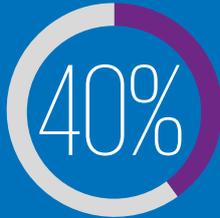




Inclusion and diversity in global mobility

What role does inclusion and diversity play in global mobility?

Operations



40% of companies surveyed indicated that they have experienced situations where the employee's demographic makeup has adversely affected their decision to take up an assignment either specifically or implied.¹



39% of companies surveyed indicated that the main demographic reason they have seen for an employee deciding not to take up an assignment is due to sexual orientation.¹

39% indicated that the employees accompanying dependents/ family unit have impacted the employee's decision to accept an assignment.¹



Policy



78% indicated that gender/gender identity was the main priority when considering I&D in their global mobility policies.¹



20% indicated that they have planned a review of their global mobility policies after reviewing the demographics of their globally mobile employees based on diversity.¹

Nearly half of companies surveyed indicated that the review of their global mobility policies will result in the broadening of communications to employees about opportunities.¹



31% indicated that current global events have resulted in the business asking for more demographic data on global mobility.¹

Strategy



41% of companies surveyed currently have I&D objectives as part of their global mobility department's strategy.²



For companies that currently have I&D objectives as part of their global mobility department's strategy,

70% indicated that this was due to a strong business case for diversity across all areas of the business.¹



6% of companies have completely overhauled their global mobility policies and programs in order to support their organization's I&D objectives.¹



49% of companies have inclusive leadership training within their organization, but in which global mobility has no direct involvement.¹

¹ KPMG International Global Mobility Services Inclusion & Diversity Opinion Survey, 2018

² For the 59% of companies surveyed that did not have I&D objectives currently in their global mobility departments strategy, this was indicated to be largely due to the candidates' for international assignments being determined by business unit, as opposed to by the global mobility function.

There is a clear talent overlap between inclusion and diversity and global mobility.

Both of these areas look to:



attract, retain and grow talent



seek to help fill talent gaps where needed



provide opportunities and engage employees.

Yet challenges continue to exist:



Excluding gender, inclusion and diversity data points have not traditionally been captured in the global mobility space, e.g. religion, ethnicity, age, disability status, working mothers, etc.



The resource pool of candidates for a certain role may not be very diverse and so this can present challenges in trying to implement inclusion and diversity objectives when selecting candidates.



Often candidates for international assignments are determined by the business unit rather than the global mobility function. This makes it difficult for the global mobility function to implement the organization's wider inclusion and diversity objectives.



External factors such as host country immigration can sometimes make it difficult to achieve internal inclusion and diversity objectives.



Lack of training provided on inclusion and diversity.

How KPMG firms can help

KPMG firms have experience transforming global mobility programs and inclusion and diversity (I&D) is embedded in our methodology.

We help organizations align their programs with their broader I&D agenda. Typical actions can include:

- reviewing program demographics and designing strategies for the broader talent pool
- creating a broader communication plan for audience expansion
- diversifying assignment policies and programs for wider applicability.

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