



**PERMITS**  
foundation

# ENABLING DUAL CAREERS IN THE GLOBAL WORKPLACE

## INDIA ROUND TABLE MEETING

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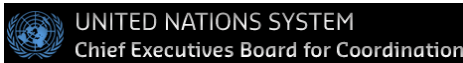


# Sponsors – broad base of support

International employers (private & public) and service providers  
Diverse sectors, global operations



Observer



Ministry of Foreign Affairs of the Netherlands



# Dual careers - A corporate issue

**International companies and organisations need skilled, mobile expatriate staff to support global operations**

- Nos. are small, but essential (av. 1% of manpower)
- More women in employment
- More dual career couples / dual earners
- More female expats (15-17%)
- Diversity - more nationalities, unmarried partners



**Affects men and women of all nationalities working in private and public sectors worldwide**

# Challenges for expatriate partners who want to work

- Look for a new job in unfamiliar location
- Timing dictated by employee's move
- Adapt skills to local employment market,
- Learn language, different culture etc.
- Compete with well qualified local staff
- Foreign diplomas recognised?
- Persuade potential employer to apply for work permit and wait until obtained...

*Work permit procedures and uncertainty*

*– a structural hurdle for partner and employer*





# Permits Foundation conducted 2 global mobility and dual career surveys

162 organisations employing 7.5 million employees      2012  
3300 expat partners      2008  
private and public sector

## *Key messages for **employers***

- Lack of partner employment opportunities adversely affects global mobility of highly skilled international employees.
- Dual careers becoming more important.
- Employers should do more to support.

## *Key messages for **governments***

- Work permit restrictions have a negative impact on international business
- Countries that enable spouses and partners to work are more attractive destinations for international business and highly skilled staff.

# Global overview partner work permits\*

Once family member residence permit issued

## Open work permit

- Can work for any employer
- Or be self-employed

## Work permit linked to employer

- Simple process or letter of consent
- No employment market test
- Procedure < 4 weeks

## Work permit linked to employer

- Skills, salary, quota, employment market test; May need to return to home country
- Procedure > 4 weeks

Europeans in EU/EEA\*\*,

**Non-EU citizens** in Austria, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Italy, Latvia, Lithuania, Malta, Netherlands, Norway, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, Switzerland, UK.

Argentina, Australia, Canada, Hong Kong, N.Zealand, US (L, E visas)

Belgium, Ireland,  
Luxembourg (during 1<sup>st</sup> year, then open)  
Japan, Malaysia, Mexico, Singapore

Brazil, Brunei, China, Colombia, Egypt, Gabon, India, Indonesia, Japan, Korea, Nigeria, Oman, Pakistan, Peru, Philippines, Russia, Sri Lanka, Syria, Taiwan, Thailand, Turkey,  
USA (H1B, O visas)

# Governments are responding

24 EU countries



Bilateral agreements for spouses of diplomats

**Netherlands** '98 & '05  
**France** '04 & '07  
**India** '11  
**N. Zealand** '01  
**Ireland** '04 & '07  
**Malaysia** '09  
**USA** '02 (L, E visa)  
**Italy** '05  
**Germany** '05  
**Hong Kong** '06  
**Japan** '12  
**UK**  
**Australia**  
**Canada** '98 & '02  
**Belgium** '03  
**Switzerland** '05  
**Norway**



Governments increasingly:

- view business-related transfers and highly skilled employees differently from long term immigration
- want to attract international talent, trade & investment
- recognise importance of dual careers

# Success highlights

## 29 countries now allow spouses or partners to work for any employer

### European Union

**22 Member States** allow family members to work freely, under Blue Card, or other national schemes.

Partner recognition growing. Children of working age allowed to work too.

- Draft Directive on Intra-Corporate Transfers in final 'trialogue' between Council, Parliament and Commission.
- Expect adoption of amendments to allow ICT family members to work.

### USA

Spouses of intra-company transfers & treaty traders (L/E visas) eligible for employment authorization since 2001

- Change still needed for spouses of H1B, O and TN visas
- Clause on spouses of H1B included in Bill supported by US Senate
- US recognises same-sex marriage in immigration policies

### Hong Kong

Spouses of highly skilled migrants may work freely

### Malaysia

Spouses of Employment Pass holders can apply locally for endorsement to work for specific employer

### India

Spouses of E visa holders can apply locally for E visa  
First step recognition. Lobby on-going.

### Japan

Under highly skilled worker scheme 2012, the work permit requirements for professional spouses slightly relaxed.



# Best practice model: Spouse/partner has 'open' permission to work



Argentina *	Lithuania
<b>Australia</b>	Malta
<b>Austria</b>	<b>Netherlands *</b>
Bulgaria	<b>New Zealand *</b>
<b>Canada *</b>	<b>Norway *</b>
Czech Republic	Poland
<b>Denmark *</b>	Portugal *
Estonia	Slovakia
<b>Finland</b>	<b>Slovenia</b>
France *	<b>Spain *</b>
Germany	<b>Sweden *</b>
Hong Kong	<b>Switzerland</b>
Hungary	<b>United Kingdom</b>
<b>Italy</b>	United States* (L1, E visas)
Latvia	

## Advantages

- Full access to employment market once resident visa issued
- Facilitates temporary project work, self-employment, tele-working
- Reduced bureaucracy for the authorities
- Helps employers fill urgent or temporary vacancies
- Attractive investment climate for employers with highly skilled international staff

Countries in **bold** font : recognise non-married partners  
\* recognise same-sex marriage

# Permits strategy

- Provide evidence, promote best practice, build on examples of success
- Raise awareness and promote in countries
  - important to business/international organisations
  - role models - trend setters in their region
- Work both from our global organisation and via local support networks

# Country plan development 2013-2015

Organisations highlighted 60 important business destinations where spouses/partners do not yet have 'open' permission to work

## 'Top 10'

- China
- India
- Europe (EU-wide change for ICTs)
- Brazil
- Russia
- USA (H1B, O visas)
- Japan
- Indonesia
- Malaysia
- Mexico
- Singapore

## Others:

### Europe

Belgium, Ireland, Luxembourg.

### Americas

Bolivia, Chile, Colombia, Ecuador, Panama, Peru, Trinidad & Tobago, Venezuela.

### Asia

Kazakhstan, Korea, Mongolia, Pakistan, Philippines, Taiwan, Thailand, Vietnam.

### Middle East

Azerbaijan, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Libya, Oman, Syria, Turkey.

### Africa

Algeria, Angola, Benin, Botswana, Ethiopia, Ghana, Kenya, Morocco, Namibia, Nigeria, South Africa, Senegal, Swaziland, Tanzania, Tunisia, Zimbabwe.

# The business case for change

## - 'triple win'

### International employers

- Reduce cost of assignment refusal or early return
- Attract / retain mobile talent
- Show "we care" social responsibility
- Enhance HR brand

### Host countries

- Attractive climate for skills, talent
- Supports trade & investment
- Helps integration
- Enhance country brand

### Expat family

- Partner works - maintains and develops skills
- Easier to return to work in home country
- Mobile expat family, motivated, happy, work/life balance

Our values support:

- international mobility
- equal opportunity and diversity
- men and women of all nationalities
- better world