

Embracing DIVERSITY

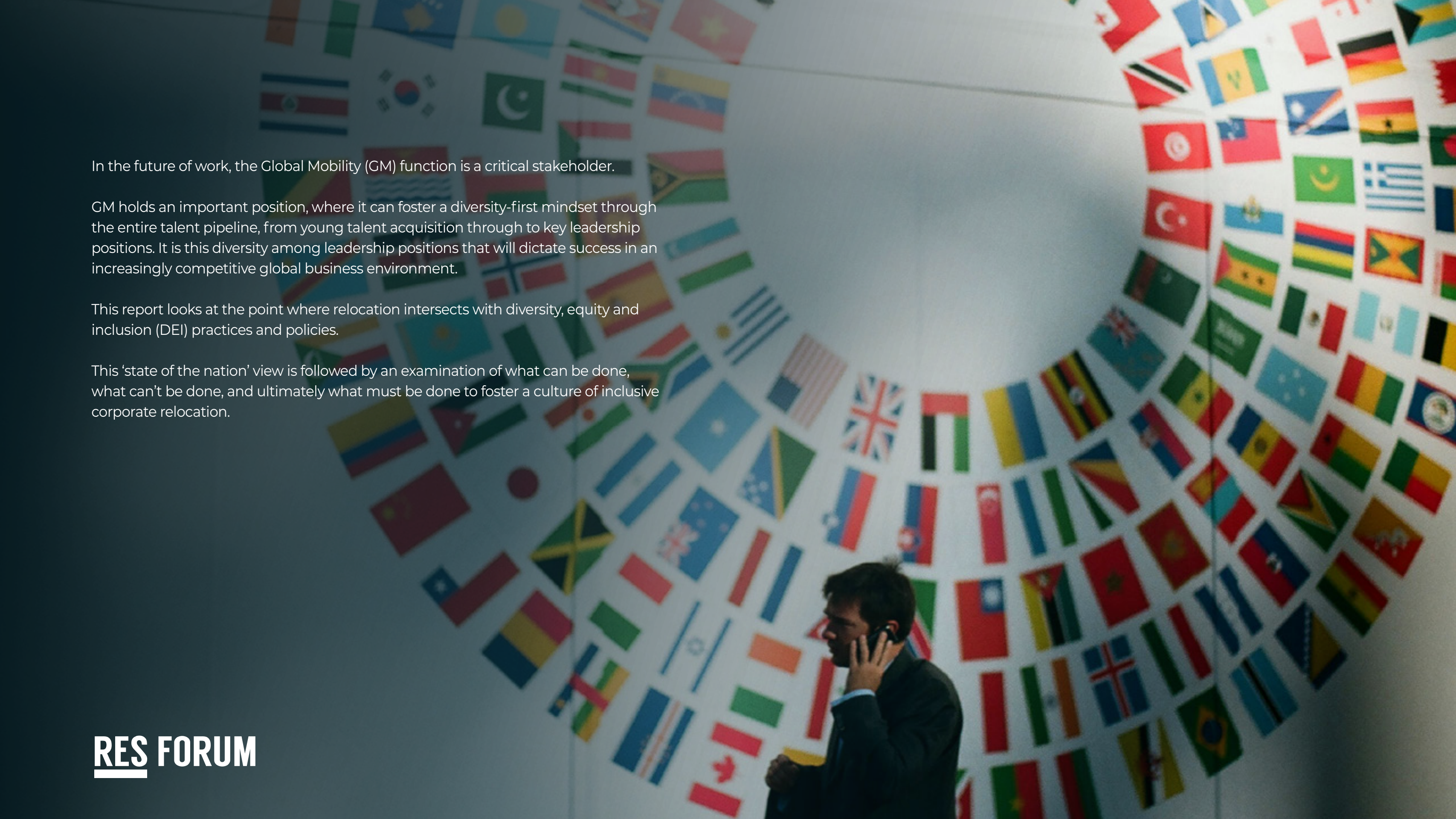
EQUITY & INCLUSION

SHAPING THE FUTURE OF GLOBAL MOBILITY

By Jessica Drucker, Rainbow Relocation Strategies

Paper III





In the future of work, the Global Mobility (GM) function is a critical stakeholder.

GM holds an important position, where it can foster a diversity-first mindset through the entire talent pipeline, from young talent acquisition through to key leadership positions. It is this diversity among leadership positions that will dictate success in an increasingly competitive global business environment.

This report looks at the point where relocation intersects with diversity, equity and inclusion (DEI) practices and policies.

This 'state of the nation' view is followed by an examination of what can be done, what can't be done, and ultimately what must be done to foster a culture of inclusive corporate relocation.

INTRODUCTION

While the full scale of change from the pre-pandemic era into the future of work remains unclear, what is clear is that the GM function will absorb much of that change.

The paradigm shift has brought change for international assignments toward short-term and one-way transfers. It has also seen a decrease in relocation budgets - outside of bare-minimum immigration and compliance aspects - as well as a stark reduction in the perks and benefits that were previously used as incentives for long-term assignments. Together, these changes make international roles less attractive.

With the rise of remote work opportunities, global talent can now opt for roles that don't require uprooting their families to access career-making opportunities.

These changes are occurring simultaneously with the acknowledgement that, while business success is tied to diverse talent pools, there is a clear backslide of the in-house DEI practices necessary to accomplish this.

A diverse employee set can range from members of the LGBTQ+ community, single parents, racial and ethnic minorities, employees with cognitive and physical disabilities and gender minorities (women and gender diverse folks) - and any combination of those factors. However, these employees have traditionally lacked access to international roles for a variety of reasons. As a result, they have limited access to the leadership roles that require, or heavily favor, international experience.

In short, companies that create a friction-free pipeline for the full range of their diverse workforce will increase their talent pool for key leadership positions.

Featured below are the crucial reasons why the future of GM must prioritize diversity and inclusion, exploring the issues faced by underrepresented groups, the steps being taken to address them, and necessary actions for a more inclusive approach.

NOW IS THE TIME TO EMBRACE DIVERSITY

BY DAMIAN PORTER, NOAH MOBILITY

International work is undergoing a paradigm shift, greatly impacting the Global Mobility function within organizations. As the landscape evolves, GM holds a crucial role in fostering diversity and inclusion (DEI) across the talent pipeline, from recruitment to leadership. Before it goes too far, we need to delve into the intersection of relocation with DEI practices. There, we must examine existing challenges and propose actionable strategies to cultivate an inclusive culture in corporate relocation.

The evolution of international assignments towards short-term transfers and reduced relocation budgets reflects a shifting dynamic in global work opportunities. Remote work options have further altered the attractiveness of traditional international roles. Amidst these changes, there's a growing recognition of the importance of diverse talent pools for business success. However, there's a concerning backslide in DEI practices, with organizations failing to uphold their commitments, resulting in scepticism and reduced DEI initiatives.

RES FORUM



NOW IS THE TIME TO EMBRACE DIVERSITY

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INCLUSIVE PATHWAYS

Historically, corporate relocation has been shaped by colonial legacies, privileging Western, Eurocentric perspectives. This legacy has perpetuated the underrepresentation of non-white, LGBTQ+, and female corporate expats. To address this, international assignment opportunities must become accessible to individuals from all backgrounds. However, lack of diversity in leadership roles persists, especially in Fortune 500 companies, highlighting the need for deliberate efforts to create inclusive pathways to leadership.

Underrepresented groups face multiple barriers in accessing international roles, including lack of transparency and precedent in recruitment practices. The absence of explicit, easily accessible support for diverse needs, such as family arrangements or safety concerns, deters individuals from pursuing international opportunities. Moreover, assumptions of unconscious bias and cultural discomfort further exacerbate the challenges faced by minority employees.



PROACTIVE MEASURES

Once hired for international roles, minority expats encounter additional challenges, from navigating cultural differences to accessing tailored support services. Traditional relocation policies often overlook the diverse needs of employees, perpetuating an exclusionary approach. To address this, there's a critical need for transparent and inclusive relocation policies that accommodate diverse circumstances. Companies need to foster open communication channels so that assignees can voice their experiences and challenges abroad. Proactive measures, including regular workshops on diversity and unconscious bias, equip employees with tools to recognize and address biases.

To foster diversity and inclusion in global mobility, organizations must prioritize hiring and policy transparency, personalize approaches to international roles, and align values across departments. Wider support networks, and increased DEI integration are also essential for creating an inclusive environment. Additionally, promoting diversity throughout your supply chain ensures inclusivity extends beyond internal practices.

The GM industry stands at a pivotal moment, where prioritizing diversity and inclusion is not just a moral imperative but a strategic necessity. By transforming practices to embrace diversity, organizations can drive positive change, empower underrepresented groups, and shape a more inclusive future. This transformation requires a concerted effort to embed transparency, inclusivity, and equity throughout the organization's culture and operations.

CURRENT DAY

Corporate relocation has been heavily influenced by the legacy of colonialism, especially when considering the perception and placements of international assignments. A Western, Eurocentric business development lens has meant favoring (primarily) men from dominant European cultural backgrounds who relocate to economically similar or low-wage countries to work from a position of leadership or authority over local individuals. This has led to the underrepresentation of non-white, LGBTQ+, female and gender non-conforming corporate expats taking opportunities abroad.

To create a diverse leadership pipeline, international assignment opportunities must be made accessible to individuals of all backgrounds.

Soren Stürup-Toft, Mobility Leader in the tech industry acknowledges that **“International experiences are essential to prepare leaders for the challenges ahead. Without those experiences, a leader will be unable to appreciate and harness a diverse and inclusive workforce.”**

It is no wonder, then, that there is a staggering lack of diversity within FTSE 100 and Fortune 500 companies. For example, there are currently zero Black CEOs/CTOs in the UK, while a mere 2% of CEOs in France are female. While there are factors that go far beyond the scope of international assignments, the GM function can take the lead in creating opportunities for diverse talent to learn about, apply for and obtain career-making leadership roles.

In fact, this responsibility will only weigh more heavily on GM within the HR department, as DEI practices are seeing a steady decline.

THE DIVERSITY BACKSLIDE

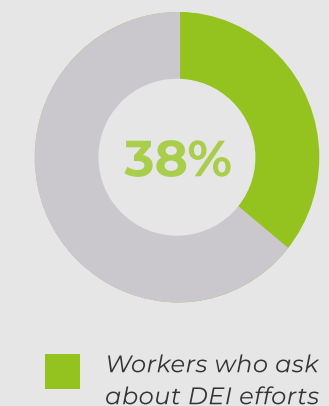
Despite the quick escalation of DEI departments within companies during the summer of 2020, there was a worldwide DEI backslide between 2022-2023. According to Development Dimensions International's (DDI) Global Leadership Forecast Series: Diversity, Equity, and Inclusion Report 2023,

“In the wake of a flurry of company commitments to DEI over the past few years, many companies haven’t done enough to follow through in their practices. And leaders—especially experienced ones—are becoming more skeptical...many organizations made loud commitments to supporting DEI in their companies. Now, in the wake of several exhausting years of the pandemic and uncertain economic headwinds, many companies are on the brink of a serious backslide on DEI progress. And they are doing so at the cost of their own business success. ”

A recent LinkedIn report, assessing more than 500,000 C-suite hirings between 2019 and 2022, revealed that the hiring of Chief Diversity Officers (CDOs) declined in 2022 after experiencing significant growth in 2020 and 2021. This was the only C-suite position to experience hiring declines in 2022. Since last July, Indeed.com reports that DEI-related job postings have dropped by 38% on the job-listing website. Whether a result of economic pressures or culture shifts in the US and Europe, the real-world implications are significant. Companies that once created

entire DEI departments with their own CDOs (Chief Diversity Officers) are now housing DEI initiatives within HR departments and allocating those budgets and resources to other departments. According to RetailWire.com, the removal of CDOs from Disney, Netflix and Warner Bros. Discovery this year has come to symbolize the cuts, while Reuters US cites the massive tech layoffs as a cause for the loss of over 300 DEI professionals from Amazon, Twitter and Nike this year alone.

This rapid, three-year spike and backslide shows that DEI practices were not given time to be prioritized within organizations, especially within the GM functions. And yet, according to Monster.com's 2023 Future of Work report, 38% of recruiters indicate that workers ask about potential employers' DEI efforts more than ever. DEI teams and their efforts boost company morale and diversify employees at rates not seen in companies without in-house DEI champions. This is especially true at the senior leadership level.



The intersection of GM and DEI can have a great impact on the company's efforts to create a diverse talent and leadership pipeline. According to Twilio's Tanya Mariottini, "if international experience is a key consideration for senior leaders, and having a diverse leadership team is important to your organization, then ensuring your company enables international opportunities for diverse candidates must also be a focus."

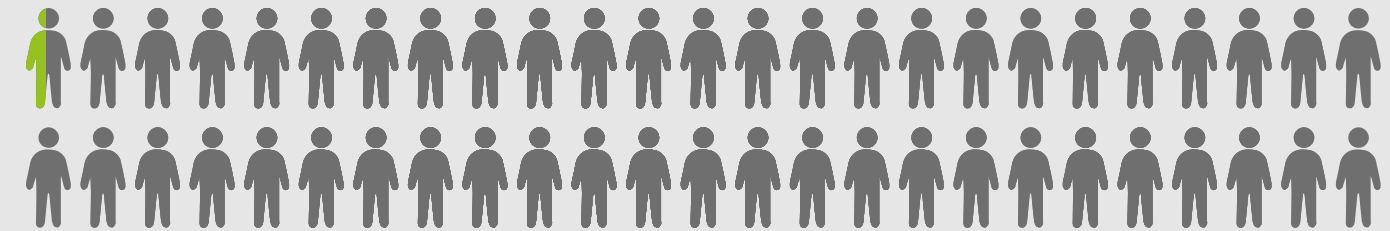
THE NEXUS OF DIVERSITY AND GLOBAL MOBILITY

How do employees find out about international assignments in the first place? And why do some employees feel confident to apply, while others opt themselves out?

It turns out that there are several friction points in the pipeline in the ways that employees of color, LGBTQ+ employees, women and non-binary employees and other non-majority employees discover, apply for, and are hired for international roles. This is due, in part, to a lack of clarity over concerns, issues, fears and limiting factors that keep diverse groups from pursuing career-making international roles.

The history of GM reveals a lack of diversity, reflecting to postcolonial formations where Western male influence often took precedence. Until very recently, corporate relocation tended to exist in situations where a Western company traditionally moved into low-wage or production-heavy countries, and a leader from the HQ would come in to show those workers the 'right' way to build or produce or create. These employees were, in the mid to late 20th century, often white and male, with financial power far beyond what might have been imaginable for a local worker. While the interconnectedness of global business has seen increased economic parity, corporate expats, along with C-suite leaders and board members, still tend to be overwhelming homogeneous in their race, gender, sexuality and other key background factors.

According to Fabrice Houdart, Executive Director at the Association of LGBTQ+ Corporate Directors, only 0.8% of Fortune 500 companies have an out LGBTQ+ CEO, and the same representation, or 0.74%, is at the board level. In Europe, it is even more coded and difficult, where LGBTQ+ success comes for those who agree to keep their "private lives, private." This sort of suppressed professional existence is where homophobia, racism, sexism and other issues are able to thrive.



Representation of LGBTQ+ community at board level within Fortune 500 companies.

“ Most board and CEO roles require prior CEO or board experience, which is a ‘chicken or the egg’ scenario: how to get the experience if you need the experience already to get the experience. ” Houdart

It is code for 'one of us', already within the inner circle of a traditionally heterosexual, male professional in the country's racial majority.

According to Houdart, minorities need to tick every possible box to make it into the upper echelons of a company. "While the old boys' network may not require global experience to reach the C-suite, for women, LGBTQ+ and people of color, a lack of this experience would be an easy subjective disqualifier, even if it isn't required."

(IN)VISIBLE BARRIERS

The same idea that it takes experience to get experience is found within the world of corporate relocation opportunities. How, then, do more women and minority employees gain access to these opportunities? A company must build bridges, not barriers, across the chasm between inclusive talent acquisition and diverse leadership teams via successfully managed and supported international job opportunities.

The entire process - from pre-departure through to relocation, settling in, and even repatriation - must be supportive enough to retain and elevate diverse talent through the pipeline. It is not enough that all employees learn about, apply to and accept offers for international roles. That is, however, where the diversification process can start.

So, what are the issues at this initial point in the pipeline?

When international roles become available, women and minority employees apply at reduced rates for two key reasons: lack of transparency and lack of precedent.

LACK OF TRANSPARENCY

Historically, international roles tend not to be posted company-wide on the Intranet. Instead, openings are filled by recommendations through a closed network, primarily through personal connections. This practice, referred to as "shoulder tapping," inherently favors those already within the inner circle - typically individuals who fit the mold of previous assignees, as Houdart mentioned above. As a result, those outside of established circles have a hard time breaking in: women, minorities, LGBTQ+ individuals, and other underrepresented groups.

LACK OF PRECEDENT

Even if international roles are well-publicized, a lack of diverse representation makes it less likely for diverse employees to apply. Minority groups often don't associate themselves as able to apply when they don't see others like them traditionally being chosen for these roles. They then self-select to "opt themselves out" of international opportunities.



LACK OF TRANSPARENT SUPPORT

For women and single parents with career ambitions, it may seem impossible to apply for an international role without knowledge of how their family would be supported abroad. After all, women tend to carry a higher burden of child rearing while also working professionally. Success in an international role would require assured familial support, but this is not often articulated in job postings or GM policies. A 2020 German study found that 67.7% of working mothers work part-time to balance childcare, while only 1.9% of men did.

Unless both the job description and the company’s mobility policy explicitly outline how working mothers and single parents will be supported, it is hard to imagine these employees applying for international roles - despite their qualifications and career ambitions.

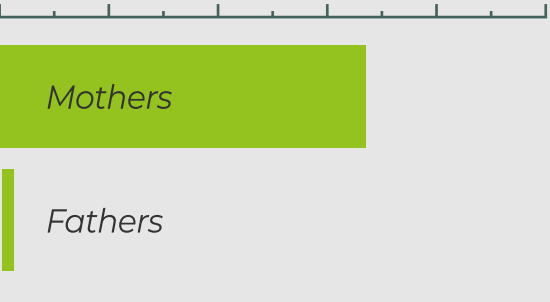
Similarly, while companies may choose to open offices and factories in low-wage or conservative countries for financial reasons, women and minorities feel less welcome there than heterosexual, culturally dominant males. Their safety and security are of top concern, as is the lack of clarity around how a woman or a minority employee would be supported if they weren’t well-received abroad.

For people of color and ethnic minorities, a lack of representation in leadership is a key reason not to apply for international roles. Assumptions can also be made that black and brown employees facing issues of racism or religious privilege while in an international role will also be forced to deal with these issues on their own. Without transparently describing the support in the GM policy, this can feel too much to take on by oneself.

There is a difference here between visible and invisible minorities. A person of color, a person with disabilities and women or non-binary employees are unable to hide their minority status. However, LGBTQ+, religious and neurodivergent employees are more able to navigate in a gray space both generally and on assignment abroad.

This should not be considered an advantage, however. The UCLA Williams Institute study LGBT People’s Experiences of Workplace Discrimination and Harassment used survey data collected in May 2021 to examine the lifetime, five-year, and past-year experiences of discrimination among LGBT employees. It found that, in the US, 50% of LGBTQ+ employees are not even out to their direct supervisors, and 25% are not out to anyone at all at work. LGBTQ+ employees face more harassment, and they leave due to that harassment at much higher rates than non-LGBTQ+ employees.

Inequality between mothers and fathers working part-time to balance childcare.



Therefore, it is clear how LGBTQ+ employees might come to expect a lack of support and safety if on an assignment abroad, considering the lack of psychological safety they feel even in their home country.

For example, LGBTQ+ employees concerned for their safety on assignment in a conservative country - or one where even identifying as LGBTQ+ is a criminal offense - often have to fly under the radar when on assignment. The company may or may not have it in their policy to relocate their partner at any cost, but they are assuming risks often without explicit support as to what happens if they are outed, accidentally or otherwise. LGBTQ+ employees have often learned to operate within a system where keeping quiet about their sexuality has allowed them access to spaces and opportunities.

Companies allow this to continue by essentially putting the onus on the individual. For example, in China, LGBTQ+ expat employees can be expelled from one day to the next via visa cancellation. Without policies in place that support the workers, the onus is on the employee to manage all the risk of staying in the closet without understanding what happens if their visa is suddenly canceled.

In addition to safety and security, LGBTQ+ employees with spouses and families want to keep their families whole. Roles abroad in countries that don't recognize same-sex marriage or second parent adoptions by same-sex parents can feel too risky if no transparent company policies are put in place.

While a company may espouse values for equity and inclusion, opening offices in low-wage countries that openly discriminate against the queer community often means putting financial gain above those values. This may also be a deterrent for LGBTQ+ employees who see the hypocrisy and don't trust the company to support them as employees over company profits.

This overall lack of transparency is why employees from underrepresented backgrounds tend to opt themselves out while other employees experience shoulder tapping and are encouraged to apply.

“Lack of transparency on how these scenarios will be handled can deter LGBTQ+ employees from pursuing international opportunities.”



MORE REASONS WHY UNDERREPRESENTED EMPLOYEES MAY OPT THEMSELVES OUT INCLUDE:

CULTURAL AND SOCIAL DISCOMFORT

Between intercultural communication challenges and issues around gender, race and identity, expat employees might worry about bias, discrimination, isolation, microaggressions abroad and a lack of support at home.

UNFAMILIARITY WITH THE PROCESS

With lack of representation comes a lack of familiarity with the lifestyle around international roles. Without the support of fellow colleagues or friends who have followed this path, the idea of applying for such a role might feel unfamiliar, overwhelming, and overly complex.

PERCEIVED GLASS CEILING

Those who have experienced workplace discrimination are likely to be more sceptical about opportunities for the growth and career advancement that comes with a move abroad. This perceived glass ceiling can be a discouraging disqualifier, even when not explicitly stated.

ASSUMPTION OF UNCONSCIOUS BIAS

Employees who have faced discrimination, even in the form of microaggressions, are less likely to feel that the workplace culture actively discourages unconscious bias in recruitment, assignments, and evaluations. In other words, if the company culture is such that an employee feels like they 'probably wouldn't get the role anyway,' then they are much less likely to even try.

PERCEIVED HYPOCRISY

Likewise, even if the company promotes values of equity and inclusion but chooses to establish offices in countries that are openly hostile to certain demographics, this portrays a complex, and possibly hypocritical, value system. What can be seen as a strictly financial decision to open in a low-wage, economically viable country, feels like a disregard for employee safety and wellbeing for a certain subset of employees.

CONTEXT IS KING

These reasons tend to be implicit assumptions on the part of the individual employee, rather than explicit efforts to keep diverse employees out of traditional international roles. Therefore, the best way to diversify is to create transparent, explicitly inclusive policies and promote them across the company's communication channels.

An environment that allows implicit assumptions is less likely to feel inclusive to employees, because it assumes that everyone is armed with the same context. As discussed above, the layers and intersections of differing contexts for diverse employees means that organizations must be as explicit as possible to truly foster inclusivity across the talent pipeline.

If these employees overcome their concerns, are encouraged to apply, and decide, in fact, to accept the role, then the following issues may come to light.



DEI&B AND GLOBAL PERSPECTIVES WITH INTERNATIONAL MOBILITY

**BY STEPHEN PARK, INTERNATIONAL MOBILITY CENTRE
AT SCHNEIDER ELECTRIC**

AMBITION AT SCHNEIDER ELECTRIC

To continue raising the bar on Schneider Electric's ambition to be one of the most inclusive and caring companies in the world, we are focused on hardwiring equity, inclusion, and care into all processes and behaviors.

Inclusion and Care benefits everyone:

- Thriving individuals and teams: we make sure every individual feels respected and safe to be their unique self. Our leaders coach and care with respect, empathy, and well-being in mind.
- Diversity and equity, at every level: we reflect the diversity of the communities in which we operate. We continue to apply equity and inclusion at all stages of our employee experience, ensuring fairness in people processes and policies, and foster a culture of care and inclusion at all levels.
- Impact the planet and society: We drive change within our broader ecosystem and society at large, through advocacy and role-modeling. We work closely with our strategic partners and suppliers and invest in local actions through the Schneider Electric Foundation.

*diversity comes in many forms; visible and non-visible, including cognition, experience, education, gender and gender identity, age, nationality, race and ethnicity, color, sexual orientation, disability status, religious, cultural, socio-economic background, life experience, location, and more, depending on local adaptations. Read more about our DEI Policy on the Diversity and Inclusion page on www.se.com

DEI&B AND GLOBAL PERSPECTIVES WITH INTERNATIONAL MOBILITY

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DEI&B AND GLOBAL PERSPECTIVES WITH INTERNATIONAL MOBILITY

Schneider Electric is one of the most local of the global companies. Our people live and work in the regions where we operate and are close to our customers. We believe in a multi-local world with locally tailored solutions supported by diverse teams across the globe to best meet our customers' needs with customization, quality, and speed. This multi-hub model is key to delivering our ambitions with teams that are diverse. Furthermore, our multi-hub model focuses on attracting and developing local talents for global and local roles, and ensuring leadership reflects the diversity in our local markets.

To support our employees to build a sustainable and meaningful career, we democratize access to development opportunities via Open Talent Market (OTM) to upskill for today and tomorrow. Our platform OTM launched in 2020 provides inclusion by creating visibility and transparency for all internal mobility, projects and mentoring opportunities globally.



HOW DIVERSITY IS INCLUDED IN OUR INTERNATIONAL MOBILITY PROGRAM BY DESIGN

International Mobility is a critical part of Schneider Electric's Talent & Diversity strategy. By design, this fulfils specific strategic business purpose, such as leadership deployment, talent development, skills transfer, performing customer projects, etc. Schneider Electric's International Assignees / Transferees are carefully selected based on their competencies, performance and potential through a mandatory eligibility governance process.

The approach outlined above was implemented from a strategic review of the international mobility policies in 2017 which included the balanced framework between talent, diversity, flexibility and compliance. This intent was to ensure talent eligibility governance and enable selection aligned to business purpose, operating alongside Schneider Electric's broader initiatives such as reinforcing our multi-hub model, higher levels of gender diversity, sustainability positioning of local talent pipelines, inclusive definitions of families, to name a few differentiators.

The framework for talent eligibility governance has had the following impacts:

- More global visibility on key talents,
- Diversification of the profiles of our employees on mobility,
- More robust selection and opportunity to challenge mobilities which do not align with the framework.

DEI&B AND GLOBAL PERSPECTIVES WITH INTERNATIONAL MOBILITY

BY STEPHEN PARK, INTERNATIONAL MOBILITY CENTRE AT SCHNEIDER ELECTRIC

HOW DO WE PROVIDE SUPPORT INDIVIDUALS WITH DIVERSE PROFILES AND FAMILY SITUATIONS?

International mobility does accelerate career opportunities by looking to remove barriers to participation, and by providing support. For example, spousal support (especially career support), cultural and language training, recognising blended families, providing host housing allowances, and more besides.

International mobility's objective is to ensure compliance, safety, and wellbeing. If it is not legally possible and / or is potentially dangerous to have same sex partners accompany talent or an assignment / transfer, international mobility must raise its voice, identifying concerns and safeguarding our employees. This should be assessed on a case-by-case basis and training opportunities provided to improve understanding. For locations which may need risk containment, it is critical to prepare safety and security briefings and align approaches for such support and care model with proactive well-being and medical assistance playbooks to address elements to exercising employer duties of care.

GOING FURTHER THAN JUST SCHNEIDER'S OWN ORGANIZATION

It's essential to educate our vendors on Schneider Electric's sustainability targets and our expectations on how we want to engage in business. Included in this is understanding our influence over our supply chain, particularly to ensure topics like sustainability and DEI&B are incorporated. For example, working with minority owned businesses and choosing partners who have a sustainability ratings or assessment. Plus, understanding Schneider Electric's own strategy and aligning vendors who can contribute towards our targets. This means our ambition can be shared at every stage of our employee's journey.

MY OWN PERSONAL VIEW

As an international mobility specialist, I would be happy to support anyone who meets our talent eligibility governance criteria and has the support of the business. My role is to relocate our employees and their families safely and ensure their wellbeing. I do not see my role as determining who the business supports and, unless any aspect sets alarm bells ringing, I'm there to ensure the assignment / transfer is a success.

YOU'RE HIRED!

NOW WHAT?

When those initial barriers are overcome, and an international role is offered and accepted, the next set of challenges a minority employee faces can become much more tangible, and much more emotionally taxing. This, on top of the significant challenges that all expat employees face when uprooting their lives to take a role abroad.

The following examines the challenges that minority expat employees face in addition to the baseline set of expat challenges. These are the challenges faced specifically because of their status as a person of color, LGBTQ+, a woman, a single parent, or someone with a physical or mental disability, or any combination of the above.

This is where GM teams can be most instrumental in understanding these points of friction. And where they can set up systems and policies that help to predict, avoid, and support them wherever and however possible. This will help keep expat employees in their roles longer, help them to find more success, and apply the international institutional knowledge gained while on assignment. When minority expats experience challenges and feel unsupported, they are much more likely to leave posts early, and take that institutional knowledge to a competitor, instead.

The most important, and yet often underestimated, factor is the transparent sharing of intentionally inclusive GM policies.

RES FORUM



THE IMPORTANCE OF INCLUSIVE POLICIES

At their core, most corporate relocation policies include common benefits such as immigration assistance, some form of destination and branch orientation, shipping of personal goods, and short-term accommodation and real estate assistance to transition toward a more permanent home.

Whether done intentionally or not, relocation policies have been written for married, heterosexual employees who have children and tend to own a home. In other words, the ideal 'traditional' family unit. Assumptions are made that the spouse - who is preferably a stay-at-home parent, will take on the mental load of finding schools for the children, unpacking in the permanent home, and dealing with setting up the bills, phones, and other needs, while the employee heads to work at the new office abroad.

However, by using this 'idealized' version to dictate the policy, employees living outside of the 'traditional' family unit find their needs as 'supplemental' and each must be considered on a one-off and subjective basis.

What about married homeowners where the spouse will also want to pursue their career? What about same-sex couples, religious or racial minorities with specific needs in terms of their housing or holiday observation. What's more, this doesn't reflect the needs of single parents who need extra childcare assistance guarantees or younger workers, for whom home-sale assistance isn't relevant.

When you leave these additional needs and concerns to be dealt with outside of the policy, companies risk the subjective handling (or not addressing) of needs. GM policies must, therefore, be as inclusive as possible.

During the relocation process, the assignee is in more direct contact with a company's GM function and third-party vendors than almost anyone else at the company. GM teams must, therefore, create ways for employees to communicate their needs, and use their experience to help predict common issues related to their minority status as well.

For third-party relocation companies, duty of care can only extend as far as the company policy can take them. Ben Carter, Chief Commercial Officer at Icon explained that "although we take duty of care extremely seriously, the company policy is implemented to the letter. [Our] teams do the utmost to serve, clients, however, what isn't included in the policy, can't be included in the expertise, time and practice of settling in assignees due to budget and time constraints."

Although GM professionals are upholding their duty of care and third-party relocation companies are implementing the exact policy as laid out, oftentimes services for the logistical and practical aspect of relocation far outweigh the emotional, social, and psychological wellbeing of employees during such transitions. Which can lead to a range of negative outcomes.

After the initial relocation phase and the allotted hours are spent, the assignee might face challenges that they are not comfortable discussing with the GM team. Whether they fall within the professional or personal realm is not the issue. When specific issues arise that are related to a person's minority status, specific to being a woman in leadership, LGBTQ+, a religious or racial minority, the assignee might feel they have no one to talk to. Especially if the issues aren't addressed in the policy, or where an open dialogue with their home supervisor, their on-site supervisor and/or the GM team is not encouraged.

Without an intentional focus on inclusivity, issues such as employee disengagement, low morale, and mental and emotional strain can lead to performance decline, retention challenges, (i.e., early return), and limited collaboration and teamwork.

Therefore, the GM team must address these issues as a form of policy: if an employee or their families are experiencing hardships that are directly related to their minority status, who will they go to and how will it be handled?

What are the next steps if a female employee is not able to garner necessary support and collaboration due to her gender in a majority male office abroad? What if a black family is experiencing racism in their neighborhood or schools? What happens when an LGBTQ+ employee is unexpectedly outed in a hostile country?

With these hypothetical friction points in mind, the remaining sections of this article will delve into what is currently being done, what more can be done, and what can't be done to empower corporate relocation efforts to embrace diversity, equity and inclusion that diversify the talent pipeline.

WHAT IS THE ROLE OF THE SUPPLIER IN THE CHANGING LANDSCAPE OF DEIB IN GLOBAL MOBILITY?

**WITH PAULINE HOUSTON
SENIOR VICE PRESIDENT BUSINESS DEVELOPMENT, SILVERDOOR**

In recent years, there has been an encouraging shift in the priorities of global governments and corporates regarding the safety, security, and well-being of their people and the ethical practices of their supply chains. Businesses are increasingly demanding compliance to DEIB metrics from their vendors and providers. It has been an especially noticeable feature of the supplier procurement process, serving as a measure of a supplier's values and, equally, their agility in the ever-progressing landscape of global mobility .

RES FORUM



WHAT IS THE ROLE OF THE SUPPLIER IN THE CHANGING LANDSCAPE OF DEIB IN GLOBAL MOBILITY?

WITH PAULINE HOUSTON, SILVERDOOR

Likewise, corporates know the financial performance and longevity benefits of maintaining a diverse and inclusive workforce. Several years ago, I read a research paper by McKinsey and Co which found that ‘companies in the top quartile for gender or racial and ethnic diversity are more likely to have financial returns above their national industry medians’. Since then, DEIB factors have only become more prominent in the success of global businesses.

At SilverDoor, we have noticed corporates increasingly requesting evidence of their suppliers’ responsible, people-centric business practices – especially across three key areas:

- **Recruitment ethics**
- **Onwards supply chain and the continuity of policies**
- **Community impact**

They want their supply chain to demonstrate their ability to support their own DEIB policies, too. I recently read [an article by Ellen Lovell for Perceptyx](#) where she highlighted the link between DEIB policy and employee well-being, arguing the importance of ‘ensuring that DEIB principles are reflected in every aspect of the employee lifecycle’. For many of us, global mobility and business travel forms a key part of this lifecycle. With business travel and relocation [accounting for a significant proportion of work stress](#), the responsibility falls on us as service providers to safeguard our customers and demonstrate our efforts to understand and manage the complex needs of every one of their travellers.

SO, WHAT ARE GLOBAL CORPORATES ASKING OF THEIR BOOKING AGENTS?

They want to see third-party accreditation and evidence of compliance with their policies. They want to see statistics on internal recruitment practices, hiring protocols and staffing ratios regarding gender, race, religion, and neurodiversity. With over 27% of the business expected to be made up of Gen Z professionals by 2025, there is no wonder that attitudes are changing.

There is a keen focus on the ‘traveller journey’, too. SilverDoor is often asked to deliver detailed process flows outlining what the traveller can expect from a given trip, how this might differ by destination country, and how we can deliver a flexible service contingent on the unique preferences of each traveller. In fact, such has been our focus on traveller well-being that SilverDoor introduced a new Guest Services department in 2021 designed to provide an open line of communication for in-house guests.

Moreover, they want to see booking agents deliver comprehensive live feedback and reporting programmes, designed to improve satisfaction scores and produce tangible improvements for guests.

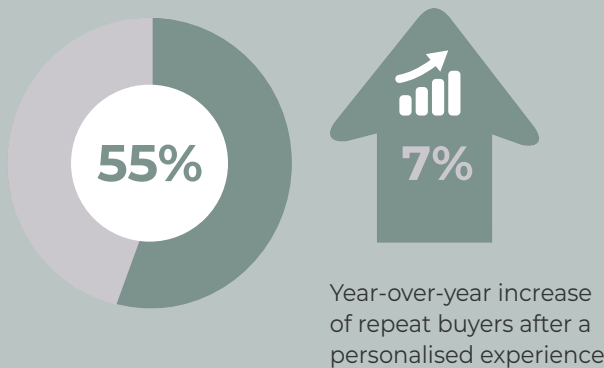
WHAT IS THE ROLE OF THE SUPPLIER IN THE CHANGING LANDSCAPE OF DEIB IN GLOBAL MOBILITY?

WITH PAULINE HOUSTON, SILVERDOOR

WHY A HUMAN CENTRIC APPROACH TO TRAVEL MANAGEMENT IS ESSENTIAL FOR THE SUCCESS OF GLOBAL MOBILITY

Whether it's vulnerable groups, travellers requiring accessibility provisions, or any traveller requiring tailored assistance to ensure their well-being, a human connection is what ensures the true needs of each client are met. It's a key element to any successful relocation, and so traveller satisfaction comes down to a good agent/traveller relationship. Providing a safe space in which to ask questions, share confidential information and outline personal challenges can convert a difficult travel experience into a smooth one.

Delivering a personalised travel experience not only fosters trust and appreciably improves the traveller journey, it also has a significant impact on repeat booking. Over half (55%) of consumers say they will become repeat buyers after a personalised experience, a 7% increase year-over-year. Despite the advent of new AI technologies, travellers still want a personalised experience.



HOW CAN BOOKING AGENTS CONTINUE TO SUPPORT DEIB INITIATIVES FOR RELOCATING EMPLOYEES?

First and foremost, I've long believed that the provision of a compliant and diverse DEIB policy should not be considered a perk or a sales tactic – it should be a minimum expectation. A comprehensive DEIB policy should be inherent in the culture of any serious business, and it should evolve with the times. In an ideal world there would be no need for a conscious action plan, rather a culture of acceptance, empathy, and tolerance.

However, it's also clear that exhibiting best practice in this area helps prospective clients to measure where a company is on their DEIB journey.

As I highlighted in my opening comments, booking agents are now encouraged to share their DEIB credentials more than ever – and it's a good opportunity to alleviate any concerns around the inner workings of our organisations.

Booking agents would do well to revisit all their internal standard operating procedures. A good start would be to create checklists and policies for how to incorporate it into everyday decision making. Through these efforts we can make DEIB an unconscious and autonomous aspect of our businesses.

Taking the time to review and improve the fundamental ethics and values in our organisations will provide the necessary foundations for better working environments, attracting the best talent, and promoting healthy growth in the process.

WHAT CAN'T BE DONE?

Before exploring what can and eventually must be done to work toward a more inclusive GM practice, acknowledging what can't be done helps to set realistic boundaries for those solutions.

Renowned management guru Peter Drucker once said, “[only] what gets measured, gets managed.” Moreso now than ever, in our politically polarized world where truth seems subjective and data reigns supreme. Unfortunately, data around race, gender, LGBTQ+ and more, often can't be obtained. Sirva's Senior Vice President for Global Strategic Services, Hannah Richardson, explains that “strict GDPR laws prevent personal data from being stored or identifiable back to any individual in many jurisdictions. This can make the tracking and reporting on DEI data challenging, as it includes racial and ethnic origin, political opinions, religious or ideological convictions. Anonymous and unidentifiable point-in-time surveys can be one way around this but make it harder to track DEI goal progress accurately.”

Along those same lines, Richardson continues, even when a global company attempts to be inclusive and equitable, it can put employees in danger at certain branches. “In some locations, sharing supportive or even neutral literature around LGBTQ+ identity can be illegal, and asking employees to be open about their diversity group can put them in danger or in an uncomfortable position.”

Additionally, due to work environments that do not feel inclusive or supportive, employees may choose not to disclose their minority status or additional needs. If this is the culture of the organization, it doesn't matter how inclusive company mandates or policies actually are.

Creating an environment that champions open dialogue and communication channels can help gather the qualitative data necessary to offset the lack of quantitative data HR teams are able to collect. That requires companies to foster environments where employees feel comfortable being and bringing their full selves to work. And that requires consistency throughout an organization, where ideals and ethos are properly socialized, from senior leadership to line managers and individual contributors.

This can be done through company mandates, inclusive policies, training, workshops, and transparent sharing of all DEI efforts throughout the company. This creates the necessary safe space necessary to obtain qualitative feedback from a diverse group of expat employees.

WHAT CAN BE DONE? / SOLUTIONS

The journey to inclusivity in GM is multi-faceted, marked by a blend of progress, potential, and challenges. While the industry faces challenges around tracking data related to important DEI information, several effective solutions are available to foster a culture of inclusion.

To bring a fine point on this, we'll turn now to a blue-sky approach to what can be done, followed by a bare minimum imperative of what must be done to accomplish this.

Blue skies: what can be done to foster inclusivity within and from Global Mobility

CLOSER ALIGNMENT BETWEEN GM AND DEI TEAMS

Even at the height of Diversity, Equity and Inclusion growth, prioritization of communication between GM and DEI was low compared to other departments. Creating a culture of inclusion and a closer collaboration between DEI, Talent and GM functions would decrease friction between more inclusive hiring practices toward retention and leadership diversification.

Likewise, connecting GM with relevant Employee Resource Groups (ERGs) would further amplify inclusion by intentionally creating communication channels that support employees facing specific challenges while on assignment that direct supervisors or GM teams can't quite understand in the same way. Company ERGs can help to facilitate opportunities for expats to connect with each other and form a sense of community. This can help combat feelings of isolation and enhance their overall experience.

DIVERSITY REPORTING

Legal and ethical challenges being considered, wherever possible, the collection of data will inevitably help to accomplish goals. Diversity reporting, both on the employee side as well as throughout the supply chain, is desirable to lead with empathy and inclusion.

CONTENT CREATION

Beyond reporting, showcasing diverse experiences can be powerful. This includes everything, from inclusive language and diverse images of corporate expats across marketing and supplemental materials, to featuring talks, videos and reports with diverse leaders within top management roles across the company, including those on international assignments.

What's more, job specs that link directly to destination-specific information and resources that are also prominently available via company intranets create a transparency for all potential candidates. Creating this type of content also creates institutional knowledge available to GM teams as well, their own knowledge about how various minority groups might be affected on assignment. This ultimately helps to inform the solutions covered within the company's relocation policy.

DIVERSITY TRAINING

Organizations have begun to leverage diversity training for suppliers and partners to ensure respectful and sensitive treatment throughout the relocation process. This approach acknowledges the importance of consistent and equitable experiences for all employees, regardless of their background, across the entire supply chain.

TRANSPARENT JOB POSTINGS

To avoid previously discussed 'shoulder tapping,' international job openings can be posted on the company's general intranet and shared within all ERG groups. They should also contain an inclusive paragraph that encourages employees of all backgrounds and experiences to apply. Within postings for international roles, there can be links directly to the destination resources, as well as the full company policy to alleviate the need to rely on any implicit assumptions.

RELOCATION FLEXIBILITY

To meet the needs of single parents, working parents, and working caregivers, providing choices that accommodate personal circumstances, such as flexible work arrangements or the option to involve family members beyond the nuclear family (spouse and children) in the relocation process, can encourage a much more diverse set of applicants for international roles.

TRANSPARENT POLICIES

As noted above, relocation policies have tended to be written with a certain ‘type’ of employee in mind and leave much to the subjective imaginations of current GM staff and assignees. What’s more, many organizations do not post their full relocation policy anywhere outside of internal GM files, and even the assignees who have signed a contract for an international role don’t spend time with the full policy. It is in this area that companies can find the most alignment between talent acquisition and GM.

Diversity & Inclusion departments or teams can be consulted to assess policies to consider policy provisions, as well as more inclusive language. Policies can start to include more flexibility in terms of who can join home-finding trips, domestic abuse policies, medical support for LGBTQ+ and transgender employees, as well as support for IVF, adoption and other family building needs, increased flexibility on usage of home finding trips accompaniment (e.g. parent, older child, or friend) or home childcare arrangements and an explicit outline of parental benefits for accompanying parents or for those families separated by the assignment. Mental health coverage for the whole family while on assignment, as well as addressing needs of neurodiverse employees and family members.

Ample family settling in support should be provided, including cultural training that is customized to specific diversity needs and family circumstances. Furthermore, addressing the needs of dual career partner support is imperative: work permits, job finding, CV or startup support, even network development, where possible. This can have a significant impact on an employee's ability to complete an assignment versus an early exit due to partner dissatisfaction.

Lastly, wellbeing funds can be established to provide ample cover of any miscellaneous needs that may have been unintentionally overlooked, thereby supporting an even wider array of individual circumstances.

REPATRIATION SERVICES

One of the most overlooked aspects of an international assignment is the heavy burden caused by repatriation. This can be a more difficult adjustment than the initial relocation, especially if the employee and their family have been abroad for a longer period. As a result, companies can create thoughtful returnship programs and policies for those returning to the workforce at home.



WHAT MUST BE DONE / RECOMMENDATIONS

PRIORITIZE HIRING TRANSPARENCY

Companies need to ensure an intentional shift away from 'shoulder tapping' for assignments to transparently posting job openings. This approach allows diverse candidates to compete on an equal footing, ensuring that opportunities are accessible to all capable employees, rather than being restricted to a narrow network. Job specs should be posted in the company intranet and across ERGs. Within the role explanation, there needs to be an explicit paragraph encouraging folks from all backgrounds to apply.

PRIORITIZE POLICY TRANSPARENCY

Transparency in policies and communication is crucial. Employees should have clear information about assignment terms, benefits, and support services. Policies must also account for diverse needs, such as family structures, LGBTQ+ concerns, and different cultural expectations.

CREATE PERSONALIZED APPROACHES TO INTERNATIONAL ROLES

A one-size-fits-all approach to GM is no longer effective. Employers need to offer flexible benefits, considering an employee's unique circumstances and challenges. Offering choices regarding assignment type, duration, and support services empowers individuals to make informed decisions.

ALIGN VALUES ACROSS THE BOARD

When a company's core values align with their employee provisions, hiring practices, relocation policies and office locations, employees from diverse backgrounds can be more secure and will more likely move away from opting themselves out of international roles.

WIDEN SUPPORT NETWORKS

Connecting international assignees not only to GM teams but also relevant ERGs through open and encouraged communication channels can help diverse assignees to speak up and speak about any challenging experiences while abroad.

INTEGRATE PROACTIVE MEASURES

Companies that move past general blanket programs and policies to more personalized and inclusive ones are most likely to see an uptick in diverse applicants. Acting in a proactive manner shows respect for all employees and makes decisions about their needs more objective, versus a one-off, reactionary, and subjective decision made on a case-by-case basis.

INCREASE DEI INTEGRATION

One way to ensure inclusivity is to socialize diversity and inclusion practices, strategies, and tactics throughout all departments. GM and HR staff in general must take part in regular workshops on unconscious bias, diversity, and empathy. Equipping employees with the tools to recognize and address biases, foresee challenges, and employ skillful tactics can promote a culture of inclusivity.

INCREASE SUPPLY CHAIN DIVERSITY

Insist on third party vendors who also prioritize inclusivity and have also undergone training and workshops. The impact of diversity must extend beyond internal practices. Organizations should engage with diverse suppliers and partners to reflect their commitment to inclusion in all aspects of their operations, including the GM supply chain.



C O N C L U S I O N

The GM industry stands at a crossroads, poised to transform its practices to reflect the values of diversity and inclusion in ways that can affect the overall health of an organization. The imperative to create a diversity-first environment is not just a moral one; it is a strategic necessity. A diverse workforce brings diverse perspectives, innovative thinking, and a broader global outlook, all of which are vital for an organization's sustained success. By prioritizing diversity and inclusion, the industry can drive positive change, empower underrepresented groups, and shape a more inclusive and equitable future for all assignees. This change can be mandated from the top down, or, more effectively, it can be a process of creating a culture of transparency throughout the organization.

I CAN'T ASK ABOUT THEIR CHILDREN

**BY KARLIJN JACOBS,
THE WORLD'S FIRST OMBUDSPERSON FOR
INTERNATIONAL CHILDREN.**

"I can't ask about their children," is one of the comments I frequently hear from Global Mobility specialists when talking about supporting their employees' family relocation experience.

Also: "I don't want to overstep any boundaries", "I assume they will talk about this with their own community", or "I'm not sure how I can be of help so I would rather not breach the subject".

I CAN'T ASK ABOUT THEIR CHILDREN

BY KARLIJN JACOBS

CONFIDENT COMMUNICATION

When talking to Jessica Drucker about her research paper – Embracing DE&I, we realized that the “I can’t ask ...”-obstacle is something we have in common when it comes to supporting global mobility professionals. In many cases, the issue doesn't stem from a lack of willingness to support employees with DE&I or family-related concerns. And it’s not about underestimating the importance of those aspects of successful international relocations. It’s about feeling insecure in communicating effectively with employees for whom either or both topics may be important.

Why is this so difficult then? DE&I and family-related matters are inherently personal. Most of us have been taught that these are irrelevant in our professional lives, and we only start exchanging information when the relationship with our colleague has developed over a longer period. Moreover, in today's professional environment, insensitivity towards personal matters is widely discouraged. Finally, discussing topics like homosexuality can be challenging when one lacks knowledge or training, making it difficult to seek understanding without feeling uninformed. It’s difficult to inquire about children and their wellbeing if you personally lack the experience of moving them around the globe (or: you don’t have children to begin with).

Starting an important conversation about a sensitive topic doesn't require personal experience or extensive training. My advice is to 1) acknowledge that you are about to start a conversation on a sensitive topic, 2) explain why you are addressing this topic, 3) leave room for the other person to decide if/what they are willing to share with you, now or in the future, and 4) emphasize how any information they share will be treated with confidentiality, and only shared with relevant parties with their specific permission (which is also important in light of GDPR and other privacy law). For example:

“ I’m going to ask you some questions about your family, as the wellbeing of your child(ren) and partner are essential to the success of your international relocation. At all times, you decide what information you are willing to share, and I want you to know that I understand that you might want to think about some of my questions before you decide to answer them sometime later. Understanding your family’s needs helps me to ensure that we have everything in place to support them effectively, or to inform you about what we can and cannot do, so you can make well-informed decisions about your family’s relocation. The information about your family you share with me will be handled with great care, and only be shared with other people or parties with your consent. ”

I CAN'T ASK ABOUT THEIR CHILDREN

BY KARLIJN JACOBS

ALIGNING AMBITIONS

An additional obstacle occurs when Global Mobility (and: Talent Acquisition, GM Supplier Representatives, etc.) represent an organization that's unclear about their position in the sensitive matter. As a person, you may know the facts about how support for (or lack thereof) DE&I or Family Relocation Experience influences successful international relocation. You may understand that ignoring these elements will fuse a ticking time bomb. But if the position of other business stakeholders is unclear, you're stuck between a rock and a hard place.

So, the ideal starting point is to find out what your organization's stand-point is: what is their ambition towards DE&I? Does your organization want an equal share of women-led assignments? Are they looking to successfully relocate single parents, LGBTQ+ families, and people from any ethnicity to as many global destinations as possible (considering that some locations may simply not be safe)? If this is unclear, either put it on the agenda of your team, of your annual review, and other places where you can bring these matters in front of decision makers. Whilst an overarching ambition may still be in the making, you can support your colleagues by analyzing their unique needs in the context of their unique relocation. While the language of your organization's policy may not be inclusive, it can always be interpreted following its original intent to ensure that benefits are available for all families. Assess whether the standard benefits address all their needs, or is an exception needed?



If so: you could explain the situation to other decision makers by stating:

“ ***I have identified XYZ needs with this colleague, which need to be catered for in the context of ABC move and we need DEF exceptions for this relocation to be a success. The cost of DEF exceptions is such and so, the cost of relocation failure is significantly higher. Making this investment not only supports this colleague and the success of their international relocation, but it also contributes to our organization's position as an inclusive // family-friendly organization, which supports our brand's reputation.*** ”

I CAN'T ASK ABOUT THEIR CHILDREN

BY KARLIJN JACOBS



EXECUTIVE SUMMARY

Many professionals hesitate to delve into Diversity, Equity, and Inclusion (DE&I) or family-related matters, fearing they might overstep boundaries or lack the necessary understanding. This reluctance stems not from a lack of willingness but from insecurity in effectively communicating on these topics. Initiating conversations on sensitive topics doesn't require personal experience; rather, it demands empathy, respect, and clear communication. Guidelines include acknowledging sensitivity, explaining the purpose, respecting boundaries, and ensuring confidentiality. Embracing diversity and prioritizing family support are integral to successful global relocations. Overcoming communication barriers requires a collective effort to foster an inclusive environment where every employee's needs are acknowledged and addressed.

RES FORUM

We understand the need for global mobility professionals to involve experts like Jess, Rainbow Relocation Strategies and Karlijn, Expat Valley, when unsure how to resolve an identified concern or problem. We have recently launched an [AMA-feature](#) in order to be able to extend our support at an early stage of relocations. Overcoming communication barriers requires a collective effort to foster an inclusive environment where every employee's needs are acknowledged and addressed.

SELF - ASSESSMENT

BUILDING A CULTURE OF INCLUSIVE CORPORATE RELOCATION.

Any organizational change must begin with clarity of your current situation. To move towards a culture of inclusive corporate relocation, you need to assess where you stand on the key areas we outlined in the recommendations section of this report:

- **Transparency**
- **Network**
- **Training**

Our simple self-assessment tool takes each section in turn and invites you to review your organization's attitude and approach. With this insight in hand, you can take the first steps towards a more diverse, equitable and inclusive GM programme.



For each of the following, please rate your organization from 1 (strongly disagree) to 10 (strongly agree).

TRANSPARENCY

My company prioritizes transparency in posting international roles companywide (intranet, ERG groups, etc)

1	2	3	4	5	6	7	8	9	10
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My company prioritizes job postings that include explicit encouragement for employees from diverse backgrounds to apply.

1	2	3	4	5	6	7	8	9	10
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My company makes GM policies available for applicants to read in full (assignment terms, benefits and support services).

1	2	3	4	5	6	7	8	9	10
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My company regularly revises GM policies to consider the needs of diverse employees.

1	2	3	4	5	6	7	8	9	10
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NETWORK

My company connects diverse corporate expats with ERGs and other networks.

1	2	3	4	5	6	7	8	9	10
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My company aligns values between diverse employees, hiring practices, relocation policies and office locations so diverse employees have trust in the overall organization.

1	2	3	4	5	6	7	8	9	10
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My company works with third party vendors who also prioritize inclusivity throughout the supply chain.

1	2	3	4	5	6	7	8	9	10
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DEI TRAINING

My company offers DEI training, specifically for Global mobility teams.

1	2	3	4	5	6	7	8	9	10
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My company works to increase DEI integration across departments, including GM.

1	2	3	4	5	6	7	8	9	10
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My company works to increase supply chain diversity.

1	2	3	4	5	6	7	8	9	10
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Jess Drucker helps LGBTQ+ folks, their families and allies move, live and thrive abroad through her company Rainbow Relocation Strategies, as well providing consulting services for corporate clients in the global mobility space. She also owns media company, Adventure Calls Media, producing books, a podcast, a global relocation guide, and shortly, a course on relocating for queer folks. Jess is a public speaker, an author (her marquee book is *How To Move Abroad And Why It's The Best Thing To Do*), and a podcast host and producer of the Adventure Calls podcast.

A 15-year expat, Jess lived in Costa Rica, Guatemala, Germany and England for over a decade, followed by a 4+-year nomadic lifestyle spending months at a time in some of the world's most exciting cities and off the beaten path rural environments.

Jess has over a decade's experience in global destination marketing + economic development, speaks fluent German and Spanish, an MA in Media + Culture Studies, a certificate in Intercultural Business Communication and a BA in the Teaching of Spanish.

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We support companies and their employees during the entire process of relocation. Our aspiration: a first-class customer experience. Our promise: the perfect interaction of intuitive, efficient technology, personal support and flexible service selection. Whether via our app or our platform, we find the best consultant for your employees. At the same time, we provide our GM clients with an updated overview of employee relocation status and other useful data. People are at the centre of all our actions – we focus on fairness towards customers, employees and partners. This is how we set a new standard in the people mobility industry.

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A global cooperative network of moving companies and destination services providers, upholding strong family values through generations of heritage, brought together in one truly global and solid infrastructure, providing the same level of high quality services, local expertise and personal commitment, the world over.

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IPM Global is a boutique professional services firm providing expertise and industry-leading solutions for the management of your cross-border workforce. Our focus is on high touch service, supported by leading edge technology, and developing long term client and supplier relationships (over more than 25 years). We work in an open and transparent way offering exceptional value for money. Our team has in depth knowledge and experience in all aspects of the Global Mobility function. We will support you in identifying and implementing your Strategic challenges, with innovative solutions that give you competitive advantage.

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Karlijn Jacobs is the Ombudsperson for International Children. Her ultimate goal is for international children and their families to experience equal support and understanding as they would have received if they had not moved across borders. She is the Founder of Expat Valley, a social enterprise that supports internationally mobile families, and everyone that benefits from their wellbeing. With Expat Valley, Karlijn raises awareness amongst multinational organizations that employ a global workforce about their employees' Family Relocation Experience. For those organizations looking to improve employee wellbeing, she offers education and hands-on tools and solutions.

 expatvalley.com



The RES Forum has the tools, knowledge and community to help mobility professionals keep pace with changes in the industry, and help the industry keep pace with the needs of mobility professionals.

Through research, analytics, eLearning, events, and policy templates & consultancy, we provide support and guidance to help mobility professionals navigate the ever-changing GM landscape.

We enjoy the exhaustive knowledge of our consultants, academics, Strategic Advisory Board and Technical Partners, as well as our international community of senior in-house HR and GM professionals, which includes 1,000 members in over 45 countries.

In conversation with leaders and experts from across the industry, our academics study the most pressing topics within the world of GM and cross-border working. Then we share their collective insight to provide clarity, tools and advice to help our members through the many challenges they face.

The RES Forum is an independent organization. We are not influenced by external parties or third-party vendors.

*WITH THANKS TO EVERYONE WHO CONTRIBUTED THEIR INSIGHT AND KNOWLEDGE.
WITHOUT YOU, THIS REPORT WOULD NOT HAVE BEEN POSSIBLE.*

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