

Does Diversity And Inclusion Play A Part In The Ever Shifting Global Mobility Platform?

When we think about assignments and the stereotypical type of people we move on assignments, why is it we think of male senior executives? Is it because traditionally these were the main bread and butter for organisations? Is it because traditionally we didn't move people who were not a certain company rank? Is it because traditionally senior executives tended to be male?

The working platform is evolving and the demographics are changing, Global Mobility is changing, companies are recognising that the world is getting smaller and the fact that more and more people are mobile, regardless of rank, race or gender.

The Purpose Of New Assignment Types

Assignment types are changing and developing to include new varieties which encompasses the developing business needs and the rationale behind moving people.

Companies are wising up and are moving people for different company needs as well as taking in to account people's personal needs and criteria.

Commuter, early career, local plus, as well as a number of bespoke assignment types are emerging. Traditional short-term, long-term and localisation assignments are still in play, however, the number of strategic long-term assignments are reducing in numbers. Is this due to the changing and developing company needs or is it a cost saving measure? It is most probably due to a mixture of both, companies are keen to continue moving people cross border, however, the talent pool is growing and many companies can source locally talented employees. If a company can find a local resource, then why should a company pay an expat package? Companies can now offer local packages to their mobile population. As competition increases for the roles there is a wider pool for companies to select from.

What do these new assignment types mean? Why are companies introducing them? Many companies have mobility on the forefront of their agendas, companies know that a more mobile workforce can increase profitability

especially when linked to the talent agenda. Global Mobility provides a mechanism for knowledge share as well as strong career development and positive cultural awareness. New recruits are often keen to join companies where mobility is a possibility. Companies are keen to do more business cross border due to the ever disappearing border lines and the feeling that the world isn't quite as big as it once seemed.

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Family dynamics have changed, the traditional two point four is shifting, and stay at home mothers are no longer the norm. Assignment types with split family arrangements are increasing and the need for companies to be flexible and for mobility to

think outside the box to implement workable solutions is on the increase.

Gaining new experiences is considered beneficial to a successful workplace, and with this perspective more companies are looking to send the younger generation of their workforce on cheaper moves that will motivate longevity and provide a vast number of intangible benefits to all parties concerned.

Gender Gap

Many companies are looking to close the gender gap and the stereotypical all male executive teams. It is slowly appearing more and more common for women in business to be in high positions and to be the main bread winner of their families. This however, does not mean the gender gap is closing fast enough. The World Economic Forum believes equality would take anywhere up to a further 79 years to truly happen.

Women are an important part of every global organisation and as more steps are taken to promote, retain and develop female talent, it is shocking to see that in a high number of companies', global mobility and the gender gap in regards to moving women is still very visible.

Many women join global companies who have Global Mobility high on their agenda as women want to have these experiences and would like to go on international assignments, however, many women feel that their male counterparts will be given first selection rights.

If companies want to reduce the gender gap in Global Mobility, then they must start with a more robust and better aligned working strategy in regards to Diversity and Talent agendas.

Diversity And Inclusion, New Issues For Global Mobility

Diversity and inclusion is key to contributing to a motivated workforce. People thrive better in environments where they feel equal regardless of race, gender, sexual preference and religious beliefs.

The Global Mobility platform is needing to adapt rapidly to the growing changes and perceptions from both an internal and external perspective.

What are the main issues for Global Mobility and the Diversity and Inclusion agenda? Why

are companies still lagging behind?

Women and the want to experience international moves is stamped by the perception that women who have children don't want to move internationally. This isn't the case anymore, women should be given equal opportunities. When their male counterparts move, they often move with their partners and their children. Why do companies not question whether their male workforce want to move?

Even where companies try to embed Diversity and Inclusion into their Global Mobility strategy, it appears that cost does contribute as to who is ultimately selected for the assignments. If companies need to spend more to achieve full diversity and inclusion it appears that the selection process reverses to the traditional norm or the new norm of local hires.

If cost was not an obstacle, would embedding the Diversity and Inclusion model into a Global Mobility agenda still have issues? Thus meaning an increase in support for single parents, split families, same sex couples and employees with extended families. This would not be without its own challenges and these could pose different constraints.

Immigration for same sex couples can create issues in certain jurisdictions where the relationships are not recognised. This can of course rapidly shift the selection process.

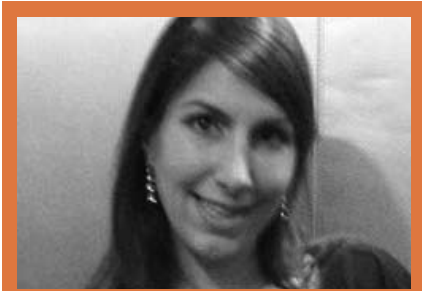
Creative thinking from Global Mobility in regards to potential split family situations can sometimes avert problems, however, often assignments end sooner than anticipated when new fixes are forced on to potential moves.

Split family situations seem to be on the increase, however, how long can families realistically be separated for, and how many people want to work abroad whilst their family are back home? This can work for shorter assignments, but longer-term it would be challenging and can in fact mean early repatriation.

Single parent selections can cause issues as often companies must wait for the courts to grant permission for the child to leave the country. This can often be lengthy, and as such companies prefer to stick to safer options and perhaps the most suitable candidate is thus not selected.

Conclusion

Diversity and Inclusion plays a strong part in Global Mobility and new wave mobility moves, however, there are still certain steps that must be accounted for if companies are going to fully succeed in having a diverse mobility population. Increasingly Global Mobility is creating new policies to embrace the changing dynamics, internal and external constraints do however, play a part in the ultimate execution.



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