

PULSE SURVEY:

# DE&I AND GLOBAL MOBILITY



# INTRODUCTION

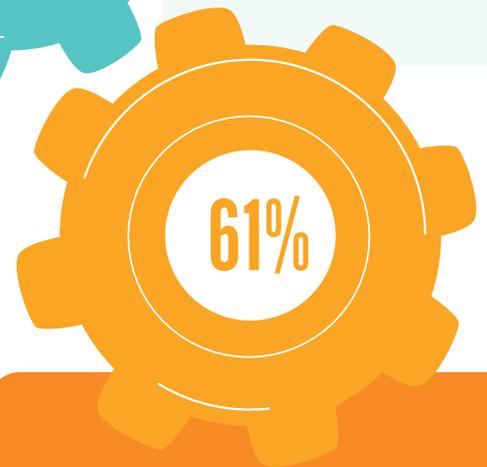
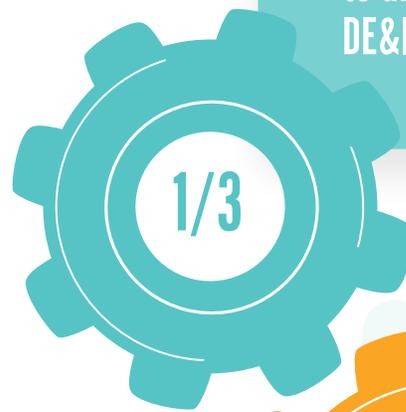
When asked about DE&I and how it relates to Global Mobility, the most common theme heard from mobility professionals is **“this will be an increasing area of focus for us”** or **“we’re just starting to think about it”**. Although there are companies who have already taken steps to align their mobility program with company DE&I goals, incorporating DE&I into Global Mobility is still an emerging and important area for most organizations.

Diversity in DE&I can be the most identifiable metric in Global Mobility. Some companies are measuring whether underrepresented populations are being offered – and are accepting – international assignments. The challenging part is implementing solutions to change diversity metrics, especially beyond gender diversity which has been an area of focus for many mobility programs. **To address equity issues, Global Mobility needs to examine how to offer equal opportunity and access to resources and information for all.** Providing a level playing field for international opportunities extends beyond Global Mobility and touches Talent Management, HR, and other functions in the organization. Creating inclusive Global Mobility programs and policies will foster a successful mobility experience now and in the future.

The most effective tools for Global Mobility to address DE&I are to be approachable, empathetic, creative, and flexible. Another helpful approach is engaging DE&I groups or representatives in the company (if available) to understand potential needs when designing a new program. **Global Mobility is realizing that applying a “one size fits all” policy approach to unique personal situations may not be conducive to achieving DE&I goals.** Proactively working with employees to understand their individual circumstances can empower the employee and lead to solutions that make assignments or transfers a successful reality for all.



Today, one-third of companies have made some modifications to their mobility program to align with company DE&I initiatives.



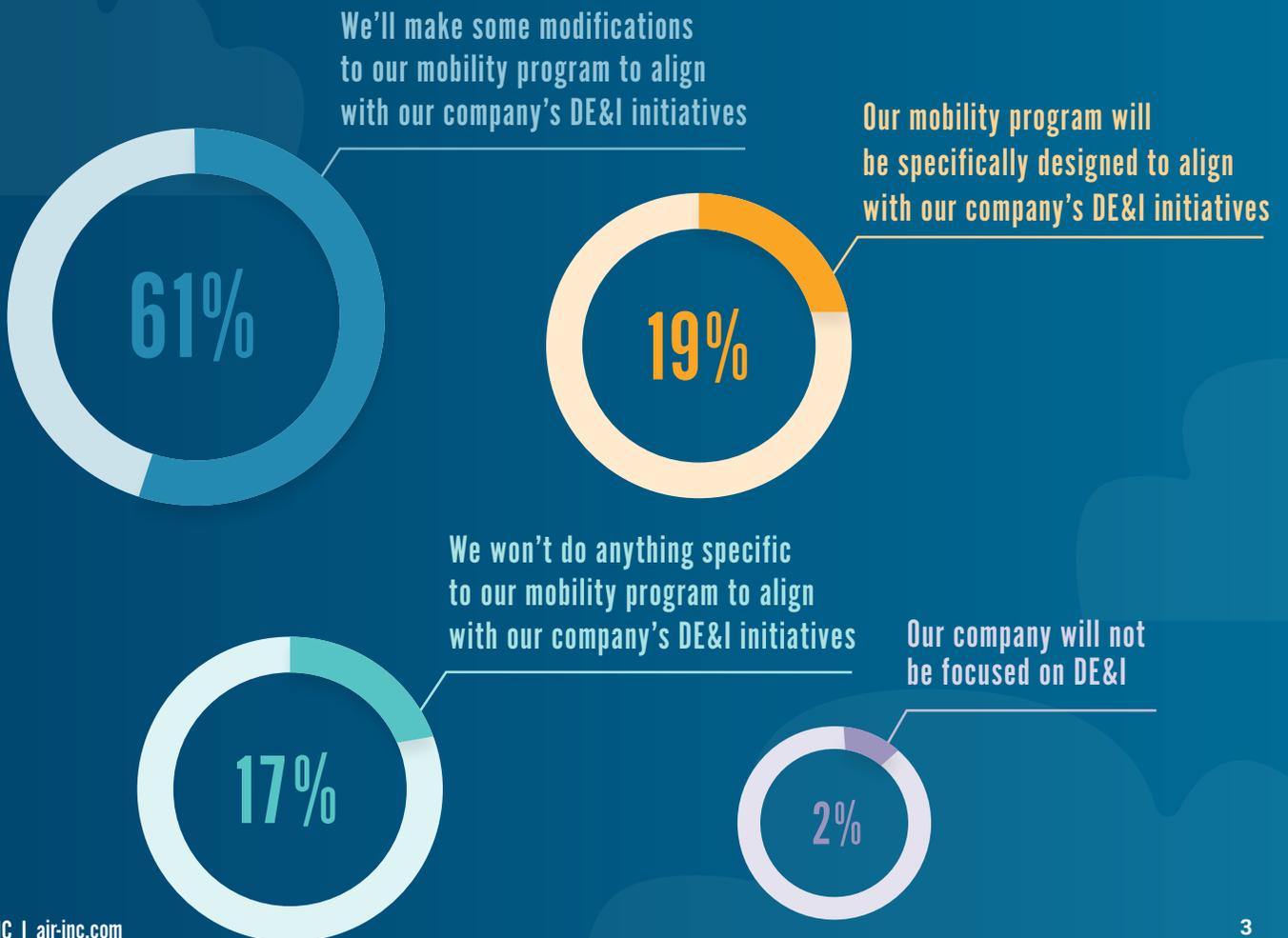
Looking ahead, that number could double with 61% of companies expecting to make certain mobility program changes to align with organizational DE&I goals in the next one to three years.

## Currently, how focused on DE&I initiatives is your Global Mobility program?

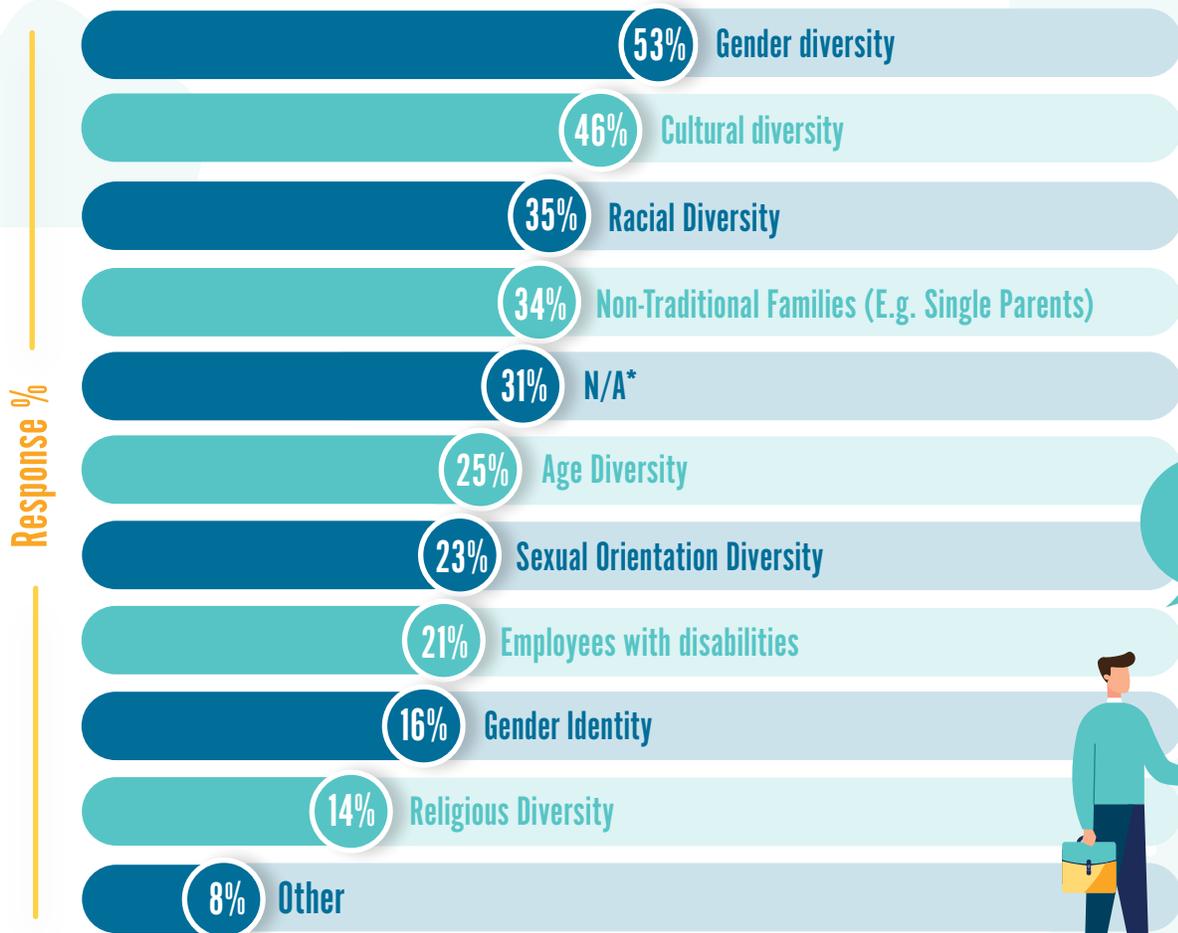


	RESPONSE %
Our mobility program has been specifically designed to align with our company's DE&I initiatives	10%
We've made some modifications to our mobility program to align with our company's DE&I initiatives	32%
We haven't done anything specific to our mobility program to align with our company's DE&I initiatives	56%
Our company is not focused on DE&I	2%
Total Responses	100%

## Looking ahead, how focused on DEI initiatives do you expect your Global Mobility program to be in the next 1-3 years?



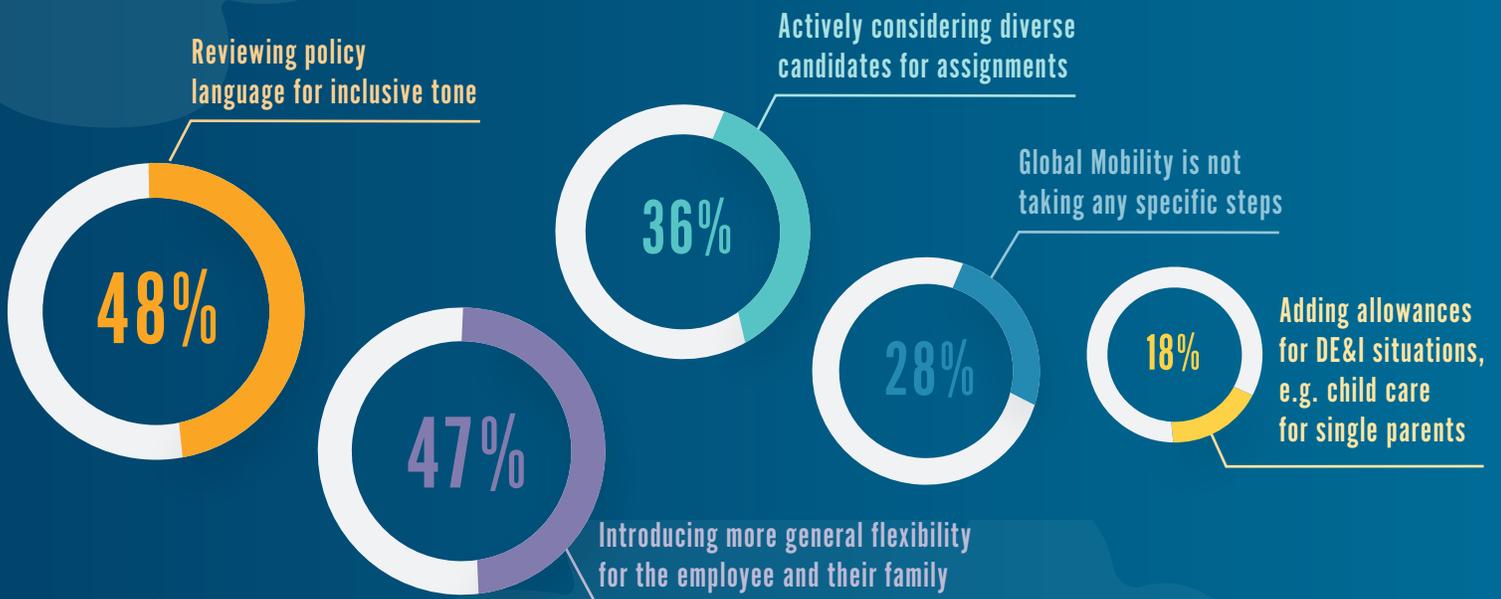
What areas of DE&I are you currently focusing on in your Global Mobility program?  
Check all that apply.



\*Our Mobility Program is not focused on DE&I



Is Global Mobility taking any of the following steps to promote DE&I? Check all that apply.



# Comments on DE&I initiatives related to Global Mobility



## From early-adopter companies who have already started addressing DE&I in Global Mobility:

We recently hosted a session for Mobility, DE&I and Talent leaders to come together to talk about how we can align and utilize **Mobility as more of a lever to drive our talent and DE&I strategies**. We are currently working through the outcomes of that session and prioritizing for this year and next year initiatives.

We redesigned our policies to provide **more flexibility** for the business and our associates to upgrade-downgrade certain services based on business and individual needs. In addition, the associate can select cash out payment on selected services if not utilized to use toward another service of their preference (i.e. childcare).

Reviewing existing policies to ensure they align with our corporate DE&I initiatives in 2021 as far as possible. This includes updates for inclusive language and to ensure we're delivering **appropriate and flexible benefits to support a diverse mobile workforce**. Looking at creative options where we need to ensure the company remains compliant (e.g., immigration regulations that don't recognize same sex marriages, etc.) while supporting our employees.

We work with each transferee to accommodate their individual and/or family needs. Our recruiting department is fully focused on DE&I and our mobility program is always flexible to meet individual and/or family needs regardless of what those needs are. We rarely say no to any request and will always make appropriate recommendations when an inquiry is made around our program. We do not have written "relocation policies". We have general guidelines by family size and distance for Managed Cap relocation programs. Under the employee's managed cap amount, **we consider all needs and accommodate the employee's perspective, physical move, needs, etc.**

Planning to create a diversity dashboard to share data and insights on current diversity within the mobile workforce; Also planning more program/policy updates to include more inclusive benefits; Longer-term goal to work with the business on candidate selection for assignments - **to be more intentional about the diversity of employees the company is investing in.**

Our Inclusion and Diversity policies are embedded within our Mobility policies. We continue to work with our I&D teams to ensure that **our policies treat ALL employees equally, regardless of religion, race, sexual orientation, disability etc.** whilst also ensuring no person/group is positively discriminated against. Our Global Talent Strategy teams have the responsibility for ensuring/measuring I&D across mobility assignments.

Our Global Mobility initiatives will be made available via Career Market Place tool by providing **equal access to job progression opportunities** (promotions, job moves), **blind candidate screening** (e.g., leveraging on artificial intelligence tools) and **educating recruiters with unconscious bias training** and having **mechanisms/policies to ensure balanced interview panel** at the point of entry into the organization.





## From organizations who are just beginning their DE&I journey in Global Mobility:

DE&I is actively promoted in my company, nevertheless it has not been a topic in the global mobility strategy discussions. We will discuss this internally and maybe promote DE&I in international assignments as well.

We are not involved in selecting the talent for Global Mobility; however, we are starting to get **educated on ways we could tailor our program to a diverse population.**

We are at the beginning stages of examining how to make our Global Mobility policies **the most inclusive they can be**, so all options are currently on the table as we explore how to achieve this goal.

This is on the agenda this year and will be increasingly so. No specific action yet but the starting point will be to **align with our wider business and HR D&I goals** and then establish a roadmap.

Review of exceptions to **identify trends/gaps** as a result of DE&I requests

We are just starting the journey and are looking for **ideas to ensure our policies are inclusive** and more importantly, **forward-thinking**. Starting with low-hanging fruit right now – i.e., reviewing policy language for inclusive tone but wanting to go bold and big just not sure what all to consider yet.

As we are in the process of reviewing our DE&I resources company-wide to align with our overall company strategy and objectives, this is something that will be looked at to ensure our **Global Mobility program reflects our overall DE&I aims.**

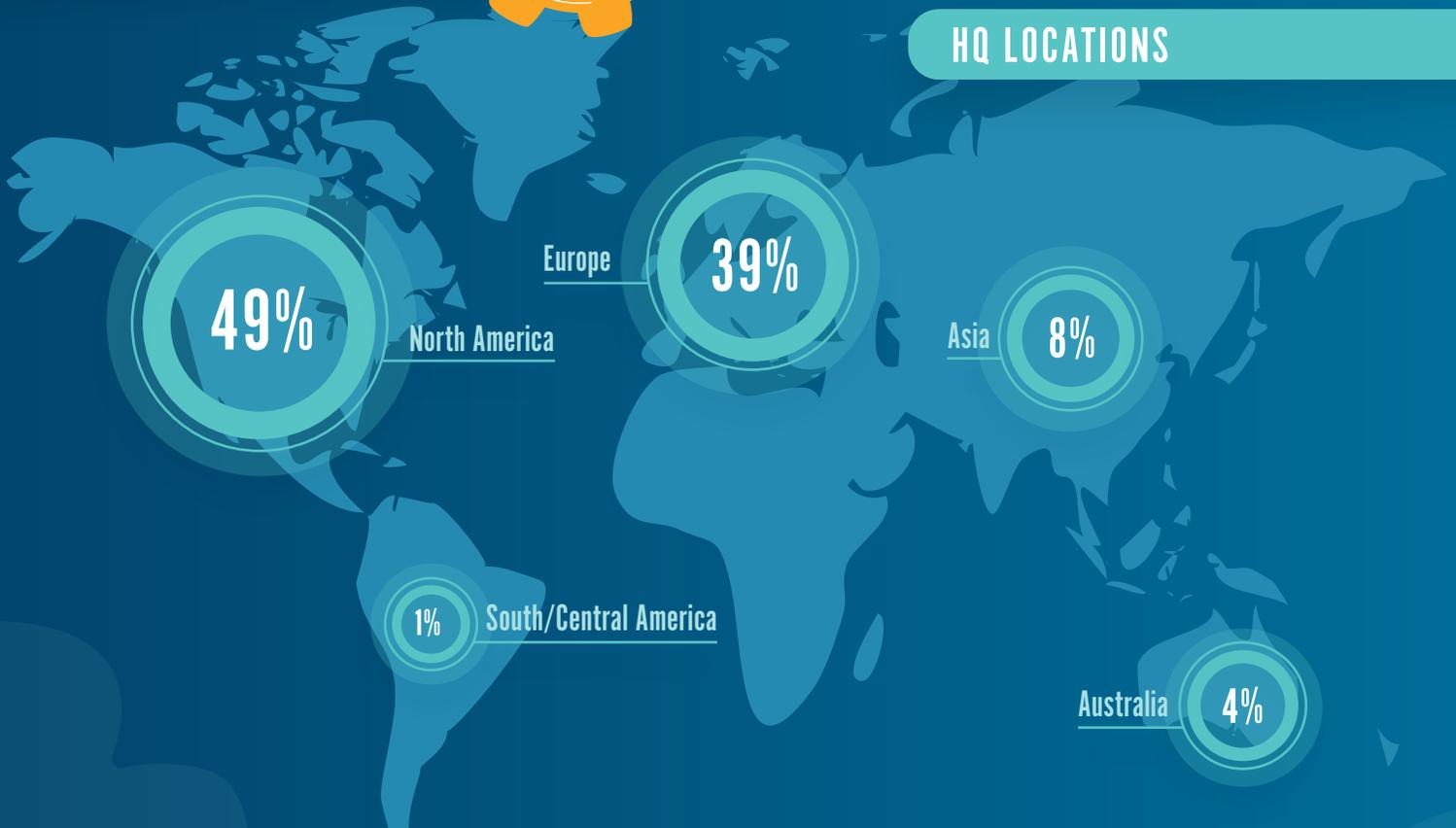


# About the Survey

161 leading organizations participated in the survey

161

## HQ LOCATIONS



## Industry

Consumer Goods 11%	Professional Services/Consulting 6%	Automotive 3%	Entertainment 2%
High-Tech 11%	Apparel/Retail 4%	Biotechnology 3%	Healthcare 2%
Manufacturing 9%	Chemicals 4%	Pharmaceuticals 3%	Mining 2%
Oil/Gas 8%	Engineering 4%	Aerospace/Defense 2%	Other 16%
Financial Services 6%	Advertising/Marketing 3%	Non-Profit Services 2%	



## Below is a partial list of participants:

Accenture	Faurecia	PETRONAS
ADEO	Ferring Pharmaceuticals	PMI
Air New Zealand	Financial Times	Principal
Anylam Pharmaceuticals	Fisher & Paykel Appliances	PTC Inc
Anadolu Efes Brewery	Ford Motor Company	QIAGEN
ARC	General Motors	REA
Asurion	General Services Administration	Repsol
Aurecon	GROUPE ATLANTIC	Rio Tinto
Avery Dennison	Grundfos	Rockwell Automation Inc
Aviva	Habitat for Humanity International	Salary.com
Baba ali traders	Honeywell	Salesforce
BAT	Husco	SAS Institute
BD	Husky	Schindler
Bechtel Corp.	IBM Canada	Seagate Technology
Biogen	IMI Americas Inc	SEB
BlueScope	Intel Corporation	Shell
BP	Intuit	Siemens Ag
Brambles	Kellogg	Sinar Mas
Brown Forman	KWS	Solvay
BRUNEL	Lilium GmbH	Stellantis
Brunel Energy Serviços	lululemon HK limited	Swiss Re
CARE	luxury market	Synergy Global Housing
Chevron	Mattel Inc.	Takeda
Cigna	MBDA UK Limited	TC Management Services Corporation Sdn. Bhd.
Crown Worldwide	MediaCom	Tetra Pak
Dassault Systemes	Mediamonks	The Clorox Company
DB Engineering & Consulting GmbH	Methanex	The Walt Disney Company
Deckers Outdoor Corp	Micron Technology Inc	TRILITY
Diamond Offshore	Microsoft	Unilever
Dow Inc	MOL Plc.	UOB Limited
Eaton	Molson Coors	Valero
EBRD	Momentive Performance Materials	Vanguard
Elanco Animal Health	National University of Singapore (NUS)	VF Corp
Endeavor	Nestlé	Viasat
Equinor ASA	NETSCOUT	Whole Foods Market
Evonik Industries	Nike	World Vision International
Expat Communication	Novartis	Yokogawa
EY	Oceaneering International	Yum! Brands
F. Hoffmann-La Roche Ltd.	OMV	