



Dernières nouvelles

Latest news | Neueste Nachrichten | Ultime notizie | Últimas noticias | 最新消息

August 17th 2017

Inside this Issue:

Comment: Disturbing trend lines**EU:** When leave means “holiday”**France:** Man the barricades**Global:** Off the radar**Portugal:** Green receipts**UK:** New Controls on tax evasion**UK:** Costly fraud**UK:** The impact of Brexit**Vietnam:** The economics of age

Latest Travel Warnings

COMMENT: Disturbing trend lines*

A phenomenon little known outside the realms of psychologists is the “Flynn effect”. This concerns the constant increase in IQ test scores over time. The average rate observed is about 3 points per decade. This does not sound much, but it means that someone with average intelligence and therefore scoring 100 on such tests today would register as being 26% more intelligent than someone scoring 100 in 1930. This trend seems to have taken place on a global scale and at all levels of test score, so even the most intelligent are becoming smarter than in previous times.

However, with this rise in intelligence have come three other significant overall changes – a declining interest in geographical, historical and philosophical knowledge; a sharp reduction in attention spans; and a growth in egotism.

Back in 1999, the US educational standards body ACTA surveyed seniors at the nation’s 55 most prestigious colleges and universities to see if they could answer basic questions about US history from the school-level national curriculum. 81% of the seniors failed miserably. Then in 2012 they repeated the exercise, this time with graduates. The results were even more appalling. There is also ample evidence from a sharp fall in students taking majors in both history and geography. A favourite question of mine when interviewing Greek job candidates is to ask them to tell me about the Peloponnesian wars. Despite being not only the most significant series of events of ancient times, the consequence of this conflict changed the course of subsequent history and set back the course of advancing civilisation. Yet by far the majority of Greeks interviewed knew little or nothing about these events that took place in their own country. The philosopher

Edmund Burke once pointed out that “those who don’t know history are destined to repeat it” and in business those who care little for the lessons of the past are hardly fit to command its future.

More disturbing still is the falling duration of attention spans. TV advertisers have known for years that the old standard 1-minute advert was losing its impact. Gradually the point at which people stop engaging with an ad has fallen so that today 50% of people have disengaged by 30 seconds into the video – no matter what clever devices are used to retain attention. The same goes for Internet browsing – with only 17% of people, on average, now staying on a website for longer than 4 seconds. In fact, even if they stay on a page, on average only 28% of words on it are read.

The principal conditioning force – as we all know – is social media. It is so familiar now to see couples in restaurants and cafes each locked into separate worlds as they flick their way through Facebook or WeChat. But what they view is also part of the creeping malaise. Millions of people each day track their every move, their every meal, shopping trip and human interaction with photos and twitter-like descriptions. But what they portray is largely window dressing. Photoshopped images, false claims and portrayals to make their dull lives impress others amongst their thousands of online “friends”. The selfie is now the norm and the ego on a roll. But where are these trends collectively taking us?

At the heart of the matter is the fact that although intelligence is rising and is (in statistical terms) “normally distributed”, there is much evidence to suggest that morality has always been bimodally distributed – i.e.,

half of the population in all countries are basically honest and half are basically dishonest. In what way, therefore, will a lack of geo-historical knowledge, falling attention spans and increased preoccupation with the self impact on this matrix of rising intelligence divided according to the perennial dichotomy of morality?

Curiously, present trends may be acting as a pre-conditioning process materialising via the big drop in employment that has already hit many young people in the West. But will not the progressive rise in intelligence eventually win out and populations react suddenly and sharply to their falling life chances? In many ways this is happening already, especially to those who are deprived of a university education. It is therefore maybe just a chance outcome – like the flip of a coin – which side of the moral divide will finally take a dominant position after the social change that inevitably lies ahead.

Past visionaries have often been surprisingly accurate in their predictions. So much of Oswald Spengler’s fears in his famous 1919 book “Decline of the West” have proven to be true. Perhaps, as he foresaw, we are witnessing the last death pangs of western civilisation? He estimated that by the year 2000, modern democracy would be passed its zenith and that authoritarianism would then take hold and last for two millennia. Certainly democracy (if it ever truly existed) has had its day. As with Hitler, dictators usually come to power through an (often corrupt) election process and already all the most powerful countries of the world – apart from France and India – are ruled by autocrats or those with strong autocratic tendencies.

The Achilles heel - and great threat to despotic rule - is technological change. This both extends the range for social control, but also potentially undermines it. Business must ride like “piggy in the middle” of these conflicting trends, hoping that it will be able to mould itself to whatever chain of circumstances arise. My guess is that the mounting intelligence of coming generations will eventually allow them to break the chains being wound around them by political and economic forces and lead to a fundamental change that we can neither foresee nor readily adapt to with the present personnel skill base that we have.

EU: When leave means “holiday”

Although workers in the European Union have long enjoyed the right to take four weeks’ paid leave each year (on top of public holidays), one third still cannot afford to take even one week’s holiday away from home. The countries with the highest proportion of people able to afford a holiday away from home last year were Sweden (91.8%), Luxembourg (86.9%), Denmark (86.3%), and Finland (85.8%). Admittedly, in many northern countries there is a greater need to get away to find the sun, but taking such a break at least ensures a change of scene. The countries where over half the population could not afford a proper break were Romania (66.6%), Croatia (62.8%), Bulgaria (56.4%), Greece (53.6%), Cyprus (53.5%), and Hungary (50.7%). Over the period 2011 to 2016 across the EU there was a 5% increase in the number of people affording a holiday break. Only in Cyprus has the proportion not improved, but with the sea never more than an hour away, maybe the concept of a holiday break has a different meaning there.

FRANCE: Man the barricades

The French senate has approved a Bill that will allow the government to reach a deal with both sides of industry about the relaxation of its still rigid and highly centralised labour laws.

President Macron is therefore now able to move ahead with his plans to tackle unemployment by reducing the cost and risks associated with job creation. Central to these plans are capping the compensation awarded by courts for what they often misclassify as unfair dismissal. He also wants to make it easier for companies to layoff workers temporarily during slack periods and to cut down on the number of employee consultative bodies within companies.

But the new President’s aims are ambitious, and some may say unrealistic given the hardline opposition that all reforming French presidents have met from militant unions, such as the CGT that will always resist change and never “stoop” to compromise. The CGT has already called for nationwide strikes and protests from the 12th of September and although France has the lowest level of unionisation in Europe, French sensibilities are never far from 1789 and 1968 and a sentimental drive to man the barricades. Until Macron finds a way to curb their influence and the passive sympathy they enjoy in the population, true reform will remain a distant dream.

GLOBAL: Off the radar

According to a study published last month by the Association of Chartered Certified Accountants, the shadow (or grey) economy accounts for 67% of GDP in Azerbaijan, 48%

in Nigeria, 46% in Ukraine, and 39% in Russia.

In reality, of course, the shadow economy is almost impossible to measure and the International Labour Organisation estimates that it accounts for three-quarters of all non-agricultural employment in developing countries. Before discontinuing its global analysis, Gallup estimated that only 1.3bn people around the world worked in full-time formal jobs; the rest of the 3 billion or more people estimated to be in the jobs market filled part-time, casual, family, or shadow economy jobs which can not accurately be measured.

It is for this reason that we should look at all employment and unemployment figures in a skeptical way. For instance, the US Department of Labour makes no attempt to distinctly measure “informal” or discouraged workers or to incorporate social security statistics on welfare recipients. For this reason its figures, especially concerning unemployment, are deeply flawed. Moreover, recent predictions by the ILO and other agencies that employment levels will grow worldwide have little or no substance. Great numbers of displaced workers often disappear off the radar into the shadow economy and there is mounting evidence that global employment is, in fact, subject to severe long-term decline.

PORTUGAL: Combatting green receipts

A new law (55/2017) has just come into force to help combat the “green receipt” system used by many employers – as well as other forms of disguised employment and the exploitation of young workers, who will often offer to work without pay.

The law gives both the state “Authority for Work Conditions” and the public prosecutor strengthened powers to investigate contractor arrangements, internships, and voluntary work relationships to discover if they actually amount to an employment relationship. Once an inspector issues an order for a change in employment status, employers will have 10 days to implement it or challenge the order. If neither takes place then the Ministério Público will commence proceedings through a labour court. Whilst awaiting an outcome, the employer concerned will not be able to terminate the affected employee(s).

The now notorious “green receipt system” allows employers to dispense with employees and rehire them on an occasional basis. It permits a reduction in wage rates and working hours, whilst removing an obligation to pay pensions, holiday and sick leave, or social security contributions.

UK: New controls on tax evasion

From the end of September 2017, businesses in the UK will become liable for a criminal offence if their staff or other associated persons facilitate tax evasion, even if senior management is not involved or aware what is taking place.

Fortunately the new legal obligation offers businesses a potential way out from direct liability if they can establish that they have in place genuine procedures to prevent tax evasion or they can show that the nature of the evasion was so novel that it was not reasonable that they could have put provisions in place.

There is thus just over a month for companies to undertake a risk assessment and put together a plan to combat evasion.

The government revenue service, HMRC, has recruited large numbers into its anti-evasion division and particularly large companies not taking action could find themselves greatly at risk from the new wave of investigations that will begin this Autumn. Of particular interest to HMRC will be people making large sums of money very rapidly through investments or operating curious supply chains; large fees paid to consultants; where there is a high volume of cross-border business (especially with companies or governments in the Middle East, Africa, or Latin America); companies using a high proportion of casual workers or contractors relative to regular employees; those that appear to pay most staff a low basic wage; where there is a significant budget for “finder fees” or client entertainment; where managers enjoy living standards well in excess of their current remuneration; and where goods or services are handled as an intermediary with little apparent added value or profit margin.

UK: Costly fraud

Companies operating in the European Union with suppliers in the UK should take note of a common fraudulent practice involving VAT charges. Under EU rules, if a VAT number is provided no VAT is chargeable on goods or services originating from the UK. However, many suppliers – particularly Internet service providers and hosting services – are charging the VAT rate applicable to the country where the client is based. Some waive this if a VAT number is provided, but still default to the local VAT rate for individual consumers rather than the UK rate – even though they are not registered for VAT in the foreign country. So if you are based outside the UK and buying anything from the UK and

are then charging it back to your company on expenses, the VAT will not be reclaimable. As the practice of charging the foreign VAT rate is not a lawful practice (unless the company has a VAT number in the customer’s country), the tax authorities in the customer’s country will not accept such payments and suppliers know this, so are pocketing the often 19% or 20% VAT that has been wrongly charged.

There is no mechanism to report this fraudulent practice as the UK police fraud reporting service are not aware of – or concerned about – VAT practices for international transactions. So it is up to company personnel to follow the dictum “buyer beware”.

UK: The impact of Brexit

It is a little too early to be certain about what impact Brexit is likely to have on the UK economy. This is partly because the UK government is dragging its feet on publishing some key statistics and also because any short-term effects can always be attributed to uncertainty about Brexit negotiations rather than any permanent effects.

Logically, it is an inescapable fact that being outside the common market in which the UK does its principal international trade will have a deeply damaging effect on its economy. Moreover, for the last 20 years the UK has run a significant trade deficit between goods imports and exports and if this were to widen by only a small amount, it would have a huge impact on UK solvency. In fact, in the three months to April 2017 the overall trade deficit was minus £8.6bn, up from minus £6.9bn in the previous three months. To date, the gap has been partly filled by a small surplus on trade in services, but this is largely due to

London being one of the world's banking centres. The position of the UK outside the EU is bound to have a major negative impact on revenue in the "City of London". Moreover, revenues from North Sea oil collapsed last year and the UK is no longer either effectively self-sufficient on oil output or having the benefits of significant oil export revenues.

Overseas investors are also likely to curtail their activities if longer-term prospects are not good. The UK government has not revealed the actual investment figures, but during 2016–17 the projected impact on job creation fell by 9% compared to the previous year, with the most sluggish investment sectors being aerospace, biotechnology, chemicals, and renewable energy. In revenue terms, overall business investment fell by 1.5% during 2016. The most evident change has been on the Sterling exchange rate. This has fallen from 1.30 euros to the pound at the end of May 2016 to around 1.10 euros today. The principal impact of changing exchange rates will be on price inflation, due to the very fact that the UK is an import-led economy. This, in turn, will have an impact on living standards and consumer demand – eventually hitting the internal component of economic growth.

The government has continued to project GDP growth of 2% this year and 1.6% in 2018 but, in its latest forecasts published last month, the IMF has reduced its own estimates to 1.7% this year and 1.5% next year. In fact, a more independent forecast by PWC puts it at 1.5% in 2017 and 1.4% next year. In our view, all of these forecasts appear to be over-optimistic – certainly for next year when we predict annual GDP growth will have fallen to 0.7%.

One of factors that the UK government clings to is employment growth. However, this is largely a lagged effect from investment decisions taken well before the Brexit vote. If demand persists for a while longer in some sectors, then employment growth will be because capital investment is not available and human capital is necessary to meet the production shortfall. Yes, a poor Brexit deal will further harm the economy, but Brexit itself has already hit a country with such a huge trade deficit that it was already going to suffer from any slight persistent trade difficulties that came its way – even from an own goal like Brexit. As Mephistopheles said to Dr Faustus, "Why this is hell, nor am I out of it."

VIETNAM: The economics of age

Many foreign companies operating in Vietnam are embarking on voluntary severance programmes to reduce their number of older workers. Older manual unskilled and semi-skilled workers can cost over 100% more than younger new recruits to employ, and each year they are obliged to lift salaries as statutory or collective wage rates rise. Yet a senior employee is no more productive than a less expensive younger employee. Moreover, from next year, social security charges will be payable on total rather than basic earnings. Companies such as Pouchen Vietnam also wish to cut 2,000 workers – 10% of its workforce – over the next twelve months in response to increased automation. Meanwhile, the number of applicants for meager unemployment insurance payments increases each month – rising by 5,000 a month in the southern city of Bien Hoa alone.

Pay, Tax and Benefit Trends

BELARUS: In June 2017, gross average earnings in the Republic of Belarus were BYN 819.3 (USD421).

CHINA: Working mothers in Xinjiang Uygur Autonomous Region can now have an extra 60 days of maternity leave in addition to the state required 98 days. A 15-day nursing leave is also granted to new fathers.

CHINA: The Chongqing Government has just introduced an "only-child parental leave" law. This enables adult employees without siblings to take up to 10 days paid time-off work each year to nurse ill or aging parents who are aged over 60. Similar policies have already been introduced in Henan, Fujian, Guangxi, Hainan, Sichuan and other regions in recent years and the periods of such leave ranges from 10 to 20 days a year.

ISRAEL: Starting from the 1st of December 2017, the minimum wage in Israel will rise to NIS 5,300 (US\$1,479).

MONTENEGRO: The average gross monthly pay level in Montenegro during June 2017 was 764 euros (US\$897), whilst the average net monthly pay level rose annually by 1.6% to 510 euros (US\$599).

ROMANIA: Over the year to July 2017, fixed-term contracts rose by 25% and part-time contracts rose by 5.3%. However, indefinite term contracts rose by only 0.8% year-on-year. Partly as a consequence of this trend employers now have to pay pension and healthcare contributions for part-time workers, even if their salary is below the national minimum wage. However, there will be some exemptions to this rule in respect to, for instance, people with

disabilities and those with several work contracts, one of which is a full-time labour contract.

SWEDEN: Labour costs increased by 2.8% on a year-on-year basis in May 2017 for both wage earners and salaried employees. The Labour Cost Index (AKI) for the private sector in May 2017 was 125.0 for wage earners and 127.1 for salaried employees.

UK: The UK Employment Appeals Tribunal (EAT) has ruled that regular voluntary overtime should be included when calculating holiday pay. What constitutes "regular" will be a matter of judgement or agreement, but the ruling also has implications for other regular payments such as on-call, standby, and special working conditions allowances. This is because the EAT took as its measure the necessity of employees receiving their "normal pay" during holiday periods. It also endorsed the current averaging period of 12 weeks to determine pay normality [Dudley Metropolitan Borough Council v Willetts and Others]

Other Global HR News in Brief

CANADA: Companies that have zero tolerance policies against the influence of alcohol and narcotic drugs at work have been given some encouragement from a Supreme Court ruling in *Stewart v Elk Valley Coal Corp* (2017). The mining company's policy required employees to declare that they were under the influence of these substances. If they did not declare intoxication and an accident occurred then the employee would be immediately dismissed. An employee who claimed that they were addicted to cocaine challenged their dismissal on these grounds because it amounted to discrimination arising from their – albeit self-inflicted “disability”. Successive courts, however, took the view that the dismissal was for breach of the policy and not due to their addiction. Such a ruling, however, may only tend to hold in safety-sensitive sectors and where the policy is well written and its execution consistently and professionally handled.

CAYMAN ISLANDS: The Cayman Cabinet has set an implementation date of January 2019 for the introduction of its new Data Protection Law. Unlike such laws in other states around the world (Cayman is a British Overseas Territory), the new legislation will seek to prevent the misuse of data by both government and the private sector. The reform also involves the streamlining of protective oversight by the merger of the information commissioner, the complaints commissioner, the police complaints function, and data protection function into one supra-ombudsman position. The law is modelled on EU privacy legislation and aims to meet the “adequate protection” requirements in

relation to the international transfer of personal data.

CYPRUS: Directive 2014/95/EC on the EU Corporate Social Responsibility has recently been transposed and incorporated into Chapter 113 of the Companies Law (Law 51(I)/2017). The change affects publicly quoted companies employing over 500 employees. It is now mandatory for these companies to publish non-financial reports to evidence how they address human rights, social responsibility, diversity on company boards, environmental protection, corruption, and bribery.

MALTA: During the first half of 2017, non-fatal work accidents occurred in manufacturing (16.6%), construction (15.2%), and transport and storage (14.9%). 44% of accidents affected the upper extremities of the body, such as the fingers and hands. Moreover, wounds and superficial injuries, and dislocations, strains and sprains were the most common types of injuries.

NORWAY: Over the year to Q2 2017, the labour force participation rate amongst men aged 15–74 fell by 1.1% to 72.8%. Amongst women aged 15–74 the participation rate was stable at 67.6%. Nevertheless, the number of people in full-time employment grew by 34,000, whilst the number working below 20 hours per week fell by 27,000.

PAKISTAN/JORDAN: Business operations by foreign companies in Pakistan may be tarnished by being associated with its poor standards of human rights. Of particular concern is the continued operation of panchayats, or jirgas – or lower courts operating in some areas. For instance, last month a jirga in central Pakistan ordered the official rape of a 16-year-old girl after her

brother was accused of raping a 12 year old. Such penalties are commonplace and generally endorsed by the national government. Here justice is based on an “honour system” and the most effective punishments are seen as those that disgrace a culprit’s family most – even though the greater crime is that committed by the court itself. Fortunately Jordan, that to date allowed rapists to escape punishment if they married their victims, has just repealed Article 308 of the penal code which encouraged families to pressure victims in order to allay their shame.

QATAR: As a gesture no doubt linked to the sanctions being enforced by several neighbouring countries, the Qatar government is opening up the country for more visa-free travel. Citizens of 33 mainly European countries may now enter without a visa for up to 90 days via single or multiple trips in any 180-day period. US, UK, and Canadian citizens – plus those from 44 other countries – may enter visa-free for an initial 30 days and extend the visa for a further 30 days.

RUSSIAN FEDERATION: The lower house of the Duma (parliament) has approved a law being steered through the legislature by President Putin to ban the use of VPNs and any form of encryption in email communications. The law, due to come into force on the 1st of November, will have a huge impact on foreign business personnel visiting the country and expose them to criminals harvesting confidential data and looking for profiles to aid impersonation. It will also endanger confidential company information as both state agencies and hackers will be able to view all communications.

SAUDI ARABIA: Expatriates must now pay a special levy of 100 riyals (US\$27) per month on each dependant (such as wife or child) who lives with them in the country. Next year this will increase to 200 riyals (US\$55). However, their employer will also have to pay a further special levy on each expat they employ amounting to 400 riyals (US\$108) per employee if the company employs more expats than local workers, or 300 riyals (US\$81) if there are more locals employed than expats. These rates rise again to 300, 600 and 500 riyals a month respectively in 2019 and 400, 800 and 700 respectively in 2020.

SRI LANKA: According to the Labour Force Survey, the total number of employed people in Sri Lanka in Q1 2017 was 8.2 million; of which, 45% were in service sector jobs, 28% in manufacturing/construction, and 27% in agriculture. 62.7% of males and 37.3% of females were economically active and participation peaked for men at age 35–39, but at 45–49 for women. The male unemployment rate was 2.7% - but the female rate was 6.5%, and the rate for those aged 15–24 years not in education was 18.5%.

USA: As New Jersey Senator Cory Booker introduces his congressional Bill to end the federal prohibition of cannabis, it is curious to note that so far 29 US states have recognised the medical use of cannabis and 8 have legalised its recreational use. The extent to which its use can be banned in the workplace has been thrown into confusion by a number of recent court rulings. Generally courts have upheld employer bans but in Massachusetts and Rhode Island, courts have left employers free to declare a drug-free workplace, but then face litigation on

discrimination grounds where an employee has had the substance prescribed by a doctor. In fact Rhode Island, New York, and Arizona all offer some special legal protection to those taking cannabis for medical conditions.

USA: An analysis of recent H-1B applications by the Department of Labour and US Citizenship and Immigration Services (USCIS) has revealed that 74% of applicants came from India and 11% from China. USCIS has made it clear in a recent memo that they will no longer regard computer programmers or systems analysts as meeting the H-1B standard and in future the required minimum annual compensation level is likely to be set internally within USCIS at \$75,000.

USA: From the 1st of January 2018, employers in San Francisco will be required to give employees who are mothers reasonable time, on request, to breastfeed their child(ren). This must generally run concurrently with existing rest breaks, but if it does not, then it will be unpaid. The employee(s) concerned must be given a private area to undertake breastfeeding (which could be their own private office), and easy access to a refrigerator and a sink with running water. Employers may claim an exemption from the ordinance - but generally only if their establishments are small and they can prove that compliance would cause significant expense or operational difficulty.

Dates for your diary:

September 1st 2017: Change in manual load limits for women and young workers in **Chile**

September 24th 2017: Federal elections will be held in **Germany**

October 1st 2017: Burqa ban comes into force in **Austria**

January 1st 2018: **New York** paid family leave law effective

January 1st 2018: Revision of Alberta's Employment Standards Code in **Canada**

May 25th 2018: Final effective date for **EU** General Data Protection Regulations

August 20th 2018: End of Economic Adjustment (Austerity) Programme in **Greece**

January 1st 2020: **Washington state** Paid family leave law comes into force

Travel Warnings

BERMUDA: Due to frequent congestion on main road arteries into and out of Hamilton, the island's Capital, visitors are unable to rent cars as a matter of practicality. However, 50cc scooters are readily available for public hire and a small number of 2-person minicars are offered as an alternative to motorcycles in some locations.

BERMUDA: Due to frequent congestion on main road arteries in and out of the island's Capital, visitors are unable to rent cars as a matter of practicality. However, 50cc scooters are readily available for public hire and a small number of 2-person minicars are offered as an alternative to motorcycles in some locations.

BRAZIL: It's been reported that Since July 27th the military have been deployed to Rio de Janeiro with an operational focus on combatting organised crime such as drug trafficking, illegal firearms and cargo theft. Visitors should therefore not be alarmed by seeing soldiers on the streets.

CAPE VERDE: There is a danger of indigenous malaria with several reported cases this summer in the capital city Praia (Santiago Island).

COMOROS: Int'Air Iles has suspended all operations indefinitely.

EGYPT: Nationals of Algeria, India, Lebanon, Pakistan, the Philippines, Syria and Tunisia must now register with the immigration authorities within seven days of entry into Egypt, regardless of their immigration status.

ETHIOPIA: Please exercise a high degree of caution when travelling along the highway between Harar and Babile, in the far east of Ethiopia, after ethnic clashes on the 10th of August 2017.

INDIA: The East Coast Railway has cancelled several trains between the 18th and 27th of August 2017 due to modernization work and the separation of the grid at Cuttack railway station.

KENYA: Rallies and protests are possible after comprehensive political elections. All crowded areas should be avoided by foreign visitors.

LIBYA: The security situation across the country remains fragile. Conflict continues in a number of areas – including Benghazi.

PARAGUAY: There have been a number of recent protests in downtown Asuncion. More can be expected in coming days. Disruption to road travel in the surrounding area is likely.

PHILIPPINES: An outbreak of Avian Influenza (bird flu) in farm birds has been confirmed in San Luis, Pampanga province.

PORTUGAL: Visitors should expect delays on the 24th and 25th of August 2017 due to planned strike action by Portuguese immigration officers.

SIERRA LEONE: On August the 14th 2017, a mudslide in the Regent area of Freetown caused hundreds of deaths and injuries. Access to and from Lungi airport by ferry and road has been affected.

SAUDI ARABIA: Visitors are advised against all travel to areas within 30 km of the Yemeni border, due to rocket, missile and mortar attacks.

THAILAND: Visitors should expect significant disruption to traffic in central Bangkok between the 25th and 29th of October 2017 as His Majesty King Bhumibol Adulyadej's cremation ceremony will be held during this period.

FedEE News

KNOWLEDGEBASE: The USA section of the knowledgebase is nearing completion and several other country sections are no longer under construction. The next planned country additions are Israel and Saudi Arabia.

USES OF HR DATA: FedEE will shortly be conducting an online survey on how multinational companies use external data for compliance, competitive, performance and other purposes. This will allow us to tailor our services to your requirements and for members to identify where they may be at risk because of poor or missing data inputs – or by not fully using data which is available.

ONE-TO-ONE WEBINARS: FedEE has far more online and customized services than many of our members realize. As part of your membership you and your team may be given a tour of our services through a webinar conducted by one of our legal team. Please email us at membershipservices@fedee.com to arrange your tour.

LUGGAGE TAGS: Please contact us for our attractive full-sized FedEE [flag](#) and also for our new extrasafe FedEE [luggage tags](#). All are free of charge to member companies and their nominated users.

Footnote: *This comment section expresses the personal views of the FedEE Secretary-General and does not necessarily reflect those of any FedEE members or other contributors.

Source and Disclaimer

The Federation of International Employers (FedEE Global) / La Federación de Empresarios Internacionales/La Fédération des Employeurs Internationaux is one of the world's leading non-sectoral organisations for multinational employers. The Federation was founded in 1988 with financial assistance from the European Commission, but today operates as an independent service with members in over 70 countries worldwide. Our head office is Adam House, 7-10 Adam Street, The Strand, London WC2N 6AA, UK. Web: <http://www.fedee.com>.

In providing the information contained in this communication neither FedEE nor any third party authors are rendering any legal, accounting or other professional advice or opinions on specific facts or matters. Neither the Federation of International Employers nor FedEE Corporate Services Limited or their affiliates accept any liability whatsoever for decisions made or action taken or not taken on the basis of this information.

This communication has been sent to you because you or a colleague has requested it – generally through corporate membership of the Federation. If you do not wish to receive future copies of the newswire please return it to admin@fedee.com with “REMOVE” in the subject line.

Copyright: FedEE Corporate Services Limited on behalf of The Federation of International Employers 2017.