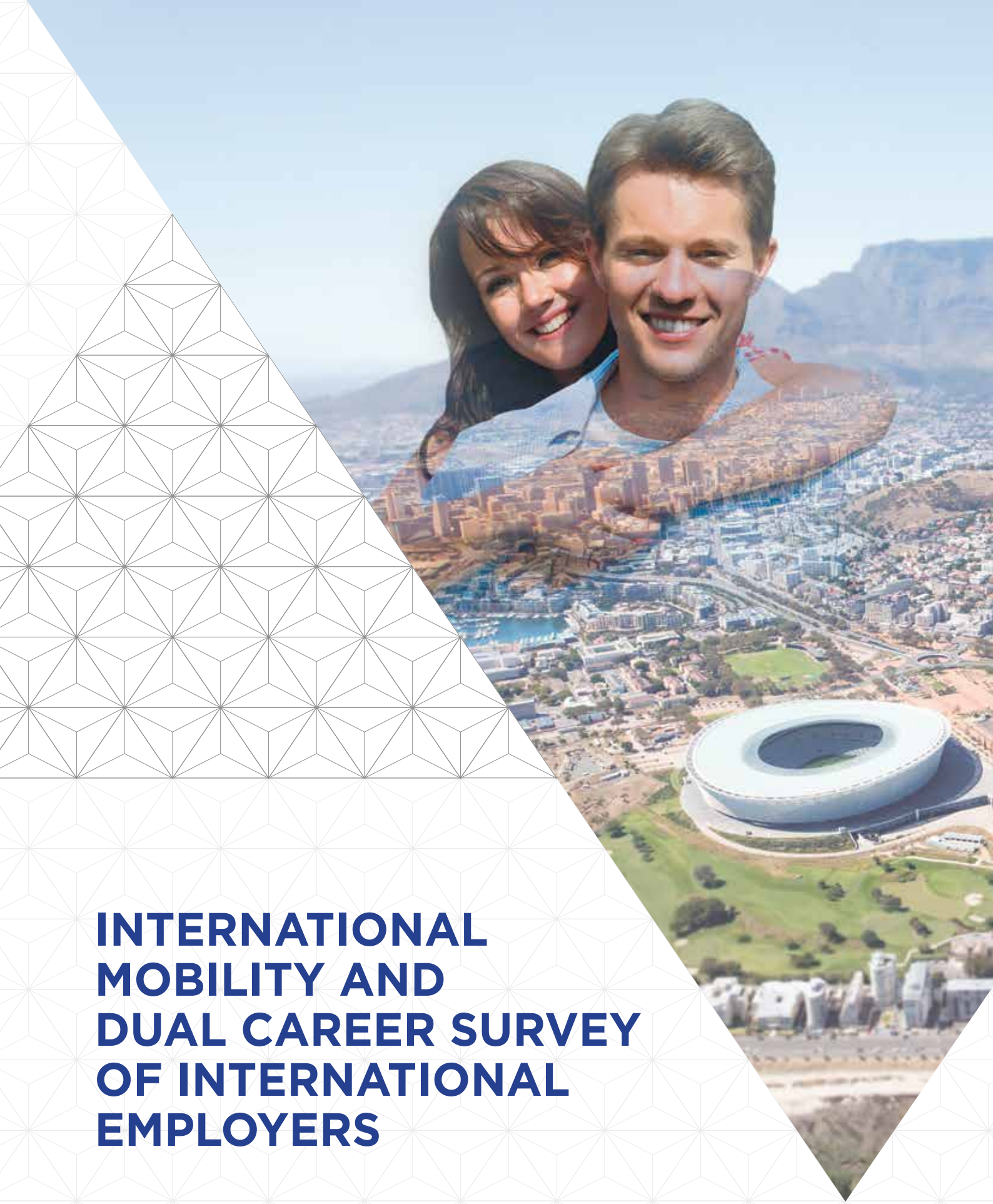


INTERNATIONAL MOBILITY AND DUAL CAREER SURVEY OF INTERNATIONAL EMPLOYERS

PERMITS
foundation

CONTENTS

EXECUTIVE SUMMARY

Permits Foundation conducted this survey to learn about the challenges that organisations face with regard to international dual careers and partner support, and the potential impact these have on businesses.

The survey, which was completed in November 2011, examined:

- The impact of immigration restrictions on international business
- The impact of dual careers on international mobility within organisations
- Current practice in spouse/partner support
- Current assignment demographics

The survey attracted 177 organisations employing almost 7.5 million people in both the private and public sectors. Expatriates comprised nearly 1.8% of this workforce, reflecting both organisations that place significant emphasis on international mobility and also organisations that are just starting to develop a global mobility policy.

The results provide evidence that being able to transfer employees internationally is critical to business success. Yet, dual careers are presenting an increasing challenge to this mobility. Restrictive work permit regimes that limit spouse or partner employment have a negative effect on the transfer of employees and business outcomes.

Employer policies and practices to support dual career couples focus on employability and enabling work opportunities for partners. In countries where it is difficult to assign employees because of partner work permit concerns, such support is undermined and the deployment of talented individuals is hindered.

Widening access to host country employment for expatriate partners can result in a winning formula for families, employers and host countries.

"...if spouses or partners are not allowed to take employment in the host country it can certainly affect the organisation's ability to move its employees where it needs them. It can also affect relationships if spouses are leaving their job, which is part of their identity, to follow their partners and are unable to work...."

THE IMPACT OF IMMIGRATION RESTRICTIONS ON INTERNATIONAL BUSINESS

The results of this survey indicate clearly the importance of international mobility to organisations and the negative business impact of restrictive work permit regimes for both international assignees and their partners.

- **96%** of employers report that being able to transfer employees internationally is of high importance to their organisations.

  "We must ensure our capability to transfer the right employee to the right place."

  "As an International global company, different market experience is key when applying for more senior roles."

- **92%** of employers report that when governments impose work permit limits on the numbers of employees that can be transferred to key countries, this has a negative effect on their organisations' business.

  "We want to increase our number of assignees. Most employees now have a working partner."

- **85%** of employers report that when governments impose time limits or bans on work permit extensions in key countries, this has a negative effect on their business.

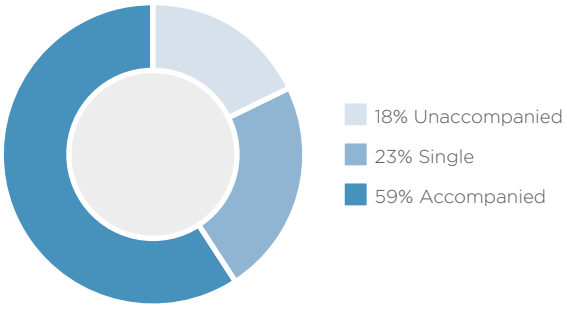
- **96%** of employers state that the partners of international assignees should be allowed to work in the host country for the duration of the assignment.

  "More and more couples today expect to pursue employment abroad."

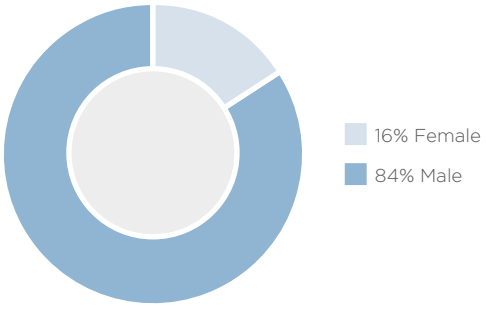
PROFILE OF ORGANISATIONS THAT TOOK PART

The survey examined the views of 177 companies and public sector organisations. Between them, they employed nearly 7.5 million employees, including over 130,000 expatriate staff.
Expatriates comprised almost 1.8% of the total workforce across these organisations. The absolute numbers of expatriate assignees varied widely.
About 40% of the organisations employed less than 100 expatriate staff and another 40% employed between 100 - 1000 expatriates. Only 20 % of companies employed more than 1000 expatriate staff; this includes four organisations with more than 5,000 expatriates.

Assignment status



Gender of assignees



THE IMPACT OF DUAL CAREERS ON INTERNATIONAL RECRUITMENT AND EMPLOYEE MOBILITY

Employers report that managing dual careers is of increasing importance to their organisational success. If the careers of both partners cannot be accommodated, this has negative implications for the management of talent, the deployment of human resources, retention of key skills and successful economic outcomes for individuals, organisations, and home and host countries.

"Both partners tend to pursue a career, and asking for a leave of absence will give the accompanying partner a set-back in his or her career. It is often a hard decision for the accompanying partner both emotionally, financially and professionally."

"We employ more women in management positions, and their spouses tend to be in employment, often in senior positions."

- **66%** of employers report that partner careers and employment impact their organisation's ability to attract employees to international assignments.

  "If partners are not allowed to work, this would make an assignment less attractive to our employees."

- **66%** of employers report that dual career and partner issues are becoming more important to their organisations.

  "As we start to move larger numbers of employees - and those of a less senior grade – to new locations, it will inevitably become more of an issue as both partners usually work in the home country."

- **51%** of employers report that employees have turned down international assignments due to partner career or employment concerns.

  "Increasing need for partners to work decreases likelihood of employee accepting an assignment - employee salary not sufficient to obtain standard of living, plus no guarantee partner will find work."

- **21%** of employers report that assignees have returned home early from an international assignment within the last three years because of concerns over their partner's career or employment.

  "We had one significant failure last year and 'lessons learned' are still being identified one year later...."

  " We have a manager in one country who is actively looking to leave for a country where his partner can be gainfully employed. A replacement will be difficult to find."

Estimates of assignment failure

A practical definition of international assignment failure takes account of both assignment refusals and early returns for personal rather than business reasons.

Assignment refusals

According to respondents, 51 per cent of the organisations surveyed had experienced assignments being turned down because of partner employment concerns, while 22 per cent said this had not happened. The remaining 27 per cent said they did not know.

Estimates of the scale of refusals ranged from less than one per cent to over 25 per cent of assignments, with 62 per cent of respondents estimating it between 1 and 10 per cent of assignments.

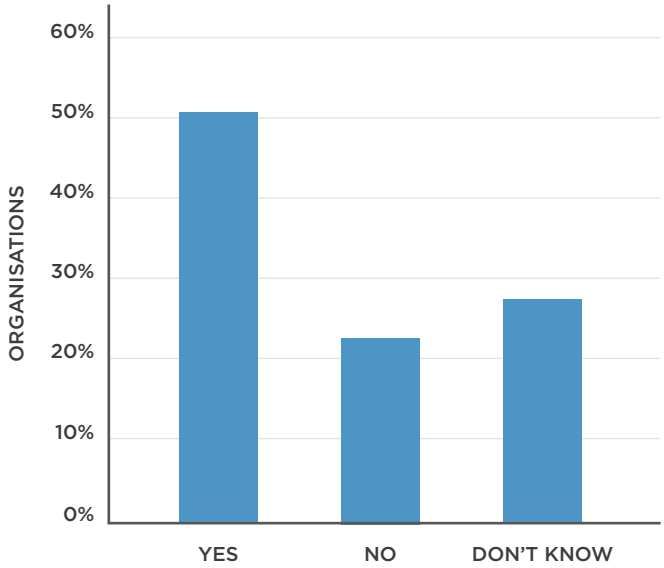


Figure 1 Percentage of organisations with experience of assignment refusals

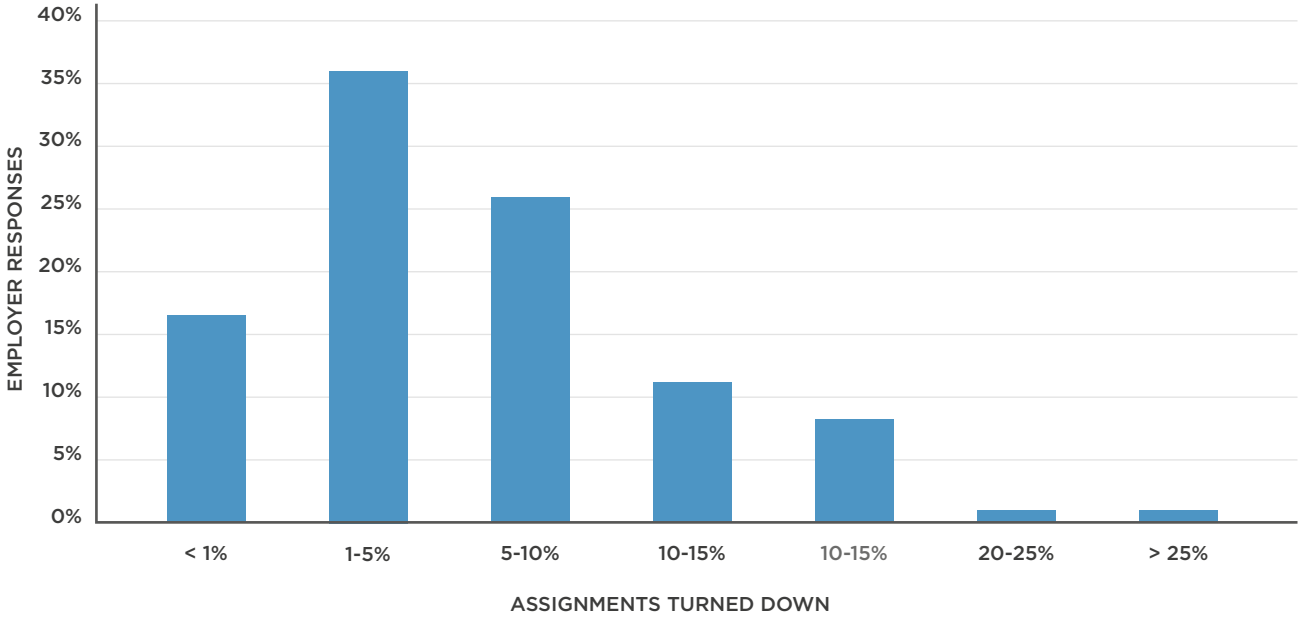


Figure 2 Percentage of international assignments turned down in the last three years because of concerns about the partner's career or employment

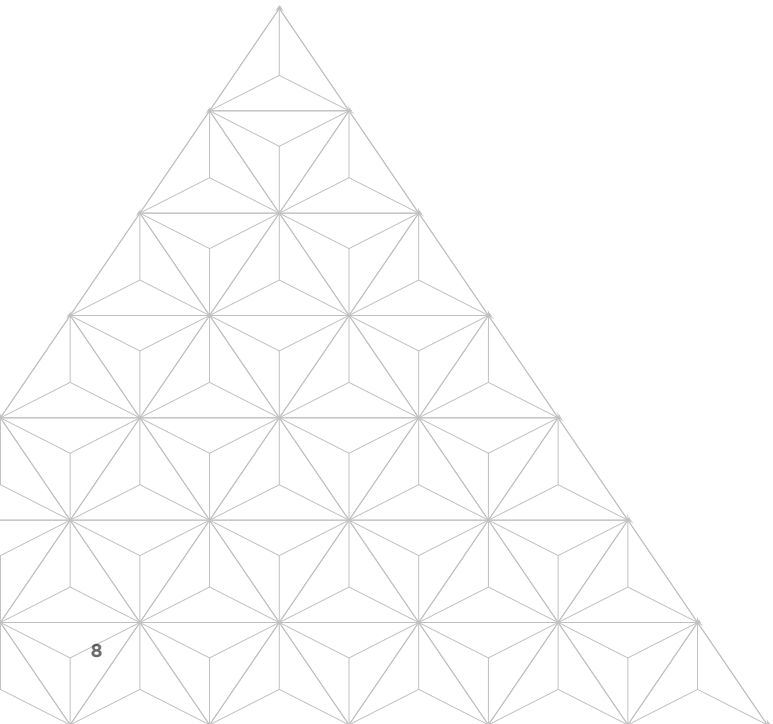
Assignments terminated early

The number of organisations in which international assignees had returned home early because of concerns about the partner's career was lower than with assignment refusals, with 21 per cent confirming that it had happened and 49 per cent saying that it had not. A significant minority, 29 per cent, did not know.

The estimates of the scale of early returns were also lower, with 90 per cent of the respondents estimating it to affect less than 10 per cent of assignments. Nevertheless, employers recognise that when it happens, the costs can be significant, both for the organisation and for the family concerned.

Assignment refusals and early returns were also highlighted when Permits Foundation surveyed 3300 expatriate partners in 2008. The results showed that 22% of international assignees had previously turned down an assignment and 7% had returned home early because of concerns about the partner's career.

Between the two studies, 373 companies and international organisations were represented, which implies that many companies are affected by this issue, even if there is some uncertainty as to the magnitude.



Return on investment and the cost of assignment failure

Assignment refusal implies lost potential and early return leads to increased assignment costs. However, only 14% of the organisations evaluated the return on investment from international assignments and only 8% measured the cost of assignment failure. These figures do not imply organisational unwillingness to carry out cost/benefit analyses of expatriation; rather the respondents noted the difficulty of precise financial measurement. The benefits of expatriation to individuals, organisations and country economies extended far beyond monetary value.

" We don't evaluate it [return on investment from an international assignment] per se, but we know the value that it brings to our organisation e.g. the exposure that it gives our employees, the breadth of culture that our employees experience living in different countries, making them more adaptable and flexible, etc."

" When jobs arise which require prior international exposure, the current expatriate is usually the first group to be tapped for these opportunities, given their willingness and experience with relocating..... they are also more sensitive to cultural differences."

" Immediate returns on investment are evaluated based on projected costs against revenues to be generated during the assignment. The long term returns are more difficult to evaluate..."

In cases of assignment failure, examples of real costs measured in addition to salary, bonus and ongoing benefits included the cost of repatriation, the cost of recruitment and relocation of a replacement, as well as the lost opportunity cost and time to train a replacement.

PARTNER WORK PERMITS: COUNTRY RESTRICTIONS

Participants mentioned 50 countries to which it is difficult to transfer employees because of partner work permits concerns.

EUROPE	AMERICAS	AFRICA	MIDDLE EAST	ASIA- PACIFIC
Czech Republic	Argentina	Algeria	Abu Dhabi	China
Germany	Brazil	Angola	Afghanistan	Hong Kong
Romania	Canada	Botswana	Bahrain	India
Russia	Colombia	Gambia	Iran	Indonesia
Spain	Mexico	Gabon	Jordan	Japan
Switzerland	USA	Ghana	Kuwait	Kazakhstan
Turkey		Kenya	Libya	Malaysia
UK		Morocco	Qatar	Pakistan
		Nigeria	Saudi Arabia	Singapore
		Senegal	UAE	South Korea
		South Africa		Thailand
		Tunisia		Vietnam
		Zambia		
		Zimbabwe		

Figure 3 Countries per region where respondents said it is difficult to transfer employees because of partner work permit concerns

Figure 4 highlights the countries mentioned most frequently and Appendix 1 lists explanatory quotes. It is important to check the latest information when briefing families. Several countries listed already allow spouses, and in some cases partners, to work freely, although this may be limited to certain visas. Other countries have started to make improvements through a simpler application process. Permits Foundation has lobbied successfully for many of these changes and current information is available via www.permitsfoundation.com. However, the comments show that there is still much work to do, both in convincing governments to change the laws and in communicating success.

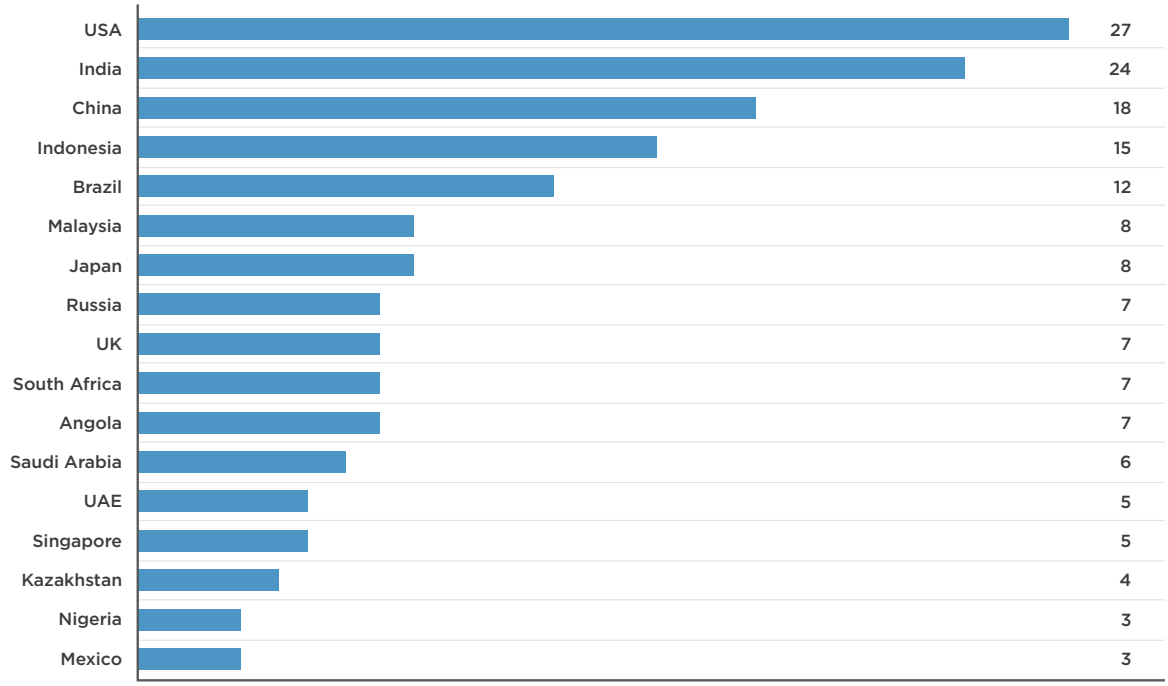


Figure 4 The number of employers highlighting countries where it is difficult to transfer employees because of partner work permit concerns

EMPLOYER POLICIES TO SUPPORT DUAL CAREERS AND PARTNER EMPLOYMENT

Key work permit concerns for partners

The four key partner work permit issues are:

- The spouse of partner is not permitted to work directly on an accompanying family member permit
- Complex immigration procedures and lengthy timescales in work permit applications
- The application of quotas
- Lack of recognition of non-married partners, including same-sex couples

"Partner is unable to work and it is difficult for them to settle into expatriate life if they have a successful career."

"In several countries outside Europe that issue work permits to our staff, obtaining a work permit for a partner is difficult or impossible."

"Governments (especially the US and Hong Kong) need to be more lenient toward unmarried couples (including same sex)."

"Anxiety for partner if they have to rely on host government to renew tourist visa."

"Unofficial couples are not easy to deal with for work permit purposes. Having the partner employed by a local entity is a way to solve the issue".

"It would make a difference if more countries allowed spouses to work. Often Expatriates end up making decisions to return based on spouse's ability to integrate or keep busy."

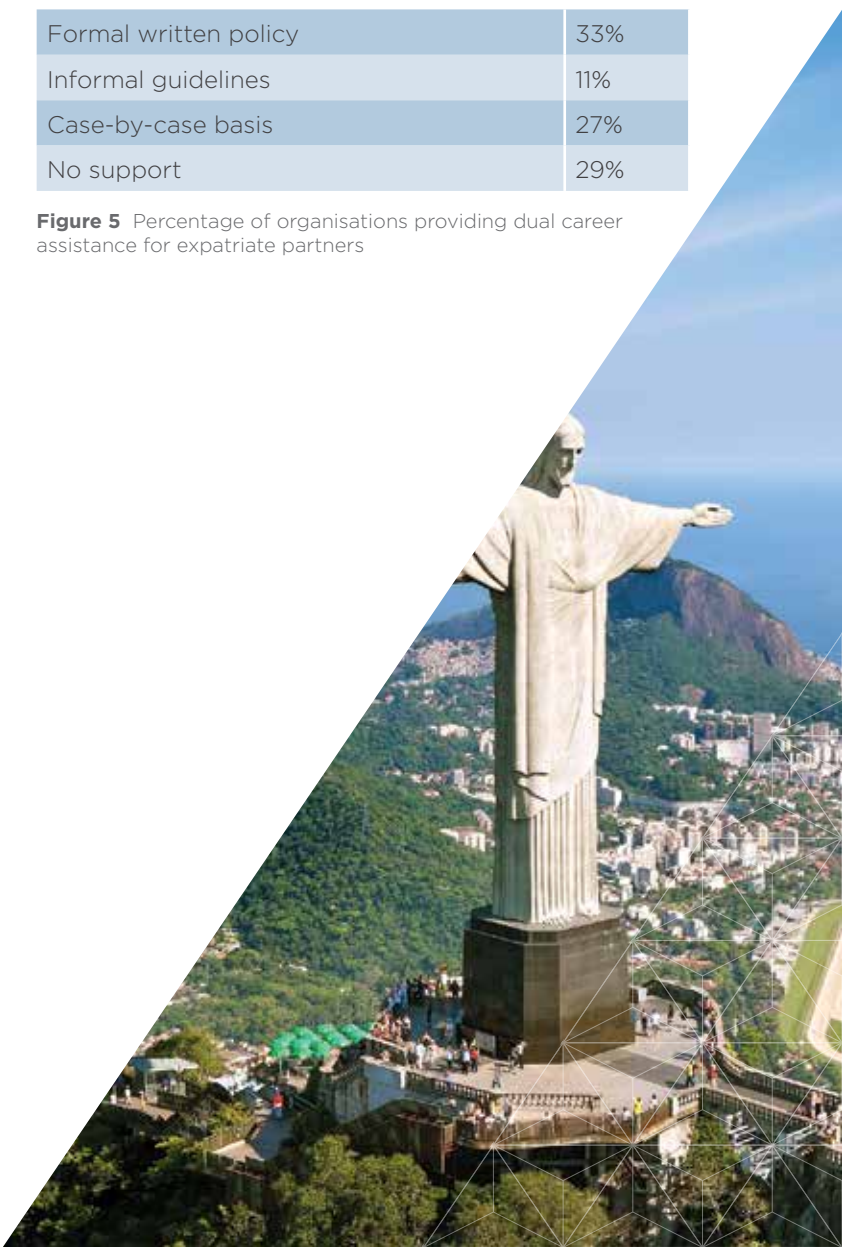
Appendix 1 gives examples of issues mentioned in relation to particular countries. Occasionally, respondents mentioned issues other than the spouse or partner work permit alone. These are listed too because they can also impact on the attractiveness of a location.

Formal policies and informal guidelines

It is encouraging to note that 71% of employers provide some form of dual career assistance for expatriate partners either under a formal policy, informal guidelines or on a case-by-case basis. Reasons given for formalising the practice in a policy were consistency of treatment and market practice in peer group.

Formal written policy	33%
Informal guidelines	11%
Case-by-case basis	27%
No support	29%

Figure 5 Percentage of organisations providing dual career assistance for expatriate partners



Why employers introduce dual career support

Employers cite a variety of reasons for supporting dual careers via policy and practice. The primary reason is to increase staff mobility. Employers also do it to promote family friendly policies and be an attractive employer. Other reasons include: reducing the costs of assignment refusal or early return; meeting corporate social responsibility goals; and supporting diversity or gender initiatives. Another reason given was the recognition that partners normally change career to support the assignee.

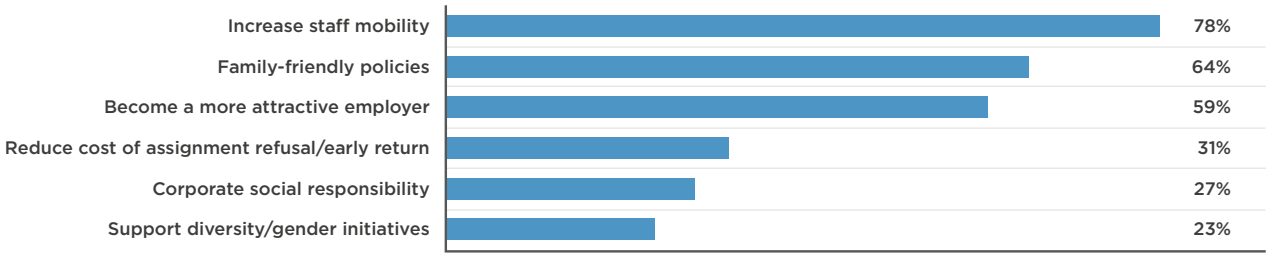


Figure 6 Reasons why employers introduce a partner support policy

"Most of our expatriates come from countries where a dual career is the most common family setting and we have to recognise that in our policy to meet society's expectations."

"When the accompanying spouse is happy, there is a stronger likelihood of a successful assignment."

"Open the field to more candidates willing to relocate with their spouses knowing that the company will do all it can to support the spouse in the host location."

POLICY EXAMPLE

"We provide an annual allowance to cover contributions towards a basic pension for those who are unable to find employment in-country or those who take employment with a lower salary; and those who are not allowed to work in the host country. We also provide support for costs of employment-related training where this will lead to the acquisition of work related skills, a recognised qualification or an enhancement of professional skills. We also have a flexible travel package that allows employees and their families to meet at more regular intervals if they are separated."

Types of support

Employers provide practical assistance, financial support and alternative assignment options to address dual career and partner employment concerns. The most common forms of assistance are language training and work permit information and advice, provided by almost two-thirds of employers. There is also a strong focus on employment and employability, with around one-third of the respondents providing support for job search, employment in the assignee's organisation and information on local opportunities.

Language training	64%
Work permit information or advice	62%
Education/training allowance	37%
Job search advice or guidance	36%
Employment in own organisation	33%
Information on local opportunities	31%
CV advice	28%
Career counselling	26%
Network contacts or vacancies	24%
Tax/pensions advice	23%
Interview skills training	14%
No support	10%
Self-employment/business start-up advice	9%
Other (see comments)	

Figure 7 Items covered by dual career support, either provided 'in house' or externally by way of financial support

Examples of other types of support were mainly refinements on the above items or conditions for eligibility, such as:

"Services vary depending on the location and availability."

"Subsidy depends on spouse working prior to departure."

A couple of respondents noted that when two partners already work for the same organisation, this can lead to challenges as well as opportunities to place them both in jobs at the same time.

Financial allowances or reimbursement of costs

- **61%** of the employers surveyed provide financial support for partners either by an allowance or reimbursement of costs on production of receipts.

Of those who provide financial support, just over half do so by way of an allowance, with the remainder reimbursing costs on submission of receipts. The average annual (maximum) payment by either method is €2787 and the average per assignment payment is €3475.

FINANCIAL SUPPORT	NUMBER OF ORGANISATIONS	AVERAGE €
Annual maximum reimbursement	22	1,364
Annual allowance	30	3,831
Per assignment maximum reimbursement	32	3,930
Per assignment allowance	25	2,892

Figure 8 Average levels of financial support by allowance and reimbursement

Other initiatives to help partner employment prospects

In addition to support for individual partners, 51 of the organisations surveyed give financial support for one or more collective initiatives to improve partner employment prospects.

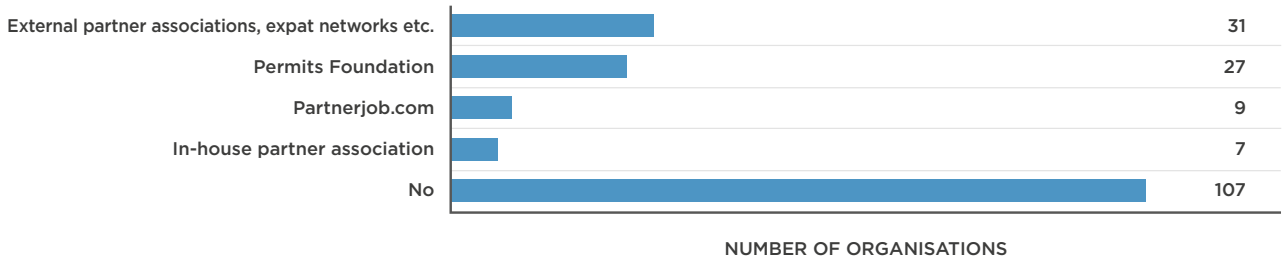


Figure 9 Number of organisations providing financial support for other collective initiatives

"The more opportunities we as companies can facilitate, the better for all parties involved."

"We provide membership to an expat organisation which encourages networking and provides job seminars for partners."

Alternative assignment types

To overcome dual career and partner employment difficulties in the host country, employers also use a variety of assignment types. The most common are unaccompanied and short-term assignments, as well as commuter assignments. However, it was recognised that these can add stress through family separation and frequent travel.

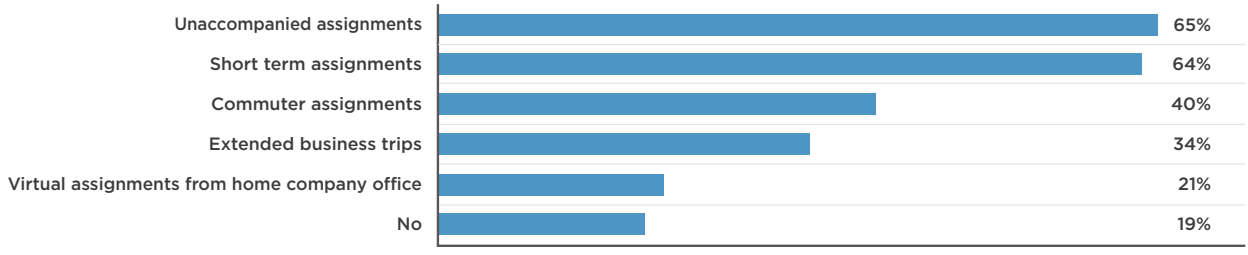


Figure 10 Use of alternative assignment types to overcome dual career and partner employment difficulties

EMPLOYERS SHOULD DO MORE TO SUPPORT DUAL CAREERS

As many as 66% of respondents said that dual career and partner issues are becoming more important in their organisation and 70% felt that their organisation should do more to support.

Reasons for growing importance

- Attraction/retention and talent management issues

  "One of the key issues for motivating top talent to accept an international assignment."

- The continuing growth of dual careers as more women have entered the workplace. This affects both men and women as potential assignees and as accompanying partners.

  "As younger upwardly mobile expats are offered opportunities overseas, their spouses are also looking to have good career opportunities in the host location so they do not lose out in their development. International exposure on their resume would help move their career along too."

  "The number of woman on expatriation has increased lately and this leads to very difficult conversations about partner's career."

  "This is a societal evolution. By luck we did not miss missions yet due to this, but the subject is becoming more and more important."

- Younger generations expect a different treatment from their predecessors.

  "The time of the dutiful housewife is over and often women want to earn their own money and not depend on their husbands."

  "More assignees are asking for assistance."

- Financial imperatives as assignment packages are trimmed and more couples depend on two incomes.

  "As assignment packages are reduced those dependent on second incomes continue to need to work in the host location."

- Increasing diversity in family patterns, including unmarried partners and same sex couples.

  "We have to follow what our population does and understand their way of life to remain attractive."

- The need to be prepared for new business developments

  "May become an important issue as we continue to grow in certain non-hardship countries."

  "More mid-level staff travelling (not just executives) so questions are being asked more frequently."

It was also interesting to note the reasons why some organisations felt that dual careers were not a big issue. Generally, these were either related to small numbers of expatriate staff, or to specific factors in the organisation or the business sector. For example, a few organisations said that they operated in dangerous or hardship locations where the partners did not want to go or, if it was safe, they had accepted that there were no local employment opportunities. A few organisations assigned mainly senior executives whose spouses did not want to work and a few said that they used foreign postings to groom their young talents who were often still single.

What would convince employers to do more

Employers gave a number of suggestions of information or evidence that would help to convince their company of the benefit of doing more to support dual careers and partner employment.

- Content and impact of successful dual career programmes. Some would welcome attraction and retention data, while others wanted to learn about the broader impact on diversity in the workforce and improved sense of work life balance.
- Market trends, common practices and statistical evidence of the issue
- Reports and statistics on assignment failure in relation to dual careers
- Cost of failed assignments
- Success stories on spouses who have been able to work
- Surveys of expat partners and employee expectations
- Emotional issues related to longer leave of absence from work (accompanying partner) and lack of willingness to extend a contract due to partner's career
- Future expat generation's expectations concerning employment of partners
- Host county options for dual careers
- Globally networked service providers who can support
- Areas of support that are not a major cost item and/or do not raise compensation levels
- Evidence that assignments are generally more successful if both partners can find suitable jobs.

LOBBYING ON WORK PERMITS PROVIDES A WAY FORWARD

A number of respondents commented on the need to remove the work permit restrictions that make it difficult for partners to work in many countries.

"...we believe that the spouse should be able to work i.e. via the work permit/visa route."

"Most support would come from the ability of partners to work in host location to minimise the impact of losing a second income."

"Permits Foundation's success in lobbying for work permits for partners in more countries is key to our strategy."

"Permits Foundation does really valuable work to bring this issue to the fore through its lobbying."

"...keep up the invaluable work you are doing to address this situation."

CONCLUSIONS

The survey confirms the growing importance of recognising dual career expectations within a global mobility policy. A majority of organisations already have a policy, guidelines or case-by-case practice. However, 70 per cent of HR managers felt they should do more. What would help to convince their organisations is a combination of internal data, external benchmarks and examples of successful practices. Relatively few companies actually measure the return on investment from expatriation or keep records of assignment success or failure. Nevertheless, there is a widespread view that the growth of dual careers is increasingly impacting on the attraction and retention of talent for international assignments.

Since the start of the current millennium, many of the companies surveyed have faced a wave of economic dips and recessions that have moderated skills shortages in some sectors. But longer term demographic trends send a signal to organisations to plan their talent pool for future growth in demand and new business developments. The younger generation of men and women of all nationalities expect both partners to be able to have a career and they may not be willing to relocate if the partner cannot work. Top management needs to be fully aware of the impact of this on mobility and it is the responsibility of HR managers to flag it for attention. Organisations that already have a good dual career policy need to communicate it well with staff and their families.

While companies are developing a range of support services for dual career families, they also look to governments to remove work permit restrictions for expatriate partners. The need to recognise unmarried and same sex partners was also mentioned frequently.

The USA, India, China, Indonesia and Brazil topped the list of countries to which it was considered difficult to transfer employees because of spouse or partner work permit concerns. For example, the USA allows the spouses of intra-company transfers and some diplomatic visa holders to work, but not the spouses of skilled workers on an H1B or O visa; nor does it recognize unmarried partners. In India, spouses of employment visa holders must apply for their own employment visa and unmarried partners are not recognized. The Indian government has, however, made a first-step procedural improvement, following representation by Permits Foundation. The UK was another country that was mentioned several times. This was unexpected as it allows the spouse or partner and children of work permit holders to work. It appears that uncertainty about ongoing changes to the immigration regulations has had an impact. For every country, it is important to check the latest information when briefing families.

Permits Foundation continues to campaign successfully for improvements to spouse and partner work permit regulations and the survey highlighted the benefit of working together in this way. The responses showed that there is still much work to do, both in convincing governments to change the laws and in communicating success. The survey also showed the benefit of sharing information on job opportunities in host countries. Efforts to improve work permit regulations and share information on job opportunities can both be done at relatively modest costs that do not increase payroll expenditure.

We hope that the results of this survey are useful in helping companies to address dual career policy question.

For organisations that are not already familiar with our 2008 global spouse survey, we recommend to read that also, as the two surveys complement each other by giving both the HR view and the view of expat partners. Summary and full reports of the global spouse survey are available at
www.permitsfoundation.com/docs/permits_survey_summary.pdf
www.permitsfoundation.com/docs/permits_survey_final_report.pdf

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

Appendix 1

COUNTRY SPECIFIC COMMENTS WITH RESPECT TO PARTNER WORK PERMITS AND A FEW OTHER ISSUES

COUNTRY/REGION	COMMENT
Africa	It is difficult to assign employees to all development countries in Africa because of spouse work permit concerns.
Angola	Work permits are difficult to obtain. Partners can't get work permits.
Argentina	Extended application process. Language and/or local job market restrictions.
Brazil	Partner is unable to work and it is difficult for them to settle into expatriate life especially if they have a successful career
China	Cannot work on spouse visa. Unattractive local employment conditions; also due to the regulations on education, etc. language and culture.
Czech Republic	Language issues.
EU	Difficult to assign non-EU citizens because of spouse work permit concerns.
Germany	Application process is lengthy for certain nationalities like China, India, which require pre-check. (mentioned 2X) Language.
Hong Kong	For unmarried couples, partner can't work.
India	The legislation on getting a work permit is difficult. No permit for unmarried partner and couple didn't want to get married.
Japan	Strict visa rules. Need to be married and need separate permit application for the spouse.
Malaysia	Not permitted to work under spouse visa. Difficult for spouse to find employment as our plants are not in the major cities.
Nigeria	Security concerns for families.
Russia	Quotas. Work permit needs to be sponsored by a company.
Saudi Arabia	Women not allowed to work. Unfavourable cultural conditions for females.
Singapore	No recognition of same sex couples.
South Africa	Spouse work permit difficult.
South America	Most countries, because spouses have to be sponsored by a company to be able to work.
Spain	Lack of jobs.
Switzerland	From non-EU countries, 6m max visa. Difficult to get permit for third country nationals. Quotas. High minimum salary requirements for non-EU nationals
USA	Strict visa rules for spouses who want to work. (3X) Need to obtain work visa for the partner if unmarried. (2X) If employee goes on H1B visa, spouse cannot work. Only the employee can work, partner and children cannot. Very complicated immigration rulings. US do not recognise partners -unmarried couples from some countries. Limited availability of H1B visas and increased scrutiny of L1 visa petition. Processing time. Even if spouse is eligible for employment authorisation, the process is perceived to be complex and time consuming. Several employee partners had job offers withdrawn because of the delay in work authorisation being processed. Very complicated immigration rulings; from some countries; do not recognise partners -unmarried couples; limited availability of H1B visas and increased scrutiny of L1 visa petition. Processing time; to get work visa (E2) is no problem, but getting actual work permit can take several months: spouse cannot work during this time, application is also difficult then; if they are of certain nationalities whereby pre-check takes a while before the permits are granted.
UK	Uncertainty about on-going immigration changes
Zimbabwe	Couple must be married
Other	UAE and other Islamic countries which do not accept non-married and same-sex couples. (4 X)

Appendix 2

ORGANISATIONS THAT COMPLETED THE SURVEY

* DENOTES A SPONSOR OF PERMITS FOUNDATION

A

Accenture
Addax Petroleum
Aditya Birla Group
Afren Plc
Ageas Asia Holdings Limited
Aggreko
AgustaWestland
Aiming Incorporated
AkzoNobel*
Amgen
Ansaldo STS
ANZ Bank Group
Aon Sub-Saharah Africa.
ASML
AstraZeneca*
Atento Inversiones y Teleservicio
Ausenco
Aveng Group
Avon Cosmetics
AXA

B

Baker Hughes UK
Ballast Nedam
BAM International bv
Barclays Capital
BASF*
BBVA
BG*
BlackRock
BMW*
BP*
Bredero Shaw
Bridgestone Europe
BT*
BUPA
Robert Bosch*

C

Cable & Wireless Worldwide
Carlsberg China
CEVA Logistics China
CfBT Education Trust
Chevron*
CIGNA International
CIMMYT (CGIAR)
CITIC Pacific
Clifford Chance
Coats plc
Credit Suisse
Crown Agents

D

Danfoss A/S
Danone
Deloitte*
Dept. for International Development (UK)
Deutsche Telekom
DnB Norway
Dutch Ministry of Foreign Affairs*

E

ENI
Eramet Group
Ericsson*
Ernst & Young
Etihad Airways
Etsilat
Exxon

F

Fanshawe College
Foreign and Commonwealth Office, UK*
Fidelity National Information Services
FIdelity Worldwide Investments
FNAC
Ford Motor Company

Four Seasons Hotels and Resorts
Fujitsu

G

Gemalto*
General Electric (GE)
GLOBALFOUNDRIES Singapore
GPB Neftegaz Services B.V.
Great Eastern Life Assurance
GroupM

H

Hang Lung Properties Limited
Hatch
HCR
Heineken*
Herbert Smith
Hess
Holcim Group Support

I

IKEA*
Imperial Tobacco Group
ING*
Intermec Technologies
International Civil Aviation Organization
INVISTA (Singapore) Pte. Ltd.
Islamic Development Bank (IsDB)

J

Jacobs Engineering UK
JDC
John Swire & Sons (HK)
Juniper Networks, Inc.

K
Keppel Corporation
KLM*
Komatsu Cummins

L
Lafarge
Lactalis
Laing O'Rourke
Lego Group
Luigi Lavazza SPA
Lukoil

M
Maersk Oil
Mayer Brown International
McCain
Michelin
Morgan Stanley
Most Technologies
MTN Group
Murphy Exploration & Production Co.
Mustang Engineering

N
NAGRAVISION SA (KUDELSKI GROUP)
Nestlé
Newell Rubbermaid
Nexen Inc.
Nielsen
Nokia Siemens Networks
Novozymes A/S

O
Oracle Americas
OSK Investment Bank Berhad

P
Palran Industries
Pan Pacific Hotels Group
Parsons Brinckerhoff Africa
Pearson
PepsiCo
Pinsent Masons LLP
PwC*

Q
QBE Insurance Group

R
RaboBank
RBS
Renk-Maag GmbH
Repsol
RFE/RL Inc.(Radio Free Europe Radio Liberty)
RioTinto*

S
Sage
Sagemcom
SBM Offshore
Schindler
Schlumberger*
Scomi Oiltools Sdn Bhd
Serco Group
SGL Carbon
Shangri-La Group
Shaw
Shell*
SICPA Mgt SA
Singapore Power Ltd
Soda Stream
South African Airways
SSAB
Statoil
Strauss Group
Stryker
Swarowski

T
TASC, Inc.
Tata Sons
Telefonica Europe plc
Telia Sonera
Tessenderlo Chemie NV
Tiara Marga Trakindo
TNT Nederland BV*
TransUnion
Travelers Companies, Inc.

U
UBM plc
UBS
UN*
UNDP
UNHCR
Unicore
Unilever*

V
Visa Executive
Vodaphone
VTT
VW*

W
WHO
Wieland-Werke AG

Z
Zuellig Pharma Asia Pacific Ltd.

About Permits Foundation

Permits Foundation is an independent, not-for-profit corporate initiative to support international mobility by promoting work authorisation for expatriate spouses and partners worldwide. The foundation raises awareness of international best practice regulations and advocates change through focussed representations to governments.

This survey of HR managers is the second study that Permits Foundation has done on the impact of dual careers on international mobility. The previous survey questioned 3300 spouses and partners directly and reports are available at www.permitsfoundation.com/docs/permits_survey_summary.pdf and www.permitsfoundation.com/docs/permits_survey_final_report.pdf

Acknowledegments

Permits Foundation thanks its sponsors and other employers who took the time to share their views in this survey.
We would also like to thank several organisations who helped to distribute the survey, including The American Council on International Personnel, Crown Relocation, ECA, Forum for Expatriate Management, Global Connection, Global HR News, Impact Group, Magellan Network, Mercer, NetExpat, NFTC, PartnerJob.com, REA and Re:Locate magazine.

Contact us

Permits Foundation
Carel van Bylandtlaan 16, PO Box 162
2501 AN The Hague
The Netherlands

Kathleen van der Wilk-Carlton, Tel +31 70 3191930 or
Françoise van Roosmalen, Tel +31 70 3318466

contact@permitsfoundation.com

www.permitsfoundation.com