



HARNESSING EMPLOYEE MOBILITY TO ENHANCE UNDERSTANDING AND PRACTICE OF DIVERSITY, EQUITY, AND INCLUSION

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INTRODUCTION

Organizations around the world are increasing attention to the topic of diversity, equity, and inclusion (DEI). Many are setting ambitious goals for their own organizational practices, choice of suppliers and partners, and the wider societal impact that their businesses have in the world.

While DEI is not a new concept, it has historically lived within the domain of HR, with progress that has been varied and often superficial. Grassroots movements, such as #metoo and #blacklivesmatter, have illuminated many aspects of diversity and emphasized organizations' responsibility to build more inclusive cultures.

The acronym "ESG" represents Environmental, Social, and Governance imperatives that organizations must address as part of overarching sustainability strategies. DEI falls under the "social" aspect of ESG, and is increasingly recognized as both a business and potentially an ethical imperative. Well-structured DEI programs are highly valued by talent in organizational cultures because of their potential to augment innovation, agility, and employee retention.

Employee mobility has the unique potential to actively develop DEI skills both in its employee population, and among its leadership. Mobility can be harnessed to enhance employees' personal and professional growth, to equitably support existing diversity in the mobile population, and to encourage more diverse employees to accept relocation opportunities.

However, the full strategic value of employee mobility for accomplishing DEI goals is currently underutilized. A recent study has shown that 61% of organizations surveyed intend to make modifications, and 19% to specifically redesign their mobility program to align with DEI objectives, but over half (56%) have not yet done anything to achieve this¹. As organizations evolve their DEI programs, it is important that mobility is positioned deliberately to develop inclusive employee mindsets.

This paper provides a roadmap for those who would like to utilize mobility more strategically to enhance understanding and practice of DEI in their organizations, and a "gold standard" for how relocation can foster diverse, inclusive talent in meaningful ways.



**MOBILITY HAS THE
UNIQUE POTENTIAL
TO ACTIVELY DEVELOP
DEI SKILLS BOTH
IN ITS EMPLOYEE
POPULATION,
AND AMONG ITS
LEADERSHIP.**

¹ AIRINC DE&I and Global Mobility Pulse Survey, 2021

BUSINESS IMPERATIVE

The terms *diversity*, *equity*, and *inclusion* are often used as one phrase. However, each term has its own significance.

- Diversity is a *fact*. Humans are endlessly diverse — a vast array of differences can be identified even between any two individuals.
- Inclusion is an *act*. It is not enough simply to understand that diversity exists—inclusion happens only when concrete steps are taken to ensure that everyone feels valued, and a sense of belonging.
- Equity is a *result* of recognizing diversity and thoroughly enacting inclusion, which involves a fair allotment of resources based on individuals' and groups' distinct needs.

These definitions matter when reviewing the data in support of adopting DEI initiatives in the workplace. It is critical to understand the data that specifically supports the *diversification* of teams and work approaches, as well as the pivotal impact of introducing *inclusion*-based skills and practices once diversification has been achieved.

Research shows that racially and ethnically diverse companies are 35% more likely to yield revenue that exceeds industry norms.² Diverse companies are 70% more likely to capture a new market audience,³ and 87% better at making decisions.⁴ Furthermore, two out of three job candidates seek companies that have diverse workforces,⁵ and companies with leadership diversity yield a 19% increase in innovation revenue.⁶

However, a McKinsey study spanning 15 countries and more than 1,000 large organizations, supports the notion that without inclusive practices to support diverse teams, *"Hiring diverse talent isn't enough—it's the workplace experience that shapes whether people remain and thrive."*⁷

Specifically, the study revealed that even though sentiment on diversity was 52% positive, sentiment on *inclusion* fell remarkably short, at only 29% positive. These percentages are telling on their own, yet become even more meaningful in the context of findings from an extensive Deloitte study⁸ that revealed the following benefits of inclusive work cultures:

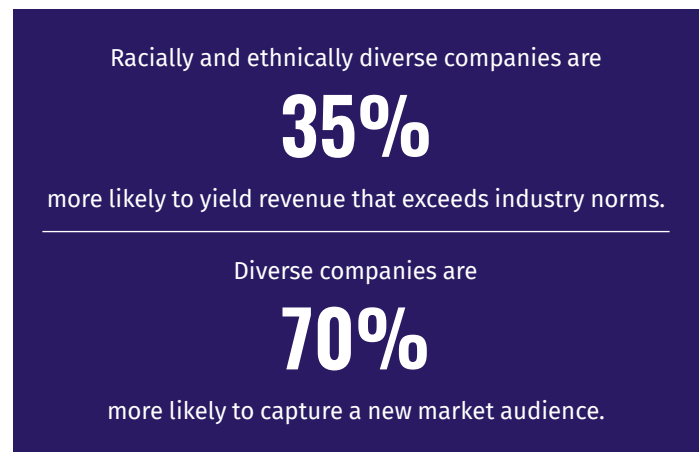
- 22% lower turnover rates
- 22% greater productivity
- 27% higher profitability
- 39% higher customer satisfaction

The correlation between inclusive work cultures and better business outcomes is further supported by two data-driven studies conducted by Google⁹ on the relationship between social-emotional intelligence and workplace productivity. Both studies showed that *soft skills*, a range of aptitudes for navigating interpersonal communication, were what set certain team members apart from the rest.

The data revealed that these abilities were even more critical to success than the hard skills typically enumerated on resumes, and that the best teams were instead characterized by:

- An inclusive mindset
- Curiosity towards others' ideas
- Emotional intelligence
- Psychological safety

The ultimate message is clear: even in work environments characterized by diversity, a marked focus on incorporating specific inclusive practices and skills is integral to both employee well-being and company success.



- 2 McKinsey: Why Diversity Matters (<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters>), 2015.
- 3 Harvard Business Review: How Diversity Can Drive Innovation, (<https://hbr.org/2013/12/how-diversity-can-drive-innovation>), 2013.
- 4 Forbes: 3 Benefits of Diversity in the Workplace (<https://www.forbes.com/sites/ashleystahl/2021/12/17/3-benefits-of-diversity-in-the-workplace/?sh=48446d3a22ed>), 2021.
- 5 Glassdoor: What Job Seekers Really Think About Your Diversity and Inclusion Stats (<https://www.glassdoor.com/employers/blog/diversity/>), 2021.
- 6 Boston Consulting Group: The Mix That Matters (<https://www.bcg.com/publications/2017/people-organization-leadership-talent-innovation-through-diversity-mix-that-matters>), 2017
- 7 McKinsey: Diversity Wins: How Inclusion Matters (<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>), 2020.
- 8 Deloitte: Inclusive Mobility: How Mobilizing a Diverse Workforce Can Drive Business Performance (<https://www.deloitte.com/content/dam/Deloitte/us/Documents/Tax/us-tax-inclusive-mobility-mobilize-diverse-workforce-drive-business-performance.pdf>), 2018.
- 9 Google study as cited in "Harvard Business Review: High-Performing Teams Need Psychological Safety: Here's How to Create it" (<https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>), 2017.

DEVELOPING DIVERSITY AWARENESS AND INCLUSIVE MINDSETS IN MOBILE EMPLOYEES

Mobility has a unique capacity to lift employees from their current lives and perspectives, and to implant them in new physical and cultural environments. There is no amount of theoretical learning that can so thoroughly expose people to diversity, thereby expanding their perspectives and worldviews, and allowing them to challenge previously held assumptions.

However, relocation itself doesn't automatically make an employee more open to diverse perspectives. To ensure that employees fully reap the benefits that mobility programs provide, it is key to provide targeted training for deeper immersion in the local culture and a focus on inclusive leadership. Mobility's alignment with Acquisition and Talent functions is essential to endeavor.

WHEN THE COST OF RELOCATION IS SEEN AS AN INVESTMENT IN CURRENT AND FUTURE TALENT DEVELOPMENT, IT BECOMES EVEN MORE CRITICAL TO FOCUS ON DEFINED AND MEASURABLE DEI OUTCOMES.



Harnessing the Experience of “Other”

When fully *immersed* in a new culture, as opposed to remaining in an “expatriate bubble”, the sense of being “other” can become palpable – in communication style, values and priorities, networks, contacts, and language. If given a framework for interpreting these differences, through training, coaching, and learning resources, this experience can reveal the limits of an employee’s worldview, cultural assumptions, and biases. It can also provide an unparalleled opportunity for enhanced perspective-taking, building relationships across differences and yielding greater levels of empathy. These are all integral skills that can be applied both in and outside of the workplace and are invaluable for all employees, especially future leaders. Both those with limited experience of diversity, and those with lived experience of prejudice or marginalization, can benefit from the new perspectives that come from immersing in a new culture.

Targeted DEI Training

Given the range of diversities, and how they intersect, it can be complicated to remain aware and respectful in nuanced daily interactions, even in our own home countries. Consider then, the complexities of navigating diversity and inclusion in a new culture, with different marginalized or persecuted groups, norms of acceptable behavior, ways of causing offense, and requirements for face-saving. It’s important that training is provided not just for the employees relocating, but for Mobility professionals and hiring managers, so that they can be sensitive to these complexities and guide employees on how to maximize personal well-being and professional growth.

Global inclusion training provides culturally nuanced DEI education that helps employees navigate complex diversity environments around the world. For example, RW3 CultureWizard’s Intercultural Model outlines 8 Dimensions of Culture© (figure 1) [pg5]. It provides country-specific rankings in each dimension that offer a broad view of what to expect in social and business settings in each location. Sirva and RW3 CultureWizard© use this model in customized trainings and incorporate relevant regional and country-specific diversity information to support employees in their new environment.

FIGURE 1

8 Dimensions of Culture®

RW3's Intercultural Model® is a business-friendly learning system. It consists of eight dimensions of culture. It enables you to recognize the visible signs of deeply held cultural values. With that understanding, you can correctly interpret messages and adjust your own behaviour accordingly.

The 8 Dimensions of Culture® are observable behaviors that give clues to underlying beliefs.



| | | | |
|--|---|---|---|
| <p style="text-align: center;">HIERARCHY</p> <p>Hierarchy vs. Egalitarianism</p> <ul style="list-style-type: none"> • How a society is structured. • How power and authority are delegated. • The amount of social mobility that exists. • The level of personal control individuals hold and feel comfortable with. | <p style="text-align: center;">FORMALITY</p> <p>Formality vs. Informality</p> <ul style="list-style-type: none"> • Whether a society prioritizes the well-being of the group or the individual. • Whether it most strongly encourages autonomous accomplishment or team effort. | <p style="text-align: center;">GROUP</p> <p>Group vs. Individualism</p> <ul style="list-style-type: none"> • Society's emphasis on building relationships and trust, as opposed to conducting business solely based on money, time, and task accomplishment. | <p style="text-align: center;">RELATIONSHIPS</p> <p>Interpersonal vs. Transactional</p> <ul style="list-style-type: none"> • How directly people communicate. • How much context and background is required. • Whether communication is conveyed verbally or non verbally. |
| <p style="text-align: center;">COMMUNICATION</p> <p>Direct vs. Indirect Communication</p> <ul style="list-style-type: none"> • How societies think about time as something that is either controllable, and should be controlled, or something that is fluid and takes less priority than relationship-building and group-orientation. | <p style="text-align: center;">TIME</p> <p>Fluid vs. Controlled Time</p> <ul style="list-style-type: none"> • How open or closed a culture is to accepting change, risk, and uncertainty. | <p style="text-align: center;">CHANGE</p> <p>Change Aversion vs. Tolerance</p> <ul style="list-style-type: none"> • Society's attitudes and behaviors about outward appearances and adherence to protocol. | <p style="text-align: center;">MOTIVATION</p> <p>Status vs. Work-Life Balance</p> <ul style="list-style-type: none"> • What motivates people in a society. • Whether they are focussed on attaining status and power or achieving a work-life balance. |

Other resources include cultural and global inclusion calculators, assessment tools, and e-learning courses, such as those provided by RW3 CultureWizard® and Sirva. These tools offer personalized assessments that reveal areas of strength and potential growth in navigating collaboration across differences.

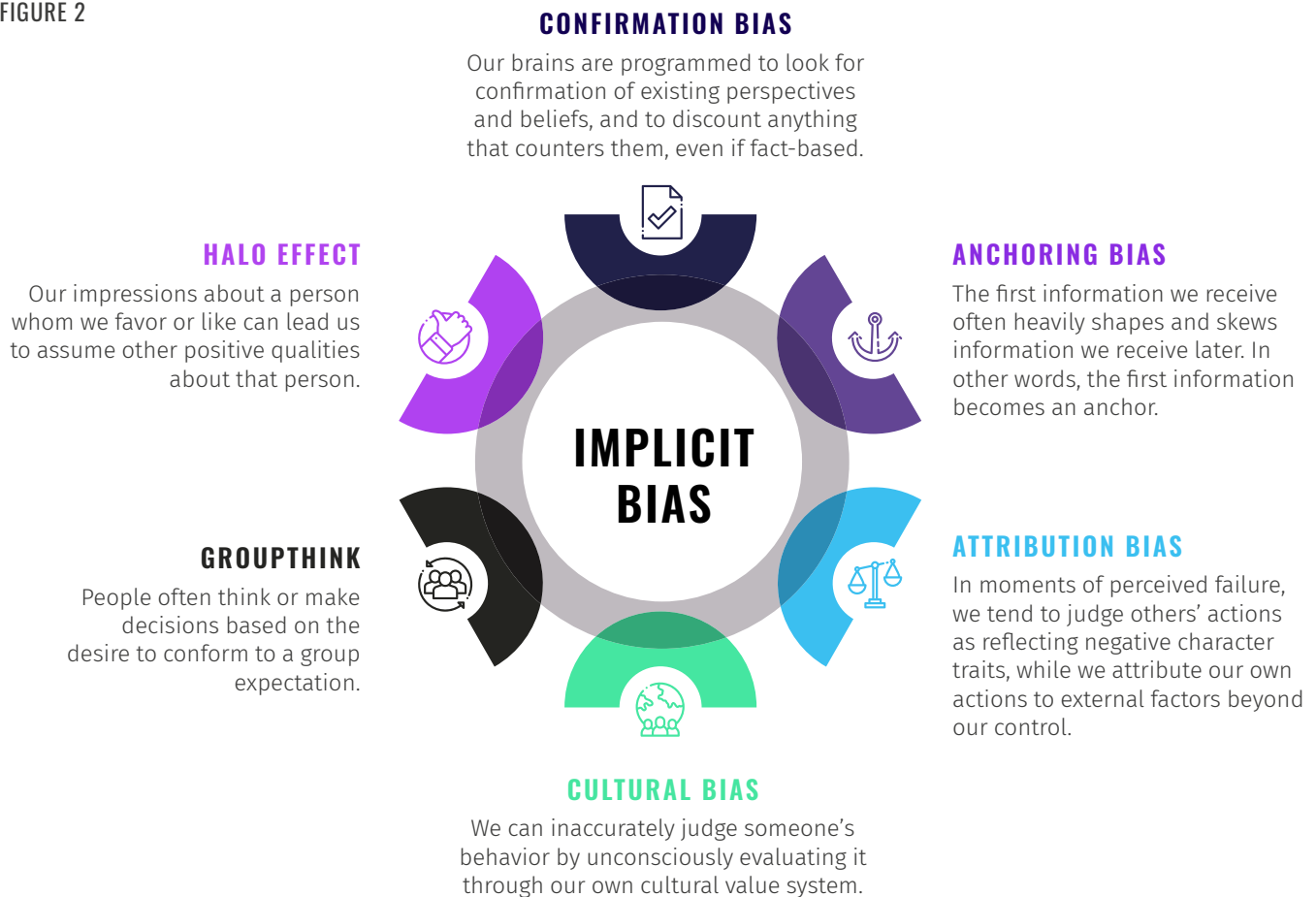
Our brains have evolved to quickly sort through vast amounts of new data and stored information, using mental shortcuts to automatically connect current situations to past experience. These mental shortcuts allow us to think and act quickly, but they also often lead to false assumptions. Instead of drawing on past experiences, mobile employees will need to be able to slow down their thinking, see the new culture and people objectively, and effectively notice any biases.

Since implicit bias is unintentional and takes place at a neurological level, it can be hard to recognize. When implicit bias goes unchecked it influences thoughts and actions and can interfere with the ability to act inclusively even for those who value DEI.

Becoming aware of our own biases means that we can make more accurately informed decisions, create stronger relationships with new kinds of people, and act more inclusively. Figure 2 highlights a non-exhaustive sample of the many kinds of implicit bias.

ONE PIVOTAL AREA OF LEARNING FOR BOTH EMPLOYEES AND BUSINESS LEADERS IS HOW TO IDENTIFY AND OVERCOME IMPLICIT BIAS.

FIGURE 2





Acting inclusively also requires further resources and training to instill new skills and workplace norms for employees. For example, inclusion-based interaction often involves:

Slowing down automatic thinking mechanisms using tools like RW3's Pause-Reflect Model ©:

- **Pause** in the moments before making a judgment or decision
- **Reflect** on all aspects of the situation
- **Evaluate** known ways of approaching the situation
- **Act** based on conscious and informed choices

Curiosity conversations (dialogues initiated solely with the intention of learning more about another person):

- A genuine to desire to hear about new or unfamiliar perspectives and experiences
- Open-ended questions that don't begin with implicit assumptions
- Active, truly attentive listening

Difficult conversations:

- Cultivated ability to notice subtle biases and microaggressions in the workplace
- Courage to bring biases and microaggressions to others' attention
- Communication skills to engage in a nuanced way that is both honest and respectful

Active allyship:

- Identifying the different forms of allyship
- Acquiring information from written sources or other people
- Acting to uplift the voices and experiences of marginalized people (when it's wanted)

While cultivating the skills above is an important first step towards preparing employees to immerse in new cultural environments, these teachings are sometimes not enough. It is also critical to provide information about the cultural nuances of a particular location, which often cannot be solely reduced to the 8 Dimensions of Culture© outlined above, as these nuances are also influenced by a country's socio-historical development.

In addition to the complexity of local DEI landscapes, employees might also have their own unique circumstances to consider. A single woman or LGBTQ+ couple, for example, might be concerned about equity or safety, while parents might have a neurodiverse child settling in, and an employee using a wheelchair might need to know about accessibility. Since individual circumstances are not always disclosed, providing a safe environment for employees to share concerns and receive tailored information is invaluable.



The Netherlands

The Netherlands has an egalitarian culture where diverse groups of people are generally accepted. The government’s non-discrimination laws, and programs have contributed to its reputation as a highly tolerant, progressive society. However, the Netherlands’ long history of colonialism is also a critical aspect of the collective culture.

The nearly three centuries often portrayed as a “Dutch Golden Age,” were also marked by involvement in the slave trade, and there are still visible signs of this period throughout the Netherlands. This may include public art and historical sites that some feel glorify this time in history. Like many other countries grappling with their historic narratives, there are elements of modern media and common social rhetoric that are being reassessed for reflecting historic prejudice and racism. The Netherlands highlights how local DEI issues can be layered and complex, and these nuances can significantly impact one’s experiences both in social and business settings.



Dubai, The United Arab Emirates (UAE)

Since most of the working population in the UAE is comprised of foreigners, diversity and globalization are part of daily life in more progressive emirates like Dubai.

However, there is contention between incorporating diversity, and preserving social protocol, religious tradition, and national identity as an Islamic state. Islam governs religious, legal, and social behavior in daily life in Dubai, and while there is legislation against discrimination, racism and religious discrimination are still reported issues, especially towards migrant workers, and in the private sector in general.

The UAE is recognized as the Gulf country that most strongly supports gender equality, and there has been significant progress for Emirati women in the workplace in the last few decades. However, women still face discrimination according to the Human Rights Watch, with mandated obedience to their husbands, and male permission needed to work, marry, or travel. Visiting women should be aware that they will often be subject to Islamic law while living in the UAE, so awareness before relocating is critical. Furthermore, the LGBTQ+ community faces high levels of discrimination and severe legal punishment throughout all the emirates, and these laws apply equally to visitors.

On the other hand, for those with physical or sensory impairments, the UAE’s modern and inclusively designed public transport system and public amenities—especially in Dubai—make it one of the most accessible, inclusive destinations.

THE ABOVE EXAMPLES ARE HIGH-LEVEL SPOTLIGHTS ON THE COMPLEX DIVERSITY LANDSCAPES OF THE NETHERLANDS AND DUBAI.



Given the complexities of local culture intersecting with each employee's unique set of cultural perspectives and diversities, bespoke trainings are often one of the few chances an employee gets to:

- Discuss what life might be like in the new location
- Pave the way for success
- Explore the benefits of immersion and deeper cultural learning
- Receive support for nuanced diversity needs
- Allay concerns where possible.

Along with training, providing anonymously accessed online resources can also help, especially if employees do not wish to share their diversity needs. When diversity needs are shared with providers to make suitable arrangements, it should be done with permission of the employee, and on a need-to-know basis only.

The benefit of customized DEI trainings for mobile employees is threefold:

Expanded perspective-taking and inclusive abilities that can be applied both inside and outside of the workplace

Full immersion in a new culture and therefore the opportunity to reap the benefits of this potentially life-changing experience

Greater professional success that also yields better outcomes for employees' respective organizations

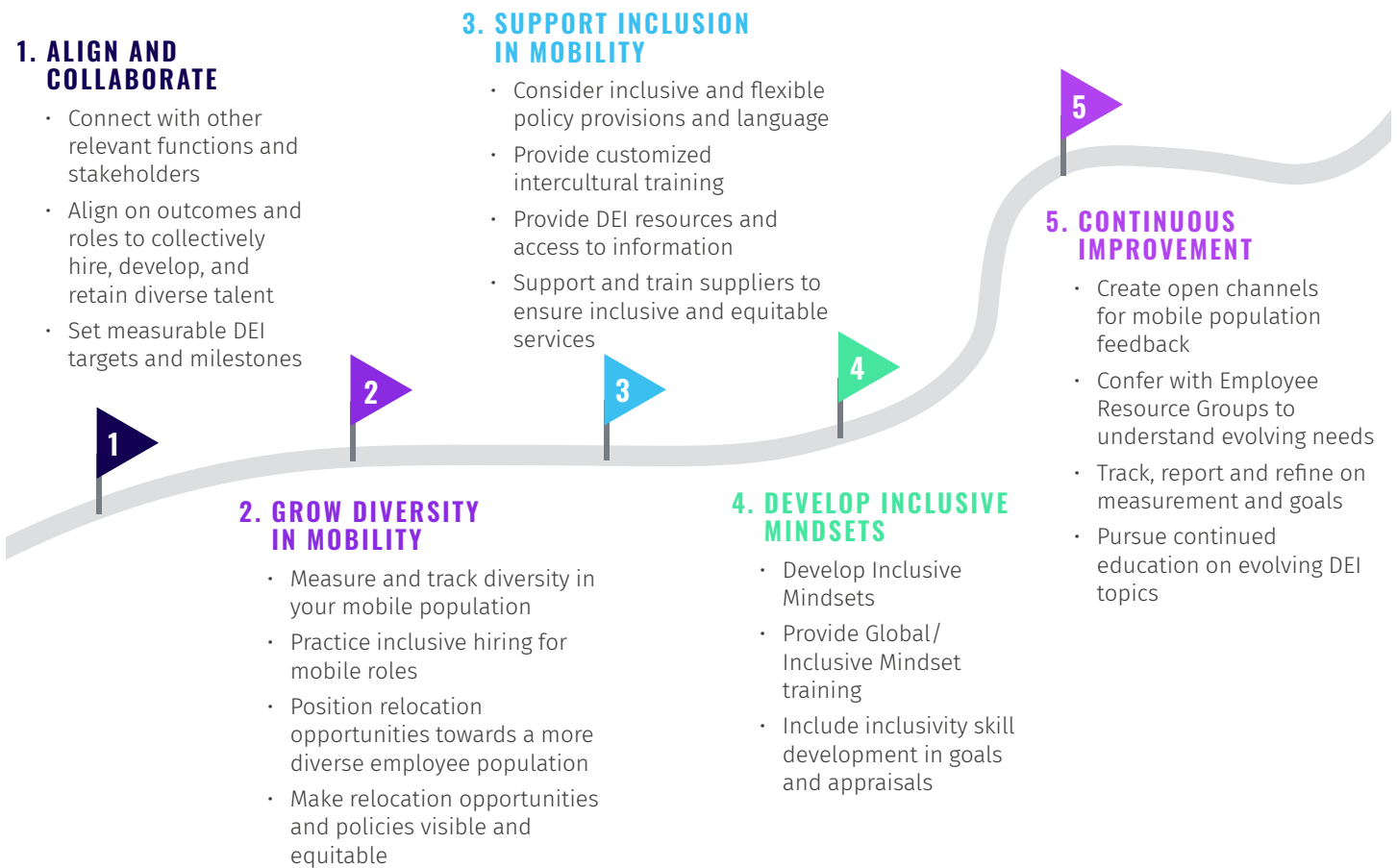
However, creating a DEI-focused organizational culture is not solely the product of providing training to employees. Business leaders should also engage in personal and professional development, and role model inclusive behaviors and mindsets. While employees at all levels have an opportunity to create and grow a culture of inclusion and belonging, leaders must set the tone.

REFLECTING DEI PRACTICES WITHIN MOBILITY INFRASTRUCTURE

Developing inclusive leadership skills helps Mobility professionals to effectively target demographics within the mobile population. They can better leverage the leadership pipeline, so often shaped by relocations, to offer professional opportunities to more diverse populations.

Sirva and RW3 CultureWizard® have consolidated the *DEI in Mobility* journey into a five-phase roadmap that can be used as a blueprint for Mobility functions to integrate diversity, equity, and inclusion into their sustainability strategies. (figure 3)

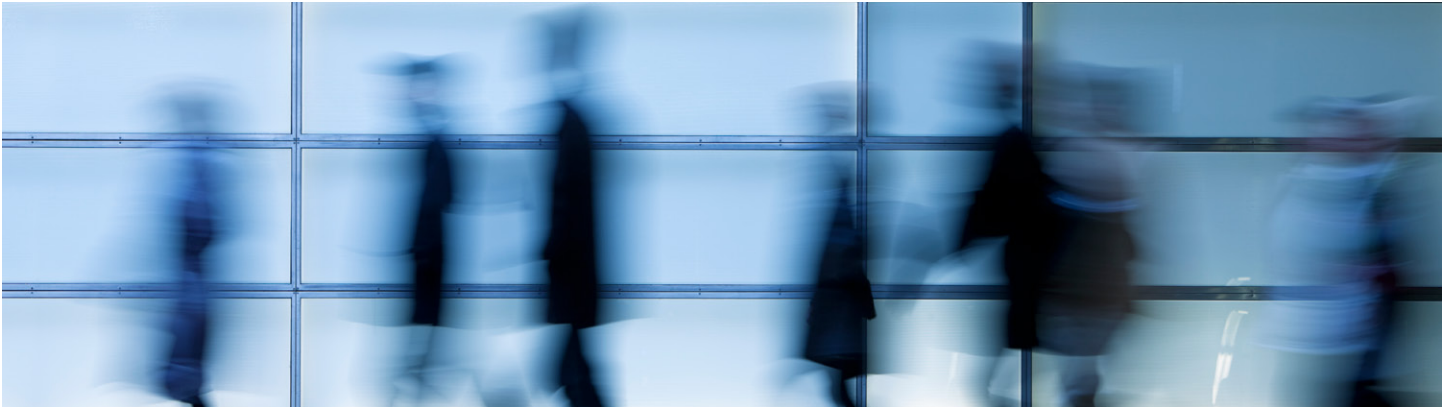
FIGURE 3:
Five Phase Roadmap for DEI in Talent Mobility



► 1. Align and Collaborate

Connect and align with other stakeholders, including DEI representatives, HR, Talent, Acquisition, and leadership. Consider company-wide DEI goals and the role that stakeholders can play in achieving them. A collaborative, design-led workshop is an excellent way to align in a complex diversity landscape.

Determine measurable DEI goals and milestones to achieve within a specific timeline. Different functions might have varied targets and metrics, but they should work harmoniously to drive the overall organizational DEI goals forward, and they require accountability to achieve them. Be careful to consider what type of diversity information is legally and ethically suitable to collect or store in differing geographies. If demographic information is challenging to collect, consider confidential surveys, and ensure data privacy and anonymity.



▶ 2. Grow Diversity in Mobility

Investing in talent through relocation often yields a pathway towards future leadership or roles of influence (officially or unofficially). That's why it's so important that the mobility population reflects the diversity of the organizations they represent to reach DEI targets for future leadership.

Assess which groups are under-represented in mobile populations through diversity metrics, considering the local diversity landscape. Then listen to under-represented employees to find out why relocation opportunities aren't being seen or accepted, and use that to drive changes to policy provisions, language, and flexibility. Showcase opportunities directly through Employee Resource Groups (ERGs) or spotlight the mobility experiences of diverse individuals.

Address bias in the selection process and talent development approach, including job description creation, interviewing, candidate selection, and talent development planning.

▶ 4. Develop Inclusive Mindsets

Opportunities for learning are lost if a relocation isn't strategically utilized to develop the inclusive mindset of employees. Cultivating skills used to adapt and thrive across cultures are many of the same skills required to build DEI-oriented work cultures. So targeted training can help employees understand differing attitudes and norms across global locations, and can aid in identifying which groups are marginalized, excluded, or privileged in a particular destination, as well as how to avoid potential insensitivities or microaggressions.

Leaders in particular should focus on this essential skill building, as they play an important role in setting the tone for an organization, and role modeling behaviors that can be emulated across the organization. Skill development can be tied into assignment goals, and as a part of performance appraisals, even potentially connected to financial bonuses.

▶ 3. Support Inclusion in Mobility

Organizations may already have a very diverse mobility population, but it's also vital to support and retain that diverse talent through inclusive practices.

- Using inclusive language is a simple way to check unconscious bias, demonstrate inclusive intent, and to create an environment in which employees feel safe and respected.
- Customized intercultural training programs to suit unique circumstances can provide support even when particular diversity may not have been disclosed to the organization.
- Flexible models, such as core/flex allow for unique individual needs and varied priorities to be prioritized.
- Resources, such as digital hubs with relevant information, is also a way to help people feel included and considered.
- Suppliers that interact with employees should receive training and relevant information and should be aligned with the organizational DEI philosophy.

▶ 5. Continuous Improvement

Diversity is an evolving concept. Individual needs and circumstances vary, and demographic and cultural dynamics shift. Efforts to diversify a mobile population and create a more inclusive culture rely on open channels for feedback and ongoing education. Employee sentiment analysis, focus groups, and feedback can be used to adapt policies and approaches over time. Diversity metrics, check-ins with ERGs, and talent acquisition can be used to continually assess and improve the availability of mobile opportunities to your diverse population.

Stay informed of diversity developments. Legalities often change, for example, around women's or LGBTQ+ rights, or around discrimination protections. Sensitivities also evolve as cultural perceptions and politics shift. Stay connected to your own diverse employee population and wider DEI trends, considering how they may impact Mobility practices.

On the next page is a sample of what the "gold standard" inclusive assignment life cycle could look like from a DEI perspective.

'GOLD STANDARD' FOR AN INCLUSIVE ASSIGNMENT

Please note that these are generic suggestions and each company should adapt their approach and policy provisions to suit company culture, and mobility priorities.

■ PRE-ASSIGNMENT ■ ON-ASSIGNMENT ■ REPATRIATION

| ATTRACTION | ASSIGNMENT INITIATION | BRIEFING CALL | IMMIGRATION |
|--|--|---|---|
| <ul style="list-style-type: none"> • Opportunity posted shared visibly and equitably across the organization • Assignment Opportunities showcased through ERGs • Inclusive hiring/ selection process • Ensure that policies are transparent, equitable and that policy language and provisions are inclusive | <ul style="list-style-type: none"> • Establish preferred pronoun and term of address • Be attentive to any possible demographic sensitivities (e.g. trans name preference, linguistic or hearing impaired communication requirements) • Ensure that the provided policy and documentation uses inclusive language and neutral gender terms | <ul style="list-style-type: none"> • Establish a safe environment and confidentiality- ask questions about employee needs and possible concerns • Be sensitive to and adjust/ establish communication style • Learn about personal/ family profile, any specific needs • Provide online DEI resources • Outline the diversity support opportunity involved in IC training | <ul style="list-style-type: none"> • Outline confidentiality and parameters of sharing • Identify any diversity related immigration needs e.g. LGBTQ+ couple • Provide guidance and support around immigration requirements that may affect employee and family • Provide alternatives or work-arounds where there may be hurdles (e.g. commuter assignment where diversity protections are not recognized). |
| HOUSEHOLD GOODS | TRAVEL | HOUSE SEARCH | DESTINATION SERVICES PROVISION |
| <ul style="list-style-type: none"> • Flexible options for HHG volumes • Possibility of cash out for unused budget may allow for confidential spend on other diverse priorities. • Furniture rental options instead of moving household goods • Include pet shipment as an extension of the family • Enable shipment of any required medical or mobility equipment, or arrange for replacement in host location • Ensure engaged suppliers have appropriate DEI training and are aware of any diversity needs | <ul style="list-style-type: none"> • Flexibility around modes of transport and travel timing • Provide allowance rather than reimbursement of receipts to provide flexibility • Provide disability provisions for travel where needed • Provide employee specific safety briefing on host location in advance (including gender, LGBTQ+ safety concerns) | <ul style="list-style-type: none"> • Provide flexible accompaniment of up to 2 people for home finding trips (e.g. partner and child rather than employee, or single employee and friend or relative to accompany) • Provide virtual options for those unable to travel in advance • Customize home search to requested parameters, rather than stereotyping needs • Ensure engaged suppliers have appropriate DEI training and are aware of any diversity needs (e.g. preferred term of address, mobility issues). | <ul style="list-style-type: none"> • Ensure engaged suppliers have appropriate DEI training and are aware of any diversity needs • Establish a safe environment and confidentiality- ask questions about employee needs, interests and possible concerns • Be sensitive to and adjust / establish communication style • Customize area orientation and home search to requested parameters, rather than stereotyping needs • Provide virtual options for those with limited mobility |
| INTERCULTURAL TRAINING | PARTNER SUPPORT | DEPENDENT SUPPORT | REPATRIATION |
| <ul style="list-style-type: none"> • Position IC training as customized support for diverse needs • Strongly encourage IC training or make it mandatory • Establish IC training as a safe and confidential environment • Customize program to directly address diversity needs • Showcase DEI landscape of destination location in training • Consider ongoing coaching options for continued global and inclusive mindset skill development | <ul style="list-style-type: none"> • Position partner training as customized support for unique needs • Strongly encourage usage of partner support • Establish partner support as a safe and confidential environment • Customize content to diversity needs | <ul style="list-style-type: none"> • Include schooling provisions for special education needs • Provide babysitting and child care support for single parents or those with special needs • Include home/ host visits for parents/ children in split families e.g. where a child may remain in host with the former partner) • Consider capped boarding school options where local schools are not sufficient for diversity needs. | <ul style="list-style-type: none"> • Provide a repatriation program to encourage reflection and successful reintegration, and to apply experiences towards growing an inclusive mindset • Provide education/DSP support for dependent's with additional needs as those may have evolved during the assignment • Provide partner support for those that may require assistance in their career or personal readjustment in the home/ next location |



CONCLUSION

It is pivotal for Mobility functions to provide opportunities to a more representative population and harness their unique ability to achieve broader DEI objectives by developing organization-wide cultures of inclusion. The insights presented in this report provide a starting framework for comprehensive approaches and action towards a Mobility future that is more diverse, inclusive, and equitable for all.

Sirva and RW3 CultureWizard® are committed to a progressively inclusive world as we pursue our organizational ESG agenda, while at the same time supporting the DEI missions of our clients and partners.

If you would like to explore additional support, Sirva and RW3 CultureWizard® offer a range of solutions including mobility policy review and design, global inclusion resources, e-learning courses, live instructor-led trainings, assessments, and customized data analysis services.



About Sirva Worldwide, Inc

Sirva Worldwide, Inc. provides HR and mobility professionals with the resources, guidance, and support they need to achieve the best possible relocation for talent, and for the companies that move them. As a leading global relocation management and moving services company, we bring together personalized program solutions, expansive global reach, innovative technology, and an unmatched supply chain to transform businesses of any size and empower talent moving to their next opportunity. From corporate relocation and household goods to home sale and commercial moving and storage, our portfolio of brands (including Sirva, Allied, northAmerican, Global Van Lines, Alliance, Sirva Mortgage and SMARTBOX) provide everything needed to move talent and deliver experience.



About RW3 CultureWizard

Today's workforce faces a complex world where people work across distances—often remotely—with others who have diverse cultural values, styles, and behaviors. RW3 CultureWizard prepares them to excel in that world. Since 2001, we have helped our clients to create inclusive work environments, and to prepare their people to be productive, effective, and engaged no matter where they are.

Drawing upon real-world scenarios, we customize immediately actionable, tactical business applications. We also provide the most comprehensive digital library of global skill-building tools, integrated on-demand courses, assessments, learning games, and live programs guided by instructors both virtually and in-person.