home and host location.

A change in the host country tax rates will not affect the partner whilst on assignment.

Goods & services
The partner receives an allowance or differential to recognise the difference between a market basket of goods & services in the home and host location.

To ensure accuracy this data is sourced externally and is reviewed annually.

The allowance is subject to a home country gross income cap, which will vary by country.

A negative cost of living is applied, subject to a cap.
Section 2
The PIP policy provision

Housing & utilities
The partner is provided with a host rent allowance in order to rent a property of a reasonable standard. This is based on external market data but recognises local conditions and the allowance is approved locally.

The rental allowance varies by family size (though for calculation purposes there is a maximum) and the lower of the actual rent or rental allowance is provided.

The partner also receives a utility allowance as a contribution towards their host utility costs. Again this is based on family size.

The partner will be expected to contribute towards the above cost in the form of a home housing norm. This is facilitated by a deduction from gross income.

The home housing norm is subject to a home country gross income cap.

Savings
These do not change on assignment.
Section 2
The partner assignment package in full

The Partner assignment package offers further benefits that are received at the various stages of an assignment.

Pre-Assignment:
Exploratory/house-hunting trip and house search assistance. Support from location specialists who also set up the tenancy agreement.
School search assistance. If required.
Immigration support. Obtaining the requisite work permit for the assignee and visas for accompanying family members.
Cultural orientation/language training. Based on business needs (if required).
Home country automobile disposal. Reimbursement of loss on sale of car (if applicable).
Shipment of household goods. Volumetric allowance determined by family size.
Spousal allowance. If applicable.

Arrival:
Outbound flight. Outbound air travel; class of travel dependent on flight duration.
Major appliances reimbursement and furniture allowance. For major electrical goods and furniture if not shipped or part of rented accommodation.
Settling-in allowance. Non-accountable cash lump sum paid on arrival as a contribution towards close down costs in the home and towards the costs of settling in.
Time off to relocate. Maximum of ten days.
Temporary living expenses. Maximum of 30 days in a hotel prior to departure and post arrival.
Section 2
The partner assignment package in full

On Assignment:

Goods and services (G&S) differential.

Housing differential. Combination of the host rent & utility allowance and the home housing norm.

Education differential. Difference between actual home costs (if applicable) and host costs (if using a fee-paying school).

Service allowance. Budget against which one can claim for legitimate assignment costs not already covered.

Medical insurance differential. Comprehensive international medical insurance plans.

Other insurances. The partner remains on their home firm benefit programme.

Tax equalisation.

Location premium. Where applicable.

Storage of household goods at home. If applicable and subject to limits.

Annual home leave trip. One flight per assignment year for the partner and accompanying family members; class of travel dependent on flight duration.

On Completion:

Return flight. Return air travel; class of travel dependent on flight duration.

Shipment of household goods. 10% increase on outbound volume.

Settling-in allowance. Non-accountable cash lump sum paid as a contribution towards close down costs in the host and re set-up costs in the home.

Temporary living expenses. Maximum of 30 days in a hotel prior to departure and post return home (if applicable).
Section 3 – Living and working in India

- A region with exceptional growth potential
- India - a brief overview
- PwC in India
- In the words of the international assignee
- Immigration
- Tax
- Relational dynamics, religion and customs
- Accommodation
- Schooling
- Driving and local transport
- Security
Section 3
India – A region with exceptional growth potential

India is one of the fastest growing economies in the world. It offers exceptional growth potential for PwC, our clients and our people. International assignees have the potential to obtain valuable work experience pervading different sectors of a rapidly growing Indian economy.

India is currently the 12th largest economy in the world, with a GDP growth of 5.8% and the 4th largest in terms of Purchasing Power Parity. Economists expect that India above all of the BRIC (Brazil, Russia, India and China) countries will grow the fastest over the next 30-50 years. This growth is expected to be realised through continued development whilst leveraging its demographic advantages, such as boasting the world’s second largest labour force of 516.3 million people.

India’s main industry areas are iron and steel, engineering and machine tools, electronics, software, textiles, cement, mining and petroleum. The telecom market in India is the fastest growing in the world, while the IT industry is showing the strongest growth worldwide.

PwC India provides a diverse range of industry segments such as Technology, Telecom, Entertainment & Media, Financial Services, Banking & Capital Markets, Investment Management, Real Estate, Insurance, Retail & Consumer, Pharmaceuticals, Healthcare, Automotive, Oil & Gas, Power, Transportation, Urban Infrastructure and Private Equity.

PwC India has leveraged the huge international PwC network and experience to provide solutions and challenges associated with the evolving trend of globalisation in India. With a fresh global outlook and the local knowledge of culture, laws and business needs, the Indian firm has been able to help local clients make the most of the changing and growing market scenario.

International assignees will make an important contribution to the achievement of PwC India’s strategic goals, both during the assignment and on their return to their home firm. The business and career opportunities for those with networks and experience of doing business effectively in this strategic market will be extensive.

India has 22 official languages. Whilst Hindi is the official national language, English is the preferred business language.

As a destination, India provides an exciting country full of opportunity for personal travel. Its geographical diversity features some of the world’s highest mountain ranges, some of the largest glaciers, thick forests, long coast lines with miles of beaches and 8% of its land area is covered by desert.
Section 3
India – A brief overview

India is the 7th largest country in the world by geographical area.
The population of 1.3 billion makes India the second most populous country in the world.

India has a religiously diverse make-up. Hinduism accounts for 80% of the population, the second largest religious population is Muslim, with Buddhism, Jainism, Sikhism, Christianity, Zoroastrianism and Judaism also being practised.

India as a country is influenced by strong cultural beliefs and traditions. Family values and respect for older members are pre-dominant.

The climate is tropical with three seasons. It is primarily hot and humid in most parts of the country but winters can be severe in the northern part of India.

The unit of currency is the Indian Rupee (INR).
Section 3
PwC in India

PwC has had a presence in India for close to 130 years. There are currently over 5,900 staff and partners based in nine cities – Ahmedabad, Bangalore, Bhubaneswar, Chennai, New Delhi, Hyderabad, Kolkata, Mumbai and Pune.

PwC is the oldest and largest professional services firm in India offering services in Assurance, Advisory and Tax. It is one of the most sought after firms locally by clients and workforce.

PwC India recently received an industry accolade for outstanding performance in the Government, Education and Healthcare industry.

Today PwC India has a wide cross section of clients that range from the world’s largest and most complex businesses to some of its more innovative entrepreneurs and include public and private companies, government, banks, private equity houses and not-for-profit organizations.

Some of PwC India’s clients are as follows:

IBM, Capgemini, Colgate Palmolive Company, Sutherland Global Services, Infosys, Hindustan Unilever Limited, Bharti Airtel, Vodafone Essar, Asian Development Bank, Aditya Birla Group, Reliance Industries, etc.
Section 3
Living and working in India

In the words of one international assignee...

The two years that I have just completed in Mumbai, India were definitely the most rewarding of my career in PwC. India is a land of huge potential and exciting opportunities. The firm is well established in India with well over 5000 staff and over 10 offices, yet it still has enormous growth ahead of it. The quality of the partners and staff is very impressive and there is an enthusiasm for developing new services for clients. India is a huge country and each city and office has a different character and style. Mumbai is known as the city that never sleeps and I can vouch for that. India is not the place for people who want to stay in their comfort zone; to get the best from an assignment there you have to be willing to understand the culture and their approach to business. Given this, there are unlimited opportunities to take responsibility and drive new initiatives forward. India gave me the opportunity to build new teams across locations and service lines and to help them take maximum advantage of the global PwC network.

Emma Lubbock, Partner Alumni, PwC UK
Section 3
Immigration

- All international assignees require an employment visa before entering India. Global Mobility will guide prospective international assignees through the visa application process.

- The visa application process varies time wise from consulate to consulate in each different country, but in countries such as Australia, the UK and the US it can take less than ten working days.

- An employment visa in India is usually valid for one year but may be extended up to five years subject to the validity of the Indian employment contract.

- International assignees who will be accompanied can obtain dependent visas for legal dependents (married partners, children, etc). As with the employment visa, these are valid for one year but can be extended up to five years.

- Unmarried partners can accompany the assignees on tourist visas which are generally valid for a period of 6 to 12 months. As tourist visas cannot be extended while in India, accompanying partners will be required to return to their home country to apply for a new tourist visa.

- All international assignees and their dependents need to register with the Foreigner’s Regional Registration Office (FRRO) in their respective host cities within 14 days of arrival in India. Global Mobility will assist them through this process and registration must be renewed annually.
Section 3

Tax

- Tax liability in India is determined by the residential status of the individual. International assignees will be subject to tax on the income earned while on assignment in India.
- All international assignees are required to seek tax registration by way of a Permanent Account Number (PAN). Global Mobility will guide assignees through this process.
- Taxation is based on income levels with higher income being taxed at higher rates. Income up to INR 160,000 for males and up to INR 190,000 for females is exempt from income tax.
- The gross salary of an international assignee will be subject to deductions of Professional Tax, Income Tax and a contribution to the Provident Fund. Deductions are made at source by PwC India before the salary is credited to the assignee’s bank account.
- The Provident Fund (PF) represents a compulsory contributory pension and insurance scheme. International assignees will be required to contribute 12% of their basic salary to the PF and this contribution is matched by PwC India. Both PwC India’s and the assignee’s contributions are refunded with interest upon repatriation.
- Certain deductions are subject to tax relief such as the PF contribution, children’s education allowance, etc. The housing allowance is also subject to tax relief.
- The Indian tax year commences 1 April and ends 31 March of the following year. Tax returns must be filed by 31 July each year. International assignees are provided with tax support.
- Dependent on the personal circumstances of the international assignee, it is important to note that tax may still be payable in the home country.
Section 3
Relational dynamics, religion and customs

• Family values and traditional beliefs heavily influence Indian society and business. It is essential to be aware of and respect local cultures and customs.
• There is a strong prevalence of joint families and arranged marriages in India.
• Society is quite hierarchical, elders are very much respected and the patriarch usually holds power.
• Titles like ‘Sir’ and ‘Madam’ are often used to refer to senior members in the work place.
• Indian people are renowned for being very hospitable, humble and warm. ‘Namaste’ (folded hands) and shaking hands are common forms of greeting. Hugs or kisses in meetings are not common and are only demonstrated between chosen friends and relatives.
• India has a religiously diverse make-up. Hinduism accounts for 80% of the population, the second largest religious population is Muslim, with Buddhism, Jainism, Sikhism, Christianity, Zoroastrianism and Judaism also being practised.
• Non verbal cues like reluctance to commit to an actual time for a meeting or an unenthusiastic response are used to convey negative responses.
• PwC India follows a 40 hour working week, from 9.30am until 6pm Monday to Friday. Where the client office hours are different, it is expected the client hours will be followed for on-site projects.
• Each local office has its own list of 12 state holidays each year.
• Typically both men and women wear business suits; it is common to wear sarees or salwar suits also.
• PwC India is an equal opportunity employer and women and men are treated equally in the work place.
Section 3
Accommodation

- Most Indian cities have accommodation to suit all budgets and house rents are subject to market volatility.
- Apartments are the most commonly available property in the rental market and one will generally find a presence of both furnished and unfurnished apartments.
- Furnished accommodation usually comes with basics such as a table top gas hob, fridge and furniture. Bedding, kitchen equipment, soft furnishings and lighting will need to be purchased/shipped by the assignee.
- The rental market is largely managed through ‘brokers’ (estate agents) and renting a property without the assistance of a broker would present a difficult undertaking.
- International assignees are provided with house search assistance, which usually enables them to secure an apartment within two weeks.
- Lease terms vary from city to city but there is generally a minimum lease term of 11 months on all rental property.
- Payment of a refundable security deposit and some rent in advance is generally required at the time of lease agreement.
- As it is common to have domestic help in India, international assignees can expect similar or even higher living standards than at home.
Section 3
Schooling

• The education system consists of primary (elementary) schools and high schools. Close to 80% of schools are government or union funded.

• English is the medium of instruction in all large schools.

• Private international schools are present in the major cities and would be considered the most appropriate schooling option for the children of international assignees.

• The annual fees of private international schools could range between INR 150,000 and INR 500,000; this does not include the one time admission deposit fee nor the refundable security deposit which is usually a percentage of the fees.

• The international school year runs from August until June, while the Indian school year runs from April until March, varying from state to state.
Section 3
Driving and local transport

- International assignees are generally advised against driving in India due to the extremely heavy and chaotic traffic.
- A car lease facility is available to International Assignees. If utilised, Assignees are strongly advised to employ drivers for the duration of their assignment.
- All large Indian cities have satisfactory public transport systems. New Delhi and Kolkata are well connected by the underground metro mail.
- Public buses and 3 wheeler auto rickshaws are found in all cities and largely used by the masses.
- Black and yellow metered taxis are readily available in all cities and tend to be the preferred means of commuting.
- Most recently, private taxis have become common place in the majority of large Indian cities. These are a little more expensive than the black and yellow taxis and need to be booked in advance.
- The recommended mode of domestic travel is air travel. India’s domestic airlines are safe and reliable and offer cheap fares if booked in advance.
Section 3
Security

- As in all cities, international assignees should be aware of the risk of street crime and are encouraged to take personal security measures such as safeguard passport, credit cards and handbags when travelling by bus or train or in busy metropolitan areas.

- The foreign office of many countries suggests that female visitors should take care when walking or travelling alone and are advised to use a reputable taxi company, particularly when travelling at night.

- Driving standards in India are not always as disciplined as they might be in other parts of the world and pedestrians are urged to exercise caution, particularly when crossing roads.

- Most large apartment complexes have security staff employed 24 hours.

- There is felt to be some threat of terrorism and international assignees are advised to remain attentive to security awareness.

What next

Interested in exploring an international assignment to India further?

- Contact your local Partner Affairs/Global Mobility team who will be able to guide you through your role in the international assignment process and produce indicative cost estimates.
- Or you can also visit the Global Mobility website http://www.globalmobility.pwc.com which is a good source of information about the international assignment programme and related processes.