



Switzerland needs global talent

Winning the 'War for talent' and ensuring Switzerland remains competitive

2020

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Foreword

One of the key challenges Switzerland faces is that while we provide one of the best business locations worldwide, we are in danger of losing ground to other attractive locations. Not only do we hear this from Deloitte clients and members of the Swiss-American Chamber of Commerce (Amcham), we can see it for ourselves.

To continue being one of the most successful business locations we need to attract top global talent as they drive innovation. Providing favourable conditions for the mobility of highly qualified workers is critical in maintaining Switzerland's attractiveness. Such a framework would benefit Switzerland by increasing prosperity, creating jobs, and bolstering tax and social security receipts.

Deloitte and the Swiss-American Chamber of Commerce recognise that Switzerland needs a better framework for attracting top global talent. We have analysed a number of factors and present the proposed solutions in this study.

This study is not about a large number of global workers, but about the best; highly qualified top staff. It is about people who drive innovation and create new jobs, without displacing local workers. Major changes to the existing immigration system are not required, nor is it necessary to abolish quotas for workers from outside the EU and EFTA. Instead, Deloitte and AmCham recommend small but targeted adjustments to the existing system aimed at improving Switzerland's competitiveness. All companies would benefit. SMEs and start-ups need top talent just as much as large international corporations, but are often at a disadvantage in attracting them.

We analysed more than a dozen global business locations in terms of their attractiveness for top global talent. We also conducted interviews with several companies, associations, civil servants and politicians, and are grateful for their valuable insights and suggestions.

We look forward to continuing this discussion and are confident that solutions can be implemented – solutions that respect different interests and take Switzerland forward. In this way, we see a typical Swiss compromise as a solution to one of the key challenges for Switzerland.

We hope you find our study insightful and stimulating, and welcome your comments.



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Key findings

Crucial to Switzerland's competitiveness – and essential for its prosperity is a framework for the mobility of global talent.



Top global talent is a small group but one that is crucial to Switzerland's long-term success.

Swiss companies enjoy global success, which would not be possible without the best employees and global talent mobility. Global talent makes a vital contribution to tackling Switzerland's skilled labour shortage and the economic impact of an ageing population, as well as promoting knowledge exchange, boosting tax revenues and increasing productivity.



Switzerland remains one of the best places in the world to do business – but its competitors are catching up.

If it is not to fall behind, Switzerland must become more competitive. International labour mobility is one way to achieve this. Top talent see Switzerland as attractive: they want to come, and the country's economy needs them.



Switzerland cannot compete with other leading business locations in providing a framework for international labour mobility.

Authorisation processes are too cumbersome, particularly for young employees and internal company mobility. Digitalisation of the processes involved is still in its infancy. A better administrative framework for international mobility could be crucial to improving Switzerland's competitiveness.

What does it need for the Swiss framework for international labour mobility to become world-class.

The below suggestions are not meant to change today's framework fundamentally. Rather they are meant to apply small targeted changes within today's framework that would help increase Switzerland's competitiveness and innovation capacity significantly.



First, by creating 'innovation permits' that improve the framework for young, highly talented individuals.

Master's graduates from Swiss universities or graduates in STEM subjects (Science, technology, engineering, and mathematics) from top foreign universities could be allowed to stay in the country for up to three years after graduation, and labour market testing could be lifted. Additional quotas could be introduced, subject to a requirement to prove adequate financial resources and restricted access to Switzerland's social security system.



Second, by reducing the bureaucratic obstacles to business travel and international trainee programmes, and guaranteed standards of service for approved companies ('trusted company status').

Employees should be able to spend up to 30 days a year on business travel without a permit being required. This would create greater transparency and cut costs for both companies and authorities. The key requirements would be post-travel notification of the individuals involved, company payment of all expenses, exclusion of salary-sensitive sectors and no revenue-generating activities.

In addition, regulations should be relaxed concerning short-term trainee programmes and the requirement to comply with Swiss salary levels. This would exclude revenue-generating activities.

For longer trainee programmes of up to two years additional short-term permits should be issued, with salary alignment and revenue-generating activities allowed, although only if revenue generation forms part of a defined programme of training.

Guaranteed standards of service for "trusted companies" across Switzerland: There should be named contacts within official agencies, and limits on the timescales for processing standard permit applications.



Third, by gradually harmonising processes across Switzerland, digitalising application processes and introducing key performance indicators for official agencies

while preserving cantons' autonomy and freedom to make decisions. One crucial aspect of the solution could be a nationwide online portal for work permits (a 'one-stop shop' submission tool). Key performance indicators should measure the time it takes to process standard permits and monitor transparency in the application process.

Why Switzerland needs top global talent

Swiss companies enjoy global success, which would not be possible without having the very best employees. A small group of top talent achieve above-average productivity. Switzerland already faces a shortage of skilled staff, especially in technical and scientific areas, and this shortage is set to become more marked as a result of the ageing population. In some cases, the solution will be to make better use of untapped pools of labour within the country's labour force. However, highly talented workers from other countries also have a major part to play in tackling the labour shortage and in promoting knowledge exchange, boosting tax revenues and increasing productivity.

Switzerland is a prosperous country, and Swiss salaries are high. As a high-wage economy, the country relies on high value creation, but it is also in a better position than most other countries to attract multinational businesses, which create jobs and contribute substantially to national prosperity. For example, the Fortune Global 500 ranks the world's largest companies based on revenue generated and includes 14 Swiss companies. Prosperous countries with similar populations, such as Austria and Sweden, have just one company each on the list.

Chart 1 shows the important part that multinational companies play in the Swiss economy and the significant contribution they make to the country's prosperity. Whether they are Swiss multinationals or multinationals from other countries, large corporations or small and medium sized enterprises, these businesses rely on international labour mobility. The most successful companies worldwide are not just large businesses but also smaller Swiss 'hidden champions'.

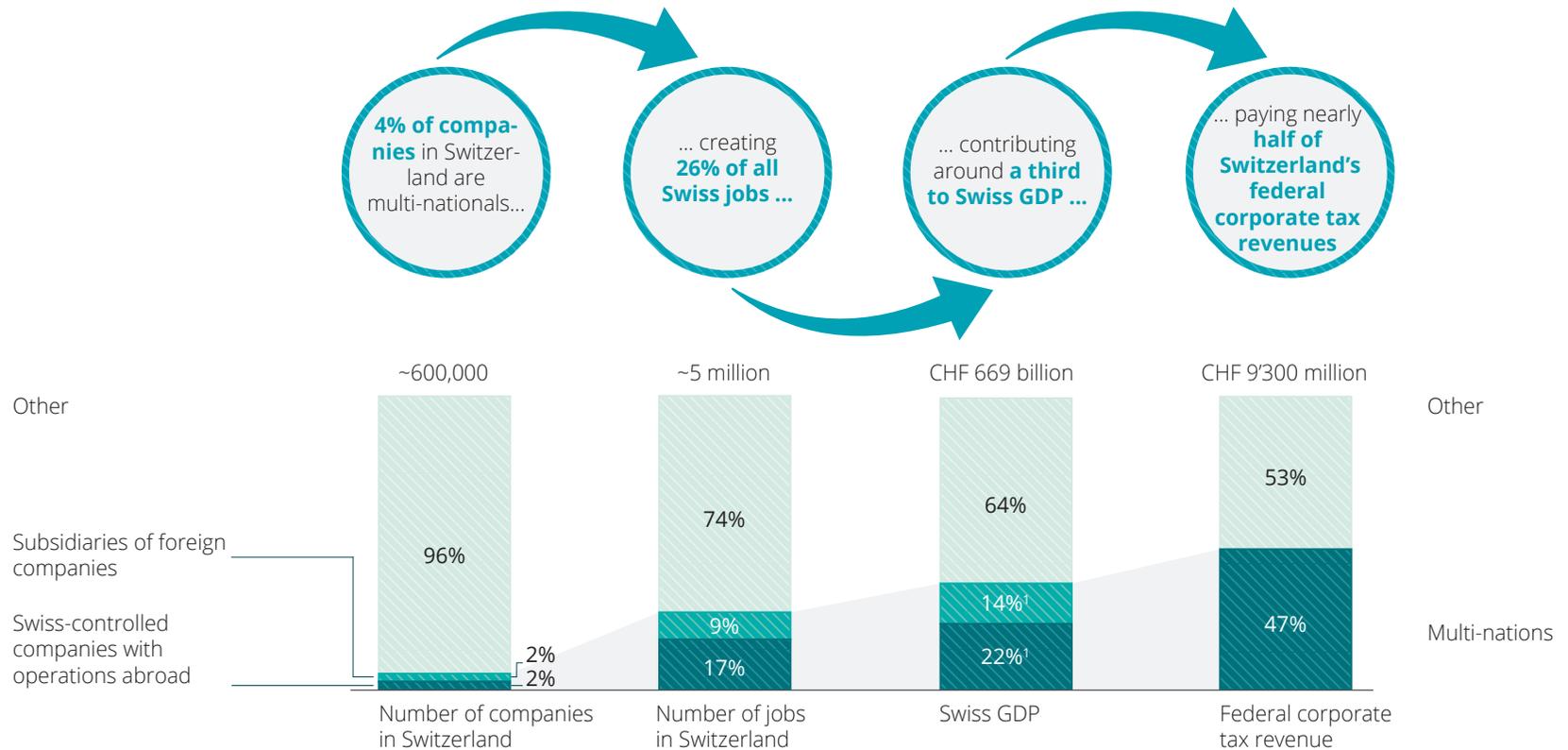
Despite having a relatively small domestic market, Switzerland is globally competitive – and not just in one or two sectors. Swiss companies are as likely to be world leaders in the pharmaceuticals and medtech sectors, for example, as they are in finance, consumer goods and mechanical engineering.

To be successful and to create high value, Switzerland needs highly skilled staff both from within the country and abroad. The very best talent – a small group but one that has a major impact on value creation – is in particular demand on the global labour market.

This study focuses on the international mobility of top talent from non-EU/EFTA Member States ('third countries'); the rules on freedom of movement mean that EU nationals already enjoy privileged access to the Swiss labour market, with the exception of assignments, which are important for intra-company mobility (see the appendix for an overview over the current Swiss immigration system).

Chart 2 illustrates the importance of this group. The small number of highly qualified talent from third countries are twice as productive as the Swiss average, that is they generate twice as much value in goods and services per person and per year as the average employee in Switzerland.

Chart 1. The contribution made by multinational companies to Switzerland's prosperity



Source: Swiss-American Chamber of Commerce, McKinsey & Company, economiesuisse, Swiss Holding (2019)

Chart 2. Small numbers of top talent but high levels of productivity

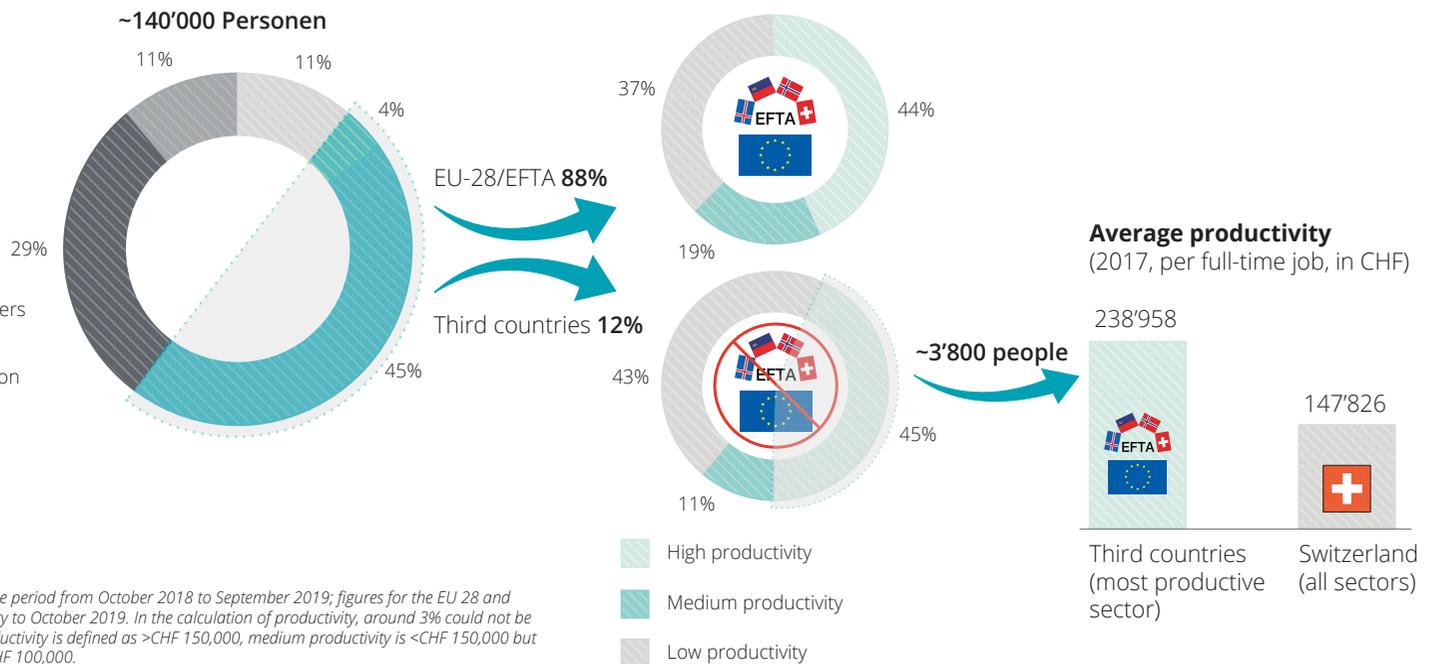
Long-term immigration

Economically active

-  Quota-based employment
-  Employment without quota

Economically inactive

-  Immigration of family members
-  Training and further education
-  Others (permit without employment, refugees,...)



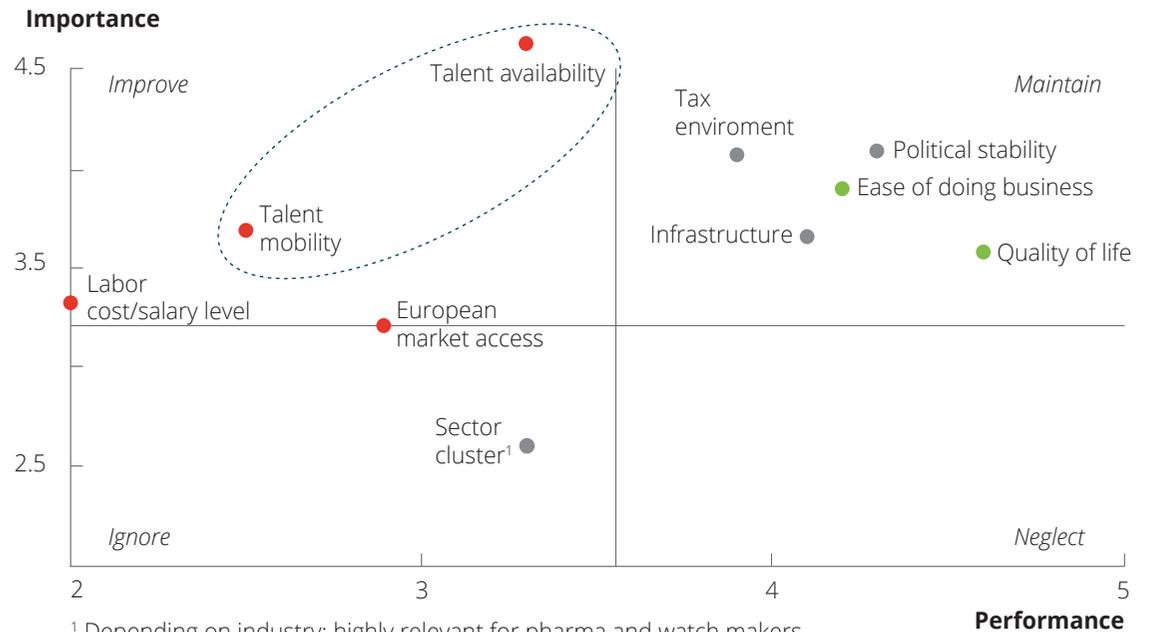
Note: immigration figures are based on the period from October 2018 to September 2019; figures for the EU 28 and EFTA are based on the period from January to October 2019. In the calculation of productivity, around 3% could not be allocated and was disregarded. High productivity is defined as >CHF 150,000, medium productivity is <CHF 150,000 but >CHF 100,000 and low productivity is <CHF 100,000.

Source: Swiss Statistical Office (BFS), Swiss Secretariat for Migration (SEM), Deloitte AG

Much business-relevant international mobility does not involve permanent immigration, so improving the mobility of top talent would not necessarily increase immigration numbers by much. International mobility is, in fact, often temporary and involves arrangements such as (frequent) business travel or assignments.

The demand for top talent is illustrated by the findings of a recent survey by the Swiss-American Chamber of Commerce, McKinsey & Company, economiesuisse and Swiss Holding (see Chart 3). The findings show that 100 CEOs of multinationals rate both availability and mobility of staff as “very important” – and support the view that Switzerland could do more in this area.

Chart 3. Switzerland's attractiveness: How important are international staff from a business perspective?



● Indisputable strength ● At risk ● Lagging behind

Source: Swiss-American Chamber of Commerce, McKinsey & Company, economiesuisse, Swiss Holding (2019)

The advantages of international teams for knowledge exchange, tax revenues and job creation

International mobility offers Switzerland further advantages. It brings an exchange not only of labour but also of know-how. Top foreign talent in Switzerland help to develop their Swiss counterparts' know-how. Diverse teams including international staff are more effective and able to create greater value for their company. Exchange and diversity are major factors in building knowledge and enable all employees – whether domestic or foreign – to maintain Switzerland's competitiveness.¹

International employees pay taxes and social security contributions, and consume goods and services in Switzerland, helping to create jobs. They contribute to the success of Swiss companies. New business start-ups in Switzerland and the creation of new jobs also have a direct positive impact on the economy: some individuals set up their own business as soon as they arrive in the country, while others first find employment and then move into self-employment. This means that Switzerland benefits from highly talented individuals from abroad who not only help to staff companies and make Switzerland a more attractive place to do business, but also contribute through their entrepreneurship to start-ups and job creation.

Tackling the labour shortage

There is a particular labour shortage in the STEM subjects (Science, technology engineering and mathematics) – that is in job categories that are closely linked to innovation. Companies are unable to recruit all the specialists they need, so international employees could help tackle this shortage. Our propositions will not alleviate the shortage completely. The propositions are not about a large number of additional talent, but about attracting the best. A better framework for international labour mobility would contribute to labour supply in job categories that are crucial for the innovation capacity of Switzerland.

Tackling the impact of the ageing population

Top talent is likely to be in even greater demand in future, as the ageing Swiss population further reduces the pool of labour available within the country. This is despite the fact that the best staff retire later than on average.

We illustrate the estimated impact of demographic ageing on Switzerland's labour market over the next ten years in the appendix. While the estimate is based on assumptions, where possible it reflects external sources and experience values. The figures are expressed as full-time equivalents (FTEs), with part-time posts translated into equivalent full-time posts. The ageing Swiss population is likely to result in more individuals leaving the labour market than joining it over the next ten years. As a result, 210,000 fewer employees (FTEs) will probably be available to the labour market by 2029.

¹ See, for example, Talke, Salomo and Rost (2010)

Domestic labour market potential will not suffice

Demographic trends are not, however, the only factor determining the future demand for labour. While the number of companies wishing to recruit staff fluctuates over time, over the past decade the size of the workforce has grown by an average of 1.1% a year. If this rate were to be sustained over the next decade, the labour shortfall could rise by a further 460,000 by 2029. Added to the 210,000 individuals already expected to leave the labour market because of ageing, this would take the total shortfall to 670,000 employees.

This shortfall can be offset by labour from within Switzerland or abroad. There is still potential for increasing the number of Swiss nationals in active employment: for example, greater emphasis could be placed on STEM subjects in schools, while in quantitative terms, arrangements making it easier to combine employment and family responsibilities and greater efforts to mobilise older workers could ease the situation (such as measures to make the retirement age more flexible).

We illustrate in the appendix the extent to which – and how – the additional future demand for labour could be met from within Switzerland. There is a potential additional pool of almost 550,000 individuals who could be mobilised (older workers and those who are currently unemployed or under-employed).

However, even if a higher percentage of the existing potential pool of Swiss labour could be mobilised, not all these individuals will want or be able to work, and not all have skills that are in demand in the labour market. We estimate that the number of extra domestic workers would not satisfy the need for additional labour by 2029.

The picture is even less encouraging when it comes to highly skilled top talent. Swiss companies enjoy global success in many sectors and are particularly reliant on a wide range of specialists. It is not possible for a small country like Switzerland to train its own nationals as world-class talent across all these sectors, so it relies on international mobility.

Our propositions will not increase the labour supply sufficiently to meet the estimated future labour demand. They are not meant to, they are not about a large number of additional talent, but about attracting the best. But the best staff are of high importance for companies and contribute decisively to Swiss competitiveness and innovation capacity. Given the small number of top talent no negative side effect are to be expected because of our propositions; no displacement of domestic workers by foreign competitors is to be feared. Furthermore, as per our estimate today's shortage of skilled labour should worsen further because of demographic ageing.

International mobility of top staff as crucial component of Switzerland's competitiveness

It is clear that while top global talent are a small group, they are of crucial importance to Switzerland's long-term success.

A series of parliamentary and administrative initiatives illustrates how important it is to facilitate international talent mobility. Such initiatives include parliamentary procedural requests (postulates and motions) by Marcel Dobler (number 17.3067 in the Swiss Parliament's business database), Kathy Ricklin (number 19.4351), Philippe Nantermod (number 19.3651), Fathi Derder (number 19.3882) and Andri Silberschmidt (number 19.4517). As part of a package of measures to relieve administrative pressures, the Federal Council has also taken a series of steps in the area of international mobility.²

This study illustrates from a business perspective how this challenge could be tackled.



² Bundesrat (2019), [Administrative Entlastung](#), Bilanz 2016–2019

The attraction of Switzerland from the perspective of employees and companies

Switzerland remains one of the most attractive countries for international employees and companies, but it also has a number of weaknesses. While Switzerland still leads the table from the perspective of employees, from a business perspective it has lost ground. Switzerland needs to improve its competitiveness continuously. Promoting international labour mobility is one way for it to become more competitive.

As a place to do business, Switzerland faces ever fiercer competition. Its traditional advantages, such as in corporate taxation, are being eroded as other countries catch up or, in some cases, even overtake it. To remain competitive, Switzerland must take the global lead in other areas, too. International labour mobility is critical and is an area where the country can build on its strengths.

The rankings in Chart 4 illustrate the advantages and disadvantages of doing business in Switzerland from the perspective of both employees and companies. We selected 19 indicators for their relevance to international mobility and compiled them into an overall ranking. All the indicators are based on publicly available sources. The ranking shows how Switzerland compares with other top business centres that are already, or have the potential to become, major competitors.

Overall, Switzerland continues to perform well by comparison with these other countries, ranking second behind Singapore. However, looking at individual factors the picture is not so positive.

Chart 4. Overall ranking of Switzerland as a place to do business

The ranking shows the attractiveness of various countries from the perspective of both employees and companies. It is derived from the weighted average of both these sub-categories, which is itself derived from a weighted average for each indicator.

 Overall Ranking	 Talent Ranking	 Business Ranking
 1. Singapore	2.	1.
 2. Switzerland	1.	5.
 3. Netherlands	3.	6.
 4. Luxembourg	5.	2.
 5. Canada	6.	3.
 6. UK	7.	7.
 7. Germany	4.	9.
 8. US	9.	4.
 9. Australia	8.	10.
 10. Ireland	10.	8.
 11. OECD Average	11.	12.
 12. Israel	12.	11.
 13. China	13.	13.

Note: The sub-category 'Employees' includes the following indicators: top universities, talent recruitment, talent retention, esteem, quality of life, security, purchasing power and family-friendly working conditions.

The sub-category 'Companies' includes the following indicators: foreign direct investment, foreign ownership, wage costs, taxation, risk capital, entrepreneurship, political stability, quality of regulation, corruption, burden of state regulation, labour market flexibility, infrastructure and migrants' skills levels.

Source: Economist Intelligence Unit, Futurebrand, HSBC, Internations, OECD, Times Higher Education, Transparency International, UBS, UNDP, UNESCO, WEF, World Bank, Deloitte AG

Switzerland in the eyes of international employees

From the perspective of international employees, the ranking is positive. Switzerland is still able to attract highly qualified staff from abroad based on its rankings for outstanding universities, an excellent reputation, a good quality of life and security. However, warning signs are beginning to appear: foreign employees often underestimate Switzerland's high cost of living, something that even high salaries cannot offset, as the Purchasing power indicator illustrates. Swiss salaries are the highest in the table, but once costs are also factored in, Swiss purchasing power is only third in the ranking, lagging behind Singapore and Luxembourg. Switzerland also needs to improve as a family-friendly place to do business, ranking somewhere around the middle of the list of countries on this indicator.

Chart 5. International employees' ranking as a place to do business

Countries are scored from 0 to 1, with a score of 1 indicating that a country performs better on a specific indicator than all the other countries, while a score of 0 indicates the country under-performs all the others. The ranking from the perspective of employees is derived from the weighted average of the scores for the full set of indicators.

	Rang	Total	University ranking	Capacity to retain talent	Capacity to attract talent	Reputation	Quality of life	Security	Purchasing power	Family friendliness
 Switzerland	1	0.91	0.87	1	1	0.97	0.97	0.94	0.96	0.62
Singapore	2	0.91	1	0.86	0.93	0.73	0.77	0.98	1	1
Netherlands	3	0.8	0.66	0.81	0.74	0.81	0.92	0.87	0.87	0.69
Germany	4	0.75	0.16	0.75	0.72	0.92	0.93	0.71	0.92	0.88
Luxembourg	5	0.74	0	0.78	0.86	0.86	0.75	0.88	0.97	0.83
Canada	6	0.74	0.3	0.72	0.77	0.89	0.9	0.8	0.93	0.6
UK	7	0.72	0.52	0.81	0.95	0.71	0.84	0.69	0.92	0.32
Australia	8	0.69	0.42	0.61	0.65	0.78	0.94	0.87	0.95	0.29
US	9	0.67	0.38	0.92	0.91	0.83	0.7	0.64	0.96	0
Ireland	10	0.62	0	0.64	0.72	0.49	0.91	0.82	0.91	0.43
OECD	11	0.58	0.11	0.48	0.46	0.71	0.73	0.77	0.79	0.56
Israel	12	0.53	0	0.67	0.49	0.67	0.66	0.74	0.84	0.17
China	13	0.39	0.01	0.53	0.6	0.56	0.12	0.68	0.47	0.17

■ Strong ■ Weak

Source: Futurebrand, HSBC, Internations, OECD, Times Higher Education, UBS, UNDP, UNESCO, WEF, Deloitte AG

Switzerland in the eyes of companies

Switzerland continues to be one of the world's most attractive countries for top global talent – they want to come but are they able to? Not only do companies need to provide jobs, the conditions for setting up businesses must also be attractive. The regulatory framework and processes governing international mobility therefore need to be transparent and efficient.

Switzerland's competitors are not just catching up: they are starting to overtake it, as is evident in the "Switzerland, wake up" study.³

Switzerland has to act. Acquiring top talent from abroad is essential, as access to the best staff is regarded as critical to a country's success as a place to do business.

Chart 6. Ranking of places to work from the perspective of international companies

Countries are scored from 0 to 1, with a score of 1 indicating that a country performs better on a specific indicator than all the other countries, while a score of 0 indicates that the country under-performs all the others. The ranking from the perspective of companies is derived from the weighted average of the scores for the full set of indicators.

	Rang	Total FDI	Prevalence of foreign ownership	Labour costs	Tax burden	Venture capital	Entrepreneurship	Political stability	Regulatory quality	Corruption	Burden of government regulation	Labour market flexibility	Infrastructure	Education level of immigrants
Singapore	1	0.85 0.92	1	0.52	0.9	0.86	0.31	0.73	1	0.95	1	1	1	*
Luxembourg	2	0.76 0.88	1	0.26	0.75	0.76	0.77	0.87	0.81	0.88	0.71	0.73	0.81	0.73
Canada	3	0.74 0.63	0.77	0.44	0.77	0.59	0.95	0.93	0.89	0.88	0.53	0.65	0.81	0.76
US	4	0.72 0.79	0.73	0.33	0.63	1	0.96	0.67	0.76	0.72	0.71	0.81	0.77	0.52
Switzerland	5	0.72 0.71	0.81	0	0.76	0.72	0.58	0.8	0.85	0.95	0.79	0.91	0.88	0.6
Netherlands	6	0.72 0.75	0.69	0.4	0.76	0.72	0.91	0.73	0.95	0.9	0.68	0.69	0.81	0.3
UK	7	0.72 0.75	1	0.55	0.74	0.76	0.72	0.53	0.84	0.87	0.65	0.68	0.65	0.57
Ireland	8	0.69 1	0.88	0.4	1	0.41	0.81	0.73	0.77	0.75	0.53	0.66	0.42	0.62
Germany	9	0.66 0.71	0.62	0.52	0.56	0.86	0.6	0.73	0.83	0.87	0.68	0.64	0.7	0.27
Australia	10	0.66 0.54	0.77	0.53	0.69	0.41	0.74	0.87	0.91	0.82	0.38	0.38	0.7	0.78
Israel	11	0.6 0.75	0.65	0.64	0.22	1	0.93	0.47	0.61	0.55	0.41	0.4	0.58	0.57
OECD	12	0.58 0.54	0.63	0.58	0.58	0.53	0.72	0.66	0.63	0.67	0.44	0.5	0.58	0.43
China	13	0.41 0.42	0.38	0.92	0.04	0.72	0.54	0.33	0	0.18	0.68	0.35	0.35	*

■ Strong ■ Weak

*No data available

Source: Economist Intelligence Unit, Transparency International, WEF, World Bank, Deloitte AG

³ Swiss-American Chamber of Commerce, McKinsey, economiesuisse, Swiss Holding (2019)

A framework for international mobility – is the Swiss model good enough?

Switzerland lags behind other countries when it comes to the framework for international mobility for top talent. Its application processes are cumbersome, especially for younger employees and for mobility within companies. Digitalisation of these processes is still in its infancy.

In terms of its regulatory and administrative requirements for international employees, Switzerland is considerably behind other major business centres. As part of this study, we set out six criteria particularly relevant to companies. The first 'cluster' includes a better framework for specific talent groups. This includes foreign graduates from domestic universities, trainee/short-term assignments and priority administrative services for companies with large numbers of international employees. A further three criteria relate to digitalisation. Switzerland is currently meeting just three of these six criteria – and even then in only some respects (see Chart 7).

Criterion 1: Foreign graduates from domestic universities

Foreign students graduating from domestic universities can easily be integrated into the domestic labour market on completion of their education. The host country invests in their degree, so retaining the potential they after graduating seems obvious. However, the current conditions for offering employment following completion of a degree are more restrictive in Switzerland than elsewhere. Currently, new graduates may stay in the country for up to six months while they seek employment but face a series of restrictions, including labour market testing. This serves as a deterrent both to companies wishing to recruit and to international staff, whom other countries are eager to welcome.

Chart 7. Benchmarking the framework for international mobility offered by leading business locations

	 UK	 DE	 LU	 NL	 IE	 CA	 SG	 CH
Special arrangements								
For foreign graduates from domestic universities	Yes*	Yes	Yes	Yes	Yes	Partially	Yes	Partially
For trainees/short-term assignments	Yes	No	Yes	Yes	Yes	Partially	Yes	Partially
For companies that rely on many high-potential employees from abroad, in form of a priority service for companies	Partially	Partially	No	Yes	Yes	Partially	Partially	No
Digitalisation								
Is there a 'one-stop shop'?	No	No	No	No	Yes	Partially	Yes	No
Is digital submission of the application possible?	Partially	Partially	No	Partially	Yes	Yes	Yes	Partially
Is digital tracking of the application possible?	Partially	No	No	Yes	Yes	Partially	Yes	No

* Planned for 2020-21

Source: International Deloitte mobility experts in individual Deloitte country companies

There are exemptions to the current rules in place: Article 21 paragraph 3 of the Swiss Federal Act on Foreign Nationals and Integration (AIG) stipulates: "Foreign nationals with a Swiss university degree may be admitted in derogation from paragraph 1 if their work is of high academic or economic interest. They shall be temporarily admitted for a period of six months following completion of their education or training in Switzerland in order to find suitable work." However, these arrangements are restrictive and are seldom used.

Criterion 2: Intra-company mobility

This relates particularly to short-term assignments, business travel and the mobility of employees with limited experience, such as trainees and new recruits. It was evident from our interviews with companies that this group poses particular problems with regard to international mobility. Short-term, company-internal assignments often have to be arranged at short notice and would benefit from more flexible regulation. Switzerland's current regulatory framework makes short-term assignments particularly complex. For example, it is particularly difficult to bring workers with less work experience into Switzerland, including for training purposes.

Criterion 3: Companies particularly reliant on international talent

To what extent would it be possible to simplify the process for these companies? Simplified arrangements for such companies do not officially exist in Switzerland, although the companies concerned are often in close contact with authorities, granting them a kind of unofficial priority service. The extent to which this is company-friendly differs from canton to canton and may also depend on the personal relationship an individual company enjoys with official agencies.

Start-ups and small businesses with limited HR capacity may also be at a disadvantage, as they are less familiar with the process and more likely to find the bureaucracy unmanageable. Other countries are more likely to have official arrangements for simplifying the rules that do not depend on personal relationships. In the Netherlands, for example, a priority service is available at a cost but simplifies the process.

Criteria 4,5 and 6 measure progress towards digitalisation of processes in various business centres:

- (4) Is there a 'one-stop shop' – a single point of contact where companies can undertake all the necessary steps?
- (5) Can companies apply online for permits? Simply having to send everything by post can delay the process by several days.
- (6) Can companies track their application online?

And can they use a secure portal to facilitate the submission of documentation and decisions?

These criteria are important for both employees and companies. The technology required is available and already in use for other processes – the Easy.gov online platform for company administration is just one example. Major competitors including Ireland and the Netherlands outperform Switzerland in most, if not all, of these areas so major improvements are not just theoretically possible they are also achievable in practice. Switzerland is being overtaken by other countries in this crucial area and needs to take action to remedy the situation.

Competition is likely to intensify markedly in the near future. Following Brexit, the UK will have to reorient its business relationships. It will need to replace current frictionless access by EU/EFTA nationals with arrangements that allow equally smooth access for top global talent so that British companies are not put at a disadvantage. Meanwhile, Germany's Skilled Labour Immigration Act is coming into force in March 2020 and is intended to introduce simplified administrative arrangements to promote immigration to Germany by top talent. The Swiss system must make its own changes if it is not to fall even further behind its competitors.

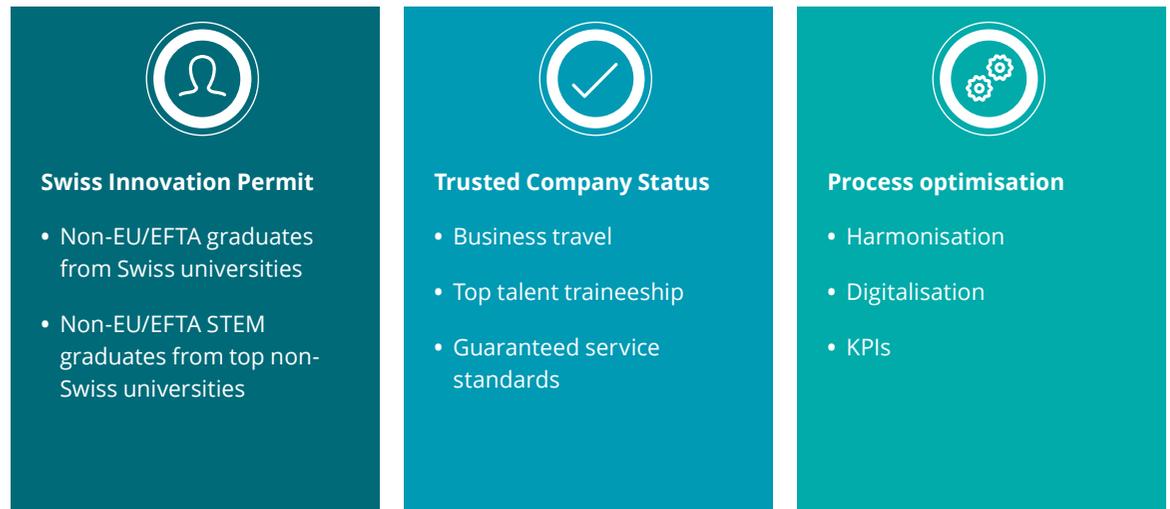


How Switzerland can win the 'War for talent'

Potential solutions for achieving competitive international mobility for the best talent include reforms targeting highly talented employees who are currently subject to cumbersome authorisation processes (younger employees and intra-company mobility). A third solution is about process optimisation, harmonisation and digitalisation.

Our comparison of Switzerland's current system with those of its competitors and interviews with many Swiss companies, have highlighted three potential solutions for differing aspects of international mobility for top talent (see Chart 8). Each solution tackles one of the weaknesses discussed in the previous section.

Chart 8. Overview of solutions



'Innovation permits' are intended to improve access to young, highly talented employees, while 'trusted company status' is intended to make in-company mobility easier and standardise standards of service. The final improvement would involve process optimisation, harmonisation and digitalisation.

Some of these solutions require a small number of additional work permit quotas. The additional quotas would be on federal level, to be requested by cantons. Additional quotas demonstrate the importance of attracting the best talent while also limiting risk. The aim is to improve Switzerland's competitiveness in specific areas.

Overall, the proposed solutions would involve a modest increase in the work permit quotas for third country nationals of between around 1,300 to 1,600, including 600 to 800 longer-term permits (known as 'B permits') and 700 to 800 short-term permits (known as 'L permits'):

- 500 to 600 permits for non-EU/EFTA graduates from Swiss universities (residence permits for individuals with an unlimited contract; otherwise, short-term permits)
- 100 to 200 permits for non-EU/EFTA graduates from top non-Swiss universities
- 700 to 800 short-term work permits for for intra-company mobility for 'trusted companies'.

The number of additional permits could be flexible as in the existing quota system. The above numbers could be used in a pilot phase, for example five years, and then adjusted based on the experiences during the pilot.



'Swiss Innovation permits'

'Innovation permits' non-EU/EFTA graduates from Swiss universities

The problem: Highly talented young employees and start-ups are major drivers of innovation, but Switzerland's framework for international mobility for these groups lags behind other countries. This also applies, particularly, to highly talented individuals studying in Switzerland. Swiss universities are among the best in the world and attract talented students, including those from third countries. Top third country graduates offer immediate potential for expanding the pool of talent open to Swiss companies. However the cumbersome process for obtaining work permits after graduation can hinder talent in finding employment.

Proposed solution: Creation of innovation permits would promote international mobility for highly talented individuals and drive innovation in Switzerland. The first aspect would relate to third country nationals with at least a Master's degree from a Swiss university (cantonal universities or Swiss Federal Institutes of Technology), who would be able to access employment without labour market testing for up to three years following graduating. A residence permit for up to three years would be granted only on demonstration of adequate financial resources, and recipients would have restricted access to the Swiss social security system. These individuals would not be allowed to bring family members to join them. A standard permit could be granted if the individual obtained a Swiss employment contract.

A 'boomerang option' should also be introduced, giving third country nationals the right to return to Switzerland within three years of graduating and to take up employment under the conditions listed above.

This would make it easier for companies to make use of these highly talented individuals and retain more of them in Switzerland. It would also make Swiss universities more attractive to highly talented students and help them compete against their foreign rivals as well as attract more of the best employees for Swiss-based employers and help tackle the labour shortage.

To ensure the scheme attracts individuals with high labour market potential, it should be confined to students at cantonal universities or Swiss Federal Institutes of Technology (ETHs). However, the proposal is that it would not apply exclusively to STEM subjects, as highly qualified top talent may have qualifications in other disciplines. They have also been already through two selection processes, having gained a residence permit and a degree from a Swiss university .



Case study: Non-EU/EFTA graduates from Swiss universities

An Argentinian PhD graduate in Applied Mathematics from the ETH Zurich and with working experience in Argentina received multiple work offers in Switzerland after her graduation. However, these were subsequently withdrawn due to the complexities, expenses and uncertainties of the work permit procedure. The graduate secured both job offer and work permit in London and left Switzerland.

⁴ economieuisse (20219), Dobler (2017)

Creating additional quotas at the national level would not impact on existing quotas and would simplify the application process. Around 1,900 third country nationals currently graduate from Swiss universities each year, and between 150 and 200 remain in the country.⁴ Increasing the quotas by between 500 and 600 would enable about one-third of the total number to take up employment in Switzerland.

This solution poses only limited risks: It is based on an existing exemption (AIG, Article 21 paragraph 3). Similar proposals have already been discussed (see, for example, Marcel Dobler's parliamentary motion 17.3067). Creating additional quotas would not increase pressure on existing quotas but would impose strict limits on the number of additional immigrants. Access to the Swiss social security system would be restricted, making immigration unattractive, and under this system, these individuals would not be allowed to bring family members to join them. However, the risk that these people would become dependent on the Swiss social security system is, in any case, small: these are graduates of Swiss universities with good employment prospects who intend to be financially independent. And as a result of studying in Switzerland, they have already integrated into Swiss society to a certain degree.

Swiss innovation permits: non-EU/EFTA graduates in STEM subjects from foreign top universities

The problem: Recruiting young, highly talented third country nationals without substantial professional experience is often quite difficult. This group, especially those with degrees from top universities, offer enormous potential, but this potential cannot easily be translated into employment, making the labour shortage particularly acute in STEM subjects.

Proposed solution: The second part of the innovation permits solution is similar to the first part: it makes it easier to employ graduates from foreign universities without labour market testing. To tailor the solution as precisely as possible, it should be limited to up to three years following graduation and to non-EU/EFTA graduates from top foreign universities with at least a Master's degree in a STEM subject. The residence permit, which would be valid for up to three years, would be granted only upon proof of adequate financial resources, and individuals would have restricted access to the Swiss social security systems. They would also not be able to bring their family to join them. A standard permit could be granted if the individual obtained work. The same rules would apply to people employed by start-ups in innovative sectors.

The requirements would be at least a Master's degree from one of the top 100 or so universities worldwide as defined by recognised university rankings (see below) and employment in a high value-creating activity within Switzerland.



Case study: Non-EU/EFTA graduates in STEM subjects from foreign top universities

An Indian graduate in computer science from a top UK university came to Switzerland to work on a temporary basis. While in Switzerland, he was offered a permanent contract from a different employer. The employer, however, was not sure whether to go through the complex permit application procedure, much less without knowing whether it would work. While the employer was still considering whether they are ready invest resources into the procedure, the graduate got a job offer to work in the UK and left Switzerland.

The world's top universities can be identified in different ways, but the selection should be transparent and objective. For example, the universities could be defined by independent and widely recognised rankings in the STEM subjects (see Appendix). These would include the Times Higher Education World University Rankings, the Academic Ranking of World Universities (Shanghai Ranking) and the QS World University Ranking. Multiple rankings could also be combined, with a university being listed as one of the top universities in the world in STEM subjects if it features in the top 100 in at least two of these rankings. This method identifies 89 universities outside Switzerland. Both Swiss Federal Institutes of Technology (ETHs) feature in the world's top universities for STEM subjects under this classification, though we exclude them here as Swiss universities. The widely recognised top universities include, for example, the Massachusetts Institute of Technology (MIT) and the California Institute of Technology (Caltech). Thirty-three of these universities are based in the US, 7 in the UK and 13 in other European countries, while Asia is home to 26 (including the National University of Singapore) and there are 9 in China and 6 in Hong Kong (see Appendix).

This solution should help start-ups in particular. Although start-ups are drivers of innovation, by their nature, they find it more difficult than larger companies to navigate the bureaucratic burden associated with international mobility.

Graduates of Swiss universities should be given some kind of priority, because they are better integrated into the country. The proposal is therefore to increase the number of graduates from foreign universities by around one-third of the quota for Swiss universities (500 to 600 for graduates of Swiss universities, so around 100 to 200 for graduates of foreign universities).

This solution poses only limited risks: It expands the existing exemption to foreign top universities (AIG, Article 20 paragraph 3). Creating additional quotas would not increase pressure on existing quotas, and the number of additional immigrants would be strictly limited. Individuals' access to the Swiss social security system would be restricted, and during this phase, they would not be able to bring their family to join them. The risk that these individuals would become dependent on the Swiss social security system is, in any case, small: these are graduates of the best universities in the world, with excellent employment prospects and ambitious career plans.



'Trusted company' status

The next proposed solution relates to an issue that is often neglected in the public debate but is particularly important for companies – intra-company mobility. Such mobility can take a number of forms, including international trainee programmes, rotation programmes, and recruitment of top foreign talent for temporary induction or employment in Switzerland. Activity in Switzerland is mostly time-limited, with a focus on knowledge transfer, increasing productivity or building a global corporate culture.

Chart 9 illustrates the structure of the proposed solutions in this area: certification of companies as a 'trusted company' (explained in the following section and in Chart 10), and the associated advantages in relation to business travel, international mobility of trainees and guaranteed standards of service.

Chart 9. Overview of solutions in the area of 'trusted company status'



'Trusted company' status - certification

Intra-company mobility could be made easier by creating official trusted company status. This would require a certification process, which would involve an initial effort. However, once certification has been completed, other processes would be simpler and faster. Trusted company status would be open to all companies wishing to apply, regardless of their size. The initial administrative burden and expenditure would pay off, particularly for companies that need high numbers of permits. Authorities would also benefit from simplified processes. The main requirement apart from certification would be for trusted companies to make a formal declaration and document their compliance with all regulations. The scheme would also provide for penalties in the case of non-compliance. However, as our interviews with companies indicated, compliance is anyway a high priority for companies.

Companies with trusted company status would have to conduct themselves in an exemplary function and undertake to retain older workers in the labour market. As the section "Why Switzerland needs top global talent" illustrates, making greater use of the domestic labour potential is crucial, with older workers being particularly important. Trusted companies could therefore contribute in a number of ways to making the Swiss labour market stronger.

Chart 10 illustrates the process and the requirements for certification.

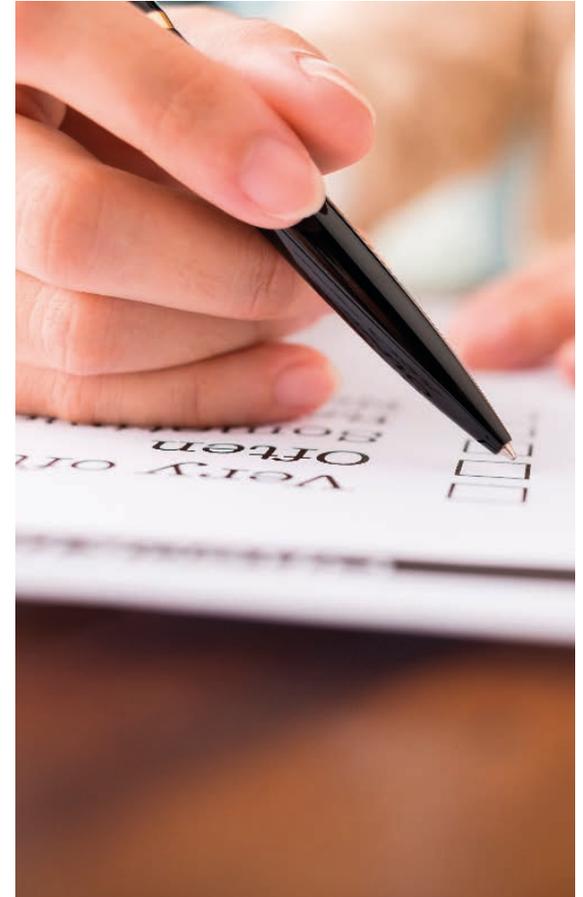


Chart 10. Process and requirements for 'trusted company' certification



Process

- Trusted company status: Pre-screening of employer to obtain status, on federal level (State Secretariat for Migration, SEM)
- Status open to all companies, independent of size
- Annual licence, annual licence fees
- 700-800 additional quotas to be issued in total at federal level, with cantonal decision making



Requirements

- All trusted companies guarantee compliance to rules, loss of status and penalty fee in cases of non-compliance.
- Employer needs to be based in Switzerland, with contact person in Switzerland
- Deposit payment necessary
- Full tax compliance, including for employees (tax and social security)
- All necessary documentation needs to be provided at potential audit
- Wage-sensitive sectors are excluded, such as construction
- Company in existence for at least three years
- Company undertakes measure to keep older employees in labour market

'Trusted company' status – business travel

The problem: Business travel is a regulatory grey area. Despite efforts by the State Secretariat for Migration to define business travel more precisely, many companies struggle with the assessment whether a work permit is required as this depends on the type of activity and the duration of the business travel. This lack of certainty creates unnecessary costs and bureaucracy. Multinational companies would benefit greatly from frictionless business travel, but as indicated clearly in our interviews with companies, international business travel is one of the major barriers to international mobility for employers in Switzerland. Being based in a business location that supports business travel (such as strategy or budget workshops over several days) enhances competitiveness and boosts demand for travel-related goods and services, such as hotels and catering.

Proposed solution: Our proposal would eliminate the need for permits for travel for up to 30 days per person per year. The 30 days could cover a single trip or be spread across a number of shorter trips. In many cases, this would do away with the current need to obtain a permit and would streamline the process in relation to short-term assignments.

The scheme would apply to employees of all nationalities, including those from the EU/EFTA (non-EU/EFTA nationals would still often require a visa for the Schengen Area, as they currently do). Employers would not have to notify business travel to the authorities ahead of time, and salaries would not have to be aligned with Swiss levels.

This solution poses only limited risks: Increasing the limit on un-notified business travel to 30 days a year could raise concerns about abuse. However, these concerns could be allayed by having the solution apply only under certain circumstances, as well as meeting the conditions listed in Chart 10:

- Post-travel notification of all employees involved in travel on a quarterly basis (names of travellers and duration and purpose of trips)
- Payment by the company of all travel costs
- Travel may not generate revenue, no paid project work would be allowed
- Sectors with potentially high wage pressure would be excluded, such as those requiring notification from day one (the primary and secondary construction industry and civil engineering, catering and hotel services, industrial and private cleaners, surveillance and security services, and erotic services).⁵



Case study: Business travel

Employees of an international company headquartered in Switzerland each travel on business for an average of 10 to 20 days per year. The company currently applies for a 120-day permit for these employees, with the associated effort and cost, to avoid being in a regulatory grey area.

Business travellers are not immigrating permanently to Switzerland but visiting the company on a temporary basis. The proposed solution would replace the 4-months/120-day permit currently often used for this kind of travel. The restrictions and conditions set out above would minimise the risk of abuse. All business travel would have subsequently to be notified, increasing transparency compared with the current arrangements.

⁵ https://www.sem.admin.ch/sem/de/home/themen/fza_Switzerland-eu-efta/meldeverfahren.html

'Trusted company' status – top talent traineeships

The problem: Initial and continuing training, including international and cross-border training, is a strategic priority for businesses. However, it is particularly difficult and costly to bring young highly talented employees without substantial professional experience to Switzerland for training or trainee programmes. This is not just inconvenient for companies, it also undermines the status of Switzerland as a place to do business, hampering its ability to develop training centres and similar facilities. Improving conditions for the international mobility of talented young employees would promote Switzerland's reputation and facilitate knowledge transfer, and Swiss talent would also benefit from the creation of more international exchange programmes.

Proposed solution: We suggest additional permits and exemptions to promote this kind of international mobility. Screening would be on company-level, not on the level of the individual applicant. Their qualifications would therefore not be evaluated by authorities, which would make it easier to include staff with less work experience. The permits would be issued via express process.

The proposed solution would depend on the duration of the training programme (whether or not a quota is required).

Up to four months:

- No quota required (similar to current rules)
- 4 months/120-day permit will be issued via express process
- No alignment with Swiss salary levels, but companies would have to assignement related costs
- Assignments may not result in direct revenue generation, no paid project work



Case study: Top talent traineeship

A company is looking to set up a training centre for international young talent for an internal rotation programme. However, with immigration rules in Switzerland too cumbersome, it sets up the training centre in Ireland instead.

More than four months:

- Short-term assignment permits and alignment with Swiss salary levels required. The number of permits available would be increased accordingly.
- Additional quotas would be created at federal level but could be requested by cantonal authorities
- Maximum duration of the programme in line with the maximum term of an 'L permit' (24 months)
- Training assignments may generate revenue but only where this is an integral part of the previously defined training programme and is clearly laid down in the trusted company certification

This solution poses only limited risks: Initial and continuing training as part of international programmes would only increase temporary migration, as participants would not be allowed to bring their families to join them. The certification process is intended to minimise abuse.

'Trusted company' status – guaranteed standards of service

The problem: Companies experience different service standards in different cantons. The application processes could be more transparent and harmonised across cantons.

Proposed solution: Guaranteed standards of service would ensure minimum standards across Switzerland, providing greater transparency and enabling companies to plan better. Minimum standards could, for example, include:

- Named contacts within agencies
- Maximum processing times for standard permits
- Transparency in relation to the status of applications, including estimates of the time remaining.

This solution poses only limited risks: It is based on standards that are already common or being introduced in some cantons. These standards would not have to be developed from scratch but would be harmonised across Switzerland. Cantons would, however, retain their autonomy and sovereignty and would also be able to introduce even higher standards.



Process optimisation

The third solution relates to harmonisation between cantons, digitalisation and key performance indicators (KPIs) (see Chart 13). The aim is widespread digitalisation and harmonisation across Switzerland of processes while also maintaining cantons' autonomy and freedom to make decisions. A key part of the solution could be a 'one-stop shop' – a nationwide online portal for the submission of applications based on a standardised form. Applications would then be forwarded internally to the responsible cantonal agencies. One example of such a portal is the online registration process for service providers from EU/EFTA Member States. Even doing away with postal delays could accelerate application processes.

These three elements – harmonisation, digitalisation and KPIs – are closely interrelated. Digitalisation of the application process would automatically mean greater harmonisation, at least from the perspective of applicants (front-end harmonisation). Regardless of the underlying processes, companies working in more than one canton would only have to deal with a single portal.

Digitalisation would also make harmonisation easier, for example recording different cantonal preferences using an online tool rather than submitting a paper form. And digitalisation could make implementing KPIs and increasing transparency easier or possible at all.

As our interviews with companies and institutions showed, there is general recognition of the need for greater digitalisation. For example, as part of a package of measures to reduce the administrative burden on companies the Federal Council has initiated a project to move registration of foreign employees to SECO's existing portal for companies, EasyGov (no. 2013.10). For registration to be successfully integrated, all the agencies involved at both federal and cantonal level must adopt a communal solution and provide adequate resources to put it in place. However, finding a solution has been challenging. The system was originally due to go live at the end of 2018, but that proved impossible, and implementation has been deferred to the end of 2021.

Successful implementation of process optimisation would be a milestone, enabling Switzerland to compete with other leading countries as a business hub. It would not require political decisions either, merely administrative implementation. This project -and the allocation of resources to it – should therefore be prioritised.

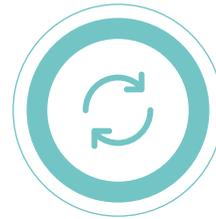
A customer interface enabling direct communication between companies and cantonal authorities would be particularly visible. However, back-end changes enabling automated communications between agencies and the Swiss central migration database (ZEMIS) should not be forgotten. Implementing these changes would take even longer but would also bring benefits in terms of accelerating processes and avoiding errors.

Chart 11. Process optimisation



Harmonisation

- Federal standards, cantonal decision-making
- Harmonising all application forms and required documents across cantons
- Client-side harmonization, interface inter-interopability
- Could be based on existing federal initiative that would need to be revived (proposed action 2013.09)
- Partial implementation if not all cantons agree to apply harmonised standards



Digitalisation

- End-to-end digitalisation for obtaining work permits
- Using the platform for notification for EU nationals offering services as guide
- Potential integration in Easygov portal
- Based on existing federal initiative (proposed action 2013.10)



KPIs for migration authorities

- Measuring processing times across cantons.
- Transparency of process

Appendix

Overview over Swiss immigration system

Estimate of additional demand for labour and the potential within Switzerland
(section "Why Switzerland needs top global talent")

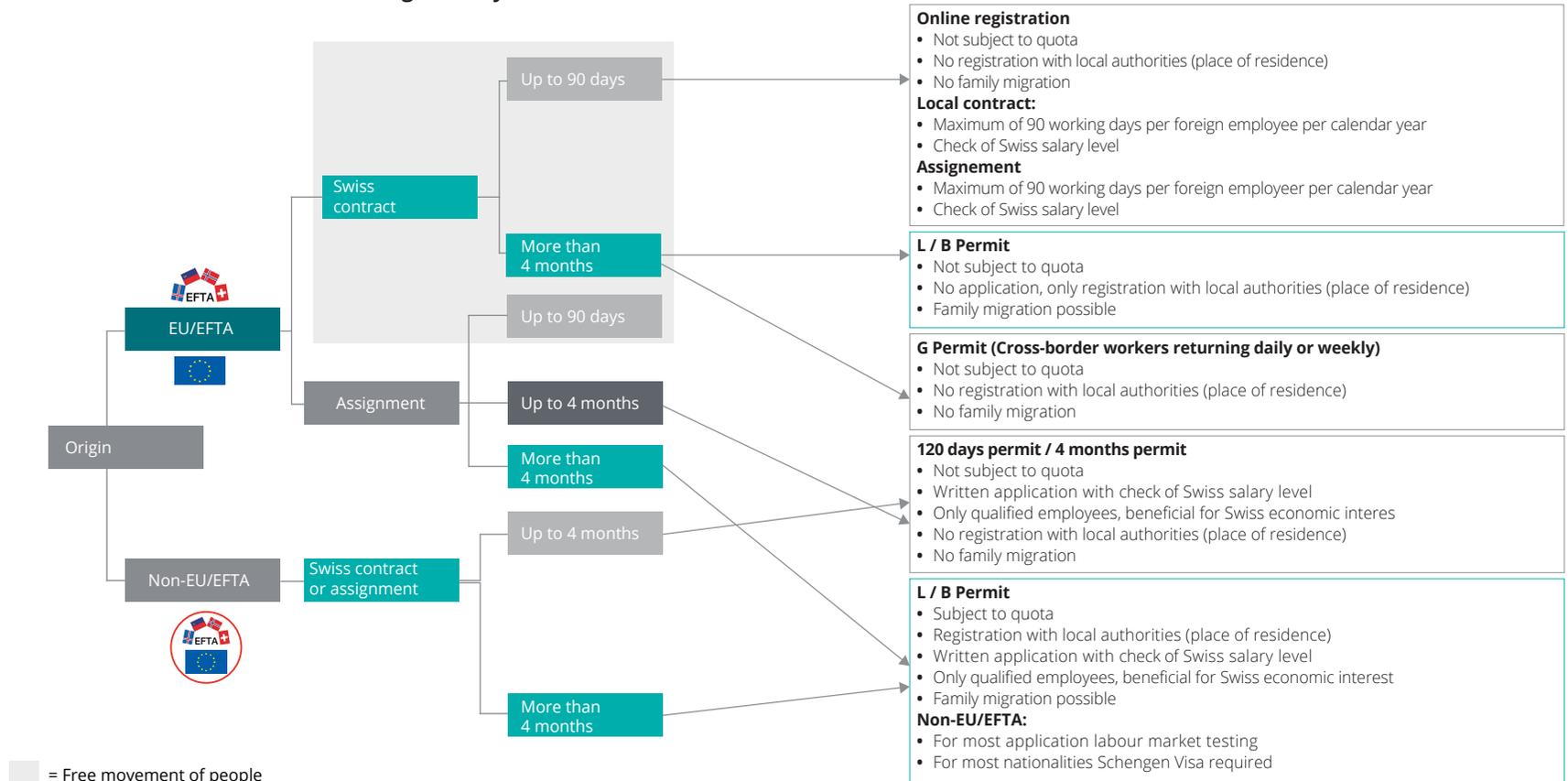
Ranking of countries as places to do business (section "The attraction of Switzerland
from the perspective of employees and companies")

Ranking the immigration systems of leading business locations (section "A
framework for international mobility – is the Swiss model good enough?")

List of world-leading universities in STEM subjects (section "How Switzerland can win
the 'War for talent'")

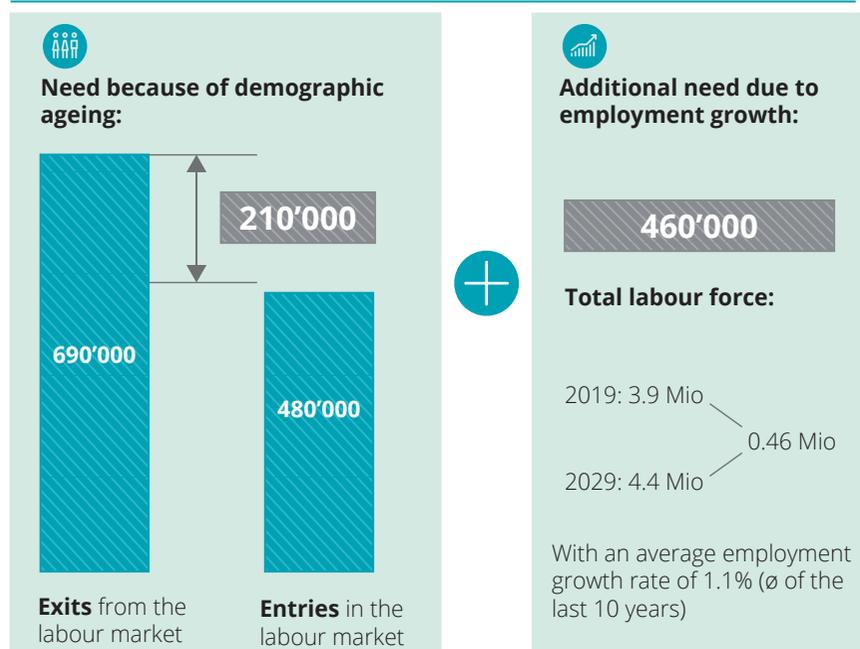
Map showing location of the best universities for STEM subjects around the world
(section "How Switzerland can win the 'War for talent'")

Overview over the current Swiss immigration system



Estimate of additional demand for labour and the potential within Switzerland (section "Why Switzerland needs top global talent")

Additional future need



Activating domestic labour market reserves



Estimated gap



* FTE until 2029

**Assuming working 80% part-time on average

*** Based on Deloitte 2019. Assumptions: Part-time work with 60% workload. Survey participants who want to work longer, will do so for 3 years on average.

Ranking of countries as places to do business (section “The attraction of Switzerland from the perspective of employees and companies”)

Indicators Business Index	
Foreign direct investment (FDI)	WEF (2018), Global Competitiveness Index 2017-2018
Prevalence of foreign ownership	WEF (2018), Global Competitiveness Index 2017-2018
Labour costs	EIU (2019), Data tool, average monthly wages 2018
Tax burden	World Bank (2019), Ease of Doing Business ranking 2019
Venture capital	WEF (2019), The Global Competitiveness Report 2019
Entrepreneurship	Global Entrepreneurship Monitor (2018), Adult Population Survey 2018
Political stability	EIU (2019), Risk Briefing
Regulatory quality	World Bank (2018), Worldwide Governance Indicators, 2018 Update
Corruption	Transparency International (2018), The Corruption Perceptions Index 2018
Burden of government regulation	WEF (2019), The Global Competitiveness Report 2019
Labour market flexibility	WEF (2019), The Global Competitiveness Report 2019
Infrastructure	EIU (2019), Risk Briefing
Education level of immigrants	OECD (2018), Settling In 2018
Indicators Talent Index	
University ranking	Times Higher Education (2019), University Ranking 2019 / Worldbank (2019), ILOSTAT database, own calculations
Capacity to retain talent	WEF (2018), Global Competitiveness Index 2017-2018
Capacity to attract talent	WEF (2018), Global Competitiveness Index 2017-2018
Reputation	FutureBrand (2019), FutureBrand Country Index 2019
Quality of life	UNDP (2018), Inequality adjusted human development index 2018
Security	WEF (2019), The Global Competitiveness Report 2019
Purchasing power	UBS (2018), Prices and Earnings, 2018
Family friendliness	Unicef (2019), Are the world's richest countries family friendly?, HSBC (2019), Expat Explorer Survey, own calculations

Ranking the immigration systems of leading business locations (section "A framework for international mobility – is the Swiss model good enough?")

Assessment of Deloitte mobility experts based in these business locations

	 UK	 DE	 LU	 NL	 IE
<p>What works best</p> 	<p>New online system whereby the authority caseworkers are focused on assessing the genuineness and the contents of the digitally uploaded documents without the need to submit the originals (discretion remains for the originals to be requested where it's found to be necessary).</p>	<p>The process is transparent (besides the discretionary decision which can lead to different outcomes). Unlike other countries, although discretionary decisions exist, it is possible to speak directly with the relevant authorities in many cases.</p>	<p>Communication with immigration authorities, they are easily accessible in case advise/consultation is needed</p>	<p>We can apply via a digital environment via the Dutch Immigration authorities (IND). The application is received by the IND directly.</p>	<p>Trusted partner status for employers</p>
<p>What works badly</p> 	<p>Resident Labour Market Test - The authority is already considering to remove this process, as it is not as effective as it was intended (which is to ensure local resources are prioritised if meeting the required attributes of the roles).</p>	<p>The long waiting times for visa appointments and appointments with local authorities in country. Due to the decentralized organisation, many different contact person, who may decide differently in case of discretionary decisions</p>	<p>We have no electronic filing of applications- that would be easier and faster as well as help for tracking purposes</p>	<p>The Dutch labour authorities (UWV) are still working with paper applications send via a courier. This is really old fashioned compared to the digital possibilities of the IND.</p>	<p>Fluctuating times for employment permit processing and entry visa processing - results in lack of predictability for start dates.</p>
<p>Innovative idea</p> 	<p>EU settlement scheme (application for EU citizen and their family, which was created due to Brexit), whereby eligible applicants can use a mobile app to complete biometric enrolment. The app reads biometric chip in your document (e.g. passport) for document verification and also instantaneously cross-references the tax records to confirm residency history.</p>	<p>No recent innovative developments, but the upcoming changes in 2020 propose (FEG).</p>	<p>N/A</p>	<p>Approval letters are uploaded by the IND in the same digital environment as where we have uploaded the application.</p>	<p>Dependant spouse partner of Critical Skills Employment Permit holders. These spouses are now issued open working permission once they arrive and register in Ireland, this means they no longer require an employment permit to work.</p>

	 CA	 CH	 SG
<p>What works best</p> 	<p>For non-visa required nationals such as Japan, US, Australia, New Zealand, England and most EU/EFTA countries there is a permit on arrival system at the airport available. The process is rather predictable. Most non-visa requiring citizens must first apply for an electronic Travel Authorization (eTA) before travelling; however, no documents are required to be submitted for that application. In addition, employers must file the online offer of employment in advance, but again no documents have to be submitted online. The work permit application process happens all at the port-of-entry.</p>	<p>Good access to authorities, individual cases can be discussed, also in advance and information received from authorities is reliable.</p> <p>The process is mostly reliable and predictable. However, each canton applies different requirements, timelines and processes.</p>	<ul style="list-style-type: none"> • The Work, Long Term and Dependent Passes are applied through an Online Immigration Portal • Upon receiving the approval of the Pass, the traveller will receive an electronic in-principle approval (IPA), that will serve as a single entry visa to the country • Once in Singapore with the IPA letter, the in-country process and biometrics will be completed in just one place • The Immigration Portal have a "Self Assessment Tool" that supports the Employer to check if the candidate qualifies for the Pass • The Employer can also check the expiration date if their employees Pass through the Immigration Portal • The assignee is allowed to in be or not in Singapore when the Pass is approved
<p>What works badly</p> 	<p>Officers cannot be identified, can't discuss an individual case with the case worker</p>	<p>Different forms and process in 26 cantons (3 different languages)</p> <p>No heavy user program, no preferred treatment for companies contributing to the Swiss economy</p> <p>Significant discretion at case worker level</p> <p>Complex application process for non EU local hires</p> <p>Some permits are only valid in one canton</p> <p>difficult to obtain work permit for graduates with limited/no work experience</p>	<ul style="list-style-type: none"> • If the Foreign National is changing Employers, a brand new application needs to be filed, where in some other countries, a "Change of Employer" process is available • If the Employer is lowering the salary of the Employee, an online notification needs to be submitted to the Immigration Authorities 1 month before the date intended to lower the salary • There is a non-official ratio to hire foreign nationals under an Employment Pass. The authorities should confirm the quota ratio clearly to the Employers
<p>Innovative idea</p> 	<p>For visa-required nationals:</p> <ul style="list-style-type: none"> • New priority process possible if the work position falls under NOC 0 or A (Managerial or Professional). In those cases priority processing is 2 weeks at the work permit level (add 2-3 weeks for visa stamping). • Special program for STEM positions: two-step process requiring labour market testing (LJMA). The processing time is 2 weeks to obtain the LMIA and a further 2 weeks at the work permit level (add 2 to 3 weeks for visa stamping). Please note that in order to access this second program, the employer must make commitments to positively impact the Canadian labour market (i.e. commit to hiring Canadians and permanent residents, training and diversity programs for Canadians and permanent residents, etc.) 	<p>In a few cantons an online submission of the work permit application is possible, but approvals are still sent by normal post.</p>	<p>New Work Pass / Long-Term Pass card has a Quick Response (QR) code printed on it.</p> <p>Variable employment or stay information (e.g. Date of Application, Date of Pass Expiry, Date of Pass Issue and Occupation) will not be printed on the new ID cards, however these information can be found through the new SGWorkPass mobile app.</p>

List of world-leading universities in STEM subjects (section "How Switzerland can win the 'War for talent'")

Stanford University
Massachusetts Institute of Technology (MIT)
University of Cambridge
Harvard University
Swiss Federal Institute of Technology Zurich
University of California, Berkeley
California Institute of Technology
University of Oxford
Princeton University
University of California, Los Angeles
The Imperial College of Science, Technology and Medicine
The University of Tokyo
Peking University
Delft University of Technology
The Hong Kong University of Science and Technology
University of California, Santa Barbara
Swiss Federal Institute of Technology Lausanne

Georgia Institute of Technology
Tsinghua University
University of Michigan-Ann Arbor
Cornell University
University of Illinois at Urbana-Champaign
National University of Singapore
Nanyang Technological University
Korea Advanced Institute of Science and Technology (KAIST)
Johns Hopkins University
The University of Texas at Austin
Columbia University
Shanghai Jiao Tong University
Yale University
Northwestern University
Kyoto University
University of Toronto
University of Hong Kong
Carnegie Mellon University
Rice University
Duke University
Purdue University - West Lafayette
University of California, San Diego

The University of Manchester
University of Science and Technology of China
Technical University Munich
Zhejiang University
National Taiwan University
UCL
The University of New South Wales (UNSW Sydney)
KTH Royal Institute of Technology
University of British Columbia
University of Washington
University of Pennsylvania
University of Wisconsin - Madison
Seoul National University
Technical University of Berlin
University of Melbourne

RWTH Aachen University
KU Leuven
Polytechnic University of Milan
Tokyo Institute of Technology
Ecole Polytechnique
McGill University
Monash University
Moscow State University
Osaka University
The University of Edinburgh
University of California, Irvine
Pennsylvania State University - University Park
Sungkyunkwan University (SKKU)
Karlsruhe Institute of Technology (KIT)

University of Southern California
Texas A&M University
Chinese University of Hong Kong
Pohang University of Science and Technology (POSTECH)
University of Minnesota, Twin Cities

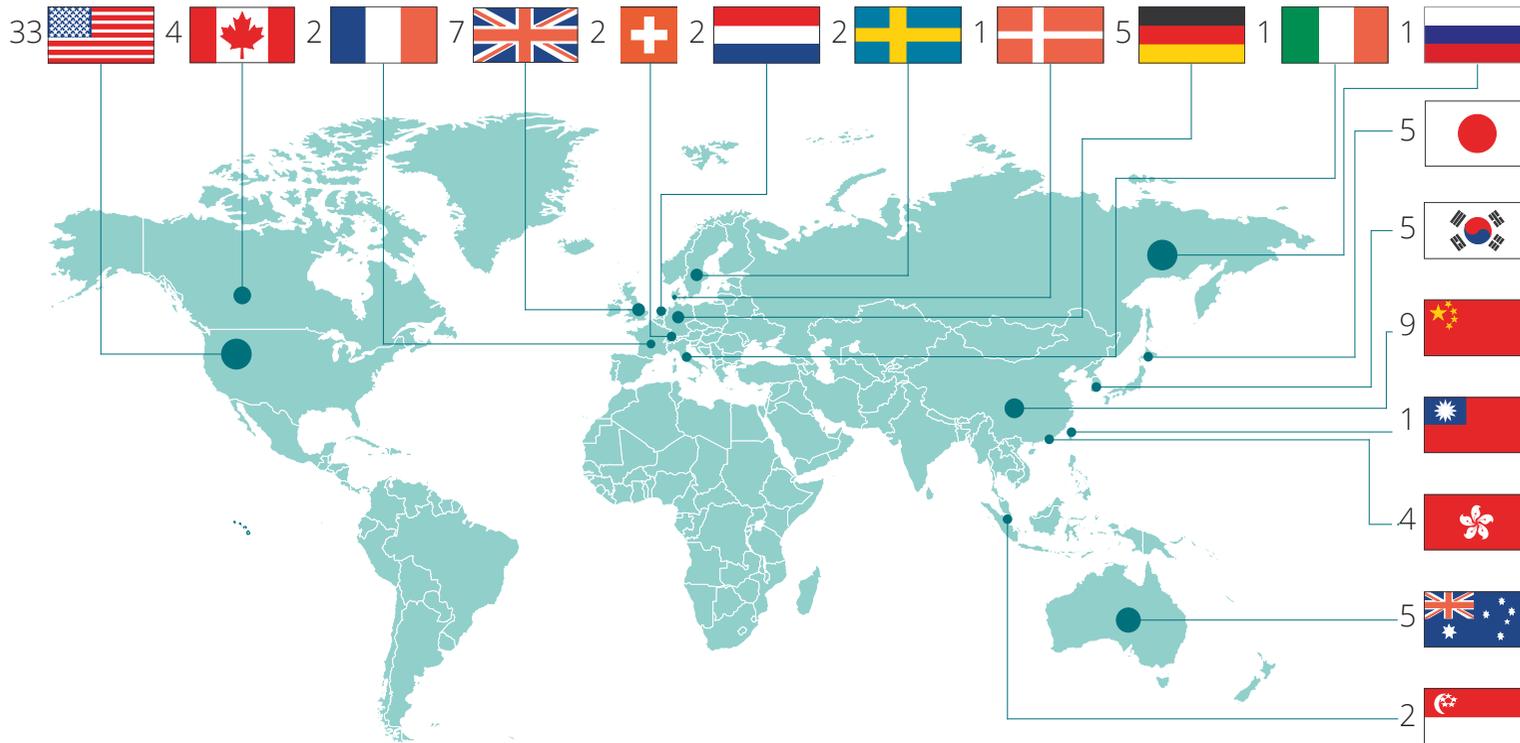
University of Waterloo
Fudan University
Australian National University
City University of Hong Kong
The Ohio State University - Columbus
Technical University of Denmark
University of Maryland, College Park

Tohoku University
Huazhong University of Science and Technology
Korea University
Paris Sciences et Lettres – PSL Research University Paris
Eindhoven University of Technology
Nanjing University
Chalmers University of Technology
University of Southampton
Hong Kong Polytechnic University
University of Queensland
Brown University
University of Erlangen-Nuremberg

Notes regarding methodology: Included are the following ranking Times Higher Education 2020 (engineering and technology), QS World University Ranking 2019 (engineering and technology) and the Shanghai Ranking 2016 (natural sciences and mathematics). An university is counted as top university if it features in at least 2 of these rankings within the top 100. The two Swiss Federal Technical Universities feature among the top universities, would, however, as Swiss universities not be among the foreign top universities for the Swiss Innovation permit.

Source: Times Higher Education World University Ranking, Academic Ranking of World Universities, QS World University Ranking, Deloitte AG

Map showing location of the best universities for STEM subjects around the world (section "How Switzerland can win the 'War for talent'")



Total 91

Notes regarding methodology: Included are the following ranking Times Higher Education 2020 (engineering and technology), QS World University Ranking 2019 (engineering and technology) and the Shanghai Ranking 2016 (natural sciences and mathematics). An university is counted as top university if it features in at least 2 of these rankings within the top 100. The two Swiss Federal Technical Universities feature among the top universities, would, however, as Swiss universities not be among the foreign top universities for the Swiss Innovation permit.

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