

A smiling man and woman are positioned in the upper right of the frame. The man, on the left, has dark hair and a light beard, wearing a dark sweater over a light blue shirt. The woman, on the right, has long dark hair and is wearing a white top. They are both smiling at the camera. Behind them is a city skyline, with the Empire State Building being the most prominent feature on the right. The sky is blue with some light clouds. The left side of the image is covered by a large, white, geometric pattern of interconnected triangles.

ENABLING DUAL CAREERS IN THE GLOBAL WORKPLACE

“Now that I am back in the workforce and have resumed my career, it would be psychologically very difficult to take another break. It would be very hard for me to go to a new location where I couldn’t work... It has made an incredible difference to how my children see me (a mother, a wife, and now a professional) and to their expectations of what they, as women, will be able to do with their own lives. My daughter’s comment to me - “I didn’t realise girls could work too, Mum,” - was a huge wake-up call.”

→ Permits Foundation Global Spouse Survey.

Why dual careers is an important issue

Concern over partner employment is one of the top reasons employees turn down an international assignment. This is a real issue for companies that rely on expatriate staff to transfer knowledge, skills and technology; fill temporary shortages and create the ‘corporate glue’ that binds an international organisation together. And with democratic changes, more women in the workplace and diversity in families (unmarried partners, same sex couples), concern will only continue to grow unless we develop sustainable solutions.

Compelling evidence

Permits Foundation surveyed 177 leading global organizations in 2012 to look at the challenge of dual careers and its impact on business success. 51% of HR managers reported that employees had turned down an international assignment because of the difficulty of partner employment. Strikingly, 70% felt their company needed to do more to support dual careers.

In 2008, we also surveyed 3,300 expatriate partners; 70% of partners said that their own employment was important in the decision to relocate, while almost 60% said they would be unlikely to relocate to a country where they would have difficulty in getting a work permit.

“In supporting Permits Foundation, international companies can convince governments with one voice that they need to allow a continuation of careers for partners if they want experts working in their countries.”

→ Rob Stolk, VP Human Resources, Unilever Benelux, The Netherlands.

A ‘triple win’ for governments, employers and families

The good news is that 96% of respondents said that countries that do allow partners to work are desirable destinations for relocation. So there is a real incentive for host countries to create a competitive and attractive location for international investment and highly skilled employees. What’s more, as many partners are also highly qualified, they too can contribute their skills and revenue to the local economy if they work.

Our spouse survey also highlighted that being able to work in the new country often has a positive impact on adjustment, health and well-being, and family relationships, as well as the willingness to complete or extend the assignment.

As a result, the small but important concession of allowing partners to work creates a ‘triple win’ for host countries, employers and families.

“With a view to removing an important obstacle to accept an assignment in the EU, family members will ... have the right to be employed or self-employed in the host member state throughout the duration of the transfer.”

→ Council of the European Union, on adoption of the EU Directive on intra-corporate transfers.



Together, we are making a difference

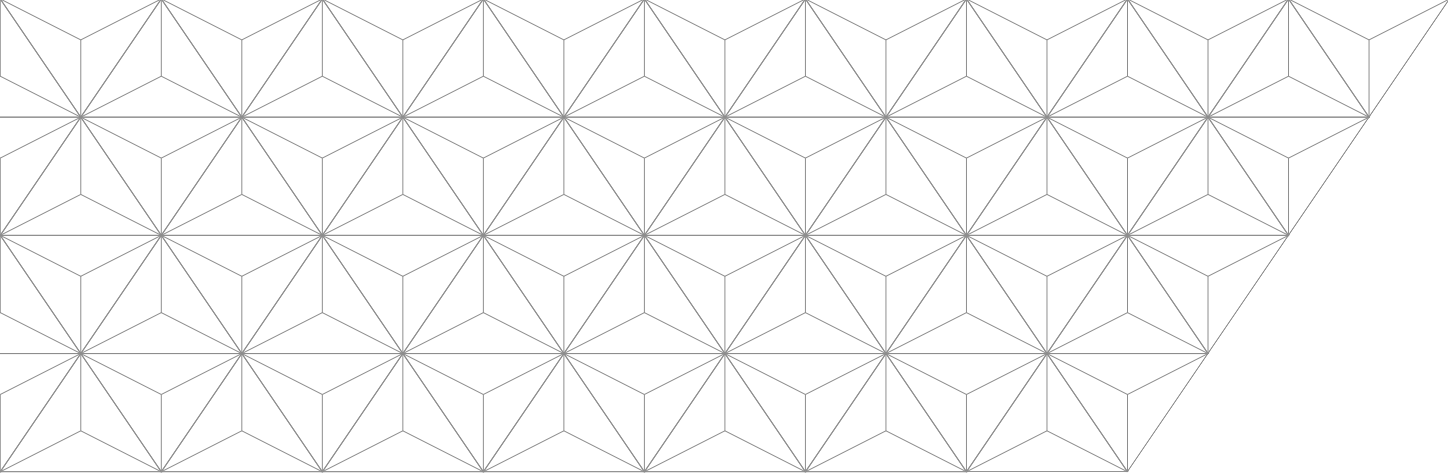
We have local sponsor networks in Brazil, India, Indonesia, Japan and Malaysia, including steering committees to help us plan our approach to government ministries. As our success grows, we will extend this further to Asia, Latin America, the Middle East and Africa.

- **BRAZIL** Our local representatives have met with government officials to propose an amendment to the Foreigners Bill which would allow family members of foreign workers to work during an assignment.
- **INDIA** Our work has resulted in a change of regulations, permitting spouses of intra-company transferees to apply for an employment visa in India. We continue to advocate full access to employment and self-employment for spouses and have steadily built consensus on the need for change. In 2015, we have met with the Ministers of State for Home Affairs and External affairs to seek support for a new visa regulation on Intra-Corporate Transfers, including the right of dependants to work. The proposal is under consideration.
- **JAPAN** As a result of our efforts, improvements have been made to work permit requirements for professional spouses. We continue to promote full work authorisation.

“Family members will be allowed to work throughout the assignment under the new EU ICT Directive. This will make the EU more attractive to highly skilled foreign workers and improve equality in our society.”

→ Vilija Blinkeviciute, Member of the European Parliament.

- **EUROPEAN UNION** Provisions for non-European family members to work were included in the EU ‘Blue Card’ Directive and implemented by Member States taking part. We also campaigned successfully for family members to be allowed to work under the EU Directive on intra-corporate transfers. Member States have until November 2016 to transpose the Directive into their national legislation.
- **UK** In 2009 and 2010, we successfully argued against a tightening of regulations for dependants of intra-company transferees and other skilled workers. In July 2015, the Government announced a further review of Tier 2 visas, including a possible restriction of dependants’ right to work. We are conducting a survey of Tier 2 employees and partners to get up-to-date data for our response in September 2015.
- **USA** We are promoting an extension of employment authorisation for spouses of all skilled work permit holders, as well as recognition of unmarried partners.



The benefits of sponsoring Permits Foundation

Governments are responding positively to our proposals. The success we have achieved shows that, together, we can reduce legislative barriers and improve global mobility.

There is still a way to go, particularly in the developing countries. When we contact governments and ministries, it is important to show a broad base of support from different sectors and countries of origin, as well as both private and public organisations.

Becoming a sponsor will support your overall HR strategy and:

- bring about sustainable improvements to work permit legislation for accompanying partners, thereby increasing global staff mobility.
- demonstrate your support for dual careers and family-friendly policies.

- underpin your recruitment image as an attractive, best practice, international employer.
- reduce the cost and upheaval of assignment refusal and early return amongst highly skilled employees.
- demonstrate corporate social responsibility.
- support diversity and gender initiatives.
- if you are a service provider, it will demonstrate to your clients how you are helping to improve global mobility.

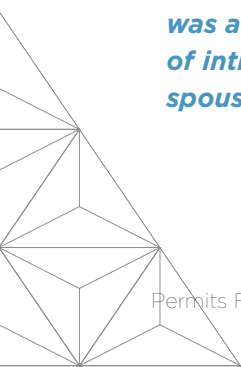
Each year we ask you about your countries of importance where you currently have expatriate staff or where you expect growth in the future. Your input helps us to develop our longer term strategy plan and the countries where we will focus our resources in the next three years.


“By working together through Permits Foundation, we are in a better position to convince governments of the value of partner work authorisation. At the same time, sponsorship sends a strong message to our employees that we care about an issue that affects their mobile career and family life.”

→ Gill Gordon, HR Director UK, Schlumberger Limited,
Chair of the Board of Permits Foundation.

“I lived twice in USA. The first time spouses were not allowed to get a work visa. The second time was after your organisation had contributed to implementation of a law that allowed spouses of intra-company transferees to obtain work authorisation. That created many opportunities for spouses. I benefited from it as well. I think you are doing a great job.”

→ Permits Foundation Global Spouse Survey.





“I’ve witnessed first hand the emotional trauma that harsh immigration rules have on a family when it’s impossible for a partner to work. That’s why I’m passionate about supporting work for partners.”

→ Julia Onslow-Cole, Partner and Head of Global Immigration of PwC Legal LLP and Board Member of Permits Foundation.

How to become a sponsor

Sponsors pay an annual donation, which, in line with our not-for-profit status, is a contribution to the work of the foundation, rather than contractual fee. The actual level is at your discretion. As a guideline, the board currently recommends a donation of € 6,800. When you become a sponsor, we will ask you to give us:

- A list of your countries of interest.
- A main contact or relationship manager with whom we can discuss our country plans and activities, your role as a sponsor and donation procedures.
- Additional contacts to receive our newsletters and sponsor meeting invitations.
- Permission to add your logo and corporate link on our website.

Getting more involved

If you wish to be more actively involved, we encourage your local representatives to take part in our country networks, or to help set up a new network in a country of your choice. These networks help us to build local knowledge as to when and how we should approach the relevant government ministries and other key stakeholders.

You can also help in other practical ways by spreading the word, writing articles or referring to our work in presentations, and inviting us to speak at conferences.

We particularly recommend that you highlight your support for Permits Foundation in your organization. This helps to show employees and potential recruits that you recognize and support dual career aspirations. And we invite you to post our weblink on your intranet and external (careers) website, and in your expatriate briefing packages, so that your employees and their partners have easy access to our web resources.

Sponsors can nominate a board member or patron of the foundation. The board of directors meets quarterly and approves strategy and finances. Companies represented on the board help with a range of *pro bono* support in addition to their annual donation. In strategic matters, the foundation operates independently and consults regularly with all its sponsors.

“Dual career and partner issues are becoming more important in my organization for the new generation of expats. A strong global mobility policy is not a nice to have but a need to have.”

→ Permits Foundation Employers Survey.

“The Permits Foundation website is really useful, with information about work permits for partners when families are on the move and evidence for HR staff when developing a dual career policy.”

→ Helen Walton, Director Global Mobility, AstraZeneca;
Board Member Permits Foundation.

PermitsFoundation.com

Visit our website for our latest news and legislative developments.

While campaigning, we have also built up a data bank of useful research and information for you to use:

Surveys

- Our International Mobility and Dual Career Survey of 170 International Employers, 2012.
- Our International Survey of 3300 Expatriate Spouses and Partners, 2008.
- Links to other leading international surveys.

Resources for employers and global mobility experts

- An Employers page highlighting evidence that will help you to develop a dual career/partner employment support policy.
- A slideshow outlining our aims, strategy and successes as well as key points from our global surveys. If you would like to use our slides in your own presentations, we will be pleased to send you a copy in PPT format.
- A global overview of spouse/partner work permits.
- Articles about dual careers in the international Press.

Resources for partners

- A Families page for expatriate partners looking into whether they can work in a prospective host country.
- A unique guide to work permits, by country, with useful links to government websites and other carefully researched information.

“Our current location, The Netherlands, was a great choice because it was clear from the start that the work permit was not a problem. We are both working here, contributing to the economy.”

→ Permits Foundation Global Spouse Survey.



OUR SPONSORS



CONTACT US

If you would like to speak to us about becoming a sponsor, or if you have any questions or suggestions, please contact:

Kathleen van der Wilk-Carlton, Executive Director. Tel. +31 70 3191930

Françoise van Roosmalen, Sponsor Relations & Accounts. Tel. +31 6 14359817

Permits Foundation - P.O. Box 162, 2501 AN, The Hague, The Netherlands

Email: contact@permitsfoundation.com, Website: www.permitsfoundation.com