



**PERMITS**  
foundation

# ENABLING DUAL CAREERS IN THE GLOBAL WORKPLACE

October 2020

*"Governments are responding to our proposals – over 30 countries now allow spouses or partners to be employed or self-employed during an expatriate assignment."*



# Permits Foundation

## - Aim

*Support international mobility and dual careers by advocating improvement of work permit regulations for the partners of highly-skilled mobile employees worldwide.*

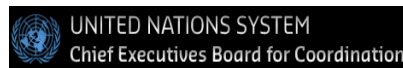
### *Open permission to work*

- Make representations to host governments
- Raise awareness and encourage debate
- Co-ordinate support from local networks, employer organisations, home country governments etc.
- Share information and progress

### *Not-for-profit*

# Permits Foundation Sponsors

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



# Patrons

## Top level support

### **Leena Nair**

Chief HR Officer  
and member of Unilever Leadership  
Executive, Unilever



### **Andrew Gould**

Former Chairman and Chief Executive  
Officer Schlumberger/ Board Member  
Saudi Aramco

### **Olivier Le Peuch**

Chief Executive Officer  
Schlumberger



### **Paal Kibsgaard**

Former Chairman and Chief Executive Officer  
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### **Peter Voser**

Former Chief Executive Royal Dutch Shell



# Board of Directors

## meets quarterly, approves strategy

### Board Members:

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# Staff

[contact@permitsfoundation.com](mailto:contact@permitsfoundation.com)

**Françoise van Roosmalen**

Foundation Coordinator

[francoise.vanroosmalen@permitsfoundation.com](mailto:francoise.vanroosmalen@permitsfoundation.com)

**Helen Frew**

Director

[helen.frew@permitsfoundation.com](mailto:helen.frew@permitsfoundation.com)



# Dual careers - A corporate issue

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

- Numbers are small, but essential (av. 1% of manpower)
- More women in employment
- More dual career couples / dual earners
- Diversity - more nationalities, unmarried or same-sex partners

*For 70% of partners, their own employment prospects are an important factor in the decision to relocate*

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



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# Challenges for mobile 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*



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# Permits Foundation regular surveys on mobility and dual careers

74 HR Managers views on the impact of Brexit (UK)	2018
1063 employees/partners on Tier 2 visas (UK)	2015
177 organisations employing 7.5 million employees (global)	2012
3300 expat partners private and public sector (global)	2008

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

- Work permit restrictions have a negative impact on international business.
- Work permit restrictions for partners seriously impact on employees' willingness to transfer.
- Countries that allow partners to work are more attractive destinations for international business and highly skilled staff.
- Allowing partners to work has positive economic and social impacts.

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

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

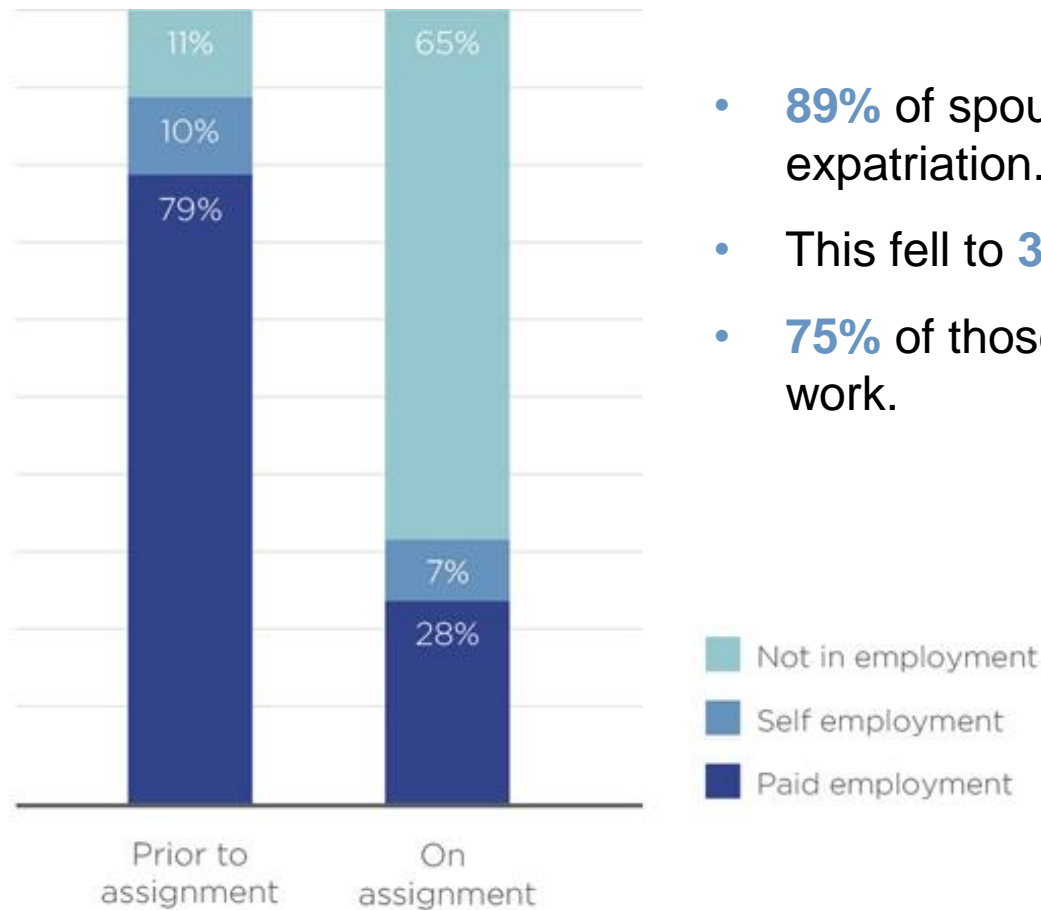
# Impact of immigration restrictions on international business

## Employers say:

- **96%** - Important to be able transfer employees internationally.
- **92%** - Work permit limits on expat numbers have negative effect on business.
- **85%** - Time limits or bans on work permit extensions have a negative effect on business.
- **96%** - 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.”*

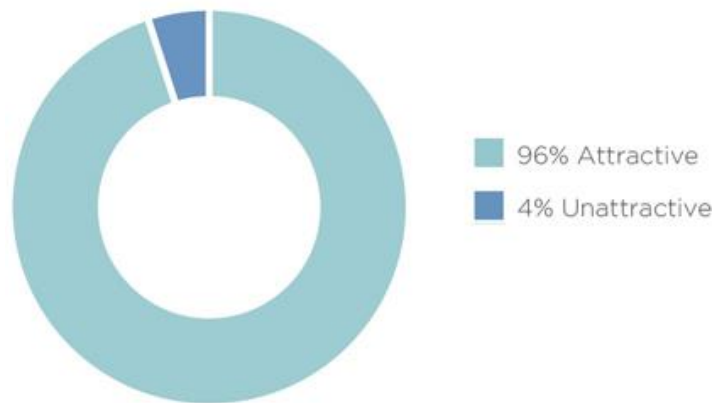
# Partner employment falls during assignments



- **89%** of spouses were working before expatriation.
- This fell to **35%** during expatriation.
- **75%** of those not working would like to work.

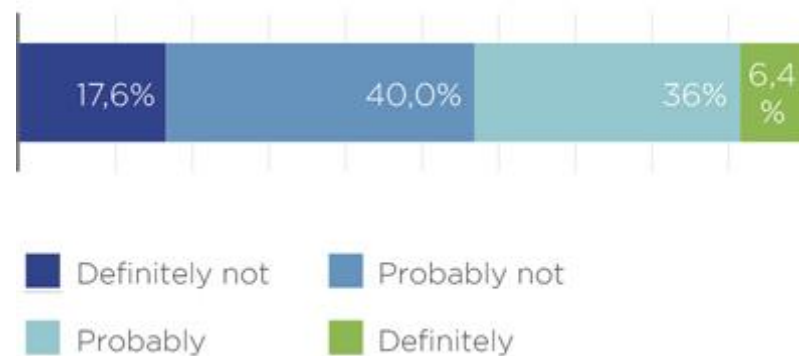
# Impact of partner work permit restrictions on mobility

Destinations



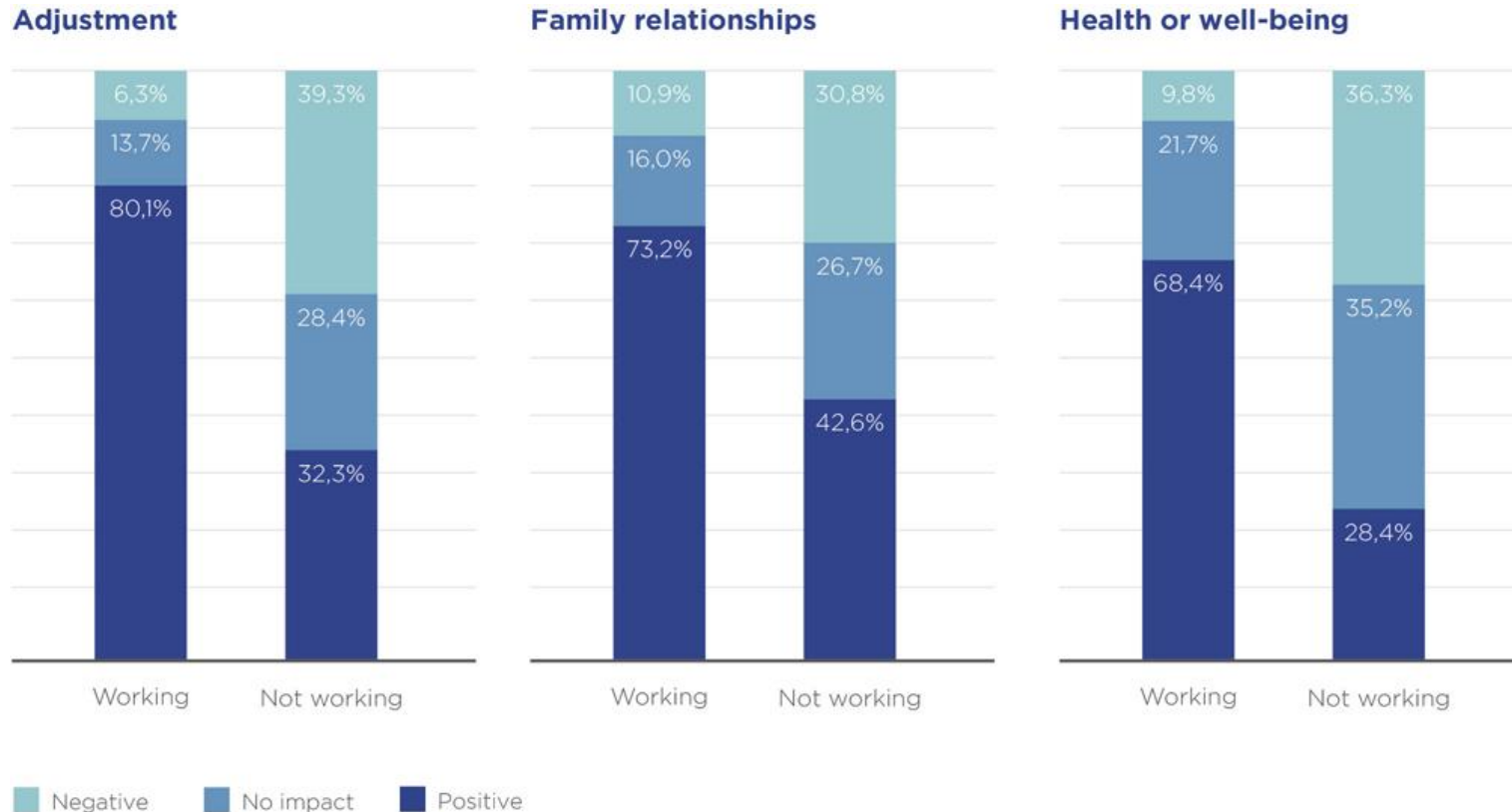
Countries that enable spouses and partners to work are attractive destinations for **96%** respondents

Would you go to a location where it is difficult to get a work permit?



**58%** unlikely to relocate to a country where it is difficult for a spouse or partner to get a work permit.

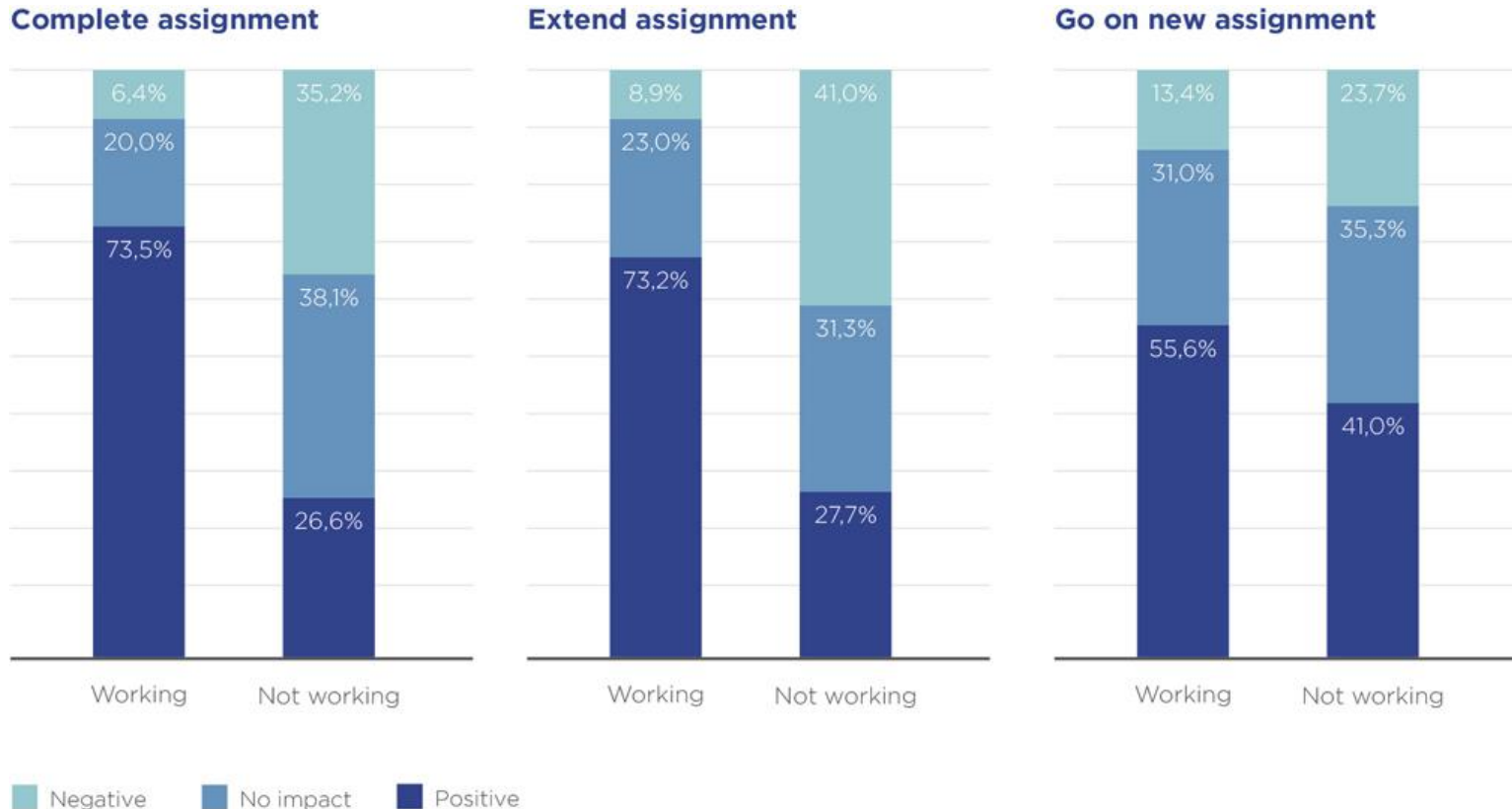
# Working has a positive impact on adjustment, family relationships and well-being in the host country



**68-80%** of working spouses say that working has a positive impact.....

**30-40%** of non-working spouses report a negative impact of not working

# Working has a positive impact on willingness to complete or extend the assignment, and go to a new assignment



55-73% of working spouses say working has a positive impact.....

24-41% of non-working spouses report a negative impact of not working



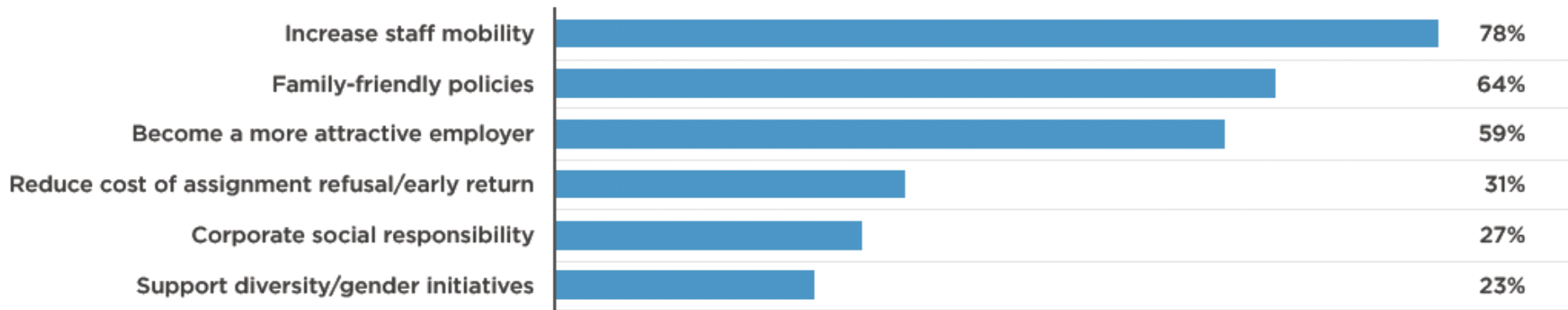
# Dual careers are becoming more important to organisations

**66%** HR mobility managers say that dual careers and partner issues are becoming more important in their organisation

**70%** say their company should do more to support

*“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.”*

# Why employers have a dual career policy



*“When the spouse is happy, there is a stronger likelihood of a successful assignment.”*

*“Most of our expats come from countries where a dual career is the most common family setting. We have to recognise that in our policy to meet society’s expectations.”*

# Dual career policies and practice

*71% of employers provide some form of dual career support*

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

# Global overview partner work permits\* Oct 2020

## Once family member residence permit issued

- \* Simplified illustration: May apply to specific employee permits;
- \* Increasing recognition of unmarried partners; and work permission for children (of working age)

### Authorised to work on dependant's permit / 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 (subject to transition arrangements for Croatia)

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

Argentina, Australia, Brazil, Canada, Hong Kong, New Zealand, Peru, USA (L, E visas; H1B spouses awaiting Green Card – note visa applications for L and H1B visas are suspended until 31.12.2020)

Greece (free access after 1<sup>st</sup> yr),  
Luxembourg (labour market check in 1<sup>st</sup> year)  
Japan, Malaysia, Mexico, Singapore

Brunei, China, Colombia, Congo, Ethiopia, Egypt, Gabon, India, Indonesia, Japan, Kazakhstan, Korea, Nigeria, Oman, Pakistan, Papua New Guinea, Philippines, Romania, Russia, Sri Lanka, S. Africa, Syria, Taiwan, Thailand, Turkey, USA (H1B, O visa), Vietnam.

# Governments are responding

25 EU countries



Bilateral agreements for spouses of diplomats

**Netherlands**  
'98 & '05

**France** '04 & '07

**India** '11

**N. Zealand** '01

**Ireland** '04, '07, 19

**Malaysia** '09

**USA** '02  
(L, E visa)

**Italy** '05

**Germany** '06

**Hong Kong**

**Japan** '12

**Norway**

**Brazil** '16/17 **Peru** '17

**Canada**  
'98 & '02

**Belgium**  
'03 (and 19)

**Switzerland**  
'05

**Australia**

**UK**

1980

1990

2000

2019

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



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# Success highlights

## Over 30 countries now allow spouses or partners to work for any employer or be self-employed

### European Union

Member States allow recognised family members to work freely, under EU Blue Card, EU intra-company transfer (fully implemented 2019), or other national schemes.

- Partner recognition growing. Children of working age allowed to work too.
- Belgium and Ireland (CSEP Holders) added to “best practice” category 2019.

### USA

Spouses of intra-company transfers & treaty traders (L/E visas) eligible for employment authorization (EAD) since 2001 (note visa applications for L1A/ L1B visa's are suspended till 31.12.2020)

- H4 spouses of H1B visa in green card pipeline can work from 2015 (*though at risk of revocation. Change still required for all spouses of H1B, O and TN visas*).
- Same-sex marriage recognised; unmarried partners not yet recognised.

### Brazil

Government decree on the legal status of foreigners effected in 2016 included clause that the partners of temporary work visa holders can work in Brazil.

### India

Spouses of Employment visa holders can apply locally for E visa. (1<sup>st</sup> step recognition.) Lobby on-going for full work authorisation. Met key government ministers in 2015,17,19. Permits Foundation supported proposal for a specific ICT visa - implemented in 2018.

### 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 \***

**Australia\***

**Austria\***

**Belgium \***

**Brazil \***

Bulgaria

**Canada \***

**Croatia**

Cyprus

Czech Republic

**Denmark \***

Estonia

**Finland\***

France \*

**Germany\***

**Hong Kong \***

Hungary

**Ireland (CSEP holder) \***

**Italy**

Latvia

**Lithuania**

Malta\*

**Netherlands \***

**New Zealand \***

**Norway \***

**Peru**

Poland

Portugal \*

Slovakia

**Slovenia**

**Spain \***

**Sweden \***

**Switzerland**

**UK \***

United States\* (L, E  
visas)

### Advantages

- Full access to employment market once resident visa or permit is 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** : recognise non-married partners

**Countries \*** : recognise same-sex marriage



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# Permits strategy

- Provide evidence, promote best practice, build on examples of success
- Focus on countries that are:
  - important to business/international organisations
  - role models - trend setters in their region
- Global organisation with local support networks



# Country plan development 2020-2021

Organisations highlighted over 50 important business destinations where spouses/partners do not yet have 'open' permission to work (for all the key employee permits)

## Top Priorities - Country Level

- China
- India
- Japan
- South Africa
- Singapore
- UK (monitoring mid-skills level post Brexit)
- USA (H1B/H4, O visas)

## Multilateral Level:

- Global Forum on Migration and Development (GFMD),
- United Nations Global Compact on Migration
- European Union: monitoring ICT Directive, EU Blue Card implementation in practice

## Others:

**Europe** Luxembourg, Serbia, Iceland

**Russia**

**Americas**

Argentina, Bolivia, Chile, Ecuador, Mexico  
Honduras, Panama, Trinidad & Tobago, Uruguay,  
Venezuela.

**Asia**

Indonesia, Kazakhstan, Mongolia, Myanmar, Korea,  
Malaysia, Pakistan, Philippines, Thailand, Vietnam.

**Middle East**

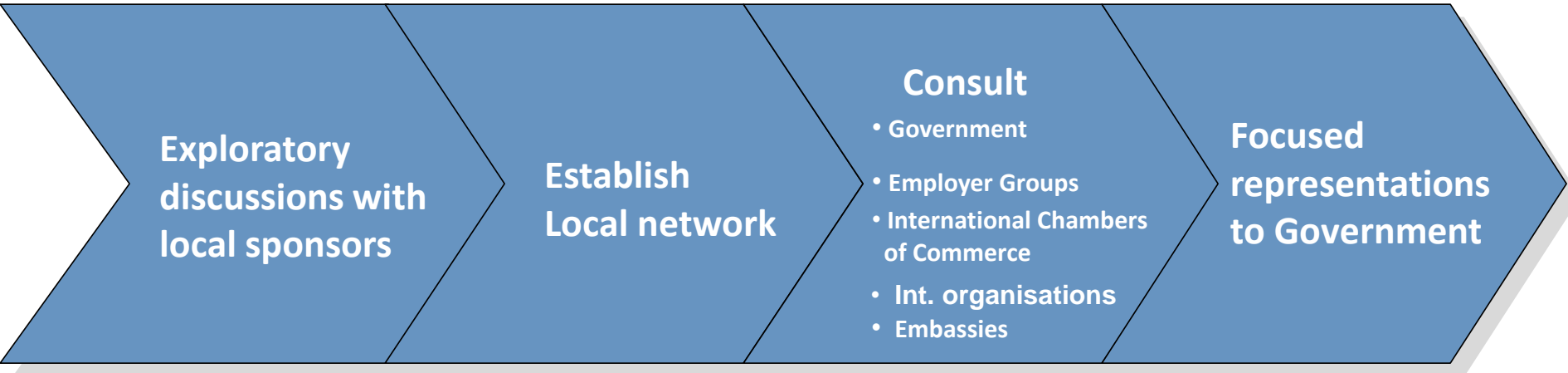
Azerbaijan, Egypt, Iran, Iraq, Jordan, Lebanon, Libya,  
Oman, Saudi Arabia, Turkey, UAE

**Africa**

Algeria, Angola, Burundi, Congo, Ethiopia, Gabon,  
Ghana, Kenya, Morocco, Nigeria, Rwanda, Senegal,  
Tanzania, Tunisia.

# Local networks / steering groups

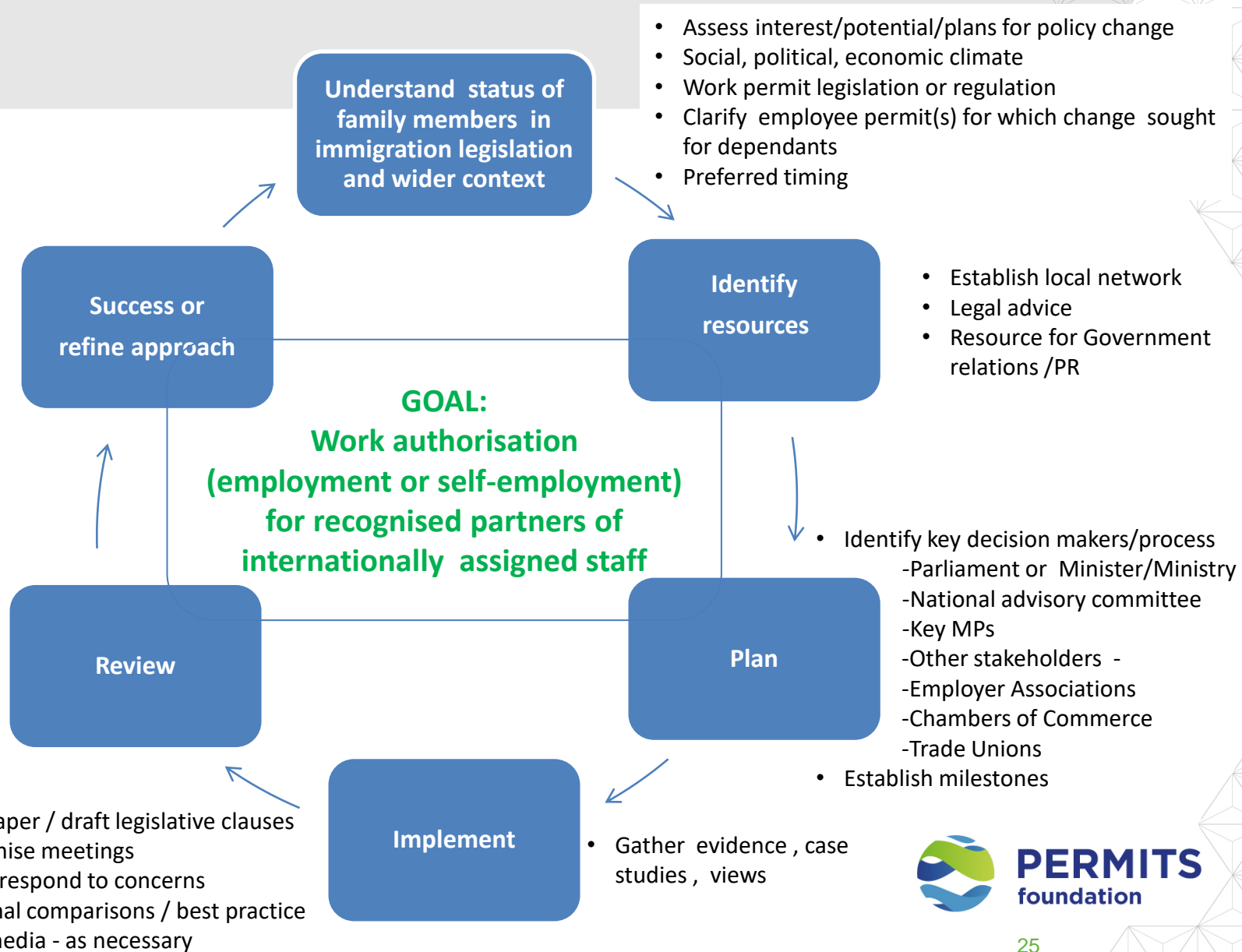
## How we work on the ground



### Visits and support by Permits Foundation

- international perspective, evidence from global surveys
- examples of best practice legislation in other countries
- experience of successful process in other countries
- contribution to network costs

# Key steps in a local campaign



# How to take part

## Become sponsor

Indicate priority countries

Nominate focal point

- Annual recommended donation € 7,000
- Country activity plan
- E-newsletter, attend annual seminar and networking events

## Use our resources

in your expat briefing package; make a link to our website; spread the news

Being a sponsor does not need a lot of your time

## Take part more actively

- Nominate board member or patron
- Share ideas and contacts, local “champions” and opinion leaders
- Help us plan and shape local lobby
- Take part in local networks (your local rep)



# 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

### Mobile families

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

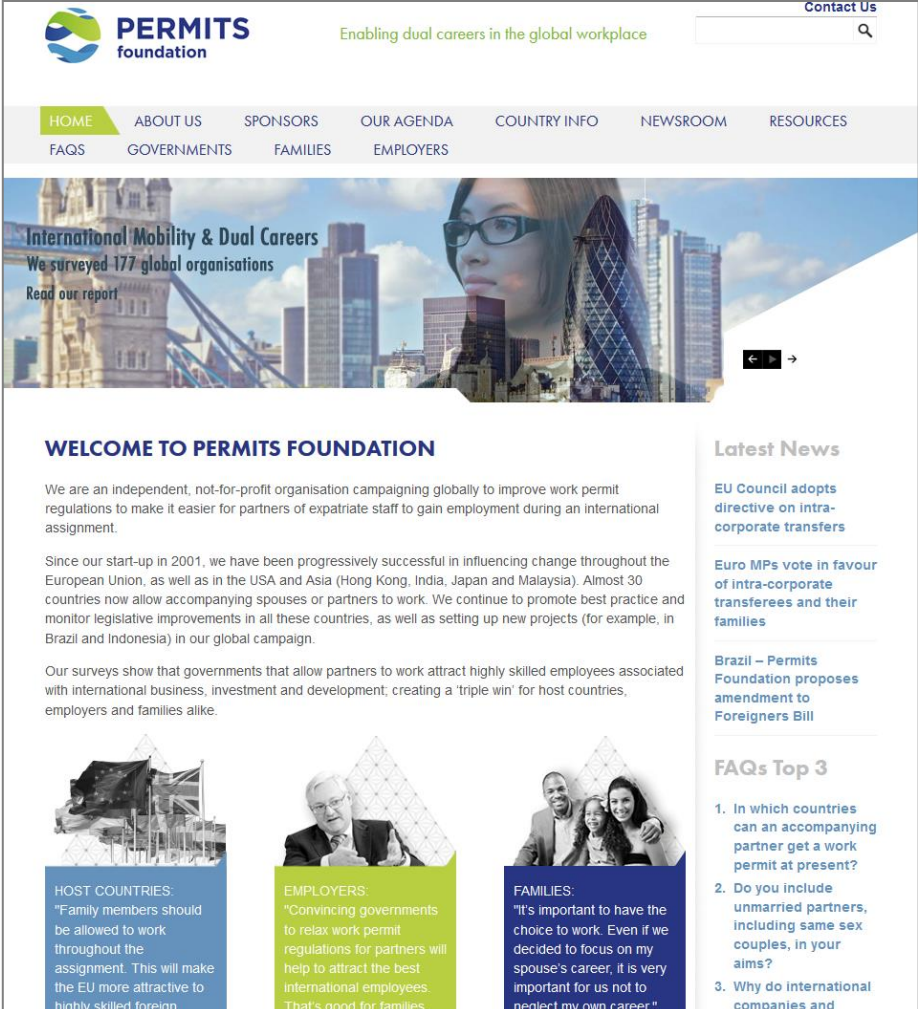
Our values support:

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

Visit our website: **Permitsfoundation.com**

- Make a link to your website, follow us @permitslobby
- Add to your briefing packs
- Spread the news, show your support

- Resources for HR staff, Families and Governments
- Evidence for policy makers
- Country info on work authorisation for spouse/partner/family members
- Links to work permit regulations
- Links to dual career resources
- Latest news
- Discussion groups



The screenshot shows the homepage of the Permits Foundation website. The header includes the logo, tagline 'Enabling dual careers in the global workplace', and a 'Contact Us' link. A navigation menu lists: HOME, ABOUT US, SPONSORS, OUR AGENDA, COUNTRY INFO, NEWSROOM, RESOURCES, FAQs, GOVERNMENTS, FAMILIES, and EMPLOYERS. A large banner features a woman's face and the text 'International Mobility & Dual Careers. We surveyed 177 global organisations. Read our report.' Below this is a 'WELCOME TO PERMITS FOUNDATION' section with a paragraph about the organization's mission and a longer paragraph about its history and current work. To the right is a 'Latest News' section with three items: 'EU Council adopts directive on intra-corporate transfers', 'Euro MPs vote in favour of intra-corporate transferees and their families', and 'Brazil – Permits Foundation proposes amendment to Foreigners Bill'. At the bottom, there are three columns: 'HOST COUNTRIES' with an image of a flag and text about family members working; 'EMPLOYERS' with an image of a man and text about relaxing work permit regulations; and 'FAMILIES' with an image of a family and text about the importance of having a choice to work. A 'FAQs Top 3' section is on the right, listing three questions about accompanying partners, unmarried partners, and international companies.

**PERMITS foundation** Enabling dual careers in the global workplace

HOME ABOUT US SPONSORS OUR AGENDA COUNTRY INFO NEWSROOM RESOURCES  
FAQS GOVERNMENTS FAMILIES EMPLOYERS

**International Mobility & Dual Careers**  
We surveyed 177 global organisations  
Read our report

**WELCOME TO PERMITS FOUNDATION**

We are an independent, not-for-profit organisation campaigning globally to improve work permit regulations to make it easier for partners of expatriate staff to gain employment during an international assignment.

Since our start-up in 2001, we have been progressively successful in influencing change throughout the European Union, as well as in the USA and Asia (Hong Kong, India, Japan and Malaysia). Almost 30 countries now allow accompanying spouses or partners to work. We continue to promote best practice and monitor legislative improvements in all these countries, as well as setting up new projects (for example, in Brazil and Indonesia) in our global campaign.

Our surveys show that governments that allow partners to work attract highly skilled employees associated with international business, investment and development; creating a 'triple win' for host countries, employers and families alike.

**Latest News**

- EU Council adopts directive on intra-corporate transfers
- Euro MPs vote in favour of intra-corporate transferees and their families
- Brazil – Permits Foundation proposes amendment to Foreigners Bill

**FAQs Top 3**

1. In which countries can an accompanying partner get a work permit at present?
2. Do you include unmarried partners, including same sex couples, in your aims?
3. Why do international companies and

**HOST COUNTRIES:**  
"Family members should be allowed to work throughout the assignment. This will make the EU more attractive to highly skilled foreign

**EMPLOYERS:**  
"Convincing governments to relax work permit regulations for partners will help to attract the best international employees. That's good for families.

**FAMILIES:**  
"It's important to have the choice to work. Even if we decided to focus on my spouse's career, it is very important for us not to neglect my own career."

# Contact us

[www.permitsfoundation.com](http://www.permitsfoundation.com)

[contact@permitsfoundation.com](mailto:contact@permitsfoundation.com)

[Twitter: @permitslobby](https://twitter.com/permitslobby)

## Permits Foundation

Carel van Bylandtlaan 16  
2501 AN The Hague  
The Netherlands

