



**Globalization**  
PARTNERS

## OUR EXPANSION EXPERTS WILL MANAGE THE RISK. ALL YOU HAVE TO DO IS MANAGE YOUR BUSINESS.

When you expand globally, there are countless issues to navigate and endless questions to ask.

So why ask them?

Check out this real example of how Globalization Partners used its best-in-class insight and global labor law expertise to help a client get out of an extremely difficult personnel situation.

### CASE STUDY: WHEN A TERMINATION MEANS SENDING SOMEONE HOME TO A WAR ZONE

The termination of a Syrian national in Qatar would have had dire consequences if not for the high level of experience and expertise of Globalization Partners' client services staff.

**The situation:** A Globalization Partners client hired a Syrian national as its vice president of sales for the Middle East. The position was based in Qatar. Oil accounts for more than 60% of Qatar's GDP, and much of the country's economy is run by expats. Arab-speaking men, in particular, are in high demand as sales leaders in this country, so the client felt very fortunate to have found the perfect candidate.

After about a year of the arrangement, the client felt that the employee was unable to sell as much locally as it had hoped, and perhaps the market was not as good as expected. The client decided it would have to terminate its relationship with the employee and pull out of Qatar.

Luckily, this was easy to do with our platform since the client did not have a branch or subsidiary in Qatar and could simply ask us to help terminate the employee. However, when a work arrangement ends between a visa-holding employee and an employer in Qatar, the employer is responsible for sending the terminated employee back to his or her home country within seven days. To this point, the Syrian national working in Qatar for the client had been in Qatar for almost a decade. The employee had a home in the country and children in Qatari schools. Additionally, and most importantly, sending the employee back to his country of origin would mean sending him to Syria—directly into the throes of the country's ongoing and incredibly devastating civil war.

**How Globalization Partners helped:** Globalization Partners initially recommended that the client inform the employee that the position would be terminated but that it would allow the employee additional time to find another job. This way, the employee would be eligible for further visa sponsorship through a different employer and would not have to immediately leave the country. This seemed feasible for a while, however, the employee was unable to find a new position. Ultimately, the situation had become financially untenable for the client.

Globalization Partners, which sponsors the work and residence permits of employees of our clients as part of our routine employer of record services, offered a special dispensation to this employee based on the extremely unique circumstances of his termination. Our client services staff worked diligently on behalf of the client to find a humane solution, and to ensure that the employee could secure visa status in Qatar without an employer visa in the event of the now inevitable termination.

We provided a solution such that the client could graciously exit the employment situation and terminate the employment relationship without sending the employee home to a war-torn country in which the employee hadn't lived for over a decade.

**The results:** Termination of employment comes with a variety of far reaching issues for both employer and employee. These issues are compounded when visas and expats are involved. In this case, Globalization Partners, in conjunction with our client, found ourself going from a somewhat routine employment situation (termination), to a situation with dire humane consequences for the terminated employee.

At the time of this incident (2013), Qatari labor laws concerning foreign citizens were only 10 years old, having been established in 2003. There was virtually no precedent for the situation in Qatar and no playbook that existed to appropriately remedy the situation.

So, Globalization Partners executed what was ethically the right move: We helped this employee stay in Qatar regardless of employment status, by working diligently with our local legal teams to guide the employee to safety.

This case study goes to show that no two situations are the same and that our client services staff has the expertise to understand that sometimes we must go beyond policy to do the right thing. It would have been tremendously difficult for the client to navigate this situation on its own. It is not part of our standard practice to continue an employee visa beyond the timeframe of that employee's relationship with his or her employer. But when the ultimate cost of that termination goes far beyond finances—for employee or employer—it takes smart, experienced, ethical decision makers to come to a proper and humane solution.

Your people are our people, and we will always do the right thing by them—and you.

Learn more about Globalization Partners and our full suite of services at [www.globalization-partners.com](http://www.globalization-partners.com).

