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WEBINARS

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# Aligning Global Mobility Strategies to Support Business and Talent Goals



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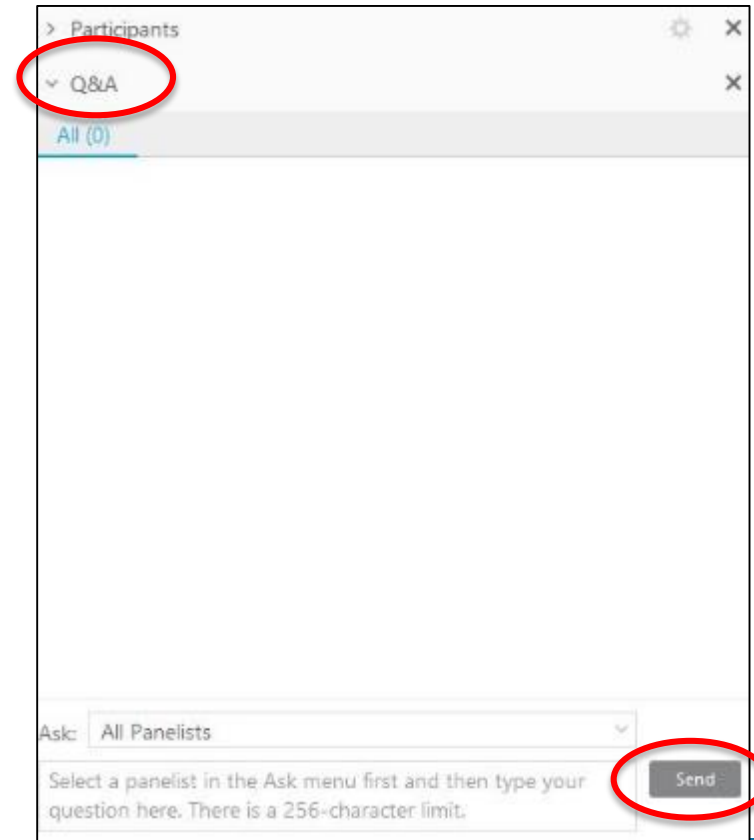
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# Today's Presenters



**Britni Sehgal**  
**Head of Marketing**  
**Envoy**



**Meredith Hess**  
**Director, Sales Development**  
**and Trends Analyst**  
**Envoy**



**Shelly James**  
**Global Solutions Partner**  
**Envoy**

# 14 of 14

Out of 14 key HR disciplines measured by SHRM in a recent survey, ranging from employee engagement and benefits planning to developing executive leadership, the need for immigration information ranked last, with 48 percent of SHRM members and 59 percent of nonmembers saying they haven't accessed information on the topic over the past 12 months. Only 5 percent of both members and nonmembers say they research immigration policies at least once a month, according to findings from SHRM's online survey of 2,377 HR professionals. Global workplace trends ranked next to last, with 44 percent of members and 50 percent of nonmembers saying they haven't reviewed information on international issues in the past year.

"The findings aren't that surprising to me, as many HR professionals confront challenges involving employee relations, compensation and benefits on a much more frequent, day-in and day-out basis," said Mike Aitken, SHRM's vice president of government affairs. "But being aware of global workplace issues should be equally as important to the HR community as more U.S. organizations add global operations and global links in their supply chains."





# Evolving Business Needs

“The business world is in the midst of fundamental change and in 2020 and beyond, the ability of organizations to manage their global talent efficiently will mark the difference between success and failure. Talent management will become a key strategic tool, which places great responsibility on the shoulders of HR... 71% of Millennials expect and want an overseas assignment during their career...”

*PWC report: Talent Mobility 2020 & Beyond*



# Agenda



- \* **Global Talent Landscape and Immigration Trends**
- \* **Talent Management Trends and Regional Landscape**
- \* **Policy Updates in Top Regions**



# Global Talent Landscape

**40%**

of employers worldwide have  
difficulty filling jobs

**46%**

of U.S. employers report difficulty filling jobs

**2.4M STEM jobs**

Unfilled by 2020

**71%**

of millennials  
want and expect  
international  
assignments

**40M**

shortage of high-skilled  
workers globally by 2020

International assignments increased by **25%** in the last 10 years and  
expected to double by 2020



# Hardest Jobs to Fill

For the fifth consecutive year, **skilled trades** positions are the hardest jobs to fill globally. **IT roles** jumped seven places to second position

Skilled Trade Workers

1

IT Staff

2

Sales Representatives

3

Engineers

4

Technicians

5



6

Drivers

7

Accounting & Finance Staff

8

Management/Executives

9

Production/Machine Operations

10

Office Support Staff

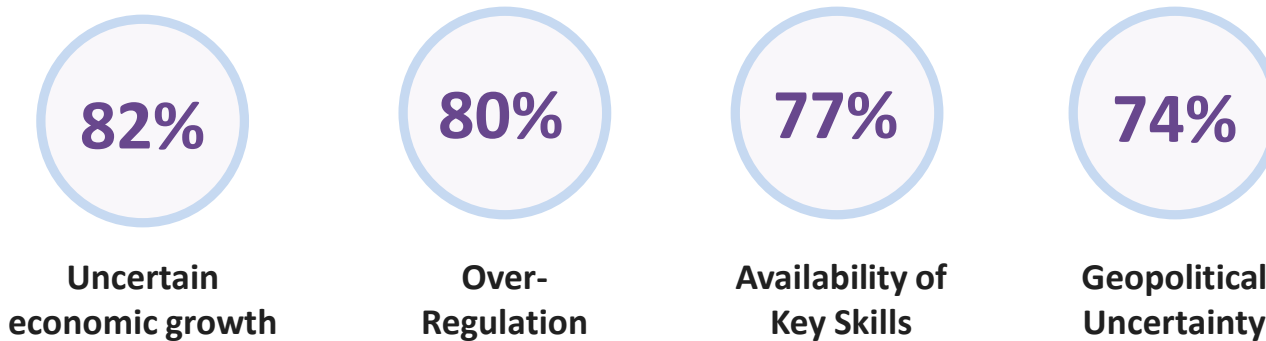
Source: Manpower Talent Shortage Survey, 2016



# Talent = Strategic Priority

CEOs are concerned about a wide range of risks

Q: How concerned are you about the following economic, policy, social, environmental and business threats to your organization's growth prospects

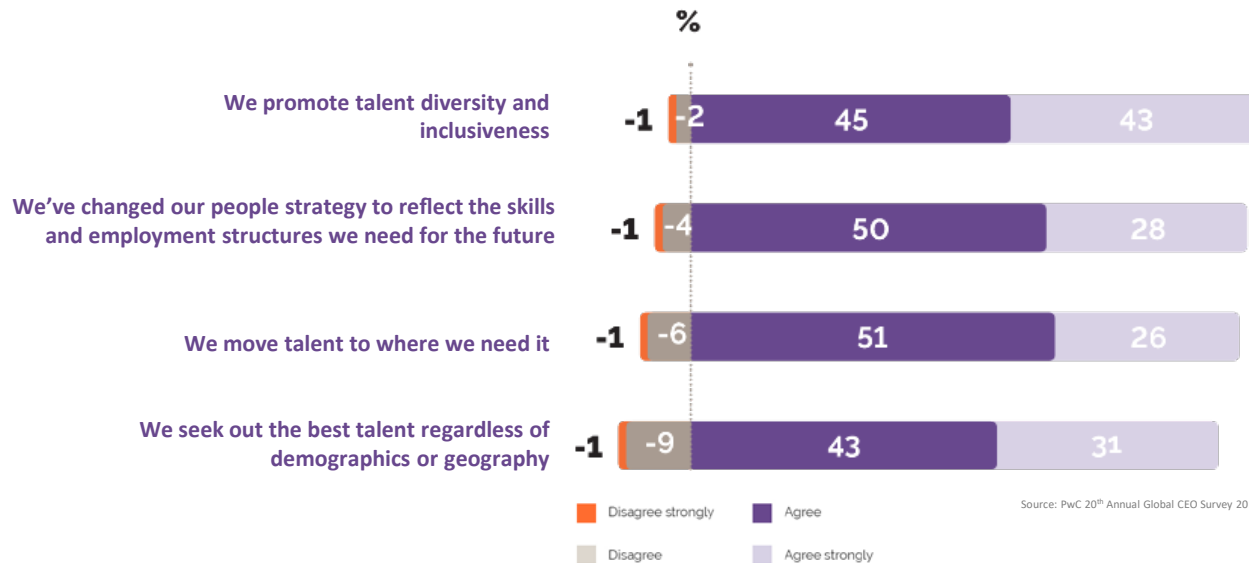


Source: PwC 20th Annual Global CEO Survey 2016



# Talent-Strategic

CEOs are looking more widely to find the skills they need



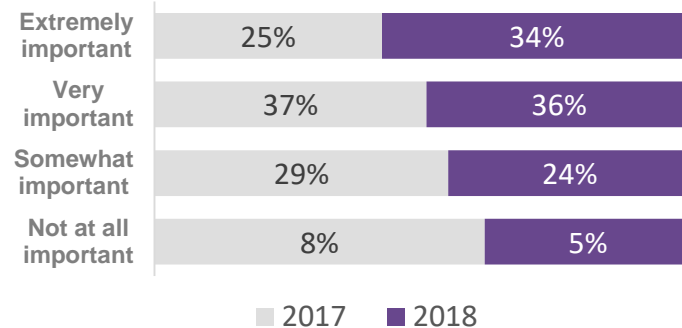


# Global Talent Acquisition is Key

70 percent of employers say sourcing foreign national employees is extremely or vary important to their talent acquisition strategy, which is higher than last year's 63 percent.



How important is sourcing foreign national employees to your company's talent acquisition strategy?



# Global Workforce is Key to Overcoming Talent Gaps

**Foreign nationals play a critical role in the success of companies. In particular, they bring valuable new perspectives, fill skills gaps and enable global competitiveness.**

Q: Using the scale below, please tell us how important each item is in regards to your company having a global workforce:

78% Foreign nationals bring valuable new perspectives to the way our company does business

77% Fill skills gap

76% Global competitiveness

75% Foreign nationals have knowledge of markets, business practices and cultures outside the U.S

73% Foreign nationals make it easier for us to attract and retain a diverse workforce

72% Retention - increasingly, employees expect international assignments

72% Because it can be difficult for work-visa employees to change jobs, foreign nationals are less likely to quit unexpectedly

69% International transfers are critical to managing and expanding our global business

66% International transfers are incidental to the operations of our multinational company



# Global Talent Pool is Critical

53 percent of employers expect their company's foreign national headcount to increase in the next year, a significant increase from 34 percent in 2016

Q: During the next year, do you expect your company's foreign national headcount to to:

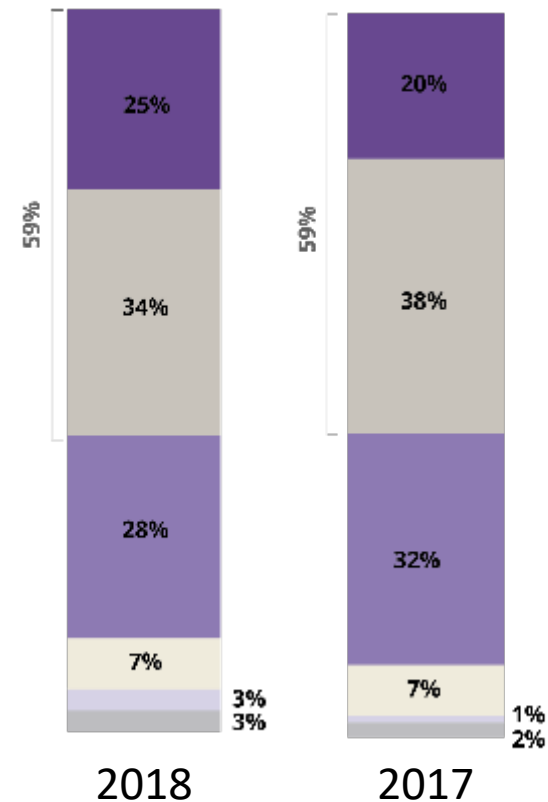
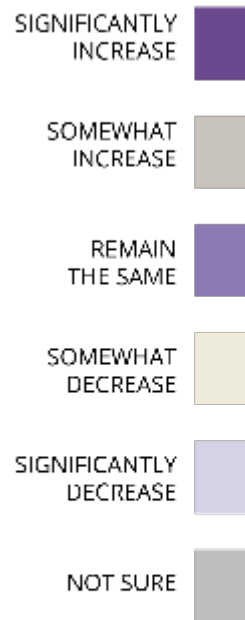
	SIGNIFICANTLY INCREASE	SOMEWHAT INCREASE	REMAIN THE SAME	SOMEWHAT DECREASE	SIGNIFICANTLY DECREASE
2018	<b>24%</b>	<b>29%</b>	<b>32%</b>	8%	5%
2017	<b>20%</b>	<b>35%</b>	<b>31%</b>	10%	4%
2016	8%	<b>26%</b>	<b>53%</b>	8%	2%



# Mobilizing Talent is Critical

**59%** still expect their company's demand for global outbound immigration to increase, the same as the previous year.

Q: During next year do you expect your demand for work authorization (e.g., work permits/employment visas) in jurisdictions outside the United States for global assignments and/or business visas:



# Global Immigration Challenges

## Biggest U.S./Inbound Challenges

Q: What is your biggest pain point surrounding the U.S. immigration application process?

2018	2017		2018	2017	
35%	-	Uncertainty of outcome	22%	-	Lack of transparency into the process
32%	-	Inefficiency in the process (i.e., spending too much time and/or budget)	22%	12%	Fielding questions from the foreign national regarding their application status
30%	31%	Gathering foreign national information and documents	20%	12%	Attorney responsiveness
26%	13%	Foreign national anxiety	18%	6%	Fear of an audit
26%	15%	Fear of missing a deadline	10%	11%	Not applicable

## Biggest Global/Outbound Challenges

Q: What are your biggest challenges surrounding global/outbound immigration? Please select all that apply.

2018	2017		2018	2017	
31%	44%	Differing regulations in each destination country	20%	-	Poor expectations for time needed to secure compliant visa
31%	39%	Maintaining accurate records	19%	34%	We don't have any challenges surrounding global/outbound immigration
30%	-	Repetitive information and documents requested in each country	18%	-	Difficulty in getting employees to tell HR about travel
27%	-	Managing multiple relationships and in-country partners	16%	-	Difficult to get employees to comply
25%	33%	Understanding the differences between business travel vs. work permit	1%	3%	Not sure
22%	-	Internal communication (HR is often the last to know)	5%	3%	Not applicable
22%	-	Partners do not communicate with each other			



# U.S. – Inbound Immigration

## Immigration is a key talent management tool for:

- Hiring – Skills Gap
- Transferring employees – Development/Retention

## However, employers are experiencing challenges with the system:

- 25% of employers had to increase budgets
- 26% are engaged in advocacy efforts
- 26% had to delay projects
- 28% had to increase staff
- 22% are relocating work overseas





# Global Immigration Trends



**Companies are looking to their global mobility program to proactively manage their workforce, using international transfers to:**

- Manage skills gaps – specialized knowledge
- Take advantage of business opportunities – new markets, new clients
- Effectively manage and retain their high potential talent



# Manage Skills Gaps

22% of companies are moving work overseas

## Employers use international transfers to:

- Bring needed skills to their international locations
- Transfer necessary company knowledge and culture to international locations

## Employers using near shore opportunities in Canada & Mexico:

- Similar time zones
- Employees working remotely
- Opening new locations

## Case Studies:

- Large Bottling Company opened tech hub in Mexico City
- Technology Company opened location in Vancouver



# New Business Opportunities

69% of employers say international transfers are very to extremely important in managing and expanding their global business



## Employers use international transfers to:

- Launch new markets
- Open new locations
- Acquire new customers
- Fulfill on customer expectations

## Case studies

- Consulting firm with annual projects on customer sites



# Hi-Po Management

## Employers use international transfers to:

- Retain high potential employees
- Give employees critical leadership skills
- Give employees critical international business and cultural experience

## Case studies

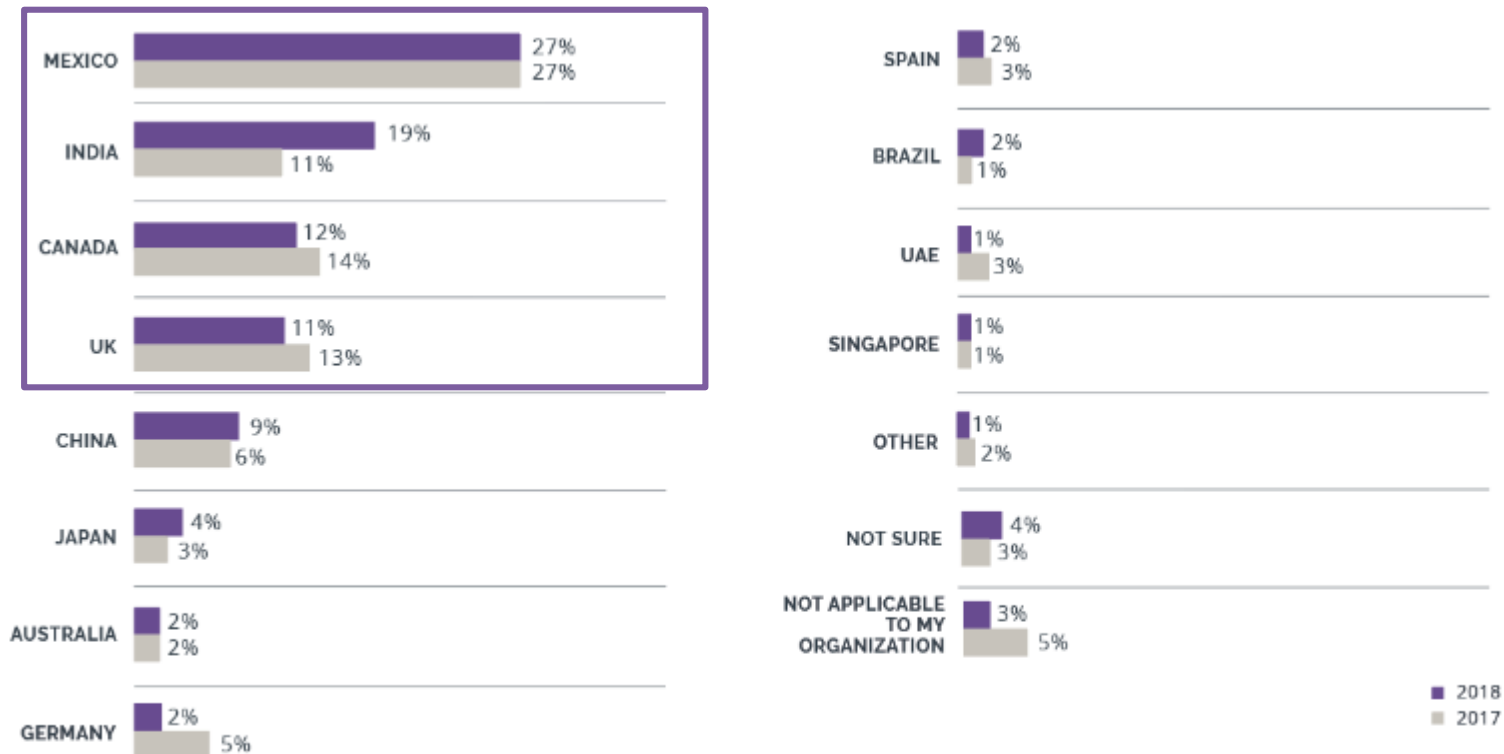
- Large tech and manufacturing company
- Media company



71% of millennials want and expect international assignments



# Top Destinations for International Transfers



# Talent Landscape – United States

**Skills Gaps: Sales Skilled Labor, Technology**

**Strategy: Skills Gaps**

## Key finding

In 2016, skilled labour markets across the United States have become slightly healthier according to the Hays Global Skills Index. This primarily reflects declining wage pressures, and improvements in labour supply as education flexibility and labour market participation rose.

### Downward pressure from:

- Labour market participation
- Long-term unemployment
- Wage pressure in high-skill occupations

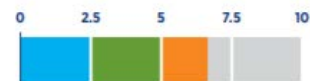
### Upward pressure from:

- Wage pressure in high-skill industries
- Job vacancies
- Education levels

## Overall score

**6.6**

↓  
6.9  
in 2015



## Breakdown of seven indicator scores



## Country profile

Broadly speaking, the United States economy continues to perform well. Labour demand continues to pick up.

Over the past year, about 2.4 million new jobs have been created.

The unemployment rate has declined to 4.7 per cent, its lowest level since before the financial crisis and ensuing recession.

## Background economic data

	2015	2016*
<b>Population</b>	321.4m	324.0m

### GDP

<b>GDP (Billion USD*)</b>	18,244	18,518
<b>GDP growth</b>	2.6%	1.5%
<b>GDP/head (USD*)</b>	56,800	57,200

### Unemployment

<b>Unemployment rate</b>	5.3%	4.8%
<b>Long-term unemployment rate</b>	1.2%	1.0%

\*2016 prices    \*Average forecast figures for 2016

As the economy improves for another quarter in a row, we are seeing increased job creation and higher wages. Labor force participation has increased, however, we are not seeing that translate into reduced skills shortages. There is a talent mismatch, so employers are still struggling to fill niche roles, while some job seekers are struggling to find a suitable role. The country's busiest sectors such as construction, IT and technology, banking and financial, and life sciences are experiencing talent shortages that challenge productivity and growth. The 2016 election result will have a significant impact on the federal economy, but it will be some time before we know the full ramifications.

- Dan Rodriguez, Managing Director, Hays USA



# Talent Landscape – Mexico

**Skills: Investing in Technology, Manufacturing**

**Strategy: Offshoring opportunity for U.S.-based companies, Nearshore lower labor costs**

## Key finding

Mexico's overall Index score remains unchanged on the year. Upward pressure from a reduction in the supply of labour due to lower participation, was offset with a rise in talent mismatch and overall wage pressures.

### Downward pressure from:

- Long-term unemployment
- Labour market regulations
- Overall wage pressure

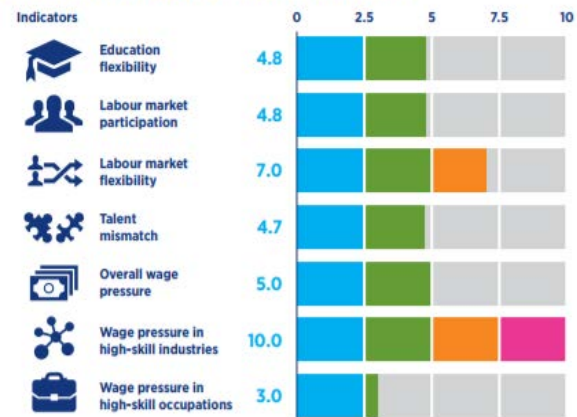
### Upward pressure from:

- Labour market participation
- Wage pressure in high-skill industries
- Education levels

## Overall score



## Breakdown of seven indicator scores



## Country profile

Mexican GDP growth remains remarkably strong considering the external headwinds the economy is facing.

Domestic demand continues to drive growth, with strong consumer spending supported by solid labour market conditions particularly in the service sector and an increase in funds sent home from overseas.

## Background economic data

	2015	2016*
<b>Population</b>	127.2m	128.8m
<b>GDP</b>		
GDP (Billion MXN*)	18,702	19,139
GDP growth	2.5%	2.3%
GDP/head (MXN*)	147,000	148,600
<b>Unemployment</b>		
Unemployment rate	4.3%	4.2%
Long-term unemployment rate	0.1%	0.1%

\*2016 prices \*Average forecast figures for 2016

Mexico has recently seen changes made to its economic model, the expansion of Mexican companies and a large increase in foreign investment, all of which has led to further demand for skilled professionals, many of which are not available in Mexico. The Index indicators show us that this vicious circle is a major factor of wage pressures, evident in the country as a response to the supply and demand of skilled individuals, especially in highly specialized industries. ON the other hand, the structural reforms designed to improve the competitiveness of the country are certainly a big step in the right direction, but the combination of a continued lack of qualified talent, strong wage pressure in highly skilled sectors and restrictions on labor flexibility should be finally resolved if we want to become an incubator for world-class talent.

- Gerardo Kanahuati, Hays Mexico

# Talent Landscape – Canada

**Skills: Technology, Manufacturing**

**Strategy: Offshoring opportunity for U.S.-based companies**

**Industry: Banking/Finance, IT and Technology**

## Key finding

In 2016 the overall index score for Canada declined, suggesting the labour market is experiencing less pressure. This reflected lower wage pressures, with declines recorded in both overall and occupational wage pressure. The Bank of Canada's Business Outlook Survey shows the incidence of labour shortages remains low.

### Downward pressure from:

- Overall wage pressure
- Wage pressure in high-skill industries
- Wage pressure in high-skill occupations

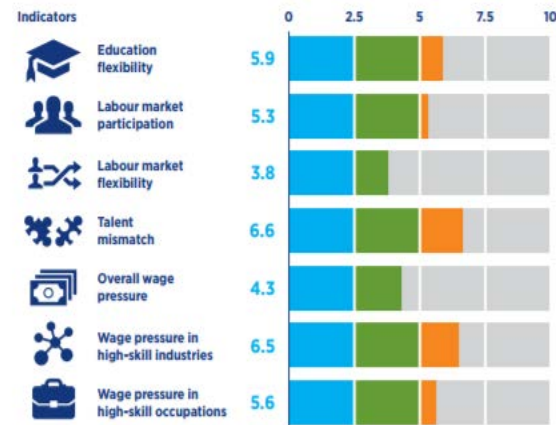
### Upward pressure from:

- Labour market participation, ages 15-24
- Structural unemployment
- Education levels

## Overall score



## Breakdown of seven indicator scores



## Country profile

Real GDP growth was strong in the early part of 2016, supported by consumer spending and net trade.

Business investment remains weak, as energy and commodity companies cut investment spending due to the low level of oil, gas and other commodity prices.

Both monetary and fiscal policy remain accommodating, enhancing the prospects for stronger growth.

## Background economic data

	2015	2016*
<b>Population</b>	35.8 m	36.2m
<b>GDP</b>		
<b>GDP (Billion CAD*)</b>	1,990	2,014
<b>GDP growth</b>	11%	1.2%
<b>GDP/head (CAD*)</b>	55,600	55,600

## Unemployment

<b>Unemployment rate</b>	6.9%	7.0%
<b>Long-term unemployment rate</b>	0.5%	0.5%

\*2016 review | †Average forecast figures for 2016

The Canadian economy is still feeling the effects of the downturn of the oil and gas and commodities market. This has especially impacted Alberta, with the Fort McMurray wildfires causing further setbacks for the region. Nationally we are seeing positive signs, with GDP expanding at its fastest rate in a year in the first quarter of 2016, and the three biggest provinces – British Columbia, Ontario and Quebec – are all seeing steady growth. This is largely driven by booming construction, a strong banking and financial sector, and the fast growing IT and Technology sector. The overall shortage of skilled workers shows no sign of improving, especially as more baby boomers retire every year without enough experienced professionals available to replace them.

- Rowan O'Grady, President, Hays Canada

# Talent Landscape – U.K.

**Skills:** Shortage in STEM, Financial/Accounting;  
Investing in technology and STEM talent

**Strategy:** Business opportunities, High potential  
management

## Key finding

With the economy recovering, wage pressures are evident particularly for high-skill roles. On the other hand, the buoyant economy has reduced both long-term and structural unemployment. Uncertainty over the UK's future in the aftermath of the Brexit vote casts doubt on the labour market outlook in the near future.

### Downward pressure from:

- Wage pressure in high-skill industries
- Long-term unemployment
- Structural unemployment

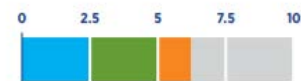
### Upward pressure from:

- Overall wage pressure
- Job vacancies
- Net in-migration

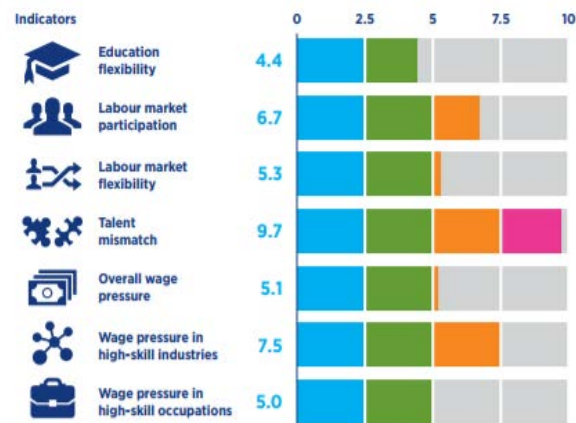
## Overall score

6.2

↑  
6.1  
in 2015



## Breakdown of seven indicator scores



## Country profile

Supported by a narrow majority, UK voters decided to exit from the EU in mid-2016.

In the near term, the referendum result may slow domestic demand growth as greater uncertainty and lower confidence affect households and companies' decisions. This may affect labour demand, in terms of recruitment and average hours worked.

The latest CBI survey suggests 18 percent of industrial firms' output would be limited by shortages of skilled staff. This is also true in the service sector, where 35 per cent of service sector firms said the availability of professional staff is likely to limit their ability to increase their level of business over the next year.

## Background economic data

	2015	2016*
<b>Population</b>	65.2m	65.6m
<b>GDP</b>		
GDP (Billion GBP <sup>1</sup> )	1,875	1,909
GDP growth	2.2%	1.8%
GDP/head (GBP <sup>2</sup> )	28,800	29,100

Unemployment		
Unemployment rate	5.4%	5.0%
Long-term unemployment rate	1.9%	1.7%

\*2016 prices <sup>1</sup>Average forecast figures for 2016

Despite a sustained period of uncertainty due to Brexit, the UK remains an attractive place to do business and work. Skills shortages remain prevalent particularly in technical engineering roles, specialist technology and qualified finance roles, in these areas businesses are struggling to attract sufficient numbers of qualified and skilled workers, which is impacting on productivity and business growth. Many of these companies are continuing to invest in STEM and diversity initiatives in order to improve their talent pipeline and combat future skills shortages. Overall, wages growth is steady but candidates in skills-short areas are enjoying significant salary increases.

- Nigel Heap, Managing Director, Hays UK

# Talent Landscape – India

**Skills:** Technology, Medical

**Strategy:** Filling skills gaps, opening locations, outsourcing

## Key finding

India's skilled labour market experienced less pressure in 2016 according to the Hays Global Skills Index. This largely reflected the narrowing of the high-skill industry wage premium which can be traced to strong growth in compensation in the industrial sector.

### Downward pressure from:

- Wage pressure in high-skill industries
- Overall wage pressure
- Structural unemployment

### Upward pressure from:

- Education levels
- Long-term unemployment
- Labour market regulations

## Overall score

4.8

↓  
5.0  
in 2015



## Breakdown of seven indicator scores



## Country profile

The latest headline GDP figures cement India's position as one of the brighter spots amongst the emerging markets.

Investment growth continues to disappoint, suggesting growth has yet to become broad based.

Population demographics are very favourable, with the working-age population predicted to grow strongly.

## Background economic data

	2015	2016 <sup>1</sup>
<b>Population</b>	1,313.0m	1,328.8m
<b>GDP</b>		
GDP (Billion INR <sup>*</sup> )	136,873	147,169
GDP growth	7.2%	7.5%
GDP/head (INR <sup>*</sup> )	104,200	110,800

## Unemployment

<b>Unemployment rate</b>	5.5%	5.5%
<b>Long-term unemployment rate</b>	n/a	n/a

<sup>\*</sup>2016 prices <sup>1</sup>Average forecast figures for 2016

India's growth will significantly depend on the way the global economy performs, as the last few years have witnessed a growing correlation, especially growth in the export of services. Last year many organizations adopted a comprehensive approach to reward which is beginning to show an impact and is one of the contributing reasons for the 'wage pressure in high-skill industries' indicator falling. Uncertainty in the market has made the workforce cautious of change and therefore employers will need to focus on innovative attraction strategies in high-skilled/niche workforces along with retention focusing on agile and dynamic skill development plans.

- Matthew Dickason, Global Managing Director, Hays Talent Solutions

# Talent Landscape – Australia

**Skills:** Investing in STEM and tech, similar to U.K. and USA

**Strategy:** New market opportunities, customer acquisition

## Key finding

Australia's overall Index score suggests the labour market tightened slightly. This was primarily brought about by an increase in talent mismatch, as the skills unemployed workers possess are not those employers want to hire.

### Downward pressure from:

- Labour market participation
- Education levels
- Wage pressure in high-skill occupations

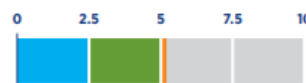
### Upward pressure from:

- Wage pressure in high-skill industries
- Long-term unemployment
- Talent mismatch

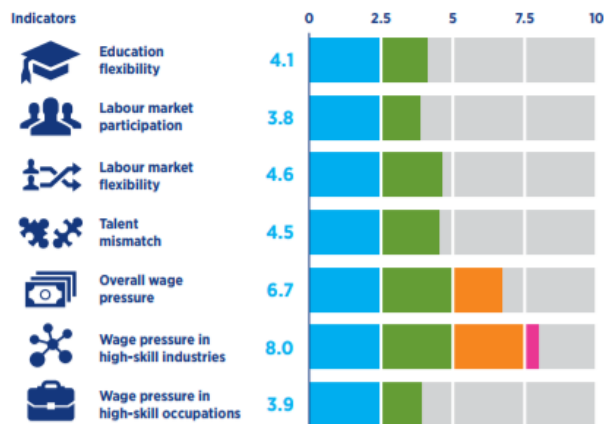
## Overall score

5.1

↑  
5.0  
in 2015



## Breakdown of seven indicator scores



## Country profile

GDP growth accelerated in the first half of 2016, driven by a surge in net exports.

Offsetting strong export growth was a sharp fall in business investment, as the mining sector reacted to lower commodity prices.

On the domestic front, Australia experienced an easing in consumer confidence and sluggish wage growth.

## Background economic data

	2015	2016*
Population	23.9m	24.3m

### GDP

GDP (Billion AUD*)	1,624	1,671
GDP growth	2.5%	2.9%
GDP/head (AUD*)	68,000	68,800

### Unemployment

Unemployment rate	6.1%	5.7%
Long-term unemployment rate	1.3%	1.2%

\*2016 prices \*Average forecast figures for 2016

Australia's economy is undergoing structural changes as it successfully transitions from mining to the services sector, particularly health, retail, tourism and education. Headcounts are growing, market buoyancy is evident and employers report increased business activity. Given this sentiment you'd expect commensurate salary pressure, however, employers instead remain cost conscious. It remains to be seen how long this anomaly will last; already turnover is rising and the shortage of candidates in certain high-skill industries is leading to some wage pressure. While far from a universal trend, this suggests that employers must not be complacent in the face of increasing skills shortages.

- Nick Deligiannis, Managing Director, Hays Australia



# Popular Issues & Challenges at a Global Level

- ICT category
- Highly skilled worker category
- Experience requirements
- Minimum salary requirements
- Test of local labor market
- Core definitions of business travel
- Quotas by job category and/or nationality
- Increasing compliance audits by local authorities





# Challenges

## Payroll

- Is a change in employee payroll required? Depending on visa type pursued, local payroll of some percentage may be required.

## Tax Implications

- Social Security contributions, double taxation issues, tax treaties, etc.

## Vaccinations

- If traveling to various countries, employees may need proof of receipt of a specific vaccination, such as a yellow fever certificate.

## Dependent Issues

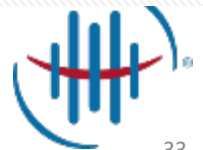
- Definition of dependent can change by country. Consider aging parents, non-traditional dependents, age of children.

## Gender & Relations Considerations

- Same-sex partners and non-married partners may face travel restrictions in some countries.

## Religious Issues

- Religion of traveler is required on some applications, such as Singapore.



# Challenges

## Medical Examinations

- Many work or residence permit applications require some level of medical clearance. Requirements vary by country, and are occasionally based on the nationality of the applicant, or if the applicant has recently resided in a specific country.

## Police Clearances

- Some countries will only accept a federal background check, such as Spain, which can have a significant impact on timing. Currently in the United States, FBI certificates can take eight to 12 weeks.
- Other countries will accept a local or state police certificate, or may allow use of an FBI Channeler.
- Some countries require police certificates for every country in which a traveler has resided for more than six months in the five years preceding the application.

## Language Requirements

- In many countries, proof of local language proficiency is built into the immigration process (Canada, certain U.K. categories), in Germany it is a requirement for spouses.



# Country Updates: U.K. Tier 2



## The Tier 2 scheme is the most commonly used category for U.K. employers who wish to hire or transfer foreign talent

- Requires that the U.K. entity have a valid sponsor license
- The sponsor license belongs to the company and is valid for four years; however, if companies do not meet their responsibilities as a sponsor, the government could revoke the license

- **Tier 2 General** is typically used for new hire and generally requires a labour market test and English language competency
- **Tier 2 ICT** is intended for intracompany transfers from a related company overseas
- Minimum salary requirements apply to both categories



# Brexit

## The Impact of Brexit on EU Nationals Working in the U.K.

- Leaked policy paper in early September 2017
- U.K. immigration minister, Brandon Lewis, has confirmed that a white paper on the topic is forthcoming this fall
- Paper will support end of free movement for EU nationals on Brexit Day in March 2019
- Key details of new immigration policy not set to be released until fall 2018
- Immigration policy will not be finalized until the government's migration advisory committee (MAC) issues its final reports on the impact of EU migrants on the British labour market



# NAFTA



## **Multiple options available, generally requiring a local entity to sponsor the application**

- Exception includes certain foreign companies contracting Canadian companies to provide services outside of Canada

## **NAFTA Professional category an option for U.S. and Mexican Nationals working in designated categories**

- No market impact assessment required for eligible positions

## **ICT work permit also exempts companies from the Labour Market Impact Assessment (LMIA) Permits**

- Language requirement not generally enforced
- Police clearance certificates required depending on location of application, applicant's citizenship, etc.



# Entry Requirements

## Recent Entry Requirements

- Visa-exempt foreign nationals who fly to, or transit through a Canadian airport, need an Electronic Travel Authorization (eTA). Exceptions include U.S. citizens and travelers with a valid Canadian visa
- U.S. Legal Permanent residents are not exempt from the requirements
- Visa-exempt travelers do not need an eTA when entering Canada by land (e.g. car or bus) or sea (e.g. cruise ship)
- Canadian citizens and permanent residents – including dual citizens – are not permitted to apply for an eTA. Canadian permanent residents with an expired PR card (or cards expiring within the next 9 months) are urged to obtain a new PR card to avoid travel interruptions



# Canadian Skills Strategy



## Global Skills Strategy Pilot Program Implemented on June 12, 2017

- Designed to benefit Canadian companies by making highly skilled foreign talent more accessible
- Certain skilled workers will be eligible to enter Canada without a work permit if entering for a short duration (i.e. 30 days or less)
- Certain skilled foreign workers or manager may benefit from faster processing times





# Australia

## Only one major category for temporary workers on longer-term

- Subclass 457 (Temporary Work (Skilled) Visa) will be abolished and replaced by a new Temporary Skill Shortage scheme

## For short term assignments, there is Subclass 400

- Generally used for assignments of up to three months (available for up to six months in limited circumstances)
- Intended for short-term, specialized, non-ongoing work
- Very quick adjudication timelines
- Process varies based on nationality of applicant

**Employer is required to have valid sponsorship in place, which requires maintenance of training requirements**





# Australia

## Subclass 457 Visa

- On April 18th, Peter Dutton, the Minister for Immigration and Border Protection, along with Prime Minister Turnbull, announced the termination of the Subclass 457 Visa for foreign workers, to be replaced by the Temporary Skill Shortage Visa. The new visa will consist of two tracks – short-term and medium-term placement, depending on the applicant’s skill level and the country’s areas of critical employment shortages.
- Changes in occupations lists – The new narrower Medium and Long-Term Strategic Skills List (MLTSSL) and Short-Term Skilled Occupations List (STSOL), which replaced the previous Skilled Occupation and Consolidated Sponsored Occupation (OCSO) list in April, is subject to ongoing review and revision
- Applicants and their accompanying family members will no longer be exempt from police clearance requirements and must now provide PCCs from each country where they have resided. This requirement applies to applications filed after July 1 and applications already submitted but not adjudicated by July 1.
- Applicants earning over AUD \$96,400 will no longer be exempt from English language proficiency standards. Instead high-earning applicants will be required to meet the same English language requirements as other 457 Visa applicants.



# Mexico

## Most common category is the Temporary Resident Visa

- Intended for employee to be placed on local contract and payroll
- Separate option where no remuneration will be paid in Mexico
- No specific salary minimums
- Non-compliance a big focus – reported uptick in on-site visits and compliance investigations beginning in Q4 of 2016
- Penalties can include monetary fines and criminal penalties, including imprisonment



# India

## Most common category for corporate transfers and work assignments is the Employment Visa

- Application process occurs at Indian consular post with jurisdiction over the applicant's place of residence
- Minimum salary requirements
- In-country registration required for assignments lasting longer than six months, or at consular discretion
- Intended for highly-skilled workers, visa not generally granted for clerical, ordinary/routine jobs





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