



ENABLING DUAL CAREERS IN THE GLOBAL WORKPLACE

WE ARE AN INDEPENDENT, NOT-FOR-PROFIT ORGANISATION CAMPAIGNING GLOBALLY TO IMPROVE WORK PERMIT REGULATIONS FOR PARTNERS OF EMPLOYEES ON INTERNATIONAL ASSIGNMENT.

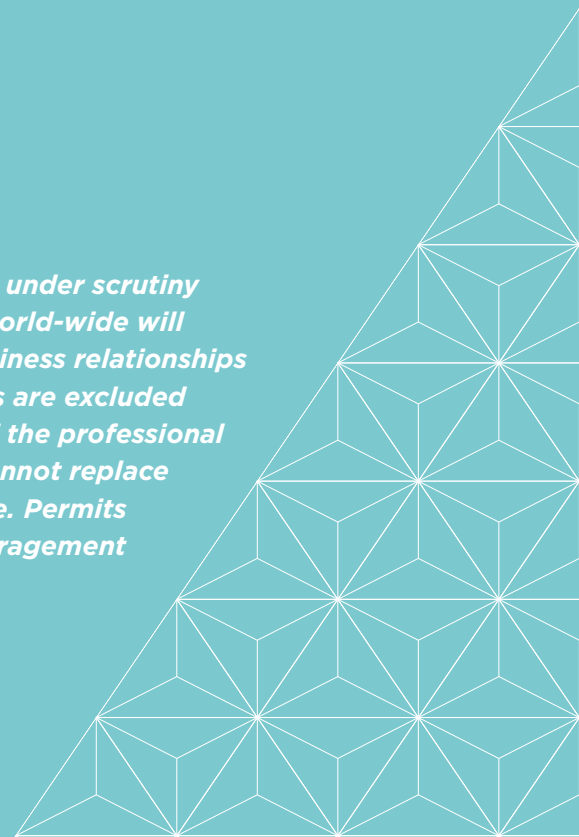
More than 40 international companies and organisations worldwide support Permits Foundation. These diverse organisations show the breadth of concern and quality of support for international dual careers in both the private and public sector.

Since our start-up in 2001, we have been progressively successful in influencing change throughout the European Union, as well as in the USA,

Brazil and Asia (Hong Kong, India and Japan). 30 countries now allow accompanying spouses or partners to work. Countries are also increasingly adopting a broader definition of family members, including unmarried partners. We continue to promote best practice and monitor legislative improvements, as well as setting up new projects, for example, in South Africa and China in our global campaign.

“In a period when free trade is being questioned and immigration is under scrutiny from governments, the ability of business to continue to operate world-wide will depend on its capacity to attract mobile top talent to facilitate business relationships in international operations. Top talent will not be mobile if partners are excluded from the workplace in an age when women are increasingly part of the professional workforce. Today’s communication technology and social media cannot replace the experience of living and working in another country and culture. Permits Foundation has made significant progress and merits all our encouragement and support.”

→ Andrew Gould, former Chairman and CEO Schlumberger, and board member Saudi Aramco.



“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 mobile staff to transfer knowledge, skills and technology; fill temporary shortages and create the ‘corporate glue’ that binds an international organisation together. And with demographic 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 conducted three international surveys of employers, employees and partners to get their perspectives on dual careers and the impact that restrictions on partner employment have on family life, on business and the economy. In 2015, our survey of 1100 highly skilled international employees and partners in the UK, conducted in response to a government review of the Tier 2 visa route, showed resounding support to retain the right to work for dependants.

Earlier, in 2012, we surveyed 177 leading global organisations in the private and public sector with some very compelling findings. More than half 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 surveyed 3,300 expatriate partners of 122 nationalities, accompanying employees in 200 companies and 117 host countries. 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 it would be difficult to get a work permit.

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 environment for international investment and highly skilled employees to support economic growth. 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 surveys 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.

“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.”

→ Leena Nair, Chief HR Officer and member of Unilever Leadership Executive.



Together, we are making a difference

To help us plan our approach to governments, we form local networks of sponsors and other stakeholders. And as our success grows, we are extending this to other countries in Asia, Latin America, Africa and the Middle East.

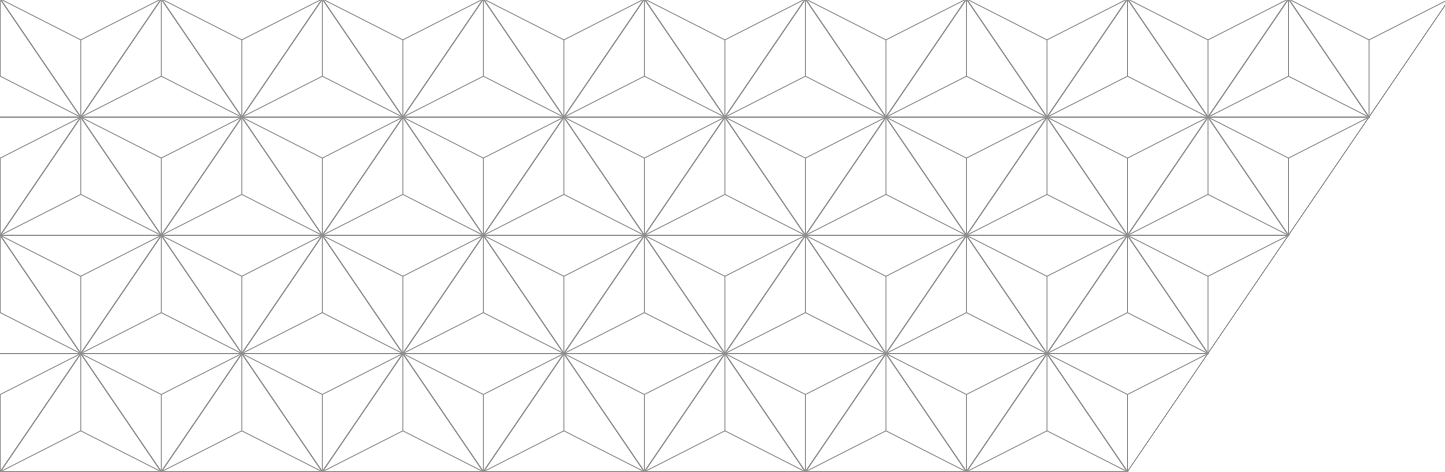
- **BRAZIL** Following our proposals to members of the National Congress and Government departments, a decree on the legal status of foreigners, issued in May 2016, included a clause that dependants (partners and children over 16 years) of temporary work visa holders can work in Brazil.
- **CHINA** In 2016, we started to explore the rights of dependants under new and developing federal and regional regulations on work permits for foreign experts.
- **EUROPEAN UNION** Provisions for non-European family members to work were included in the EU 'Blue Card' Directive. We are seeking further simplification and improvement in a revision of the Directive in 2017. We also campaigned successfully for family members to be allowed to work under the EU Directive on Intra-Corporate Transfers, which is currently being transposed into national legislation by participating member states. Our website shows the status in each country.
- **INDIA** Our work 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 and have steadily built consensus on the

need for change. In 2015 and 2016, we 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.

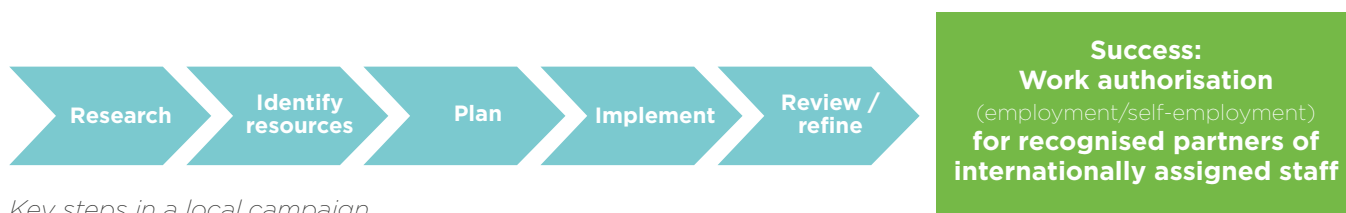
- **JAPAN** As a result of our efforts, improvements were made to work permit requirements for professional spouses. We continue to promote full work authorisation.
- **SOUTH AFRICA** In 2016, we submitted a response to the Green Paper on International Migration, in which we called for work authorisation for the family members of intra-company transferees and others with critical skills. A follow-up White Paper was approved in March 2017 and we will continue to promote access to employment for family members.
- **UK** In 2009, 2010 and 2015, we successfully argued against a tightening of regulations for dependants of intra-company transferees and other skilled workers during reviews of Tier 2 visa policy in the light of growing immigration levels. We provided valuable evidence and insights from our global and UK surveys and the right of dependants to work was retained. We are also promoting the rights of family members in the context of Brexit.
- **USA** We are promoting an extension of employment authorisation for spouses of all skilled work permit holders, as well as recognition of unmarried partners.

“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.



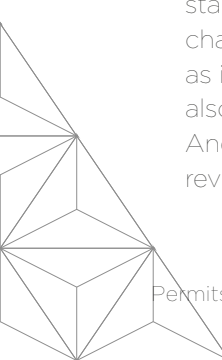
How we promote legislative change in host countries

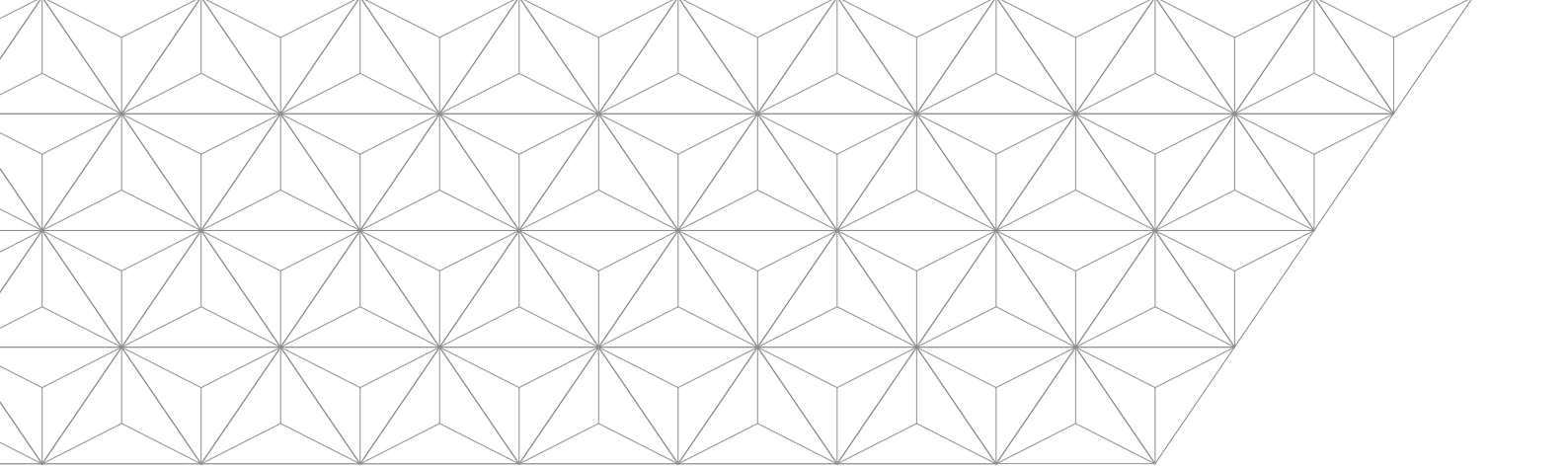


Key steps in a local campaign

Each country needs an individual approach, though there are common steps in planning a campaign.

- **RESEARCH** We start by researching the status of family members in the host country's immigration legislation and clarify which employment visa categories should qualify for dependants' working rights. We consult our sponsor companies and local experts on the prospect for policy change and whether the time is right to approach the authorities, taking the economic, social and political climate into account. We also investigate whether policy change would require a ministerial decision or an act of parliament.
- **IDENTIFY RESOURCES** If our initial research is positive, we form a local network of sponsor companies and expert advisers who can guide us on government relations and legal aspects as well as press and media contacts.
- **PLAN THE CAMPAIGN** Next, we identify the key decision makers and processes in government. Work permit policy normally falls under a ministry of home affairs, with input from other ministries such as external affairs, employment and trade or commerce. We build in consultations with other stakeholders such as employers' associations, chambers of commerce and trade unions, as well as international organisations and embassies. We also develop a media plan, for use when necessary. And we set milestones so that we can regularly review our progress.
- **IMPLEMENT THE PLAN** We prepare a position paper or proposal, write letters and organise meetings with policy staff, members of parliament and ministers of state, as necessary. When appropriate, we include detailed draft legislative clauses. We approach governments in a constructive, transparent and diplomatic way, sharing best practice from other countries and providing examples and evidence from our surveys of employers, employees and partners to show both the economic and social impact of allowing partners to work.
- **REVIEW AND REFINE** Throughout the process of consultation, raising awareness and building support, we review feedback and respond to any questions, for example about any impact on local employment and comparable rights of local citizens working abroad. Immigration is a hot topic and it can take several years to secure legislative or regulatory change. On the plus side, the employment of dependants increasingly gains broad support as it appeals to employee and human rights as well as business and the needs of the country.
- **SUCCESS** With more than 30 countries allowing spouses, partners and in some cases children to work, it is clear that working together through Permits Foundation gets results.





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.

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 global HR strategy and add to your company's initiatives in the field of corporate social responsibility (CSR). In particular, you will:

- 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.
- 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.

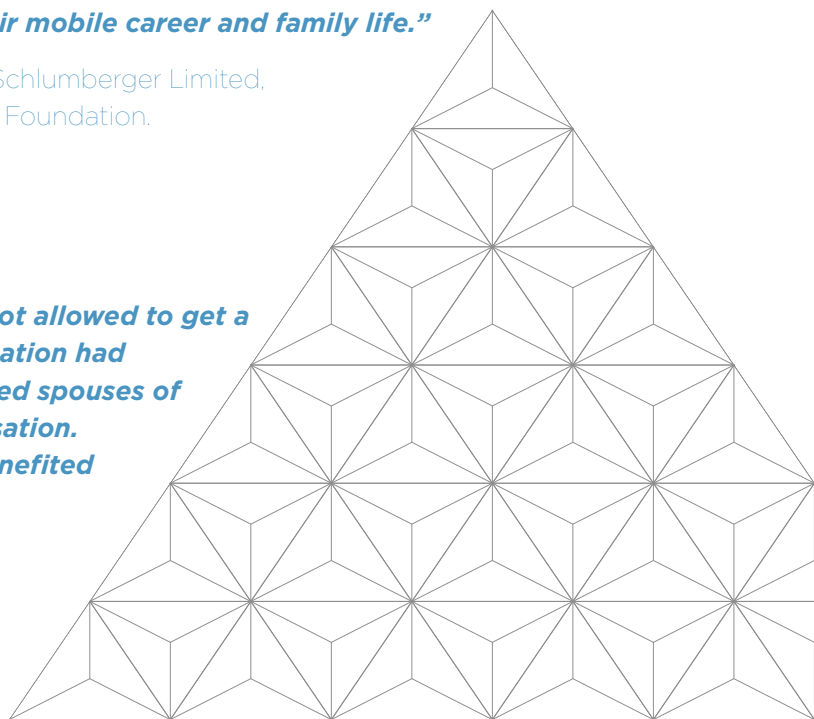
Each year we ask you about your countries of importance, where you currently have international staff or where you expect growth in the future. Your input helps us to refine our longer term strategy plan and the countries where we will focus our resources in the next three years.

“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, Global Head of Immigration & Legal Markets Leader at PwC 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 e-newsletter 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 organisation. 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.

“Gematlo needs staff to move from any country to any other country. This is part of our business and also our employee’s development. Thanks to its hard work advocating change to governments, and with the support of its sponsors, Permits Foundation has improved the track record of successful expatriations.”

→ Philippe Cabanettes, Executive Vice-President Human Resources, Gemalto and Board Member of Permits Foundation.

OUR SPONSORS



Ministry of Foreign Affairs of the Netherlands

Observer:



CONTACT US

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

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Email: contact@permitsfoundation.com

www.permitsfoundation.com

Visit our website for our latest news and developments in legislation and regulations on family member employment. We have pages focusing on employers and global mobility experts, relocating families and government policy makers as well as useful resources and links.