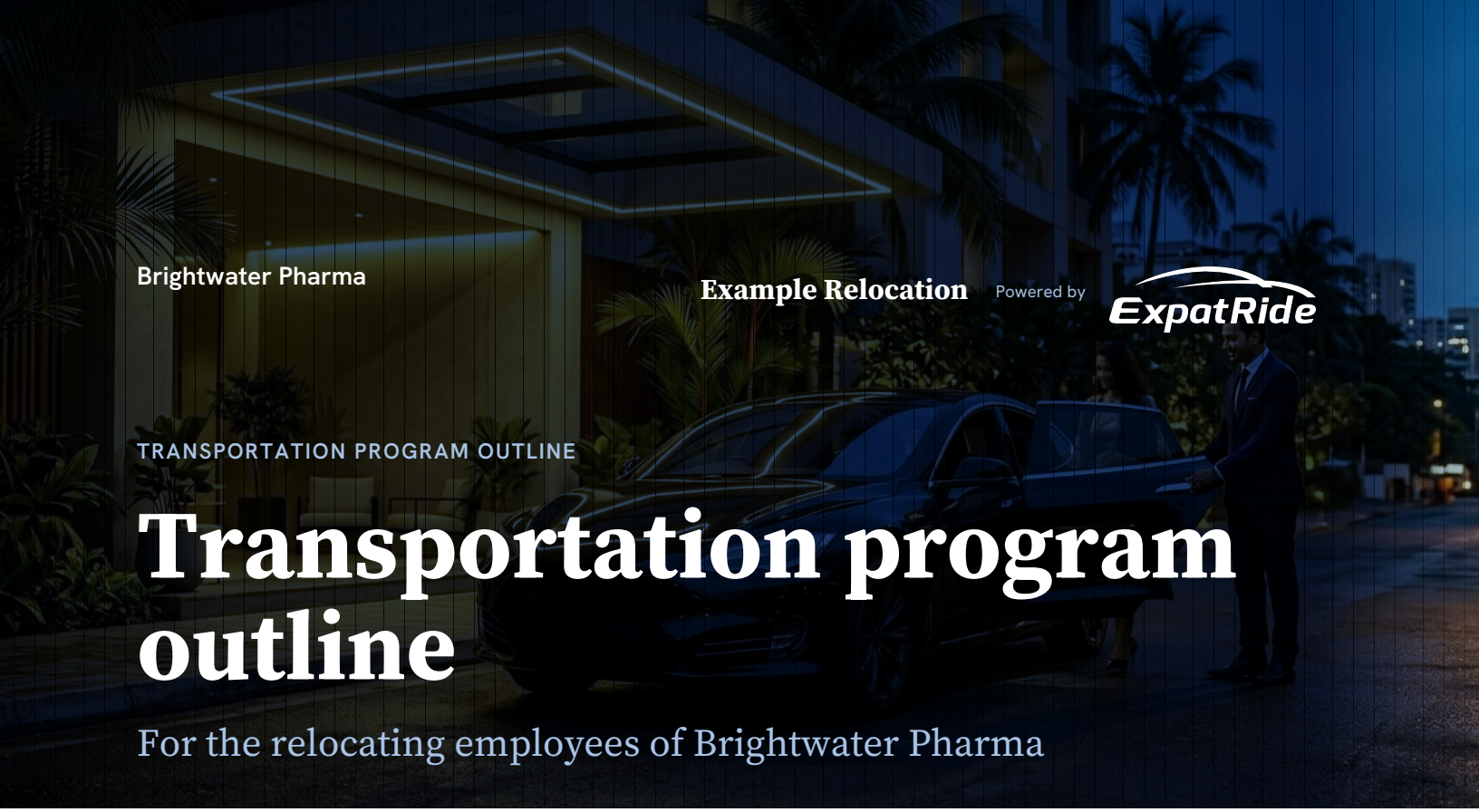


Brightwater Pharma

Example Relocation Powered by ExpatRide

TRANSPORTATION PROGRAM OUTLINE

Transportation program outline

For the relocating employees of Brightwater Pharma

One decision shapes this outline: who owns transportation when a ride goes wrong. Today, at Brightwater Pharma, that owner is not written down. What follows sets one standard for your 10-country footprint, writes the service plan for 10 of your locations, and lays out the six phases to a written policy.

Example Relocation has prepared this outline so that your assignees' transportation is handled with the same care as the rest of their relocation.

10
Countries, your footprint

50 to 200
Assignees a year

10
Example locations

THE STANDARD · THE SERVICE PLAN · THE POLICY CLAUSE · THE ROLLOUT

Prepared for Brightwater Pharma
Headquarters Cambridge

Edition One, October 2026
Your private outline page:
plan.expatride.com/d/fixture-d

The outline on one page

10	50 to 200	4 of 10	5 days
Example locations	Assignees a year	Driver-norm locations	Overview lead time

01 **The assignee's budget buys the cheapest ride; the company keeps the duty of care**
When transportation is left to the assignee's budget or choice points, budget holders and choice platforms see the same pattern: the money is spent elsewhere and the first night is an unvetted ride. You already run a managed program; the plan measures it against the standard in chapter 05 (page 15) and fills the gaps by location.

02 **One owner carries the transportation**
HR reviews the current arrangements with us and Example Relocation. Who handles the six first-90-day tasks today is to confirm with Brightwater Pharma; the plan names one program owner. Example Relocation initiates each move; the owner stays with you.

03 **The plan starts before departure**
The airport transfer and daily transportation are arranged before departure for the assignee and, separately, for the family's later flight, with an executive tier for senior assignees. The plan is written out for Johannesburg first (page 12). Senior assignees and visiting executives get the executive tier (page 13).

04 **The money is already being spent**
Today the spend is split across arrangements, and where no program applies the assignee manages alone, without knowing which provider is reliable, what the right price is, or what to do when something goes wrong.

05 **The Overview can start before the policy changes**
The Transportation Overview is free and ready in 5 days. The Overview does not wait for a policy review.

	A. Keep today's arrangement	B. Start the Overview	RECOMMENDED C. Implement the program
What it is	Your current program as it is	Pricing confirmed by Example Relocation	Transportation written into the assignment policy and run the same way in every city, with one program owner
Cost basis	The current contract	Free Overview. Pricing is confirmed by Example Relocation before booking.	Pricing confirmed by Example Relocation
What stays with you	The gaps between locations	Case-by-case decisions; no written standard yet	A written service standard, a named program owner and an executive tier by grade
Time to start	No change	5 days	Typically 12 to 16 weeks

CONTENTS

What is inside

Chapters 01 to 06 summarize your situation and guide plan creation and rollout. References A to D hold the policy decisions, finance and sources. Detail beyond that is for the call; short-term and commuter policies are covered in the field guide.

01 Why a plan matters 4
The risks an assignee faces without a plan, starting with safety.

02 What a plan changes 7
What changes for the assignee, the family and the program.

03 What a plan is worth 9
What a failed assignment costs, from dated sources.

04 The proposed service plan 11
The services in your locations, and when each one starts.

05 Who does what 15
What HR, your relocation company and ExpatRide each own.

06 Build and roll out the plan 17
The six phases, with weeks and a gate at the end of each.

A Policy decisions and launch checks 21
The decisions HR approves, a sample clause, and the checks before launch.

C Finance reference 25
Illustrative income-tax costs and the assumptions behind them.

D Sources, method and glossary 26
Where every figure comes from, when it was checked, and what each term means.

Where your answers are

10 example locations	5
A managed program with a provider	2, 7
Example Relocation runs your moves	15
50 to 200 assignees a year	2, 9
Assignments mostly under 12 months	11
Most assignees move with family	7
The executive tier, with visiting executives	13, 14
Example Relocation's counselor initiates; you are invoiced	15
Healix, your travel risk provider	6
Self-drive restricted by corporate security	5, 6
A home fleet policy: yes	6
Your VIP answers	13

You left 11 questions open; we take them on the call.

Reading time	Reading path
Five minutes	Pages 1 and 2 hold the decision and the summary.
Fifteen minutes	Chapters 01 to 03 make the case for a plan.
One hour	Chapters 04 to 06 and the references take you to a policy draft.



CHAPTER 01

Why a plan matters

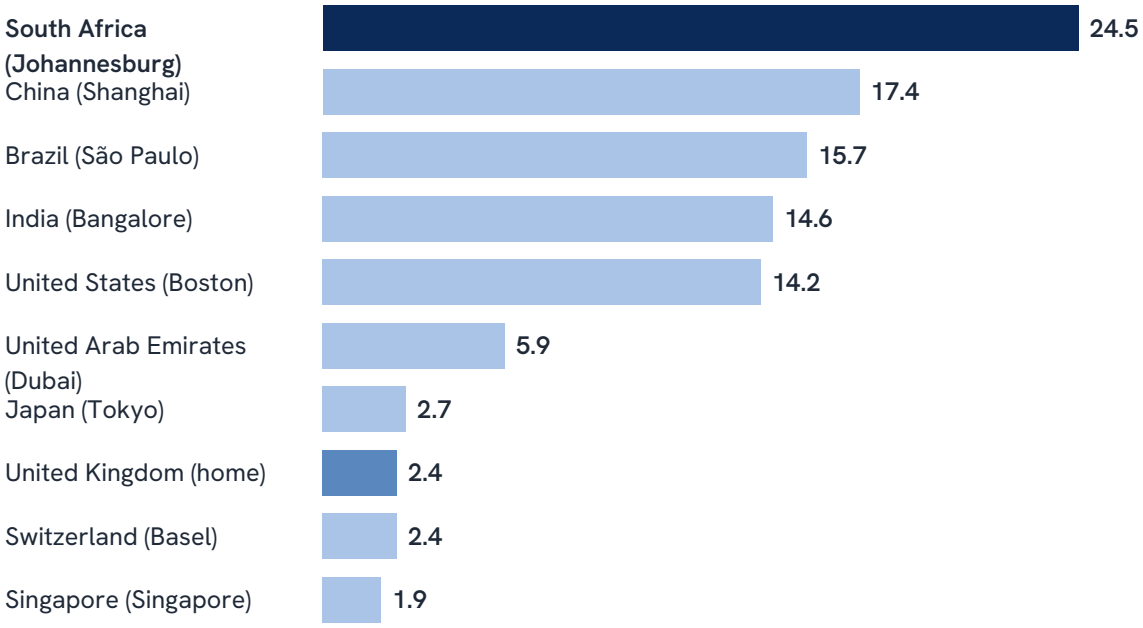
Johannesburg is the hardest road in your footprint. The standard is set there and launched there.

Brightwater Pharma, headquartered in Cambridge, moves 50 to 200 assignees a year into 10 example locations. That means arrivals every week, often enough that one standard saves rework on every case.

EXHIBIT 1

The roads in South Africa are about 13 times as deadly as in Singapore

Road deaths per 100,000 population, 2021, country rates. Navy: the hardest road; grey-blue: home.



The plan has to hold in the hardest one.

WHAT THIS MEANS FOR Brightwater Pharma

Johannesburg sets your standard.
The first decision is who owns transportation, even if the answer is no one yet.

Sources: 1 World Health Organization, estimated road traffic death rate per 100,000 population, 2021, Global Health Observatory, indicator RS_198. Checked October 28, 2026.

EXHIBIT 2

10 locations, one program: 4 where a chauffeur is the norm, 5 where the assignee drives, 1 mixed

Example locations, market modes and local availability



Chauffeur market Self-drive market Mixed market

No.	City	Mode	Main airport	Airport to city	Lease route	Traffic	Executive tier
1	Cambridge	Self-drive	London Stansted	50 km, 45 to 60 min	Both	Left	Confirm
2	Basel	Self-drive	EuroAirport Basel Mulhouse Freiburg	9 km, 15 to 20 min	Both	Right	Confirm
3	Boston	Self-drive	Boston Logan	5 km, 10 to 25 min	Both	Right	Confirm
4	Shanghai	Chauffeur	Pudong	45 km, 50 to 75 min	Confirm	Right	Confirm
5	Bangalore	Chauffeur	Kempegowda	37 km, 45 to 90 min	Corporate	Left	Confirm
6	Singapore	Mixed	Changi	20 km, 20 to 30 min	Both	Left	Confirm
7	São Paulo	Chauffeur	Guarulhos	28 km, 40 to 90 min	Confirm	Right	Confirm
8	Dubai	Self-drive	Dubai	15 km, 20 to 35 min	Private lease	Right	Confirm
9	Tokyo	Self-drive	Tokyo Haneda	20 km, 25 to 45 min	Both	Left	Confirm
10	Johannesburg	Chauffeur	O. R. Tambo	25 km, 30 to 50 min	Both	Left	Confirm

Five of your ten locations drive on the right; your assignees start on the left. A lease without a local credit history is available in 8 of your 10 example locations. A hybrid or electric vehicle is available in all 10 locations. You told us corporate security restricts self-drive in some locations; the chauffeur markets are covered by default and the other locations are to confirm with Brightwater Pharma.

Sources: 1 Car Services Global Estimates. Airport distances from the airports' own published figures. Checked October 28, 2026.

01 WHY A PLAN MATTERS, CONTINUED

How transportation is handled today

Who handles each of the six first-90-day tasks today is to confirm with Brightwater Pharma; the proposals below stand either way.

EXHIBIT 3

Six first-90-day tasks and what the plan proposes for each

Ownership of transportation tasks, your answers

Task	What the plan proposes
Arrival from the airport	A vetted driver booked by the program for every flight, including the family's
The rental car for the first weeks	A rental ready at a local branch, paperwork done, partner named
Getting to work in week one	The first commute arranged before the flight; a chauffeur in chauffeur markets
Partner and school travel	The partner's week is planned with the assignee's: school run, shops, the doctor
The longer-term car or driver	A corporate-billed lease without a local credit history, or an interviewed household driver
The call when a ride goes wrong	The local provider first, then the ExpatRide 24/7 line; incidents reach the program owner within four business hours

Safety

When no one decides how the assignee gets around, the assignee decides alone. Your security team already restricts self-drive in some locations; the plan writes that rule into the tier. We map our controls to your travel risk policy with Healix on the call. At home, Brightwater Pharma's drivers are covered by a fleet policy; the family car on assignment is paid for by the same company, driven for the same purpose, and sits outside it. Chapter 04 (page 11).

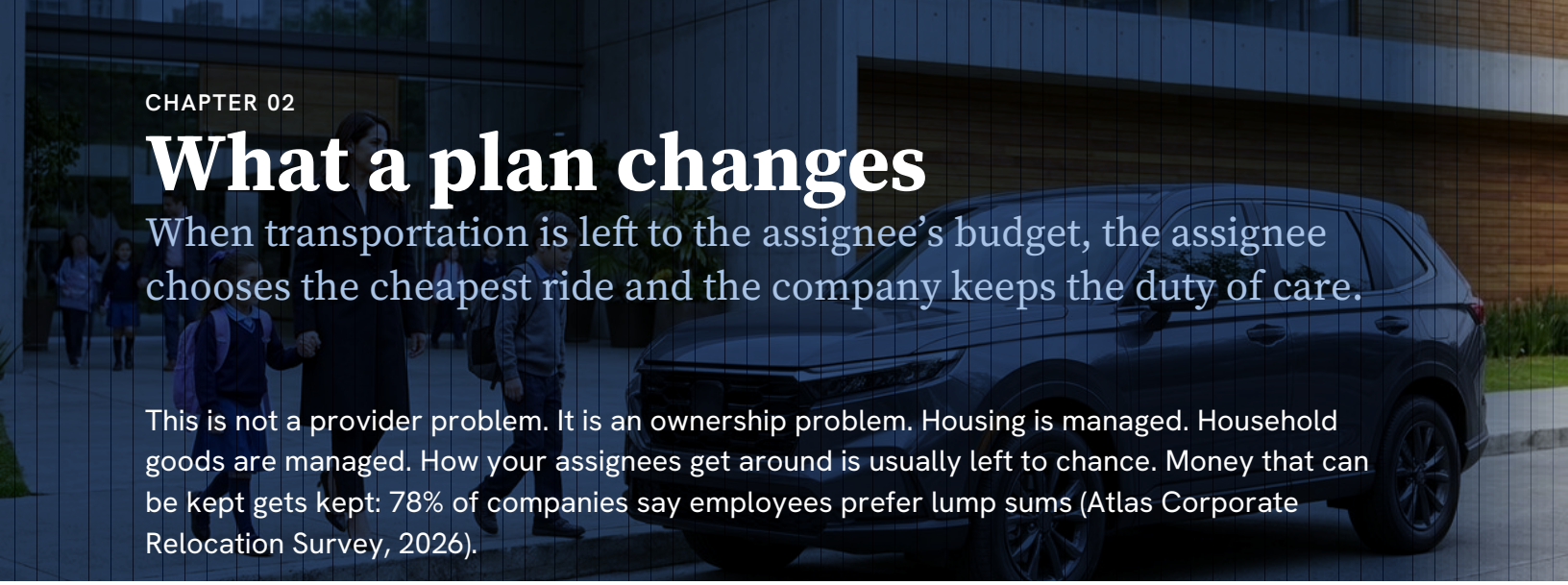
Getting a car

Without a local credit history, a family often cannot lease a car in the first weeks. Most of your assignments run under 12 months, so the rental and the short lease carry most moves. Chapter 04 (page 11).

Cost and tax

A cash allowance is taxed as income in most countries, so the same support costs you more and no one sees what it pays for. Chapter 04 (page 11).

Sources: 1 Your answers in the planning tool. Checked October 28, 2026.



CHAPTER 02

What a plan changes

When transportation is left to the assignee's budget, the assignee chooses the cheapest ride and the company keeps the duty of care.

This is not a provider problem. It is an ownership problem. Housing is managed. Household goods are managed. How your assignees get around is usually left to chance. Money that can be kept gets kept: 78% of companies say employees prefer lump sums (Atlas Corporate Relocation Survey, 2026).

For Brightwater Pharma, transportation decides whether the first weeks go to the role or to logistics. Every hour an assignee spends on logistics in the first 90 days is an hour not spent on the relationships that decide the assignment.

One assignee, two first weeks

You told us this has not happened at Brightwater Pharma in the last twelve months. The itinerary below is the pattern we see when it does.

Without a plan	With a plan
Arrival night, 11:40 PM: The assignee landed after a long-haul flight with a phone at 8%. No transfer was booked, and no one was waiting. The partner, two children and five suitcases came too.	Arrival night, 11:40 PM: The driver's name and the meeting point arrived by email a week before the flight. A driver waited at arrivals with a name board and a van for the luggage. The family was at the door by 1:10 AM.
Day one: A colleague said not to drive in this city, so a colleague or a ride-hail app did the driving until someone decided.	Day one: In a chauffeur market the driver started after the first night. In a self-drive market the rental car was ready at a local branch, paperwork done, keys handed over.
Week three: The assignee still had no settled way to get to work. The partner had left a job, and the school run and the groceries waited for the assignee.	Week three: The assignee had the same way to work every morning. The partner had the 24/7 number and the car, or the household driver, for the school run and the groceries.
Month two: The first escalation landed on your Example Relocation counselor's file. Your Example Relocation counselor coordinated the relocation, but transportation had no supplier, no written service level and no data to show Finance what it cost.	Month two: The lease was in place, or the long-term driver had been interviewed and confirmed. Your Example Relocation counselor's file held one supplier, one written standard and a monthly report Finance could read.

For the assignee

A settled way to work from day one. Most of your assignments run under 12 months, so the rental carries the assignment.

For the family

Most of your assignees move with a partner or children. The partner does most of the family's kilometers: the school run, the shops, the doctor.

For Example Relocation

Your Example Relocation counselor coordinates the relocation. Example Relocation's counselor sends each request; ExpatRide invoices you.

02 WHAT A PLAN CHANGES, CONTINUED

Why transportation matters to the assignment

The service matrix records required safety standards and the vehicle choices available to the family.

EXHIBIT 4

The arrival is the standard; the vehicle is the family's choice

Standard: arranged for every assignee. Choice: the family decides within the service matrix.

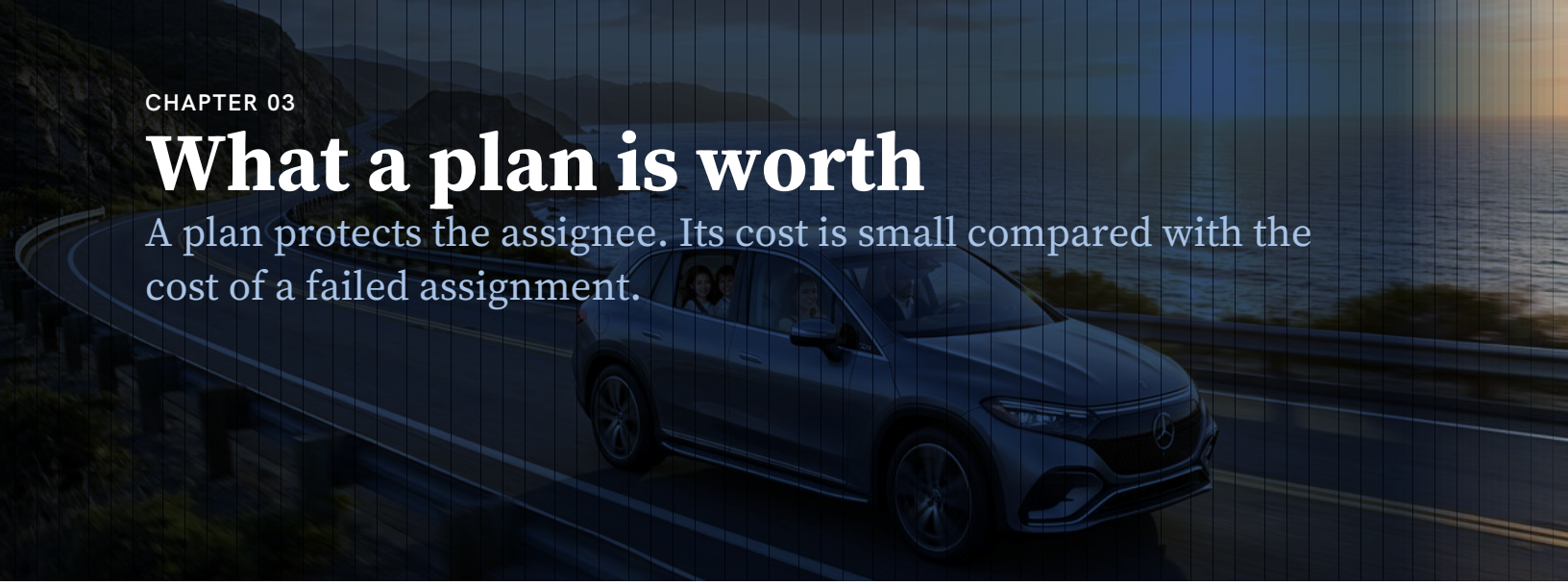
Service	Standard or choice	Why
Arrival transfers: assignee, then partner and children	Standard	Transfers for the agreed flights. Vetted driver and flight tracking. Child seats requested and confirmed before booking.
Airport fast track in congested or security-rated hubs	Standard where rated	Gets the family through the terminal, past unlicensed drivers at the curb.
Orientation and settling-in chauffeur, first days	Standard	Partner support for school and housing visits, not only employee travel.
Armored vehicle with security-trained driver	Standard, set by corporate security	The family cannot assess local threat levels. Never a personal choice.
Family vehicle, by lease or long-term rental	Standard, choice on the vehicle	Vetted supplier. Insurance is included in most countries; elsewhere we help choose cover. Maintenance, roadside assistance and replacement terms are confirmed before booking.
Driver standard	Standard	Partner named on insurance, local-conditions orientation, no two-wheelers funded.
Vehicle class upgrade, EV or hybrid, VIP terminal	Choice	Preferences, not safety decisions.
Daily chauffeur for the commute	Standard where corporate security restricts self-drive	Comfort and productivity in most locations; required where security-rated.
Cash out of the transportation budget	Never	Transportation funds are paid to a supplier, never to the family as cash.

Agree arrival rest and driving restrictions with your travel risk provider before departure.

WHAT THIS MEANS FOR Brightwater Pharma

The plan covers work and home from arrival.
The partner's week decides whether the assignment settles.
Arrival, the first commute and school travel are arranged before departure.

Sources: 1 The Family Car Is the One Relocation Benefit Nobody Owns, 2026. 2 WERC. 3 Crown World Mobility, 2025. Checked October 28, 2026.



CHAPTER 03

What a plan is worth

A plan protects the assignee. Its cost is small compared with the cost of a failed assignment.

1.19 million
Road deaths a year, worldwide

USD 850,000
Cost of one failed assignment, from

66
Studies on expatriate adjustment

Safety comes first

Johannesburg has a road-death rate about 10 times United Kingdom's. A vetted driver and a booked transfer keep the assignee and the family out of an unfamiliar car on unfamiliar roads in the first, most tired weeks.

WHO, 2023.

A failed assignment is expensive

KPMG's estimate that a failed international assignment costs USD 850,000 to USD 1.25 million is widely cited, and we cite it for direction. A plan that removes one avoidable failure pays for itself many times over.

KPMG, May 2024.

The family decides the outcome

In the NetExpat and EY survey of 650 HR representatives, assignees and partners, partner and family unhappiness was the number one reason for failed assignments. When the partner can get around from the first week, one common cause of failure gets smaller.

NetExpat and EY, 2023.

Adjustment drives performance

A meta-analysis of 66 studies and 8,474 expatriates found that adjustment shapes job satisfaction, intention to leave and performance. Getting to work, school and the shops without improvising is part of adjustment, and a plan settles it before the first day.

Bhaskar-Shrinivas et al., 2005.

One failed international assignment costs up to USD 850,000 (upper KPMG estimate). Pricing for your locations is confirmed by Example Relocation before booking.

The figures describe roads and assignments in general, not your program. Sources and dates in Reference D (page 26).

WHAT THIS MEANS FOR Brightwater Pharma

EcoRide reports CO_2 by client, region and vehicle type, monthly. Your executives get one coordinator and one standard (page 13).

SUSTAINABILITY

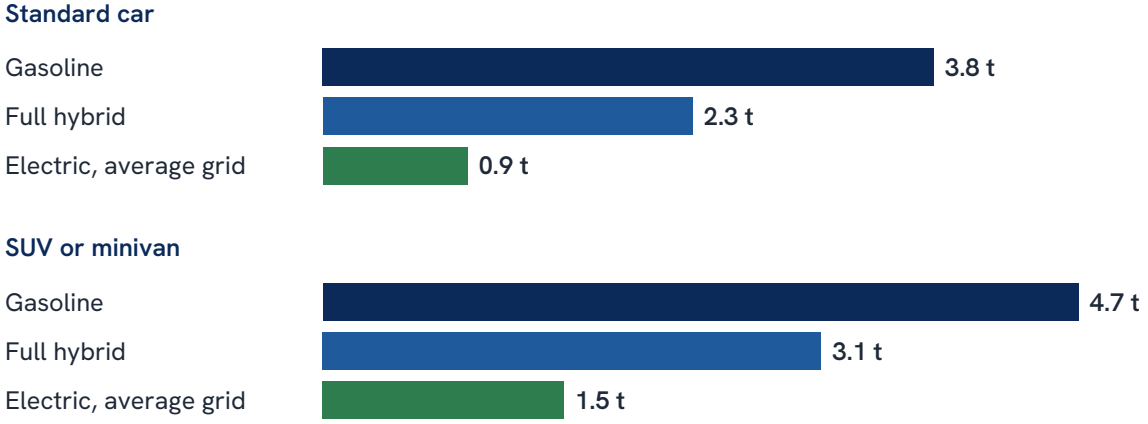
An electric car cuts an assignment's CO_2 by two thirds or more. A hybrid cuts it by about a third.

EcoRide is our sustainability program. It runs inside the same plan, at no extra step for HR.

EXHIBIT 5

An electric car emits a quarter to a third of what a gasoline car does over an assignment year; a full hybrid, about two thirds

CO_2 per assignment year at 20,000 km, t



Method: 20,000 km per assignment year. Tailpipe for fuel; EU average electricity generation. Full assumptions in Reference D (page 26).

CO_2 reporting, the hybrid or electric default and the recipient are set on the call.

At 50 to 200 moves a year, EcoRide Choice across your footprint avoids about 580 t of CO_2 a year against gasoline cars (Exhibit 5 method, standard car, electric where the grid allows).

Vetted suppliers

Hybrid and electric vehicles through vetted suppliers in more than 100 countries.

EcoRide Choice

When you mandate it, we pick the more eco-friendly vehicle whenever one is available.

CO_2 every month

CO_2 is reported monthly by client, region and vehicle type for Scope 3.

Sources: 1 Carbon baseline 2024, assessed by Fair Venture, 2025. Indicative. Checked October 28, 2026.

The proposed service plan

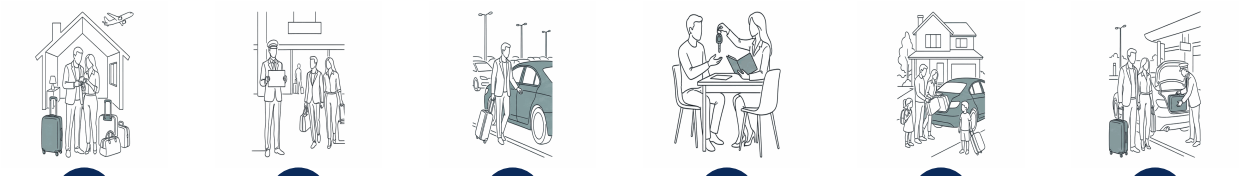
This is what we would put in place, city by city, before you approve anything.

The starting model is drawn for Johannesburg, with a second model for Boston, the most common case in your footprint. Transportation follows the assignment, step by step. From the week before the flight to the last ride to the airport, each service has its moment.

EXHIBIT 6

Transportation follows the assignment from the first flight to the last ride to the airport

Service sequence, from before departure to assignment end



When	Service and delivery
BEFORE THE FLIGHT	The plan is sent. The assignee gets the driver's name, the meeting point and the car before departure.
ARRIVAL DAY	Airport transfer. Airport transfer for every arrival, including the partner and children on a later flight. A driver meets the assignee at arrivals. A larger vehicle takes the luggage, and the family when they travel together. If the driver is not at the meeting point, call the provider's number in the confirmation before leaving the terminal; the provider sends the driver or a replacement.
FIRST FULL DAY	Daily transportation starts. In a chauffeur market the chauffeur starts after the first night. In a self-drive market the rental car is ready at a local branch.
FIRST MONTHS	The long-term car. Rental for the first weeks and throughout most of your assignments; a lease where one runs 13 months or longer.
EVERY DAY	Help and escalation: the local provider first, then the ExpatRide 24/7 line; the standard is in chapter 05 (page 15).
ASSIGNMENT END	The return. The car goes back, and the last ride to the airport is booked.

THE FIRST 72 HOURS

Before the flight: the driver's name, the meeting point and the car, by email. Hour 0: a driver at arrivals with a name board, and a van when the family travels together. Night one: the family at the door. No one drives. Day two: the rental car at a local branch with the paperwork done and the partner named as a driver, or the chauffeur's first morning. Day three: the first commute arranged, and the 24/7 number in the partner's phone. The family receives this as a one-page note before departure.

04 THE PROPOSED SERVICE PLAN, CONTINUED

Starting model and common case

EXHIBIT 7

The starting service model follows Johannesburg's market mode

Johannesburg, South Africa, chauffeur market

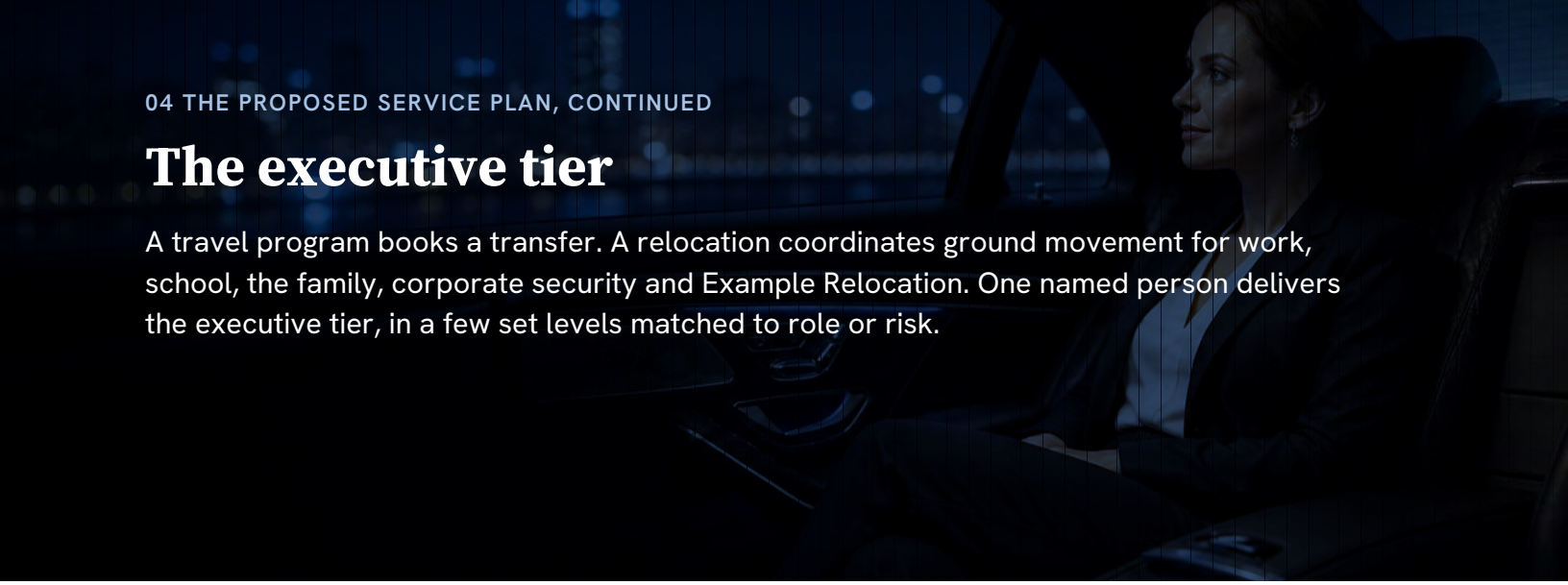
Tier	Alone	Partner	Partner + 1	Partner + 2+
Arrival package	Airport transfer, van	Airport transfer, van	Airport transfer, van	Airport transfer, van
Executive	Named coordinator; fast track; monthly chauffeur, or armored where security requires it.	Monthly chauffeur, executive car. Family: driver, sedan	Monthly chauffeur, executive car. Family: driver, SUV	Monthly chauffeur, executive car. Family: driver, SUV or minivan
Senior professional and management	Chauffeur, sedan	Chauffeur, sedan. Family: shared driver	Chauffeur, SUV. Family: shared driver	Chauffeur, SUV or minivan. Family: shared driver
Professional and technical	Chauffeur, sedan	Chauffeur, sedan. Family: shared driver	Chauffeur, SUV. Family: shared driver	Chauffeur, SUV or minivan. Family: shared driver

EXHIBIT 8

The common service model follows Boston's market mode

Boston, United States, self-drive market; rental on most assignments, a lease where one runs 13 months or longer.

Tier	Alone	Partner	Partner + 1	Partner + 2+
Arrival package	Airport transfer, van	Airport transfer, van	Airport transfer, van	Airport transfer, van
Executive	Long-term rental for the assignment: executive sedan	Long-term rental for the assignment: executive car or SUV. Partner named	Long-term rental for the assignment: SUV. Partner named	Long-term rental for the assignment: SUV or minivan. Partner named
Senior professional and management	Long-term rental for the assignment: sedan	Long-term rental for the assignment: sedan or SUV. Partner named	Long-term rental for the assignment: SUV	Long-term rental for the assignment: SUV or minivan
Professional and technical	Long-term rental for the assignment: compact or sedan	Long-term rental for the assignment: sedan. Partner named	Long-term rental for the assignment: compact SUV	Long-term rental for the assignment: SUV or minivan



The executive tier

A travel program books a transfer. A relocation coordinates ground movement for work, school, the family, corporate security and Example Relocation. One named person delivers the executive tier, in a few set levels matched to role or risk.

EXHIBIT 9

One coordinator, every ground service, every stakeholder

Executive transportation services and the people kept informed

GROUND SERVICES		KEPT INFORMED
Airport fast track	ONE NAMED COORDINATOR	The assignee
VIP terminal		The partner
Executive chauffeur by the day		The executive assistant
Armored vehicle, trained driver		Corporate security
Orientation tour		Example Relocation counselor
Settling-in support for the family		The host office
Long-term vehicle sourcing		

VIP terminal where the airport offers one; armored vehicle where corporate security requires it.

YOUR PRIORITY: SECURITY-LED TRAVEL

What is standard for an executive

Transfers for the agreed flights, with airport services where confirmed. Driver and armored-vehicle requirements are agreed locally. A named coordinator manages the brief. The 24/7 line is answered at any hour.

What the business-travel channel cannot do

One person across weeks and suppliers; a briefing before each movement; the family and the school run; escalation to someone who knows the assignment

What stays flexible

Vehicle class, the EcoRide option, the long-term vehicle and the orientation tour's scope are agreed for the assignment.

What you told us	Your answer	In the plan
How should VIP support be shaped?	Tiers by role or risk	Set levels by role or risk, written into the policy by grade
Which moments need added attention?	Security-led travel	The driver and the vehicle set by corporate security, the brief follows
What should the first weeks achieve?	Both together	One plan for work and home from the first day

04 THE PROPOSED SERVICE PLAN, CONTINUED

The executive tier, continued

EXHIBIT 10

Executive services available in your footprint

Availability for your example locations; unverified services need confirmation

Location	Fast track	VIP terminal	Chauffeur	Armored
Cambridge	Confirm on the call	Confirm on the call	Confirm on the call	Confirm on the call
Basel	Confirm on the call	Confirm on the call	Yes	Confirm on the call
Boston	Confirm on the call	Confirm on the call	Yes	Confirm on the call
Shanghai	Confirm on the call	Confirm on the call	Yes	Confirm on the call
Bangalore	Confirm on the call	Confirm on the call	Confirm on the call	Confirm on the call
Singapore	Confirm on the call	Confirm on the call	Yes	Confirm on the call
São Paulo	Confirm on the call	Confirm on the call	Yes	Confirm on the call
Dubai	Confirm on the call	Confirm on the call	Yes	Confirm on the call
Tokyo	Confirm on the call	Confirm on the call	Yes	Confirm on the call
Johannesburg	Confirm on the call	Confirm on the call	Yes	Confirm on the call

Armored vehicles are available in more than 100 countries; specifications are agreed with your security team. Airport-run VIP terminals and private departure lounges have availability and prices confirmed per airport when booked. Fast track is an airport service, priced per request. Since 2020 US airports offer it on domestic flights and US connections only, not on international arrivals.

You named security-led travel as the priority. Where your security team requires it, the vehicle is armored to B6, the European standard for protection against rifle fire, the driver is trained in defensive driving and the partner's daily movements follow the same journey rules as the executive's. That is a security decision, never a personal choice.

How a request flows

01

Request to VIP@ExpatRide.com by Example Relocation's counselor.

02

Confirmation in writing with driver name and meeting point before the flight.

03

Monthly report with incidents and CO_2 to the program owner.

Visiting executives and senior candidates

The same coordinator runs board visits and candidate journeys in your footprint: arrival transfer, office transfers, city orientation and the return, reported in the same monthly file.

WHAT THIS MEANS FOR Brightwater Pharma

A named coordinator arranges transportation for your executives and their families. The tiers are written into the policy by role or risk.

CHAPTER 05

Who does what

The service confirmation names the local provider and the ExpatRide 24/7 line for unresolved problems.

HR at Brightwater Pharma owns the policy. ExpatRide delivers the transportation.

Policy owner
HR at Brightwater Pharma; HR approves any exceptions.
Program owner
Named on the call, with ExpatRide behind them.
Initiation
Example Relocation's counselor sends the initiation, which holds the arrival details, the location, the vehicle needs and the approved scope, to CARS@ExpatRide.com. We confirm in writing before booking. Billing to Brightwater Pharma directly.

1	2	3	4
Local provider	ExpatRide 24/7 line	Program owner told within four business hours	Policy owner told the same day

EXHIBIT 11

HR owns policy; the counselor initiates; ExpatRide delivers

R: Responsible; A: Accountable; C: Consulted; I: Informed

Activity	HR	Example Relocation	ExpatRide
Policy and exceptions	A, R	C	C
Initiation per assignee	I	A, R	I
Booking and written confirmation	I	I	A, R
Incident handling	I	C	A, R
Monthly report and CO_2 data	A	I	R
Quarterly review	A	C	R

The service standard

What we promise. The remedies are agreed with Example Relocation.

If something goes wrong, the family calls the local provider first, on the number in the confirmation; the provider is in the city and fixes it fastest. If that does not solve it, they call the ExpatRide 24/7 line. ExpatRide acts within four hours in business hours, tells the program owner within four business hours and the policy owner the same day, and logs every incident in the monthly report.

One email per assignee, confirmed in writing before anything is booked. Your name stays first with the client; we work behind you.

What to send: Assignee name and contact details. Arrival date, flight number and airport. Host city and the housing address. Who travels with the assignee, when, and the partner's contact details. Assignment type and tier. Services wanted, or 'estimate first'. Billing direct to you. Approved scope, or the policy reference. Before booking: A written confirmation with the driver's name, the meeting point and the vehicle. Before departure: The assignee receives the plan and the 24/7 number. During the assignment: Incidents reach you and the program owner when they happen. Monthly: Usage, spend and CO_2 per vehicle, estimated until the vehicle is returned. Send scope changes to CARS@ExpatRide.com with the assignee's name in the subject line. The client's Global Mobility team approves them; we confirm in writing. Extensions, early departures and vehicle returns follow the same route. The 24/7 number for the assignee and the partner is in every confirmation email.

WHAT THIS MEANS FOR Brightwater Pharma

Confirm the program owner and the written service standard.



CHAPTER 06

Build and roll out the plan

HR leads the work, and nothing goes live before you sign off.

Brightwater Pharma builds the plan in six phases, from reviewing current arrangements to approval and delivery. The calendar runs 12 to 16 weeks from kickoff to the first launch locations.

EXHIBIT 12

Six phases, six gates: nothing is booked before the policy is approved

Phase, weeks, lead, output and approval gate

Phase	Weeks	Who leads	You get	Gate
01 Scope and mandate	1 to 2	HR, with Example Relocation and ExpatRide	A scope brief that records the priorities and open questions, and a decision memo	HR confirms the scope and the sponsor signs the memo
02 Interviews and evaluation	2 to 5	HR with local contacts; ExpatRide runs the interviews	A location record that separates confirmed arrangements from gaps and unknowns	Local contacts check the record
03 Presentation of recommendations	5 to 8	ExpatRide with HR	Pricing confirmed by Example Relocation	HR selects the scope; Finance reviews the cost basis
04 Policy description and inclusion	8 to 11	HR; Finance, tax, legal and procurement review	The policy clause, the exception rules, the named approver and the delivery contacts	The policy owner records the version and effective date
05 Communication and rollout strategy	11 to 13	HR, with Example Relocation and ExpatRide	A rollout schedule naming each location owner. Proposed first location: Johannesburg.	You sign off on the plan and rollout
06 Implementation and delivery	14 on	ExpatRide delivers; HR governs	Incident updates when they happen, monthly usage and spend, and a first quarterly review at 90 days	HR approves changes and new locations

A working calendar for a program of up to ten locations. Larger footprints add two to four weeks to phases 02 and 03. The Transportation Overview, ready in 5 days, gives your next policy review the facts for every location.

06 BUILD AND ROLL OUT THE PLAN, CONTINUED

The Transportation Overview. Free, and ready in five days.

IF YOU WANT TO START BEFORE THE POLICY CHANGES

The program takes 12 to 16 weeks. The Overview is free and ready in five days, without a policy change. Pricing is confirmed by Example Relocation before booking. For each transportation request, Example Relocation's counselor sends an initiation and we confirm in writing before booking. No exclusivity, no volume commitment. The Overview's data becomes the program's location record for phase 02. We review your footprint list on the call. Ask for the Overview then.

01 | 02 | 03

1. Agree the scope
Start: scope call

On the call, confirm the footprint and the first locations; Example Relocation's counselor sends each transportation request.

2. Prepare the Overview
Within 30 days

Pricing is confirmed by Example Relocation before booking.

3. Start the services
After written confirmation

Send the transportation request within the approved scope. We confirm the service in writing before each booking.

What you get

The Overview, your Example Relocation counselor routine, and a monthly report from the first service request.

What it costs

The Overview is free. Pricing is confirmed by Example Relocation before booking.

How to start

Confirm your footprint on the call and agree how Example Relocation's counselor initiates.

WHAT THIS MEANS FOR Brightwater Pharma

We review your footprint of 10 countries on the call. The Overview can start afterward.

The first step

HR reviews the current arrangements with us and Example Relocation. Local recommendations inform the policy, followed by your approval and rollout.

A. Keep today's arrangement

The current contract

No change

☐ Keep today

RECOMMENDED

B. Start the Overview

Free Overview. Pricing is confirmed by Example Relocation before booking.

5 days

☐ Start the Overview

C. Implement the program

Pricing confirmed by Example Relocation

Typically 12 to 16 weeks

☐ Implement the Program

We recommend B now and C in the six phases in chapter 06 (page 17). The Overview costs nothing and gives the Program its first data.

Thirty minutes decide the first step

- ☐ Confirm the 10 example locations.
- ☐ Name the program owner and who handles the six first-90-day tasks today.
- ☐ Confirm with Example Relocation how each service is priced before booking, requests from Example Relocation's counselor, invoiced to you.
- ☐ Agree who receives the Transportation Overview.
- ☐ Close the 11 questions you left open, starting with: main destinations; arrival; first rental.

Name | Role | Date

Your next step takes 30 minutes

Book 30 minutes with Example Relocation. We will go through this outline together and agree whether to start the Overview. You do not need to prepare anything.

Alex Morgan
Account Director, Example Relocation
alex.morgan@example-relocation.com

Book 30 minutes with Example Relocation

ExpatRide joins the call if you would like.

Your private outline page

plan.expatride.com/d/fixture-d · Edition One, October 2026

Anyone with the link can open it, so treat it as a shared document.

REFERENCE A

Policy decisions and launch checks

Use this wording as a starting point for your policy. HR, Finance and your legal and tax advisors review it before approval.

No.	Decision	What to record	Starting position for Brightwater Pharma
01	Eligibility and duration	Define eligible assignments, start and end dates, and treatment of current assignees. Review contractual changes before changing existing allowances.	Cover every new assignment from launch. Current assignees keep their arrangement until renewal. Most of your assignments run under 12 months; the rental route applies to most.
02	Location and service	Approve the mode and service by location and tier. Record vehicle size separately when family members accompany the assignee.	Size the vehicle for the whole family in every location, including the school run. Match the vehicle to the assignment length: up to 12 months a rental, over 12 months a lease. Confirm liability if the lease outlasts the assignment.
03	Budget and payroll	Name the budget approver and billing recipient. Ask your tax advisor to confirm local treatment, including any taxable vehicle benefit.	Billing recipient: Brightwater Pharma directly, as you told us. Budget approver: confirm on the call.
04	Exceptions and changes	Name who approves changes to service scope. Record how assignment extensions, early departures and vehicle returns are handled.	Example Relocation's counselor sends scope changes to CARS@ExpatRide.com. HR approves them. The field guide lists the requests that need no approval.
05	Safety and support	Record local insurance requirements and emergency contacts. State the rental breakdown route separately from lease and driver support. A privately bought car and the partner driving it sit outside the company's fleet and travel accident policies; the corporate lease or long-term rental brings them inside.	Travel risk provider: Healix; we map our controls to its policy on the call. Corporate security restricts self-drive in some locations; the chauffeur mode applies there. You reported a home fleet policy. Its application to assignment-family transportation is checked on the call.

A POLICY DECISIONS AND LAUNCH CHECKS, CONTINUED

Policy decisions, continued

No.	Decision	What to record	Starting position for Brightwater Pharma
06	Executive tier	Define the levels by role or risk. Define the grades that qualify, the agreed transfers, a named coordinator and airport services where confirmed. Confirm chauffeur or armored-vehicle availability and specifications with corporate security. Name who approves exceptions. Requests go to VIP@ExpatRide.com from the named sender.	Senior assignees and their families, visiting executives and senior candidates; tiers by role or risk; requests from Example Relocation's counselor to VIP@ExpatRide.com.
07	Sustainability and consent	Record the greener-vehicle decision and the CO_2 report recipient. Confirm consent before adding the partner to an account.	The hybrid or electric default is set on the call.
08	Approval record	Record the policy owner, approving authority, version and effective date. Keep location exceptions with the approved matrix.	Policy owner: HR at Brightwater Pharma. Confirm the review date on the call.
09	Driver standard	The partner is a named driver by default. Every driver gets a local-conditions orientation. No two-wheelers are funded. Every crash, breakdown and near miss in a program-funded vehicle is logged. If outside sourcing is allowed, publish a minimum vehicle standard: maximum age and mileage, a four-star rating from the NCAP program covering that market, electronic stability control, curtain airbags, ISOFIX, liability cover at the corporate minimum, and no peer-to-peer platforms.	Name each authorized driver with their consent (most of your assignees move with a partner or children). Confirm whether your home fleet policy covers the vehicle and each authorized driver on assignment.

A POLICY DECISIONS AND LAUNCH CHECKS, CONTINUED

Policy wording and model notes

HOST COUNTRY TRANSPORTATION (STANDARD BENEFIT)

The Company arranges transportation for the assignee and accompanying family members from arrival to repatriation, in line with host country practice and the approved service matrix. The arrangement includes an airport transfer on arrival and on departure for every family member's flight, a rental car or chauffeur service for the first weeks, and a leased vehicle or a driver for the length of the assignment, sized for the accompanying family. Services are booked through the Company's appointed provider on your Example Relocation counselor's initiation and are confirmed in writing before any booking. The assignee and partner receive a support line answered at any hour. Fuel, tolls and parking are met by the assignee unless the service matrix states otherwise. Where a hybrid or electric vehicle is available, it is offered. This benefit replaces any cash transportation allowance, unless the service matrix states otherwise, and is reported as a taxable benefit where the host country requires it; the Company's tax advisor confirms the treatment per location. Changes to scope are approved by the policy owner.
Driver standard: the partner is a named driver by default; every driver receives a local-conditions orientation; no two-wheelers are funded; incidents in program-funded vehicles are logged. In a standard-and-choice policy the arrival transfer and the first weeks are standard; vehicle choice is choice within the service matrix. Assignees at the grades named in the service matrix receive the executive tier, coordinated by a named ExpatRide coordinator and approved by the policy owner.

A sample, not legal advice; your legal team adapts it. The full clause library, by assignment type, is in the implementation field guide that follows after the call.

Duty of care

WHO: more than nine in 10 road deaths happen in low- and middle-income countries. ISO 31030, the travel risk management guidance written for organizations, names vetted ground transport as one of the controls and extends duty of care to the family traveling with the employee. Brightwater Pharma reported no incident or escalation in the last twelve months. At home, every employee who drives for the company is covered by a road-risk policy; the family car on assignment is paid for by the same company, driven for the same purpose, and sits outside it.

Model notes

'Partner named' means the partner is an authorized driver on the rental or lease. EcoRide applies to every vehicle where a hybrid or electric option exists. Your grade names replace our tiers on the call.
Two models, one program: the hardest location sets the standard, the common case is where most of your assignees will live it.
ExpatRide's suppliers vet every driver: license, background check and insurance, as local law allows. Before a long-term chauffeur service starts, the assignee and partner can interview the driver. The driver can be replaced if the assignee asks.
A suggested model, not a fixed answer. Fill in the agreed service in each cell as the program develops.

A POLICY DECISIONS AND LAUNCH CHECKS, CONTINUED

Your planning record

Complete this record with your team. Unresolved decisions remain open until the named approver accepts them.

Current arrangements

Record suppliers, allowances and contracts by location. Separate confirmed facts from unknowns.

Known: A managed program with a provider; Example Relocation runs the moves.

Local evaluation

Name the local contact, evidence date and unresolved requirements for each launch location.

Known: self-drive restricted by corporate security in some locations (confirm which).

Selected recommendation

Record the approved matrix, estimated budget and reasons for changing or retaining the current arrangement.

Known: assignment length mostly under 12 months; executive tier by grade.

Policy approval

Record the approving authority, policy version, effective date and exceptions.

Known: policy owner HR.

Rollout authorization

Record the sign-off date, first locations, launch dates and communication owner.

Known: first locations Johannesburg (your start).

Delivery contacts

Name the policy owner, your Example Relocation counselor and the ExpatRide coordinator. Record the review date.

Known: initiation by Example Relocation's counselor; billing directly to Brightwater Pharma.

Launch readiness	Approval record
Client approval	You have approved the policy, service scope and rollout dates. Each first location has a named company contact.
Local readiness	Availability and lead times are confirmed locally. The estimate, billing route and unresolved requirements have been reviewed before booking.
Service request	The initiation includes arrival details, location, vehicle needs and approved scope. We confirm the service in writing before booking.
Before departure	The assignee receives the meeting details and support contacts. Where a household driver is provided, service starts after the first night.
After launch	Incidents reach the program owner when they happen. HR reviews monthly usage and spend, then approves changes as locations are added.

REFERENCE C

Finance reference

EXHIBIT 14

Renting at the airport desk costs about a quarter more than the same car from a local branch

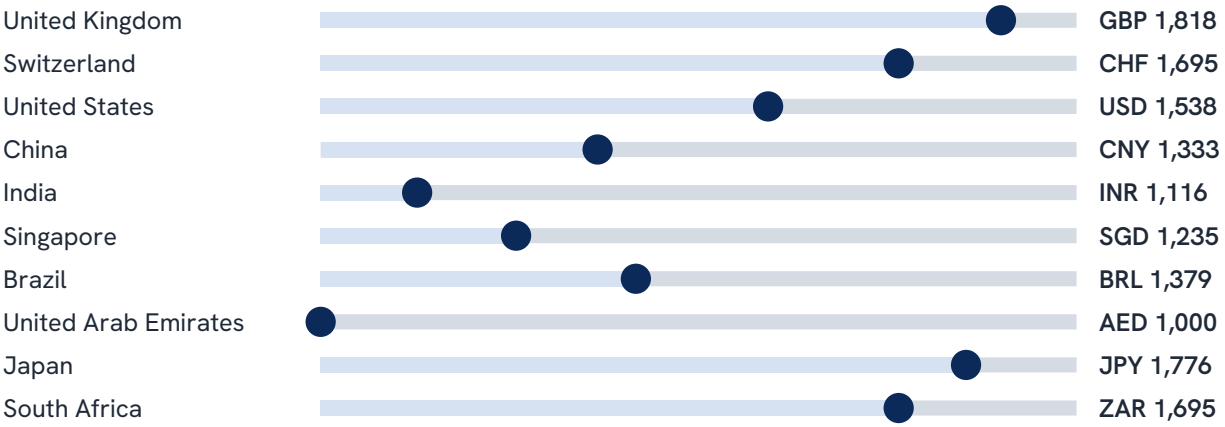
Index, local branch = 100. The same mid-size sedan, same dates, same terms, costs about 29% more collected at the airport desk than at a local branch on a 30-day rental, and about 24% more on a four-month rental.



EXHIBIT 15

A cash allowance of GBP 1,000 costs Brightwater Pharma up to GBP 1,818 in United Kingdom

Employer cost of 1,000 paid as cash under tax equalization, income tax only, local supplier currency



Income tax only. Employer social charges come on top and differ by market. Computed from your example locations.

PLEASE CHECK FOR YOURSELF

Indicative only, not tax advice. Rates change, and treaties, residence and personal circumstances change the result. Special expatriate regimes lower these figures and are not applied here. A provided car is usually a taxable benefit in kind as well; the fair comparison is grossed-up cash against the benefit's own tax, not cash against free. Check the current rates with your own tax advisor before you rely on these figures.

Sources: 1 To confirm. 2 National tax authorities listed in Reference D (page 26), rate tables dated October 2026. Checked October 28, 2026.

REFERENCE D

Sources, method and glossary

Locations and modes

We use 10 named example locations from the company footprint. The hardest road sets the standard; the starting model is drawn for the location you chose, or for the hardest road when none was chosen. Market modes use the ExpatRide Mode Index 2026.1, our classification with inputs and dates at https://plan.expatride.com/plan/methodology. Airport distances come from airport publications. Airport to city times are indicative. We confirm them on the call. 'Confirm on the call' means we check the lease route or vehicle availability for that city before anything is booked.

Tax figures

Cost = 1,000 / (1 minus rate) at a senior professional's pay, three times the national average wage, income tax only; the gray figure at the end of each bar is the same cost at the top band, for executives. Host tax is company paid through equalization or gross-up. Employer social charges, expatriate regimes and personal circumstances are not included. Bands used: United Kingdom: 45% above GBP 125,140. Switzerland: 41.02% above CHF 266,700. United States: 35% above USD 256,225. China: 25% above CNY 300,000. India: 10.4% above INR 800,000.

Singapore: 19% above SGD 200,000. Brazil: 27.5% above BRL 55,976. United Arab Emirates: no personal income tax on employment income. Japan: 43.69% above JPY 9,000,000. South Africa: 41% above ZAR 887,000. Average wages: United Kingdom: OECD average annual wages 2025. Switzerland: OECD average annual wages 2025. United States: OECD average annual wages 2025. China: National Bureau of Statistics 2025. India: MoSPI Periodic Labour Force Survey 2025. Singapore: Ministry of Manpower median income 2025. Brazil: IBGE PNAD Contínua 2025. United Arab Emirates: secondary source, unverified 2024.

Japan: OECD average annual wages 2025. South Africa: Statistics South Africa Quarterly Employment Statistics 2026. Rate tables dated October 2026.

CO_2

The comparison uses 20,000 kilometers per assignment year: tailpipe factors for fuel and EU average electricity generation, about 256 g per kWh, per the European Environment Agency. Upstream fuel and charging losses are excluded. Grid mix changes the result. The company assigns Scope 3 categories under its own method. ExpatRide's white papers publish the method and shipment comparison.

Sources by exhibit

Facts use WHO, company locations, airport publications, your answers, the white papers and the carbon baseline. The proposed service sequence, matrices, executive tier diagram, escalation path, responsibilities, six phases and policy wording carry no source. Finance uses national tax authorities. The complete citations follow.

No.	Source, checked October 28, 2026
1	World Health Organization, Global status report on road safety 2023, December 13, 2023.
2	World Health Organization, Global Health Observatory, indicator RS_198, estimated road traffic death rate per 100,000 population, 2021 estimates.
3	ISO 31030:2021, Travel risk management, guidance for organizations. International Organization for Standardization.
4	International SOS and Ipsos, Return on Investment study, with KPMG estimates, May 2024. Widely cited; cited for direction.
5	NetExpat and EY, Relocating Partner Survey Report, November 2023.
6	Bhaskar-Shrinivas, Harrison, Shaffer and Luk, Academy of Management Journal 48(2), 2005.
7	Carbon baseline 2024, assessed by Fair Venture, 2025. 0.199 kg CO_2 per kilometer driven by clients.

D SOURCES, METHOD AND GLOSSARY, CONTINUED

Sources, continued

No.	Source, checked October 28, 2026
8	Driving Sustainability, May 2024.
9	Global HR's Green Opportunity, 2024.
10	GHG Protocol, Technical Guidance for Calculating Scope 3 Emissions, Chapter 6.
11	Pledge, freight emissions calculator: 40-foot container, 6 t per TEU, New Orleans to Birmingham and return, 8,925 km each way, 0.0193 kg CO_2e per tonne-km, 4.1 t CO_2e.
12	US Environmental Protection Agency, greenhouse gas emissions from a typical passenger vehicle, 8,887 g CO_2 per gallon of gasoline.
13	Verplanken, B. and Roy, D. (2016), Empowering interventions to promote sustainable lifestyles: testing the habit discontinuity hypothesis in a field experiment, Journal of Environmental Psychology 45, 127 to 134.
14	Expat survey with DABGO, 272 international assignees and returning expats, 2018 to 2023.
15	WERC and Rockport Analytics, Talent Mobility's Global Market Size and U.S. Economic Impact, inaugural industry report.
16	The Family Car Is the One Relocation Benefit Nobody Owns, 2026; WERC and Rockport Analytics, Talent Mobility's Global Market Size and U.S. Economic Impact (lump sum share); Crown World Mobility, Global mobility needs consistency, not standardisation, 2025.
17	Mode Index 2026.1, https://plan.expatride.com/plan/methodology, with the US State Department and UK FCDO readings on the dates shown there.
18	Car Services Global Estimates.
19	To confirm: published report for the airport-desk comparison, 1,000 or more corporate bookings, 29 percent at 30 days and 24 percent at four months.
20	National tax authorities, verified October 2026: HM Revenue and Customs, United Kingdom; Eidgenössische Steuerverwaltung, Kantonales Steueramt Zürich, Stadt Zürich, Switzerland; Internal Revenue Service, United States; State Taxation Administration, China; Central Board of Direct Taxes, India; Inland Revenue Authority of Singapore, Singapore; Receita Federal do Brasil, Brazil; Federal Tax Authority, United Arab Emirates; National Tax Agency, Japan; South African Revenue Service, South Africa.
21	Average wages: OECD, Average wages, 2025, for member countries; the national statistics office, named per country, elsewhere.
22	Main airports: London Stansted; EuroAirport Basel Mulhouse Freiburg; Boston Logan; Pudong; Kempegowda; Changi; Guarulhos; Dubai; Tokyo Haneda; O. R. Tambo.

D SOURCES, METHOD AND GLOSSARY, CONTINUED

Glossary

Assignee The employee on international assignment.

Partner The assignee's spouse or partner who moves with them.

RMC Relocation management company: the company that manages the move for the employer.

Counselor The RMC's case manager for one assignee's move.

Initiation The request from Example Relocation's counselor to ExpatRide for one assignee: arrival details, location, vehicle needs and approved scope.

Host country practice How people at the assignee's level usually get around in that city: they drive, are driven, or both.

Chauffeur market, self-drive market, mixed market The three modes in the ExpatRide Mode Index. In a mixed market the assignee drives after a local orientation.

Corporate-billed lease A lease in the company's name, invoiced to the company, arranged without the assignee's local credit history.

Household driver A driver and vehicle for the family's day, separate from the assignee's commute.

Policy owner HR at Brightwater Pharma: sets the rules, approves exceptions.

Program owner Named on the call, with ExpatRide behind them: books, confirms, reports.

Cost estimate The priced plan per location and tier that follows the call. Not a quote.

Standard: a service arranged for every assignee in the program, before departure.

Choice: a service the family selects within the service matrix.

Service standard: what ExpatRide promises on every booking; it becomes the service level agreement once agreed.

Scope 3 Emissions in a company's value chain that it does not produce directly, reported under the GHG Protocol.

EcoRide ExpatRide's sustainability program: hybrid and electric vehicles where available, and monthly CO_2 reporting.

GBTA The Global Business Travel Association.

Worldwide ERC The global workforce mobility association, formerly the Employee Relocation Council.

TPO The planning tool's short name for the transportation program outline, this document. It appears nowhere else in these pages.

Edition One. Built on October 28, 2026 from your answers; private page plan.expatride.com/d/fixture-d.
Photographs: ExpatRide library. Typefaces: Hanken Grotesk and Source Serif 4.

PREPARED FOR Brightwater Pharma

Ground transportation for global mobility. 197 countries and territories.

Book 30 minutes with Example Relocation

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