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Directory

2017/2018

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An exciting two years of progress

IT'S A cliché, one that has survived many generations: time flies. Two years in a lifetime mean nothing time-wise. Two years of EuRA presidency and six years of EuRA board membership mean so much – so much that one can thrive on it for the rest of their life in relocation.

Thanks to the generous support of the EuRA office, thanks to the positive attitude of the board members, thanks to the top professionalism of EuRA's CEO and COO, yours sincerely Tad and Dominic, and most of all, thanks to you, the EuRA members' enthusiasm for our association, we have been able to reach quite some goals in that micro-lapse of two years.

Allow me to recapitulate a few of your achievements:

- Our former president, Patrick Oman, has opened a red line between DSPs and RMCs, and we have built on this initiative to keep a vivid conversation going from both sides.
- The EuRA Global Quality Seal has gained momentum; not only more European relocators but also EuRA worldwide members are proud to advertise the seal.
- The ever increasing number of delegates to the European annual conferences, have given a top score to the Malta event in 2016.

- Looking closer at that score, we saw that half of the attendants were non-European, leading to the conclusion that it was time to reach out to EMEA members.

- EuRA's first African conference in Cape Town was a great success. The eagerness to participate in training, conference and après-conference, reminded long-standing members of the first hour of how and where it all started (Barcelona 2007).

- Today EuRA is omnipresent. The annual reception at the WERC in the US has become an event with a long waiting list; Tad and Dominic are expected to be at the CERC convention in Canada with a booth and/or doing a presentation every year; the IMC in Asia was honored by a EuRA dinner in March 2017; the next EuRA EMEA event is booked in Dubai in November 2017 – and so on, and so forth.

In April 2017, the EuRA conference takes place in Warsaw. At the end of this event, not only will I have the privilege to announce the venue of the 20th anniversary of what brings us together each year, but also the honor to hand over the presidential hat to Andrew Scott, a man I look up to for his extensive experience in the relocation industry, but most of all, for his dedication to EuRA and its future. Believe me, dear members, you are in good hands.

Anita Meyer
EuRA President 2015-17

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EuRA: The European Relocation Association

ORIGIN

The European Relocation Association (EuRA) was launched in Brussels in May 1998 in response to the increasing demand for an industry body. The launch was the result of a year of international co-operation.

VISION STATEMENT

- ◆ To be the focal point for Relocation in Europe

MISSION STATEMENT

- ◆ To be Europe's premier organisation in Relocation
- ◆ To be the benchmark for innovation and best practice
- ◆ To continuously offer value for our members
- ◆ To be a truly multicultural organisation
- ◆ To act in a socially responsible and ethical manner

AIMS & OBJECTIVES

- ◆ To promote the concept of relocation.
- ◆ To promote the highest levels of professionalism and service.
- ◆ To create a professional framework within which the relocation industry can grow and develop.
- ◆ To encourage the development of a professional relocation qualification.
- ◆ To maintain links with associate organisations, partners and clients.
- ◆ To track industry trends and disseminate industry information.
- ◆ To provide support services to members.
- ◆ To create an arbitration body.

MANAGEMENT

An elected governing council of eight members (two from each of the four EuRA European regions), with a President and a Vice-President in office for a period of one year, which can be extended to two years. The council is empowered to discipline members who breach EuRA's Rules of Conduct. Day-to-day activities are co-ordinated by EuRA's appointed CEO, Tad Zurlinden.

EURA GLOBAL QUALITY SEAL

At the time of going to press the members whose listings display the EuRA Global Quality Seal logo had successfully achieved the standard required by our quality audit process. For full details of the EuRA Global Quality Seal and details of what the audits involve, please visit our website: www.eu-ra-relocation.com.



THE RULES OF CONDUCT

1. Every member shall abide by the objectives and rules of the Association.
2. Members will abide by the legislation of their home country.
3. A member shall not seek business or conduct business by improper or illegal means.
4. Members will always work in the best interest of the clients by whom they are retained.
5. Members must not bring the European Relocation Association into disrepute.

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6. Members will not misrepresent themselves, or the services they offer, or any subject property, or the European Relocation Association.
7. Members will not accept instructions from clients whose requirements cannot possibly be met.
8. Members will maintain regular client contact to keep their clients informed as to progress, lack of progress and action that has been taken.
9. Any interest in a subject property must be declared to a client from the beginning.
10. Members will ensure that each client is aware of the terms and conditions upon which the services are being supplied.
11. All members will indemnify and hold harmless the European Relocation Association against any claims arising from their activities.
12. When holding client's monies, members will hold such monies in a designated and regulated bank account and will maintain clear records of that account.
13. Members shall not misrepresent their class of membership nor will they claim membership when their membership has ceased.
14. Members will accept that any alleged breach of the rules of conduct will be investigated by a Disciplinary Committee. Decisions made by a Disciplinary Committee are binding.
15. Members will treat all information supplied by clients and customers in confidence.
16. Members will not act as selling or letting agents.
17. Members may not accept any commissions without the agreement of the client.

The drivers of global mobility

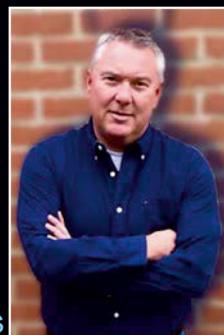
GLOBAL mobility is evolving. As a newer phenomenon in the corporate world, the nature of the globally mobile workforce has been changing since it appeared in the 1950's and 1960's. For our industry, trying to identify patterns in mobility programmes is key to delivering the services the clients need as well as to staying successful.

With the goal of helping our industry to adapt and thrive, EuRA and the Canadian Employee Relocation Council (CERC) commissioned a broad ranging study to research the research. The aim was to identify the trends that will drive our industry over the next decade and beyond.

Based on 57 reports published between 2011 and the end of 2015, the study encompassed meta data from more than 25,000 respondents in over 40 countries. The reports were taken from those published by mobility think tanks, governments, financial institutions, associations and relocation management companies.

One of the first steps by the research team, was to identify the markers of change for our industry and four issues were highlighted:

EuRA's chief operating officer Dominic Tidey looks at the latest research and pinpoints some important underlying trends



- ◆ Globalisation
- ◆ Demographic changes
- ◆ Transfer to a knowledge based economy
- ◆ Technology and the digital age

At last year's EuRA Conference in Malta, we took time to examine the new philosophy of Conscious Capitalism which is causing profound change across industry, particularly the service sector and retail. How will the mobility industry be shaped by these issues and the move towards businesses becoming ever more 'Conscious'? ➡



Conscious companies are ten times more profitable than traditional businesses operating in the same market place (*Tony Schwarz, Harvard Business Review*). Forbes magazine recently ran an article titled: 'Only Conscious Capitalists Will Survive'; strong words indeed from the bible of high capitalism.

Author Jeff King, CEO of advertising agency Barkley writes: "Is conscious capitalism profitable? In a simple answer, yes. We have seen it happen more often over the past several decades – the success of companies that truly commit to the greater good. Yet, we would say that not only can conscious capitalism be profitable, it will be one of the defining mechanisms of profit in the future."

So when the bottom line success of companies is linked with the values of conscious capitalism, profits are actually higher.

Basically, Conscious Capitalism is about businesses recognizing their responsibility to wider society; to their employees, to their supply chains and partners, to the society in which they operate. It is more than a robust

corporate social responsibility policy. Conscious Capitalism is about recognizing that there are many important stakeholders in any business, not just the shareholders.

So, changing the way we work to incorporate social values, combined with the four issues highlighted in the meta research, and we start to see how mobility patterns and our



“Globalisation is undergoing a power shift, with economic growth moving from west to east ... towards huge changes in how we do business and what makes a profit”

Globalisation is undergoing a power shift, with economic growth moving from west to east. The rise of the Millennials coupled with expertise in the mobile workforce moving towards retirement mean big demographic shifts to mobility. The inexorable move towards knowledge based economies and the

ability of technology to democratize free access to information also points towards huge changes in how we do business and what makes a profit.

So given all of this change and the breadth of data we researched, is there any consensus in the

literature? In short, yes there is; the volume of mobile workers is expected to keep on climbing.

“Without much clarity on whether globalization will accelerate even further, or rather slow down (which is subject to discussion), it seems quite certain to predict that global mobility will remain critical,” says



MOMENTS LIKE THESE

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Sebastian Reiche from the University of Nevada (*Global Mobility in 2014 – Looking Ahead to the New Year.*)

According to the 'Moving People with Purpose' study from PWC, 89% of organisations indicated they plan to increase their mobile populations in the next two years.

But the drivers behind mobility are changing. According to Steve Cryne, President and CEO of CERC: "Global talent mobility used to be driven by early globalisation of markets and technology, a newfound access to developing markets and decreased mobility costs. Today, market integration has reached heightened levels of complexity.

"Technological advancements facilitate instantaneous communications and rapid speed to market of new product lines and services. The balance between emerging and developed markets is shifting due to market maturation, changing demographics and the rise of government labour regulation."

There are four main reasons identified in the study that are driving employers to expand their mobility programmes. Firstly, to [manage complex talent gaps](#). The "Moving people to Work" study identified 34% of employers having trouble filling key positions and these gaps are heightened by the rising competition for scarce talent.

Secondly to [expand their global reach](#). Corporations continue to state that market expansion is a key driver for sending employees overseas. One key change identified in the research is the multilateral direction of employee engagement. While economies in the west continue to send

employees to emerging markets, mobile employees from emerging markets are growing by a large percentage. This group is not only being moved to developed markets, but more often to other developing economies, as evidenced by the growth in trade between Africa and Asia.

The third reason for an expansion in mobility programmes was identified as the need to [develop top talent](#). The development of high potential employees is absolutely key in the future planning of successful organisations and international experience is a fundamental component in nurturing key talent. The head of international assignments for a European based building products manufacturer explains their process in the report, *Strategic Global Mobility*: "In our company, we have a profound succession planning process, which is discussed regularly among C-level executives. Global mobility falls directly under this."

The final reason for expansion in mobility programmes came down to the need to [attract and fulfil key employees](#). Employees themselves are asking for and expecting international experience as part of their career development and in order to



ensure loyalty, HR teams recognise the importance of providing this key element in the development of their high potentials. Where previous generations had mixed feelings about the personal value of overseas assignments

Millennials in both developed and developing markets are increasingly requesting international experience. So in the war for key young talent, international assignments are key.

The top three challenges for employers looking to expand their mobility programmes were identified as **cost pressures, compliance and increased program complexity.**

Recovery since the economic meltdown of 2008 has been slow and has spooked many larger corporations from heavy investments in assignments. Cost management is a key pressure on mobility professionals – but rather than mobility volumes shrinking or even budgets being reduced, the largest focus is now on demonstrable effective assignment management and ROI.

Changing governmental regulation in every area from tax to immigration is placing increased pressure on mobility professionals and we have seen a big increase in the number of key functions being outsourced to external consultants. Some 78% of those polled in the Global CEO Survey cited over regulation as a big concern. The Global Mobility Effectiveness Study reported that 40% of respondents did not have formal risk control frameworks in place to monitor payroll and social security compliance, while 64% reported incurring avoidable penalties for non-compliance in 2012.

Mobility programmes are increasing in volume, but also in complexity. Traditional long term assignments are being supplemented with a wide variety of assignment types which can generate the most value for the corporation.

So what conclusions can we draw for the future of mobility providers across the spectrum?

The value placed on international experience by today's high potentials and tomorrow's leaders is not going to change. This, coupled with an increasingly conscious corporate environment, will, in my opinion, raise the levels of services required to support international assignments.

As companies become more aware of the war for scarce talent and the need to keep their employees loyal and happy, so supported assignment management should follow, despite the cost pressures placed on HR to deliver more for less.

The research is clear that the reasons behind the drivers of increased mobility programmes are two-fold: to **attract and maintain the very best talent** and to continue to **expand the operations of the company to increase market share.**

Common sense would dictate that the cost pressures associated need to be weighed up in a more complex matrix than simply ROI. The notion of Return on Productivity makes more sense and would enable procurement to look at more than just the bottom line. In a perfect world, maybe!





INCOMING PRESIDENT'S LETTER

Harnessing and sharing talent

Dear Members

Being in the relocation industry for over 25 years and seeing EuRA and our industry grow significantly during this time, I am truly humbled by the opportunity to write this welcome note and to serve on the board of EuRA in the capacity of President.

Having the privilege of knowing many of the previous presidents well, I can't promise the same wit and charm as Patrick Oman, or the exacting German delivery of Helmut Berg, but I do hope to complement many of the qualities brought to this role by my predecessors.

For those of you who know our outgoing President, Anita Meyer, and Vice President, Klaus Kremers, you know how committed they are to EuRA, and their advice, guidance and humour will be missed by all.

I am also delighted to announce that Stuart McAlister has accepted the Vice President role. We both intend to continue the open-door policy fostered by EuRA, so please feel free to contact us at any time.

As we enter 2017, EuRA has several

exciting initiatives to launch that we believe will add further value to you as members, which we look forward to sharing and involving you in as the year progresses.

2017 has opened the door to us and whilst there may be uncertainties around the globe – both regionally and nationally – businesses are still looking to expand in their current markets and grow into new ones. Therefore, the opportunity for our industry is still strong and the requirement for further innovation and smart delivery solutions is stronger than ever.

Given the huge talent and knowledge we have in our industry, we are looking forward at EuRA to seeing how we can harness and share some of this expertise to help us all build stronger and more profitable businesses that meet the needs of our clients today, and into the future.

I look forward to seeing many of you in Warsaw in April.

Kindest regards,

Andrew Scott
EuRA President 2017-19

Albania



Lying in the western Balkans in south east Europe, Albania is mountainous with coastal plains where half the population lives. Albania became a full member of NATO in 2009, and has applied to join the European Union. The population is about 2.8 million. Albania is rich in castles and archaeological sites.

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Armenia



In the Caspian region of Eastern Europe, with close to three million inhabitants in a country approximately 400 sq km (263 sq mi) in size. A unitary, multi-party, democratic nation-state with an ancient cultural heritage. Armenia was the first state to adopt Christianity as a state religion.

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Armenia

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Austria



Austria lies in the centre of Europe and is dominated by the Alps to the west and fertile plains to the east. It has a major tourist industry attracting the more affluent end of the market, and strong agricultural and high technology economies. A federal republic with over 8.6 million people.

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Affiliate

Azerbaijan



Azerbaijan proclaimed its independence in 1918 and became the first Muslim-majority democratic and secular republic. At 86,600 km² (33,436 sq mi), it is bounded by the Caspian Sea, Russia, Georgia, Armenia and Iran. Its 9.5 million inhabitants enjoy a high rate of economic development and literacy.

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Belarus



Belarus, a landlocked country in Eastern Europe, is known for its Stalinist architecture, grand fortifications and primeval forests. In the capital, Minsk, the monumental KGB Headquarters loom over Independence Square. Population: 9.5 million.

Inter Relocation Group

Minsk, Belarus

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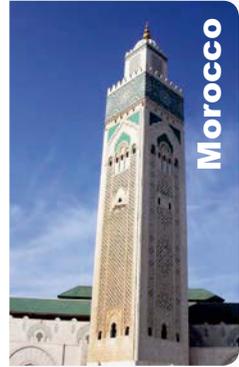
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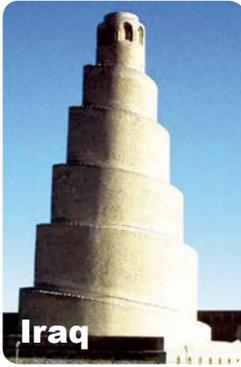
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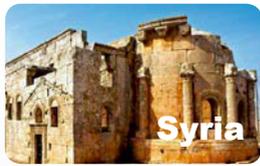
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Belgium



Belgium is located between France, the Netherlands and Germany. It has a small coastline onto the North Sea. Canals dissect the north of the country and the south encompasses the forested Ardennes region. The population is 11.2 million – an increase of more than 600,00 in the last 15 years. Belgium is home to the European Union headquarters as well as NATO.

am&pm relocation

Overijse, Belgium



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Map Relocations NV

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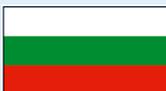
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Affiliate

Bulgaria



Bulgaria is located in south eastern Europe with its eastern borders adjoin the Black Sea. The country is very mountainous with the most populated areas being Sofia in the west and the southeast. Bulgaria was ruled by the Turks from 1396 to 1878. It became an independent kingdom in 1908 and was under communist rule from 1947 to 1989.

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Croatia



Croatia has a long coastline on the Adriatic Sea and many offshore islands. Coastal areas have a Mediterranean climate, but the weather is colder and wetter inland. The size of the country is 56,594 km² (21,851 sq mi) and the population is around 4.5 million. Croatia provides a universal health care system and free primary and secondary education.

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Cyprus



The third largest (9,251 km²) and the third most populous (1.15 million) island in the Mediterranean Sea and a major tourist destination. About 60% is controlled by the Greek Cypriot Republic and the north is administered by the Turkish Republic of Cyprus, which is recognised only by Turkey.

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Associate

Czech Republic



Formerly part of Czechoslovakia, the Czech Republic comprises the territories of Bohemia and Moravia and is landlocked in Eastern Europe. The Velvet Revolution of 1989 led to the fall of communism in the Czech Republic and in 1993 it dissolved its Federal Union peacefully with Slovakia and both became independent states.

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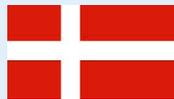
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Affiliate



Denmark



Denmark occupies the Jutland Peninsula, the islands of Sjælland, Fyn, Lolland and Falster and over 440 smaller islands. It is the most southerly country in Scandinavia. It also has one of the flattest terrains in the world. In the 1930s, Denmark was one of the first countries to establish a welfare system. Its capital is Copenhagen and population is 5.6 million.

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Affiliate



Estonia



Estonia is bordered by Latvia and the Russian Federation. It is a flat, boggy and partly wooded country comprising of more than 1,500 islands and is the most western oriented of the Baltic states. The country regained its independence as a multi-party democracy in 1991. The people of Estonia are Finno-Ugric and their language is similar to Finnish.

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Finland



Finland is a low lying country with forests and more than 60,000 lakes. It is bordered by Russia to the east and by Norway and Sweden to the north and west. Up to 1917, the country was ruled by Russia. Finland enjoys high living standards. With 5.5 million inhabitants, it is the third most sparsely populated country in Europe, after Iceland and Norway.

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France



France is on the western fringe of Europe and runs from the English Channel down to the Mediterranean Sea. It is one of the world's major industrial powers and also one of its leading exporters. Paris, France's capital city has always been home to large numbers of artists, and is regarded as one of the world's most beautiful cities. Population is 66 million.

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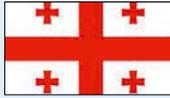
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Georgia



Agriculture is important in Georgia, with tea, grapes and citrus fruits the main crops. Mineral resources include manganese, coal and oil. With a population of 4.5 million, the country borders the Black Sea. The capital and largest city is Tbilisi. Georgia is a unitary, semi-presidential republic with the government elected through a representative democracy.

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Germany



Germany is Europe's most prominent industrial power and a major exporter. Its population (81.1 million, the most highly populated country in Europe) has been characterized by zero or declining growth, with an aging population and smaller cohort of youths. Germany is surrounded by nine states and has two coastlines on the Baltic and North Seas.

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Greece



Greeks are the world's biggest ship owners and maintain a strong seafaring tradition. Greece is surrounded by three seas – the Aegean, Ionian and Cretan – and has over 2,000 islands. Population is 11.1 million. Greece has received a large number of immigrants since the early 1990s, the majority from neighbouring countries.

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Hungary



Hungary lies at the heart of central Europe and is landlocked, surrounded by seven states. It has developed close ties with the EU and receives a large share of overseas investment. Population is close to 10 million. The capital is Budapest. Hungary has a long, rich history, and its culture reflects Roman, Turkish, Slavic and Magyar influences.

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Iceland



With a population of 329,100 and an area of 103,000 km² (40,000 sq mi), Iceland is the most sparsely populated country in Europe with historical links to Scandinavia. Capital and largest city is Reykjavik. Volcanically and geologically active, Iceland is warmed by the Gulf Stream and has a temperate climate despite its far northern location.

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Associate

Ireland



The Irish Republic occupies some 80 per cent of the island of Ireland. The main industries are electronics, pharmaceuticals and engineering, food processing, brewing and textiles. Population is 4.6 million. Nicknamed the "Emerald Isle" for its lush landscape of rolling green hills. Ireland had the EU's highest increase in population in 2014.

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Italy



While Italy is renowned for the art works of Botticelli, Leonardo da Vinci and Michelangelo, the operas of Verdi and Puccini and the beauty of its cities like Venice, Rome and Florence, it has a precarious political life and has had several dozen governments since the end of World War II. Italy's population is 60 million.

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Kazakhstan



Since independence following the collapse of the Soviet Union in 1991, major investment in the oil sector has brought rapid economic growth, and eased some of the start disparities in wealth of the 1990s. Kazakhs make up nearly two thirds of the population and ethnic Russians just under a quarter.

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Kosovo



Kosovo is landlocked and is bordered by Macedonia, Albania and Montenegro. After 1999, it had an economic boom as a result of post-war reconstruction and foreign assistance. From 2003 to 2011, despite declining foreign assistance, growth of GDP averaged over 5% a year. In 2008, the Republic of Kosovo declared itself an independent state.

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Latvia



Latvia lies between Estonia, Lithuania, the Russian Federation and Belorussia. The country is very low lying with its highest point only 984 feet above sea level. It has a strong national identity, diverse culture, modern cities and landscapes ranging from wide beaches to dense, sprawling forests. Independence was recognised in 1991. Population: 2 million.

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Lithuania



Lithuania is bordered by Latvia, Belorussia, Poland the Russian Federation. The country is mainly flat with many lakes, moors and bogs. Lithuania achieved its independence from the former USSR in 1991 and is now a multi-party democracy. The main-stays of the country's economy are industrial production and agriculture. Population: 3 million.

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Luxembourg



Luxembourg (pop: 545,000) is surrounded by the countries of France, Belgium and Germany. Known as a tax haven, it has Europe's highest per capita income. Luxembourg is a founding member of the European Union, OECD, United Nations, NATO, and Benelux, reflecting its political consensus in favour of economic, political, and military integration.

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Macedonia



The Republic of Macedonia became independent from the former Yugoslavia in 1991. The terrain is mostly rugged, located between the Šar Mountains and Osogovo. Three large lakes — Lake Ohrid, Lake Prespa and Dojran Lake — lie on the southern borders, bisected by the frontiers with Albania and Greece. Population is 2.1 million.

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Malta



Malta lies 80 km (50 mi) south of Sicily, 284 km (176 mi) east of Tunisia and 333 km (207 mi) north of Libya. The country covers just over 316 km² (122 sq mi). With 423,000 inhabitants it one of the world's smallest and most densely populated countries. The capital of Malta is Valletta, which is also the smallest capital in the EU at 0.8 km².

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Moldova



Moldova lies between Romania and Ukraine. The economy is largely agricultural with sugar beet, tobacco, wine and fruit the main products. The capital, Chişinău, has Soviet-style architecture. Population 3.6 million. The Codru wine region is home to some of the world's largest cellars. Member state of the UN, Council of Europe and the World Trade Organization

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Netherlands



Bordered by the North Sea to the north and west and protected by many dikes, canals and dunes, The Netherlands has over 25% of its coast below sea level. The country is placed at the delta of five major European rivers, and its main port of Rotterdam is the largest in the world. Its 17 million inhabitants include some of the world's best linguists.

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Norway is on the western side of Scandinavia and borders Sweden, Finland and Russia. Its western coastline comprises numerous fjords and islands. Its population of 5 million prospers through its large gas and oil revenues. Norway has extensive reserves of petroleum, natural gas, minerals, lumber, seafood, fresh water, and hydropower.

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Poland



Poland lies in the heart of Europe, stretching from the Baltic Sea in the north to the Tatra Mountains to the south. Since 1989 Poland has undergone massive change to its social, economic and political regime and is experiencing rapid economic growth. Population is 38.5 million. Famous for its medieval architecture, Jewish heritage and hearty cuisine.

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Portugal



Portugal lies on the western side of the Iberian Peninsula and has a long Atlantic coastline, that has influenced many aspects of its culture. The country is more mountainous to the north and has lower terrain to the south. Population: 10.5 million. Salt cod and grilled sardines are national dishes and the Algarve's beaches are a major tourist destination.

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Romania



Romania lies in south Eastern Europe and was long ruled by the Ottoman, Russian and Hapsburg empires, becoming independent in 1878. Hungarians and Germans were the dominant urban population until relatively recently. The population of 20 million has enjoyed one of the highest economic growth rates in Europe since 2000.

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Affiliate

Russian Federation



At 17,075,400 square kilometres (6,592,800 sq mi), Russia is the largest country in the world, spanning 11 time zones. Population: 144 million. Industry and agriculture is concentrated in European Russia. Forests cover 40 per cent of the land. Exports include fuels, metals, machinery, chemicals and forest products. A federal semi-presidential republic.

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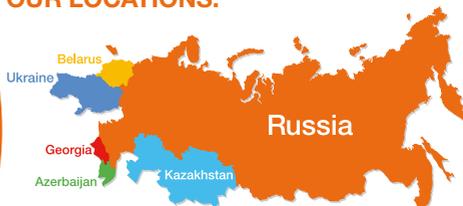


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Serbia & Montenegro



Serbia and Montenegro are autonomous countries, formerly part of Yugoslavia. Serbia has a population of 7 million and Montenegro around 650,000. Both countries are official candidates for membership of the European Union. Serbia is an upper-middle income economy with dominant service sector, followed by the industrial sector and agriculture.

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Slovakia



Slovakia is bordered by the Czech Republic, Austria, Poland, Hungary and the Ukraine. Capital city Bratislava features a pedestrian-only Old Town with a lively cafe scene. Slovakia is a high-income advanced economy. The country (population 5.4 million) joined the EU in 2004 and the Eurozone in 2009. The mother tongue is Slovak.

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Slovenia



Located at the north-eastern end of the Adriatic Sea, the Republic of Slovenia is a small, alpine country and controls some of Europe's major transit routes. It covers 20,273 square kilometers (7,827 sq mi) and has a population of 2.06 million. In 2007, Slovenia became the first former Communist country to join the Eurozone.

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Spain



Spain borders Portugal, France, Gibraltar and Andorra. Although Castilian is the main language, there are three others spoken: Catalan, Basque and Galician. With a population of 46.5 million, the proportion of Spain's foreign born population increased rapidly from around 1 in 50 in 2000 to almost 1 in 8 in 2010, but has since declined.

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Sweden



Sweden is geographically placed between Norway and Finland on the Scandinavian Peninsula and is a densely forested country with many lakes. Its economy is strong in the high technology and car production areas. Population: 9.6 million. Sweden is a constitutional monarchy and a parliamentary democracy covering 450,295 km² (175,896 sq mi).

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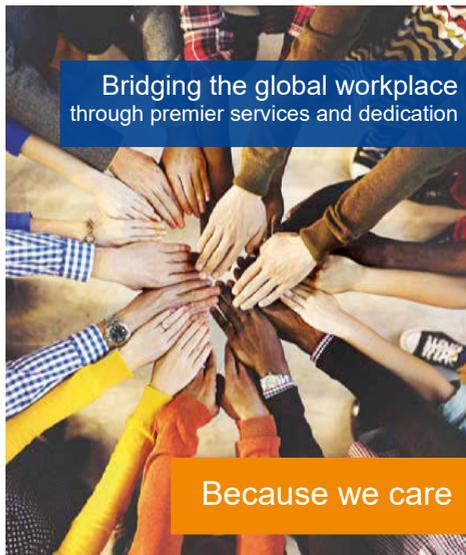
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Switzerland



Switzerland lies at the centre of Western Europe and many of Europe's largest rivers originate from this area. The country has remained neutral through every European conflict since 1815, while building one of the world's most prosperous economies. It is a federal directorial republic consisting of 26 cantons, with Bern as the federal seat. Population: 8.2 million.

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Australasia

Australasia is a term variably used to describe a region of Oceania: Australia, New Zealand, and neighbouring islands in the Pacific Ocean. It can also be referred to a continent comprising Australia, New Zealand, Papua New Guinea, Sulawesi (the eastern part of Indonesia) and the neighbouring islands in the Pacific Ocean.



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North America

North America is a continent in the Earth's northern hemisphere and (chiefly) western hemisphere. It is bordered on the north by the Arctic Ocean, on the east by the North Atlantic Ocean, on the southeast by the Caribbean Sea, and on the south and west by the North Pacific Ocean; South America lies to the southeast, connected to North America by Mexico and the Isthmus of Panama. Listings appear in company order and comprise Canada and the USA.



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The Middle East is a historical and political region of Africa-Eurasia with no clear definition. The term 'Middle East' was popularized around 1900 by the British, and has been criticized for its loose definition. The Middle East traditionally includes countries or regions in Southwest Asia and parts of North Africa. Listings appear in alphabetical order by company, to include Egypt, Israel, Qatar and the United Arab Emirates.



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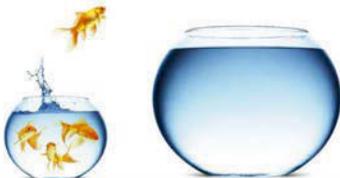
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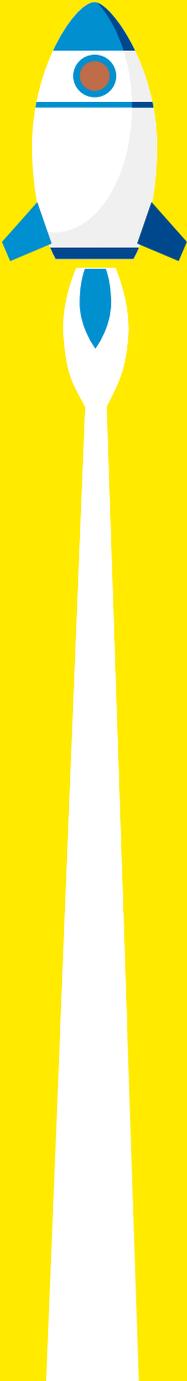
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