

option will lead to creating succession and forward movement towards developing new expertise or strength in some other areas.

3. Understanding that rules are rules: Although in this current digital age 'rules' seem to be a thing of the colonial era, there is still a requirement of discipline in personal and professional life. Once a lady took her 12-year-old child to Buddha and sought his help and guidance in curbing her child's habit of eating too

many sweets. Buddha asked her to return after seven days. When the lady came again with the child, Buddha logically convinced the child to eat less sweets. A person close to him asked Buddha the reason for summoning the child after one week; his response was that 'before setting the rules for the child I have to first set rules for myself, as I am also fond of sweets'. Thus, for inclusive leadership, it is 'practice what you preach'.

4. Constant hiring: Having the right team is essential for efficient performance and delivery of services. Hiring has two aspects: first, meeting with people from different walks of life and exploring their potential; secondly, identifying the strength of employees even at the lowest rank. A person working as an accountant and doing a data entry job may seem to be a low skilled person, but it may be possible that they are skilled in making PowerPoint presentations by correlating data at multiple levels



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or making a cost benefit analysis, and they are just waiting for the right opportunity.

Inclusive leadership is not a position one has to attain; rather, it is an attitude one has to carry in all walks of life.

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Moving Skilled Workers to Canada – An Appealing North American Alternative in the Trump Era

By Asher Frankel

Since becoming President of the US, Donald Trump has initiated a re-orientation of American immigration policy. Purporting to protect American security and jobs, and addressing a perceived abuse of the immigration system, President Trump has

issued several executive orders impacting immigration law, which have been summarized in an article in the May 2017 edition of this publication. A recent executive order, issued 18 April and titled 'Buy American, Hire American', instructs several government agencies to recommend new immigration rules and guidance to

'protect the interests of United States workers', and 'rigorously enforce' the laws governing entry into the US of workers from abroad. These agencies have announced a coordinated effort to reinterpret regulations and to focus on enforcement activities.

Given the current rhetoric in the US
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concerning increased protectionism and restrictions on entry to the US, and the uncertainty that it creates for both business and foreign workers, many businesses have signalled a shift to Canada. Numerous US-based companies are establishing subsidiaries or branch offices in Canada to move their foreign workers who have uncertain futures in the US, and to bring in new foreign workers from abroad. In addition, international businesses seeking to increase their North American presence are contemplating doing so via locations in Canada. From giant tech corporations such as Microsoft, Google and Amazon, to smaller non-tech companies, many already have operations in Canada where foreign workers are often placed.

Relative to the US, Canada's more predictable and accessible work permit and permanent residence programs create an appealing alternative work destination. Canada has Free Trade Agreements containing immigration provisions with several countries (Chile, Peru, Colombia, South Korea, Mexico and the US, with others currently under negotiation), allowing citizens of those countries facilitated entry to work in Canada. Canada has more work permit categories than does the US, and citizens of many countries are visa exempt, allowing them to apply for work permits at the port of entry (airport or land border), thus receiving their work permits on-the-spot at the time of entering Canada with no time delay. None of Canada's work permit categories are subject to a cap on the number of applicants, unlike the US, where certain applicants are chosen for processing



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by lottery, resulting in uncertainty. While in the US, only accompanying spouses of work permit holders in certain categories may obtain a spousal work permit, in Canada, under most circumstances, accompanying spouses of all highly skilled foreign workers can obtain an open work permit, regardless of the work permit category of the principal spouse.

One example of a highly useful work permit category for companies with subsidiaries or branch offices in Canada is the 'intracompany transferee category', which allows a related company outside of Canada to transfer executives, managers or employees possessing specialised knowledge to the Canadian operation. Each of these positions is a term of art with a detailed definition, and there are other requirements to qualify, but these are all beyond the scope of this article.

Recent additions to Canada's work permit programme have created new enhanced opportunities for foreign workers. In November 2016, the Canadian Government announced that it will be introducing a new 'Global Skills Strategy' programme. Launched on 12 June 2017, it is designed to facilitate the issuance of work permits to high skilled workers, while helping Canadian companies fill labour shortages. The programme aims to simplify the application process for foreign workers, reducing the time it takes

to process an application and providing predictability to both employers and applicants. The transparency and quick application process makes Canada a more desirable country for skilled international workers, while also reducing the costs Canadian businesses spend on hiring foreign workers.

The new programme specifically focuses on high-growth Canadian companies that need top-tier talent and have a difficult time hiring new employees to meet their rapid growth. A new Global Talent List of high-demand occupations most needed in the Canadian market has been created, and a stated goal is to process work permits in under two weeks, allowing for a much simpler and more expedited visa process. The programme has two streams: one focused on high-growth companies in need of many highly specialised employees not on the Global Talent List, and the second aimed at companies which need to hire for specific jobs listed on the Global Talent List.

In addition to Canada's work permit programme, its permanent residence programme is also generally predictable and relatively fast with no country quotas as in the US. Canada recently introduced a new Express Entry system, which is based on points, enabling a more objective assessment of a candidate's eligibility. Most temporary workers can transition to permanent resident status and eventually Canadian citizenship. As a Canadian citizen, the individual will then have facilitated access to the various countries with which Canada has a Free Trade Agreement, including the US.

The following are a few additional considerations that make Canada an appealing North American destination for foreign companies to establish a presence as a gateway to the US. Since the decline in global oil prices, the Canadian dollar (CAD) has declined on a relative basis compared to the US dollar (USD), and has for quite some time been trading at a 32% to 35% discount to the USD, resulting in investment in Canada costing over

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30% less than similar investment in the US. All three levels of government in Canada offer support for start-ups and emerging tech companies through tax credits and various tax incentive programs. Canada is a country

of immigrants, which views itself as a 'multicultural' society, welcoming individuals of all nationalities and backgrounds.

In conclusion, as the US appears to be tightening its immigration policy,

Canada is expanding and streamlining its immigration policy, making it an appealing North American alternative for individuals and companies seeking to access the North American marketplace.

Ultimate Beneficial Ownership in the Netherlands

By Andre Groeneveld
and Edward Hendrickx

Every Ultimate Beneficial Owner (UBO) with an ownership of 25% or more in a company will be registered as from this summer. This implies that the Chamber of Commerce in the Netherlands keeps a record of who has an ownership in which company and how large that share actually is (in parts of 25%).

The aim of the UBO-register is that the tax authorities, the Public Prosecutor's Office and other investigating authorities can easily identify who is behind a company. Fraud can be easily tracked this way, and in our opinion no one could be against it.

However, unfortunately every person who has a legitimate importance can also check this register. So what is a legitimate importance? The answer is simple: Everything, even curiosity

about your own neighbours.

Everyone who is prepared to spend a few euros for administration costs can now see who the stakeholder in each company is. If you combine this with the duty to publish the annual accounts, everyone has free insight into the entrepreneur's wallet. This leads to strange situations.

Competitors, suppliers and customers can track down the structure of the

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