Business Perspectives on Migration:

What does successful implementation of the Global Compact for migration mean for the private sector?

Tools to best engage with representative voices of the private sector

Business advisory group | on migration

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*A contribution from the Business Advisory Group on Migration
to the first International Migration Review Forum (IMRF)*

@Business Advisory Group on Migration
May 2022

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EXECUTIVE SUMMARY

The first International Migration Review Forum (IMRF) is taking place amidst an ongoing worldwide migration crisis, sparked by the Covid-19 pandemic and the war in Ukraine. These developments have highlighted longstanding policy and governance gaps; exacerbated the skills shortages that persist in every region of the world; and intensified human rights vulnerabilities. They call for urgent review of labour migration processes to adapt to new realities.

This paper sets forth the recommendations of the Business Advisory Group on Migration towards the achievement of the objectives of the United Nations Global Compact for Migration (GCM). It addresses the role of the private sector in promoting coherent and comprehensive migration strategies and identifies the components of a well-balanced labour migration model.

Successful migration policies should address three priorities, each of vital importance to employers, workers and governments alike:

1. **Flexible, transparent, and predictable labour mobility frameworks that respond to current and anticipated labour market needs.**

Existing immigration systems were built for an economic model based upon fixed work locations and contracts for structured employment. These systems do not adequately address new forms of workplace flexibility such as remote work and the rise of the gig economy. Employers are particularly challenged when sponsored employees are needed for short- and medium-term assignments – those most characteristic of the evolving workplace. Other challenges include lengthy delays, inconsistent and unpredictable processing, the inability to hire certain types of workers, and lack of visas and work permits. This collision of business needs with dysfunctional and outdated policies means that businesses face significant impediments to accessing the global workforce, while governments forgo migration-fuelled economic development.

2. **Regulatory frameworks that discourage informality and promote and ensure responsible recruitment of foreign workers.**

A substantial proportion of migration-related human rights issues affect irregular economic migrants. These underline the urgent need to create conducive framework conditions for companies to be established, hire and grow in the formal economy, and thus to fully contribute to the needs and developments of societies and economies. Reducing excessive regulation and bureaucracy is an important policy focus in this regard, and effective, integrated approaches to tackle informality should include measures to avoid excessive red tape and rigid bureaucracy which hampers the ease of doing business and the employment of foreign workers. Also essential is a regulatory framework conducive to fair, ethical and responsible recruitment, including appropriate regulation of the recruitment industry, bans on recruitment fees charged to migrant job seekers, and institutional engagement with responsible recruitment firms and employers. Trusted Employers Schemes would be helpful tools as governments work to enhance workplace protections for employees, while simultaneously ensuring that local population are given job preference for positions for which they are qualified.

3. **Improved systems for identification, recognition and development of skills to promote skills mobility.**

There is a global mismatch between worker skills and the needs of the labour market, in both high-skilled and low-skilled occupations. This is caused in part by demographic realities and an inadequate alignment of educational programming and skills training with the needs of business. Given the skills shortages across many industries, employers place particular importance on skills development and the recognition of qualifications across borders. A real-time evidence-based approach is required to demonstrate the existence of skills needs and skills gaps, and to support the case for employing foreign nationals.

While there are clear links between migration, labour markets and skills development, the related national policies and programmes are often disconnected. Establishing a cross-ministry entity/mechanism/process, charged with engagement with the private sector on the various aspects of migration would help the whole-of-government approach sought by the GCM.

Governments should actively consult employers as they undertake migration policy reform. Employers are best positioned to determine labour market needs and provide feedback on the challenges they face in their experience with immigration systems. Business has also played a prominent role in advocating for fair and open immigration policies, and can be important partners in efforts to counter xenophobia.

The Business Advisory Group on Migration brings the business voice and the benefit of its on-the-ground experience. It would be advantageous for the IMRF and other U.N. processes, as well as regional and national consultative processes on migration, to strengthen their relationship with business organisations.

I.   INTRODUCTION

1. The Global Compact for Migration, a Framework for Migration Governance

The Global Compact for Migration (GCM)[1], adopted in 2018, is the first inter-governmentally negotiated non-binding agreement covering all aspects of international migration governance. The primary intergovernmental global platform through which all relevant stakeholders can share progress on the implementation of the GCM is the International Migration Review Forum (IMRF)[2]. Starting in May 2022, the President of the U.N. General Assembly will host an IMRF every four years.

The first IMRF takes place amidst an ongoing worldwide migration crisis, sparked by the Covid-19 pandemic and the war in Ukraine. The pandemic acted as a tsunami in the world of work, dramatically disrupting the global economy and effectively halting both domestic and international labour mobility – among many other disruptions. In addition to its enormous human cost, the war in Ukraine and the refugee crisis it has provoked will have broad and enduring impacts on labour markets.

These developments have highlighted longstanding policy and governance gaps; exacerbated the skills shortages that persist in every region of the world; and intensified human rights vulnerabilities. They call for urgent review of labour migration processes to adapt to new realities.

Many countries are facing the labour market impact of ageing populations and falling birth rates, and increasingly need large numbers of foreign workers to compensate for declining domestic population. Others have large and growing youth populations that seek employment. Migration can address both these demographic challenges. But at the same time, migrants can be particularly vulnerable, making protection of their legal rights an urgent issue. Public perception of migration is becoming increasingly negative in some regions. The advent of Covid-19 has fuelled initiatives to close borders. And the strong and generous efforts made by E.U. and many other countries to welcome refugees from Ukraine risk straining local resources. In short, current migration systems and frameworks – developed in the wake of the Second World War – have proven inadequate to deal with present-day realities. Inadequate systems lead to social unrest and impede integration. More realistic and better focused migration policies would thus help policymakers deal with an array of social issues.

The private sector is an important stakeholder in the issue of global labour migration and thus in the GCM. This paper aims to assess what successful GCM implementation means for business, identify areas for enhanced public-private collaboration, and identify action-oriented solutions that support Governments - the GCM main implementers – in devising long term strategies for improved and balanced migration frameworks.

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[1] Global Compact for Migration, available at https://www.iom.int/resources/global-compact-safe-orderly-and-regular-migration/res/73/195
[2] International Migration Review Forum website: https://www.un.org/en/migration2022/

2. The Business Advisory Group on Migration

Launched in 2016, the Business Advisory Group on Migration is housed at the International Organisation of Employers (IOE)[3]. It brings together small and medium sized enterprises, large corporations, national employers' organisations, and industry associations to provide business input to global and regional migration fora. These include the Global Forum on Migration and Development (GFMD)[4], through its dedicated GFMD Business Mechanism, as well as the GCM, through the civil society's engagement channel. Its overarching goal is to ensure regulatory environments in which labour migration policies contribute to economic development, prosperity and job creation.

During the GCM process, the Business Advisory Group published a series of policy papers[5]. These covered the key issues of the global need for workforce mobility; responsible recruitment; skills development and recognition; the role of technology in devising innovative solutions; and engagement in public discourse to promote positive perceptions of migrants. Taken together they address three priorities for migration policies, each of vital importance to employers, workers and governments alike:

- Flexible, transparent, and predictable labour mobility frameworks that respond to current and anticipated labour market needs.
- Regulatory frameworks that discourage informality and promote and ensure responsible recruitment of foreign workers.
- Improved systems for identification, recognition and development of skills to promote skills mobility.

Building on this work, this paper addresses the role of the private sector in promoting a coherent and comprehensive migration strategy and makes recommendations designed to meet the objectives of the GCM, as well as the Sustainable Development Goals (SDG). It begins with an overview of current trends in economic and skills migration. It then frames the components of a well-balanced labour migration model. The paper concludes with a discussion of the role of business in public advocacy on migration. Ultimately, this paper sets the context for the recommendations of the Business Advisory Group towards the achievement of the next IMRF cycle to be reported in 2026.

Throughout, the conclusions and recommendations are informed by a global survey designed to capture private sector migration-related priorities. It was sent to migration and mobility professionals in the Business Advisory Group's wide and diverse global network, which covers 160 countries. Respondents included enterprises in the professional services, manufacturing, construction, financial services and natural resources sectors, and represented a broad geographic scope.

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[3] The IOE is the largest global network of the private sector, information available at: https://www.ioe-emp.org/.
[4] More information about the GFMD, available at: https://www.gfmd.org/.
[5] Publications of the Business Advisory Group, available at: https://gfmdbusinessmechanism.org/publication/.

II.   CURRENT MIGRATION TRENDS

The world is in the midst of sustained growth in migration. There were more than 280.6 million migrants worldwide at mid-year 2020, up from 247 million in 2015 and 173 million in 2000.[6] Labour migrants make up a significant and growing percentage of the migrant population, numbering more than 169 million individuals in 2019. Labour migrants also make up a significant percentage of the local workforce in many economies: globally, migrant workers constitute 4.9% of the labour force of destination countries. This figure is highest in the Arab States, where on average 41.1% of the workforce is composed of migrants. In the UAE, despite a concerted push for "Emiratization", 82% of the private sector labour force is manned by expatriates. Sector figures show that 66.2% of migrant workers are in services, 27.6% are in industry and 7.1% are in agriculture.[7]

Of the estimated 169 million international migrant workers, 86.9% are in high-income and upper-middle-income countries. Greater employment opportunities are one of the factors attracting migrants to these countries. However, the share of migrant workers in high-income countries has fallen from 74.7% in 2013 to 67.4% in 2019.[8] This fall could be attributed to evolving and restrictive migration policies.

Covid-19 and the war in Ukraine have highlighted new migration patterns: Covid had a devastating impact on labour mobility. Normal travel ceased; foreign workers returned home in large numbers; essential workers in the care and food industries were exempted from cross-border restrictions. Meanwhile, teleworking policies replaced many business travel. These developments have both captured the attention of migration policymakers, and strained the capacity of some governments seeking to respond

Of the world's migrant population, an unknown number are irregular migrants – those who have entered or remain in a country without fulfilling immigration requirements. There is limited data on this population, but one expert estimated in 2016 their number could add roughly 50 million to the documented total.[9] The countries with the largest numbers of irregular migrants include the United States (11 million), India (at least 10 million), the Russian Federation (4 million), Malaysia (1 million) and the United Kingdom (1 million).

These numbers suggest substantial levels of irregular migrant participation in many local workforces. Such workers may not have access to benefits and protections afforded those who have entered using regular channels. They may have particular difficulties in finding jobs that match their skills or prior experience. Their presence, in short, affects the ability of employers in the formal economy to ensure decent work and to identify and secure needed skills. It is therefore in the interest of business that migrants have access to strong and viable regular migration pathways. Poorly designed migration policies, which hinder orderly and regular migration flows, create even greater instability and social unrest.

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[6] United Nations Department of Economic and Social Affairs, available at: www.un.org/development/desa/pd/content/international-migrant-stock.
[7] ILO, "ILO Global Estimates on Migrant Workers," June 2021, available at: https://www.ilo.org/global/topics/labour-migration/publications/WCMS_808935/lang--en/index.htm.
[8] Ibid.
[9] Joseph Chamie, "Understanding Unauthorized Migration", 2016, available at: http://www.ipsnews.net/2016/11/understanding-unauthorized-migration.

III.   KEY MIGRATION CHALLENGES FOR EMPLOYERS

1. Skills Shortages

There is a global mismatch between worker skills and the needs of the labour market, in both high-skilled and low-skilled occupations. This is caused in part by demographic realities and an inadequate alignment of educational programming and skills training with the needs of business. Developed economies are facing the labour impact of aging populations and falling birth rates. A shrinking domestic labour pool means widespread shortages of workers.

It is true that hiring activity has returned to pre-pandemic levels. In the U.S., for example, employers report their most optimistic hiring intentions in more than 20 years. However, such optimism is being tempered by the highest levels of global talent shortages in 15 years - particularly in the hospitality and leisure industry, where labour shortages have impeded restoration of normal levels of service and forced business closures. Globally, 69% of employers report difficulty filling vacancies. While businesses in China, India and South Africa are struggling the least to find skilled workers, European employers are reporting the most difficulty, with the biggest impacts being felt in France, Romania, and Italy. Globally, shortages of skills are not only felt in high skilled or technology positions, but mainly in operations/logistics, manufacturing/production, and sales/marketing, which are the top three in-demand roles globally.[10]

In addition, considerable research has gone into the future of work in light of automation. Covid-19 has accelerated the digitization of business. A report by McKinsey[11] points towards the need to not only upskill existing workforces to gain new skills but also reskill staff to take on entirely new roles. These needs will be particularly acute in operationally intensive sectors, such as manufacturing, transportation, and retail, and operations-aligned occupations, such as

> **Example from the pharmaceutical and life sciences industries**
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> Based on the participation of more than 150 Human Resources leaders in the industry, an IOE/WERC study highlighted that 43% of companies are finding sufficient local talent to meet their needs, while 66% will need to relocate staff and new hired to meet needs. The top priority for the industry is to recruit top talent regardless of origin. Like many industries today, the pharmaceutical and life science sector needs access to global talent to operate international facilities that solve global challenges. In developing, manufacturing, and distributing a vaccine for COVID-19, the stakes for access to high-skilled talent could not be higher.[1]
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> [1] IOE/Worldwide ERC, "Finding high-skilled talent in a global pandemic", 2021, available at: https://gfmdbusinessmechanism.org/wp-content/uploads/2021/10/20211012-WWERC_IOE-Report_FINALnbd-compressed.pdf.

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[10] The Manpower Group, The Talent Shortage, 2021, available at: https://go.manpowergroup.com/talent-shortage.

[11] McKinsey, Building the vital skills for the future or work in operations, 2020, available at: www.mckinsey.com/business-functions/operations/our-insights/building-the-vital-skills-for-the-future-of-work-in-operations

maintenance, claim processing, and warehouse order picking. And failure to meet these needs is likely to accelerate the widening of skills gaps in labour forces around the world.

Businesses and governments are engaged in multiple partnerships to close these skills gaps and ensure that all willing workers have appropriate opportunities. Efforts include education reform, apprenticeships, diversity and inclusion programs, and reforms to labour market policies. Mobility of talent across borders is a small but important piece of maximising national competitiveness as well as economic opportunity.

The results of the Business Advisory Group survey illustrate the impact of demographic changes and skills gaps on private sector employers worldwide. Skills gaps in the domestic labour market are frequently given as a reason for hiring or transferring foreign employees. Other key drivers for hiring globally are the need to develop internal talent, to build teams with special expertise, to launch key or new products, and to construct or maintain sophisticated technology projects.

> **Quote from the Business Advisory Group on Migration survey:**
> *"We continually struggle to find high skilled workers to fill our openings. Often times we can find a foreign national to take the job but the temporary work commission or the long-term ability to get them permanent residency prevents us from hiring that person."*

2. The Evolution of the Workplace

Existing immigration systems were built for a now-obsolete economic model based upon fixed work locations and contracts for structured employment. These systems do not adequately address the new workplace flexibility in its various forms, which include remote work at home and at client worksites, and the rise of the gig economy and entrepreneurship.

The pandemic has triggered a quantum leap in digital transformation and how work is organised. The growth of remote work, the ability to collaborate online, new consumer trends and e-commerce demands, as well as the automatization of global supply chains are testimony to this. As cited by Fragomen[12], as of November 2021, 23 countries have launched a special visa and work permit category for digital nomads, and at least another 10 countries have pending programs. Whilst this paves the way for enabling remote workers around the world, a combination of tax regulations and permanent establishment issues persisting in these countries, together with existing labour market and migration frameworks in many other countries that do not reflect these changes, make the adoption of consistent remote or work-from-anywhere

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[12] Fragomen Worldwide Immigration Trends Report Q1 2022, available at: https://www.fragomen.com/trending/worldwide-immigration-trends-reports/index.html

policies for companies difficult. This may result in the replacement or displacement of the domestic workforce.[13]

Gig work is also a new development with important implications for labour mobility. On-demand or crowdsourced jobs require workers available "just in time," perhaps for multiple employers. Project-based work, in which knowledge of proprietary or unique products or services may be required and where employers may not have a permanent presence in the continuity of employment, is on the rise. Working at a customer site is a frequent component of outsourcing contracts for foreign-based employers. Migration policies need to adapt to this increasing trend of self-employment or working for multiple employers, as opposed to necessarily being linked to a singular employment contract.

Migration law, policy and administration have not kept pace with such workplace changes. In fact, local labour market policy increasingly conflicts with labour needs at both national and employer-specific levels. The Business Advisory Group survey found that employers increasingly face hurdles in obtaining visas and work permits for all employment durations, but are particularly challenged when sponsored employees are needed for short- and medium-term assignments – those most characteristic of the evolving workplace. And difficult to navigate immigration laws often inhibit entrepreneurship, impeding a growing movement toward self-employment through the establishment of small businesses. This collision of business needs with dysfunctional and outdated policies means that businesses face significant impediments to accessing the global workforce, while governments forgo migration-fuelled economic development. According to UK research, businesses employing highly skilled workers, particularly in high tech sectors, generate 19 to 25 new jobs in their industry for every 10 positions they create.[14]

3. Irregular Migration and Informal Economies

The informal economy, defined by the International Labour Organization (ILO) as "economic activities by workers and economic units that are – in law or in practice – not covered or insufficiently covered by formal arrangements,"[15] is one of the greatest economic and social development challenges facing societies around the world.

An estimated 61% of the world's working population make their living in the informal economy. Emerging and developing economies are home to 93% of all informal workers. Their prevalence is intricately linked with negative economic outcomes including corruption, poverty and low

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[13] IOE/WEC, "Policy priorities for the road to a sustainable job recovery", 2021, available at: https://www.ioe-emp.org/index.php?eID=dumpFile&t=f&f=148294&token=b526f5962189a7b5fe14151b743087c9b901571c.

[14] Centre for cities, "What's the impact of high-skilled jobs on the employment opportunities of people with few or no qualifications?", 2019, available at: https://www.centreforcities.org/blog/whats-the-impact-of-high-skilled-jobs-on-the-employment-opportunities-of-people-with-few-or-no-qualifications.

[15] ILO recommendation 204 concerning the Transition from the Informal to the Formal Economy, 2015.

productivity. Indeed, in emerging and developing economies, the average productivity gap between formal and informal businesses has been estimated at 75%.[16]

These estimates include migrant workers who may have arrived in the destination country through irregular channels. A substantial proportion of migration-related human rights issues affect irregular economic migrants and have an impact on employers as well. When large numbers of individuals move from their homes, whether because of conflict, environmental disaster or economic necessity, countries of origin may lose some of their most talented and productive citizens. At the same time, significant concern about labour market competition and social disruption may arise in receiving countries, with negative consequences for the migrant community. Both such impacts are detrimental to well-functioning labour markets.

The pandemic has highlighted the vulnerability of workers in the informal economy, who may not have access to health care or other social safety net measures. Irregular migrants, unable to repatriate, have faced particular challenges. These underline the urgent need to create conducive framework conditions for companies to be established, hire and grow in the formal economy, and thus to fully contribute to the needs and developments of societies and economies.[17] Reducing excessive regulation and bureaucracy is an important policy focus in this regard, as these can directly lead to informality by incentivizing businesses to avoid formal governance. And effective, integrated approaches to tackle informality should include measures to avoid excessive regulation and bureaucracy affecting migrants.

4. Operational Challenges with Administrative Processes

Migration systems face many challenges beyond their labour market impact. At a global level, institutions and processes have difficulty responding to contemporary risks and realities, and they often fail to provide pragmatic solutions to effectively address migration issues and protect human rights. This is frequently the result of conflicts between politics and policymaking. Fundamental limitations include structures that are inflexible and maladaptive to change, often with excessive bureaucracy that is further burdened by excessive politicization.

Border management and security concerns continue to challenge the countries that receive migrants in large numbers. Key problems include overtaxed processing systems and overburdened safety and security mechanisms. When border and security systems are strained, human rights protections often suffer. This is particularly true during periods of increased migration. A lack of effective multinational cooperation contributes significantly to these challenges.

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[16] IOE, "The informal economy, an employers' approach", 2021, available at https://www.ioe-emp.org/policy-priorities/employment-skills-and-digitalisation.

[17] IOE/WEC, "Policy priorities for the road to a sustainable job recovery", 2021, available at: https://www.ioe-emp.org/index.php?eID=dumpFile&t=f&f=148294&token=b526f5962189a7b5fe14151b743087c9b901571c.

In addition, a common thread in emerging markets is the gap between laws, policies and the implementation of procedures as they relate to migration. An example of this exists in some of the Arab States, where gender or nationality related restrictions - which do not necessarily exist in the legal framework - become obstacles for companies when hiring either female foreign workers or nationals from certain countries. Furthermore, in the Sub-Saharan African region, employers have faced an additional challenge where the gap between law and practice tends to result in inconsistent adjudication standards for work permit applicants, whether these relate to gender, nationality or issues pertaining to the protection of the local workforce.

Systems flaws pose a significant business risk, as when slow and unpredictable processing leads to delays in the onboarding of needed workers. Respondents to the Business Advisory Group survey identified a range of process challenges in immigration systems, such as long-time gaps in the official procedures, inconsistent and unpredictable processing, the inability to hire certain types of workers, and lack of visas and work permits.

Quote from the Business Advisory Group on Migration survey:
"Acceleration and simplification of labour migration procedures through greater digitalisation are needed".

IV.   WHAT DOES BUSINESS LOOK FOR IN AN IMMIGRATION SYSTEM?

Although business needs vary globally and may differ operationally due to distinct labour markets and socioeconomic conditions, the fundamental principles detailed below apply to well-functioning business immigration systems across the world. All are outlined in the GCM, underlying their importance. This section provides a business perspective on these principles.

1. Transparency

Employers need readily available, accurate and appropriate information for their planning and operations. GCM Objective 12 recognizes this need for transparency by addressing the collection and provision of governmental data related to the mechanics of the immigration system, including information on standard processes and their processing times, guidance on how applications are adjudicated and issues that may cause delays in adjudication. Transparency is also a significant need in the mechanics of immigration administration. Employers encourage governments to establish online application systems, with functionality that allows electronic submission of applications and supporting documentation.

2. Flexibility and Agility

Immigration systems can sometimes lack appropriate visa categories to respond to current business needs. Enhancing the flexibility of pathways for regular migration is included in GCM Objective 5 and is particularly important for businesses as free movement regimes, visa liberalization and multi-country visas all allow foreign nationals to move across the world more easily, both within and between companies. Specifically, intra-company transfer visas are highly sought after as they allow companies to temporarily deploy existing staff overseas, where they may be required to share skills and knowledge with a local workforce. Short-term visa options are also valuable as employment models become more project-based, allowing companies to deploy employees with specific skills quickly for short periods.

> **Quote from the Business Advisory Group on Migration survey:**
> *"Prior to 2017, employers could sponsor skilled migrants in all occupations. Now there are complex lists of occupations, some of which have full access, others only short-term access, while other skilled occupations are not eligible at all."*

3. Efficiency

Efficiency is a significant factor in cost savings for a business. Lengthy and complicated labour migration procedures are significant obstacles to efficiency in labour markets, as they incur delays and inhibit planning. Digitalisation is an important tool in addressing these obstacles. GCM Objective 5 explains that digitisation and the implementation of online processes can help shorten the time to collect and submit documents and can reduce discrepancies in processes from one governmental agency to another.

4. Consistency and predictability

All business organizations need predictable processing timeframes and outcomes, as well as an understanding of how regulations are applied to the adjudication process and the likelihood of success of work permit and visa applications. Consistency and predictability, as specified in GCM Objective 12, allow businesses the opportunity to optimize their operations, set goals and plan future projects. Lack of visas or work permits can present a significant challenge as it restricts talent mobility.

5. Private sector engagement

Many GCM objectives focus on the need for enhancing relations between the public and private sector to improve migration frameworks. This type of engagement is critical as governments and businesses both aspire to and benefit from well-functioning immigration systems. It allows governments to understand the on-the-ground challenges that can prevent businesses from reaching their economic potential, and it helps businesses to better understand the reasoning and motivation behind particular policies. These dialogues should be encouraged, not least because they lead to more effective policies that incorporate the needs of both sides. The importance of governmental and private sector cooperation is referenced over 16 times in the GCM, stressing the importance of a "whole-of-society" approach to migration governance.

Quote from the Business Advisory Group on Migration survey:
"Private-public dialogue is more about undocumented people and less about how to strengthen, streamline and improve high skilled labour migration."

6. Recognition and assessment of skills

GCM Objective 18 also envisages investing in skills development and the facilitation of the mutual recognition of skills qualifications and competences as a major objective. Governments that recognize and assess different skills and qualifications can provide accurate statistics on skill shortages. Engagement with the private sector can equip the business community to help fulfil these specific labour needs. In many jurisdictions, labour market data is retrospective; business engagement will help guide labour market forecasting. Furthermore, governments can adjust their educational systems to better prepare graduates, both national and foreign, for jobs in growing sectors of the labour market.

7. Responsible recruitment frameworks

GCM Objective 6 addresses the global obligation to facilitate fair and responsible recruitment practices through migration frameworks. These practices can include enhancing oversight regulations and restricting the use of unregulated third-party providers or intermediaries, while enabling and promoting compliant and responsible recruiters, to better ensure the protection of migrant workers. Having all parties abide by the same set of enforced recruitment regulations protects the rights of workers and raises the standard of recruitment, leading to a more level playing field for rule-abiding businesses and simultaneously inhibiting unethical practices.

V. CONCRETE ACTIONS FOR GCM OBJECTIVES

This section offers recommendations aimed at supporting governments in the implementation of the GCM objectives 5, 6 and 18, of priority to business. In the areas outlined below, the private sector, through representative national employers' organisations, can contribute in a meaningful way to policy decision making processes.

Objective 5: "Enhance availability and flexibility of pathways for regular migration"

Governments commit to "adapt options and pathways for regular migration in a manner that:
- facilitates labour mobility and decent work reflecting demographic and labour market realities,
- optimizes education opportunities,
- upholds the right to family life, and
- responds to the needs of migrants in a situation of vulnerability, with a view to expanding and diversifying availability of pathways for safe, orderly and regular migration."[18]

A well-designed labour migration system should encompass a range of mechanisms and measures. These can include:

> **Example from New Zealand**
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> A report produced for Business New Zealand puts forward data on critical worker shortages, record high levels of employment, and record high demand for goods and services, highlighting ultimately the need for immigration to start flowing as the border opens. [1] Business New Zealand is thereby asking for an immigration reset which support New Zealand's economic recovery.
>
> [1] Sense Partners, Labour Market Conditions for Business, 2022

1. Business Visitors and Visa Waiver Agreements

A sound migration system begins with provisions that facilitate necessary business travel and promote international trade. A business visitor immigration classification must clearly specify the activities business travellers may undertake, including restrictions on local work and a requirement that visitor activities benefit the foreign employer. Visa waiver agreements among nations should be more widely used. Governments should promote expeditious processing of visitor visas where they are required, including avoiding complex adjudications standards; this is appropriate given the short stays typical of business travellers. Harmonisation of the rules for business visitors across countries or trading regions would reduce confusion and noncompliance in this area.

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[18] GCM Objective 5

2. Semi and Low Skilled Workers

Advancements in economic development typically create a greater need for technical or semi-skilled labour. Migration schemes inadequately consider these labour needs since there is often the perception that local workers can fill these positions. Areas of labour shortage and seasonal employment needs are exceptions, however, and these can be addressed effectively through migration. Historically, options for lower-skilled workers have been the most underdeveloped aspect of migration systems because of their potential impact on the local labour market. In reality, countries often fill low-skill labour needs with foreign workers who lack proper status; this is one of the key drivers of irregular migration.

The legal migration system should strengthen mechanisms that allow the employment of foreign nationals in low-skilled positions, where they are needed. Shortage categories must facilitate both seasonal and indefinite work that meets labour market needs. Sound low-skill migration mechanisms – with appropriate protections for local workers – are crucial elements of a coherent migration system. Their absence can have profound consequences such as trafficking, irregular migration, informal employment activities, unethical recruitment practices or forced labour.

3. The Best and Brightest

There is increasing global competition to fill management, executive and top research jobs with the most qualified candidates, regardless of citizenship. In 2019, 44% of U.S. Fortune 500 companies had been founded by immigrants or their children. In 2020, these companies generated $6.2 trillion in revenue, and employed over 13.9 million people.[19]

Among the best and brightest sought by these firms are the most qualified foreign graduates of local universities and graduate programmes. Top foreign graduates, encouraged to remain in the host country through offers of employment, require facilitative immigration policies. Student migration categories should facilitate undergraduate, professional and graduate education as well as provide for post-study practical training and first professional experiences as an entrée to skilled-professional temporary migration, as well as to permanent settlement where appropriate.

Also highly sought are the most highly skilled and talented foreign nationals beyond the student and early career stages. Facilitative migration policies for this group include broader permissible activities, such as self-employment and entrepreneurial activities.

4. Work permits for spouses and partners

When moving abroad to work, employees' families are particularly concerned about whether the spouse or partner will have the right to work. Currently, thirty-five countries allow recognised partners to work, depending on the type of permit the employee obtains. In other countries, partners may face long and complex procedures, strict conditions and an uncertain outcome.

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[19] New American Economy, "New American Fortune 500 in 2021: Top American Companies and their immigrant roots", 2021

Some also do not yet recognise unmarried or same-sex partners. In some cases, spouses even find that their qualifications are not recognised in the host country or that their skill set is not relevant in that part of the world. [20]

Supportive and more generous policies regarding dependent family members, including employment authorisation, can result in a winning formula for families, employers and host countries. The lack of options for dependents and restrictive work permits regimes that limit spouse or partner employment are key challenges for businesses to attracting the most highly skilled foreign workers and have a negative effect on the transfer of employees and business outcomes. Countries that operate a supportive regime for dependents are more attractive for business and assignees.

5. Intracompany Transferees

Intracompany transfer categories facilitate the movement of employees between related companies within multinational organisations, in order to accomplish business objectives and develop employee skills and experience through global assignments. Such categories must be clearly defined, with objective eligibility criteria, an exemption from labour market impact tests and expedited processing. Liberal interpretation of eligibility standards is necessary and appropriate in view of the temporary nature of intracompany assignments and their goal of facilitating the employee development.

6. Short-Term Assignments and Project Work

These categories permit foreign nationals to perform brief assignments that facilitate contractual relationships for the provision of services. Such categories should be exempt from labour market testing in view of their limited impact on the local labour market and their importance to the global trade in professional services. A lack of short-term options and administrative hurdles with existing options can constitute significant roadblocks to business and development. For example, employers in developing countries have reported challenges in repair of heavy machineries such as elevators and – most concerning – hospital appliances, which were installed by companies based abroad. Long processes to allow entry of foreign technicians for short-term assignments can lead to the abandonment of such equipment.

7. Local Hires – Integrating migrants into the labour market

Categories for the direct hire of foreign nationals by local employers – including skilled, semi-skilled and low-skilled employees – should be defined with variable eligibility standards to accommodate labour market fluctuations and to protect both local and foreign workers. These protections may include a requirement for employers to train the domestic workforce, local-hire quotas and job portability for foreign workers.

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[20] Permits Foundation, Global overview partner work permits, 2019, available at: https://www.permitsfoundation.com/wp-content/uploads/global-overview-powerpoint/Webslider_best_practice2019.pdf.

8. Bilateral and Multilateral Agreements

Bilateral or multilateral labour mobility agreements, as well as trade agreements that include labour mobility provisions can facilitate the movement of workers among signatories and are essential to accommodate partnerships and regional relationships. Mobility provisions are particularly appropriate in treaties because they support the trade activities contemplated by such agreements. Such agreements should cover three aspects: a range of immigration options, from business visitors to intracompany transfers to direct hires; facilitation of the recognition of skills and credentials between countries; and protection of migrant workers.

Although bilateral and multilateral agreements can be valuable tools to improve migration within a region or a corridor, two considerations are important: employers' representatives, who are best placed to identify needed skills, should be engaged in their design; and the provisions of such agreements should not be seen to replace effective national migration governance.

9. Investors, Innovators and Entrepreneurs

In addition to competition for migrants who can help close skills gaps, there is an ongoing worldwide competition for capital and for ideas. Migrants are an important source of both. A prime example is in the technology sector, where many of the top global companies are run by foreign nationals. Migration promotes investment, entrepreneurship and development in home and host countries. Migration of innovators and investors must therefore be encouraged.

A fully developed migration system must include opportunities for self-employment by those who can offer unique benefits to receiving countries, including investment, start-ups and development of existing businesses, and opportunities to deploy innovative ideas. Self-employment categories should include a range of subcategories to attract foreign nationals at each stage of the innovation lifecycle, from recent graduates to early-stage entrepreneurs to later-stage entrepreneurs and investors. Sound, well-developed immigration categories for entrepreneurs and investors, should be promoted as an aid to development.

> **Quote from the Business Advisory Group on Migration survey:**
> *"The Department of Labour (DOL) plays a role and participates by the necessity of certain processes, but it seems that it does not to want to improve the processes. Additionally, it feels like DOL is not properly staffed to play the role that is required of them in the prevailing wage and PERM processes."*

Objective 6: "Facilitate fair and ethical recruitment and safeguard conditions that ensure decent work"

Governments "commit
- to review existing recruitment mechanisms to guarantee that they are fair and ethical, and
- to protect all migrant workers against all forms of exploitation and abuse to guarantee decent work and maximize the socioeconomic contributions of migrants in both their countries of origin and destination."[21]

Business has long argued that appropriate and effective national regulation that promotes responsible recruitment practices will serve to create a level playing field for the legitimate recruitment industry and to protect vulnerable migrant workers. Recruiters and other employment service providers play a significant role in matching labour supply and skills with international employment opportunities. They are often the first entry point to international employment for many foreign nationals. Promoting responsible and ethical agencies will ensure high quality recruitment standards and processes that protect migrant workers.

A regulatory framework conducive to fair, ethical and responsible recruitment should encompass the following range of mechanisms. By implementing these mechanisms, governments would contribute to realizing the commitments of Objective 6:

1. Proper Regulation of the Recruitment Industry

When regulated appropriately, private employment and recruitment services improve labour-market functioning by matching jobseekers to decent jobs, inside and across borders. Responsible recruitment provides new and sustainable job opportunities to a diverse workforce, creates more decent and productive work, and enhances fair and transparent business practices, all of which ultimately contribute to economic growth.

Yet many countries continue to have inadequate regulatory frameworks for these services, and/or do not adequately enforce existing regulations. This allows for illegal, unethical and/or rogue players to deceive and trap jobseekers and workers into indecent jobs, debt bondage and dangerous working conditions. These inadequate frameworks and rogue practices prevent recognized and responsible players from entering the market and thus providing quality alternatives.

ILO Convention 181[22] establishes clear criteria for ethical and responsible recruitment. Adopting appropriate regulations on the recruitment sector, based on or compatible with the elements outlined in Convention 181, will promote the development of ethical and responsible recruiters and eliminate bad actors. A conversation at national level with both representatives of the

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[21] GCM Objective 6
[22] ILO Convention 181 – Private Employment Agencies Convention, 1997

organised recruitment industry and employers would help governments devise and implement regulations in line with ILO Convention 181.

2. Trusted Employer Schemes

Trusted Employer Schemes allow employers who have been previously vetted by government authorities to submit fewer corporate documents when sponsoring visas for foreign nationals. For many individual immigration applications, employers routinely provide the same corporate documents. By utilizing Trusted Employer Schemes, employers would need to submit this documentation only once (unless change notifications were required), significantly decreasing document gathering time in the immigration process. Additionally, government adjudicators would have fewer documents to review, saving time and expense and, allowing resources to be allocated elsewhere.

Sponsors must generally meet certain criteria to participate in Trusted Employer Schemes. In Australia, for example, among other requirements, the sponsor must have a strong record of, or a demonstrated commitment to, employing local labour and must declare they will not engage in discriminatory recruitment practices. The government must not have any adverse information regarding the business that could affect their suitability as a sponsor. Requirements such as these would be helpful as governments are working to enhance workplace protections for employees, while simultaneously ensuring that the local population is given job preference for positions for which they are qualified.

3. Ban of Recruitment Fees on Migrant Workers

The global business community has taken a clear position against the charging of recruitment fees to jobseekers and workers. This is expressed in many business-led initiatives, such as the World Employment Confederation's Code of Conduct, which clearly states: "Private employment services shall not charge directly or indirectly, in whole or in part, any fees or costs to jobseekers and workers, for the services directly related to temporary assignment or permanent placement." [23] Employers are active in many alliances, reiterating that workers cannot be charged any recruitment fees or made responsible to bear any related costs to obtain employment.

> **Example from South-East Asia**
>
> The Business Advisory Group on Migration undertook a study[1] to assess regulatory frameworks for recruitment of foreign workers in South-East Asia. It found that in the seven analysed countries the passing on of recruitment fees to workers is not absolutely prohibited. In addition, Employers in the region report that many countries have inadequate regulatory frameworks for private recruitment services, and/or do not enforce them.
>
> [1] "Study of regulatory frameworks that promote and ensure responsible recruitment of foreign workers in South-East Asia", 2022

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[23] WEC, Code of Conduct, available at: https://wecglobal.org/world-employment-confederation-global/code-of-conduct-2/

Yet, the business community cannot act alone. Governments should take a clear policy position and include in national legislation a clear ban on charging recruitment fees and related costs, as defined by the ILO, to migrant workers.[24] So long as national legislation allows these fees to be charged to jobseekers, vulnerable migrants workers will risk being trapped by rogue intermediaries.

4. Capacity Building for Governments, Employers, Recruiters and Migrants

IOE supports national employers' federations worldwide, through training on diverse topics, including on recruitment practices. The IOE publication "An employer's guide to fair recruitment"[25] provides tools on steps to be undertaken in the recruitment process, ensuring a transparent and responsible process.

Governments could make use of the ILO Fair Recruitment Initiative and its 2021-2025 Strategy[26] to provide training to policymakers to help improve laws and policies, and to equip recruitment enforcement systems to better monitor recruitment violations and provide effective remedies. In addition, the Business Advisory Group survey reported a need for better training and greater resources in the departments charged with immigration processing. Hiring more staff would reduce the backlog and investment in employee training would improve efficiency.

5. Institutional Engagement with Recruitment Agencies

Policymakers should partner with businesses and responsible recruitment agencies to develop and promote fair recruitment initiatives. Business and ethical recruitment agencies can lend their expertise to combat exploitative practices; develop clear, transparent and efficient recruitment best practices; and reliable and accessible compliance tools. In particular, they can advise on recruitment in the context of employment-based policies, and make recommendations on the need to reform labour recruitment policies and practices. Such consultations should be institutionalised to build trust among partners and ensure sustainability.

6. Information Sharing

Host country governments and employers should as a matter of course provide foreign nationals issued work visas with information on their rights in country. A useful model might require consulates to provide a brochure outlining employer obligations, the rights of foreign nationals, including labour and wage protections, and contact information for appropriate government agencies that offer information and assistance. Employers could also provide foreign nationals

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[24] ILO, "General Principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs", 2019

[25] IOE, "An Employers' Guide to Fair recruitment", 2021, available at: https://gfmdbusinessmechanism.org/wp-content/uploads/2021/11/20211105_N557_ANNEX_-_Business_Advisory_Group_on_Migration_-_An_employers_guide_to_fair__recruitment_FORMATTED_v.4.pdf .

[26] ILO Fair Recruitment Initiative: 2021 – 2025 Strategy, available at: https://www.ilo.org/global/topics/fair-recruitment/fri/lang--en/index.htm .

with copies of immigration paperwork filed on their behalf, with appropriate protections for the employer's financial and proprietary information.

7. Building Synergies Among Global Initiatives

Private sector stakeholders may feel lost among the various global initiatives led by ILO, IOM and other intergovernmental bodies. Employers call for building synergies to make use of the various initiatives in this space. This would be not only cost-effective, but also much more efficient. The global initiatives should also shift their attention towards improving labour market functioning.

Objective 18: "Invest in skills development and facilitate mutual recognition of skills, qualifications and competences"

Governments "commit to invest in innovative solutions that
- facilitate mutual recognition of skills, qualifications and competences of migrant workers at all skills levels, and
- promote demand-driven skills development to optimize the employability of migrants in formal labour markets in countries of destination and in countries of origin upon return, as well as to ensure decent work in labour migration."[27]

Hiring and retaining employees with appropriate skill sets for any given position are obviously key company objectives. Given the skills shortages across many industries around the world, employers place particular importance on skills development and the recognition of qualifications. The following mechanisms will enable governments to contribute to realizing the commitments of Objective 18:

1. Skills Anticipation Systems

The ability to hire skilled foreign nationals allows employers to access skills that may not be readily available locally. An evidence-based approach is required to demonstrate the existence of skills needs and skills gaps, and to build as broad a consensus as possible in support of the need for employing foreign nationals. Legislation that affords protection, equal treatment and fair recruitment practices to regular migrant workers should serve to dispel the myth that all immigrant labour is cheap labour. The presence of foreign workers, whose competencies and skills complement local workforces, can raise overall skill levels and help to create new work opportunities for local workers. An evidence-based approach is also required to demonstrate the changes in current demand and anticipation of future skills gaps.

There have been considerable efforts made by the governments of the U.K., Australia and Canada to establish a digital program to match skills sets with job opportunities. Further efforts are needed to ensure that countries issue appropriate work authorization and entry documents. The business community supports governmental efforts to extend this program to needed occupations as well for migrants in general. In the past, such programs have been hindered by a mismatch between their objectives and existing regulation or established practice. For example, legislators in Ontario, Canada recently made it illegal for professional bodies to require local (Canadian) experience to receive their accreditation.

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[27] GCM Objective 18

2. Alignment of Skills and Migration Policies

There are important interlinkages between migration, labour markets, education and skills development. Aligning education systems with labour market needs will ensure productive employment opportunities for local citizens, and thus have an impact on inbound and outbound migration movements, as well as on the likelihood that migrants will return to their countries of origin.

The "brain drain" experienced by many countries could be addressed by integration programs for returning migrants. Employers in these countries are interested in attracting these talents back and digital tools could help in this regard by, for example, linking home country employers with their diasporas. Vocational training should integrate migrants who would benefit from both employment and training opportunities. Finally, skills partnerships that involve training and employment components can lead to win-win solutions for all stakeholders, although these may prove difficult to implement on a large scale.

In drafting or reviewing migration policies, policymakers should raise these critical questions:
- Which sectors and occupation are projected to grow and where?
- What skills will be in demand for companies in the short-medium-long term?
- In what skills should the national education system invest?
- What would be the lifelong learning path?
- What re-skilling or upskilling is necessary to meet the new market needs?
- Which occupations are heavily impacted by digitalisation?
- What is the role of soft skills and which ones are in high demand?
- What is the migrant population already active in the labour market?
- Where are skills being lost?

Quote from the Business Advisory Group on Migration survey:
"Is your national labour migration policy linked to the domestic labour market realities? In theory yes, in reality no."

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3. Whole-of-Government Approach

While there are clear links between migration, labour markets and skills development, the related national policies and programmes are often disconnected. Indeed, because migration encompasses such a wide range of issues and concerns numerous ministries or departments are often given responsibility for overseeing pieces of the framework. This increases the difficulty of engaging with the government on migration issues. Establishing a cross-ministry entity/mechanism/process, charged with engagement with the private sector on the various aspects of migration would help the whole-of-government approach sought by the GCM.

4. Convergence towards Skills Recognition

Bilateral, regional, or multilateral skills recognition agreements and skills identification programs that include private sector input will facilitate scalable and sustainable results. Lifelong learning, upskilling, and vocational training schemes for migrants should be designed and implemented based on real time information on labour market needs and practices. Immigration systems need to adapt to both current and future skills needs. Therefore, it is important for governments to work with the private sector to understand changing patterns, structures, practices and conditions of employment.

Many countries are establishing systems to acknowledge competencies gained through informal and non-formal learning. The Recognition or Prior Learning process can help individuals acquire formal qualifications that match their experience, knowledge and skills, and thereby contribute to improving their employability and mobility. This can be a valuable enabler of social transformation. The Fourth Industrial Revolution has accelerated the new digital, technological and interpersonal skills, as well as the need for reskilling and upskilling.

> **Example from Sri Lanka**
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> The Skills Passport, an initiative of the Ministry of Skills Development, Employment and Labour Relations, The Employers' Federation of Ceylon (EFC) and the International Labour Organization (ILO). A returnee migrant worker can assert his/her expertise and experience to gain visibility of potential employers in Sri Lanka by presenting a proof that is embedded with skills and qualifications of a worker, acquired informally, along with references. The passport allows both the employer and skilled workers of Sri Lanka to identify their experience under the national skills assessment systems, explore job opportunities with an adequate wage, decent work conditions and further training for re-skilling and up-skilling.[1]
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> [1]More information about the Sri Lanka Skills passport: https://employers.lk/skills-passport/

5. Invest in Education and Training

Investment in education has consequences for migration. National education systems often do not align with labour market needs, and thus in many countries significant resources allocated to public education and training do not lead to desired employment outcomes. This national skills mismatch may lead to pressure to emigrate.

6. Skills criteria

The world is moving away from traditional ideas as to what it means to be "suitably qualified for the position". This used to be judged in terms of academic background and strictly relevant work experience. Now employers are adjusting their recruitment processes towards more comprehensive skills set assessments, including human and social skills. Immigration policies have not caught up with this trend, and it is difficult for employers to attract and obtain work permits for the suitable candidates if a country's immigration policy is strictly based on criteria around academics and work experience.

VI.   STRENGTHENING PRIVATE-PUBLIC COLLABORATION

Recruiting, employing and training foreign personnel is costly. The previous sections have highlighted the strong business case for well-managed migration through smart immigration systems, responsible recruitment practices and efficient skills strategies. The paper has provided concrete actions governments can take to implement more efficient migration processes, in line with the provisions of the GCM. This section makes the case for stronger private-public collaboration in achieving this goal, and suggests tools to create trust among stakeholders for successful private sector engagement.

1. Positive Narrative

Immigration policy has long been a contentious and politically charged subject, often characterized by negative rhetoric and unfounded allegations. The pandemic has unfortunately provided further impetus to calls for border controls and restrictive policies. Employers across the world - as well of course as migrants themselves - suffer from such restrictive measures. Business has played a prominent role in advocating for fair and open immigration policies, and can be important partners in efforts to shift the narrative. Businesses must commit to promote the successes of migrants, highlighting their positive economic, social, and cultural contributions. In their advocacy role, businesses can contribute significantly to counter xenophobia and widespread distortions about the role and importance of migration.

The business community has actively engaged in the global campaign "It takes a community"[28], initiated by the GFMD Ad Hoc Working Group on Public Narratives on Migration, a multi-stakeholder initiative to promote a balanced and evidence-based public narrative on migration. Business leaders from across the world have produced short videos explaining why well-designed migration frameworks are conducive to positive narrative on migration, and how migrant workers contribute to prosperous companies and economies[29].

> **Quote from the It Takes a Community Business Campaign:**
> *"There is a gap between the negative story/the negative narrative on the policy level and the practice on the ground. On the ground, labour migration is accepted and valued, valued a lot."*

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[28] It Takes a Community campaign: https://www.ittakesacommunity.org/ .
[29] The video clips of the business leaders are available at: https://www.youtube.com/user/IOEmployers/videos .

2. Data Collection

If migration policy is to effectively discourage informality, promote responsible recruitment, and enable skills mobility, it must be based on accurate, appropriate and current labour market data. Employers require such information in their business planning and search for skills. However, the capacities of governments around the world to collect and utilize such data vary greatly, and due to lack of resources or proprietary concerns, not all companies may be able or willing to collect and share workforce data. Greater public-private collaboration in the area of data collection and dissemination would be mutually beneficial in addressing both of these constraints.

3. Domestic and regional politics

Domestic and regional politics will have a profound effect on achieving the ideal migration policy result. Regional influences and political instability, such as terrorism, security threats, weak environment for doing business, downturns in dominant industries (oil or extractives) and revenue/currency crises have likewise an impact for business and their ability to move or attract skills. The business community has been limited in its ability to directly impact such factors. This exposes a need for a collaborative framework that is inclusive of business.

4. Institutionalised Mechanisms for Private Sector Engagement

The GFMD has created formal mechanisms for engagement with non-state stakeholders, including a channel for business engagement. As noted above, the Business Advisory Group on Migration brings the business voice and the benefit of its on the ground experience to the GFMD.

It would be advantageous for the IMRF and other U.N. processes, as well as regional consultative processes on migration, to follow this example and strengthen their relationship with the Business Advisory Group, the most representative and organised voice of business on migration issues.

The same level of engagement is desirable at national level. Policymakers should recognise labour market needs and modern business practices in the revision and reorganisation of immigration systems. Because employers are best positioned to determine the skills and business models necessary to effectively achieve their objectives, governments should actively consult employers before undertaking reforms. Employers are organised through national employers' organisations, industry associations, and chambers of commerce. All have various roles and interests in

An example of a functioning dialogue between employers and policymaker is in Germany:

German Employers had impact on the amendments of the Immigration Act (Aufenthaltsgesetz) introducing a job-seeking residence permit for nationals outside the European Union. Also, the introduction of access to the labour market for spouses of EU Blue Card holders to make this residence title more attractive, was also the result of intense consultations with private sector stakeholders.

migration frameworks. The Business Advisory Group can help governments identify the most relevant private sector stakeholder at national level.

One mechanism that could increase and strengthen cooperation on migration issues between national authorities and private sector employers (as well as other stakeholders) would be the creation of coordinating institutions, such as a National Task Force on migration, which would include the participation of the representative national employers' federation.

The global business community stands ready to support Governments in implementing the Global Compact for Migration and progressing towards the 2026 International Migration Review Forum.

Quote from the It Takes a Community Business Campaign:
"We have a long-standing reputation of welcoming newcomers. And that has helped shape that positive narrative. It's something that we've been doing for a long time. We have an aging population, so having younger newcomers come and make this their home has been a great benefit. And it has also helped fuel our economic growth."

Business
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