

Moving women with purpose

Creating gender inclusive global mobility

Executive summary

Enter



Modern mobility: Moving women with purpose

Creating gender inclusive global mobility

Did you know that we are experiencing a time of unprecedented – and as yet unmet – female demand for international mobility?

Multinational organisations worldwide are facing the challenge of creating and delivering inclusive global mobility programmes that realise the full opportunities created by today’s workforce demographics. Current trends include the rise in dual-career couples, increasing eldercare responsibilities due to an ageing population, critical skills gaps in key geographies and the underrepresentation of women in leadership.

But to create and execute global mobility strategies that take account of such changes, organisations must first gain a better understanding of the international career aspirations and experiences of today’s workforce, and the latest developments in mobility, diversity and talent management.

To investigate these challenges and help you respond to them, PwC has conducted research that brings together the views of 134 global mobility executives and 3,937 professionals from over 40 countries.

So, what does this research tell us? Let’s find out.



Respondents from over 40 countries



134 Global mobility executives



2,285 Women



1,652 Men

Picture this scenario:

A leading multinational company established a niche business operating in its headquartered market three years ago. It has proven to be a high-profit, high-growth business and they have identified one of their developing markets to grow the business internationally. They need to select someone with the right skills to establish this first overseas division and there are two strong contenders, both high-performing, high-potential talent – identical in grade, tenure and experience. Susan had just got married, so with the best of intentions, leadership decided without consulting her that she was likely to be starting a family. Of the two rising stars the opportunity was offered to Alan.

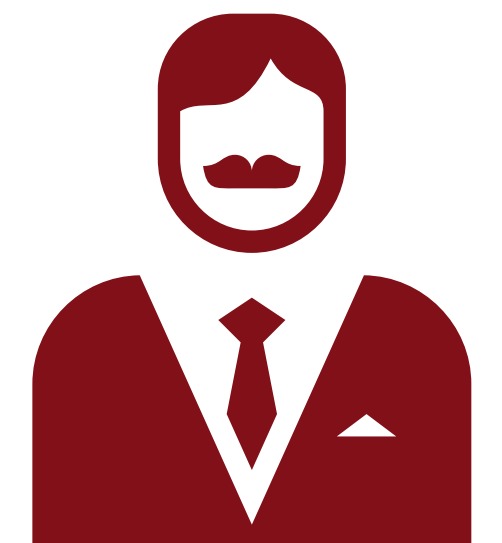
“My new husband and I were excited to get our wedding out of the way so we could finally pursue our aspirations to work overseas. All feedback at my employer had suggested that I was a key talent on the leadership development track so I was really shocked when they didn’t even discuss the international opportunity with me. When I told them I wanted to work overseas they explained that with my colleague Alan going overseas they needed my skills in the founding division more than ever. I couldn’t believe they didn’t even consider me for the opportunity. It all worked out for me in the end, I’m six months into my new job working overseas for one of their competitors. It’s everything I expected, challenging, developmental and exhilarating all at the same time.”

Susan



“I couldn’t believe it when they asked me to head up our first international division. Although I always knew a stint overseas was going to be required at some point in my career, it couldn’t have come at a worse time. My wife and I were two weeks away from being able to tell our family and friends we were expecting our first baby. But, I couldn’t say no to the opportunity: how would that make me look? After many stressful conversations with Hannah to try to convince her it was the right thing to do for us all, she agreed. But it was so tough when we got there, Hannah ended up being sick through the whole pregnancy and when Alex was born she had no support network. I tried to be there for her as much as I could but the stress really had an impact on my role. I just wasn’t able to perform like I could back home. In the end they brought me back after ten months, their decision, not mine. I’m not sure if my career with them will ever recover.”

Alan



Sound familiar?

Is the prevalence of gender stereotypes having an impact on your organisation's decision making? In this case the employer over-associated Alan with work, and over-associated Susan with family – a family she didn't even have yet. Despite good intentions, could your organisation be letting blindspots drive adverse business outcomes when it comes to your best talent – and to their detriment, as with Susan and Alan?

To create a sustainable talent pipeline, employers must focus actively on attracting and retaining female talent. Greater gender diversity in leadership will not happen by accident – and to make progress towards it, employers must implement inclusive talent strategies that support the advancement, engagement and development of this significant and growing talent population. An inclusive global mobility programme is an important component of such strategies, but as yet it's failing to deliver. In fact, only 20% of current international assignees are female.

PwC's ground-breaking research will clarify this pressing business challenge and opportunity. Ten critical themes arise from this research, with each generating business opportunities to enhance the gender inclusiveness and overall effectiveness of corporate global mobility programmes.



1. Sky-high demand



2. Battling the barriers



3. An international talent brand



4. Diversity disconnects



5. A culture of mobility



6. Female role model gap



7. Early mobility



8. Understanding mobile readiness



9. Location, location, location



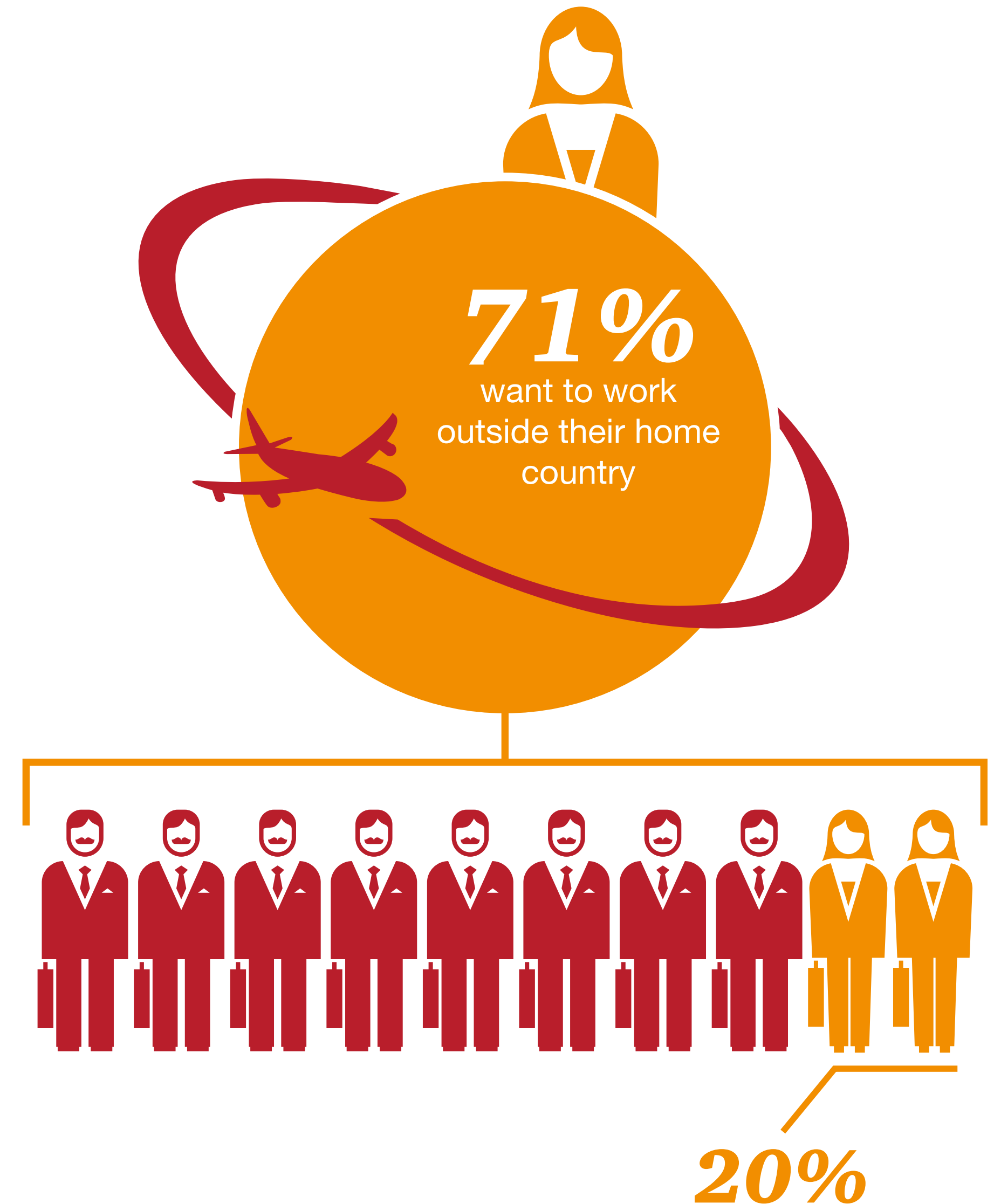
10. Duration, benefits and repatriation



1. Sky-high demand

We are experiencing a time of unprecedented – and as yet unmet – female demand for international mobility. 71% of female millennials want to work overseas during their career, but only 20% of the current internationally mobile population are women.

Faced with today’s fast-changing workforce demographics, global mobility strategies that do not fully include women will simply not deliver to their full potential.





2. Battling the barriers

Women in the trenches are feeling this inequity; they are 19% less likely than their male peers to believe that men and women have equal opportunities to undertake international assignments with their current employer. Organisations might hold outdated beliefs that women with children don't want to work abroad. This report robustly challenges such assumptions: 41% of the women who told us they want to undertake an international assignment are parents, compared with 40% of men. Meanwhile, men consider women's concern of putting their partner's higher-salary income at risk as the second-highest barrier to female mobility (27%). Of the female respondents to this research, 82% that are in a relationship are in a dual career couple, and 77% of those earn equal to or more than their partner. This higher income risk may well be a challenge when deploying women, but it will be equally challenging when deploying men. To overcome the barriers to more gender inclusive mobility, international employers must first identify and understand the actual – not assumed – barriers confronting them. Critical steps for companies seeking to achieve gender inclusive mobility include using data analytics to gain a clear view of their current mobility and wider workforce demographics, and then combining the resulting insights with process and behavioural interventions to overcome barriers.

I feel women and men have equal opportunity to undertake international assignments at my organisation



62% Agree



81% Agree

77% of women who are in a dual career couple, earn equal to or more than their partner/spouse





3. *An international talent brand*

Today, female talent matters more than ever: female millennials, for example, are more highly educated and are entering the workforce in larger numbers than females in any previous generation. Employers cannot afford to miss out on this significant and growing talent pool. In our research, 64% of women said opportunities to undertake international assignments were critical in attracting them to, and keeping them with, an employer.

To be successful in attracting, hiring and retaining female talent, it's imperative that international organisations have a talent brand that incorporates international experience as a core part of their employee value proposition.

The opportunity to complete an international experience was a key factor that attracted me to my employer

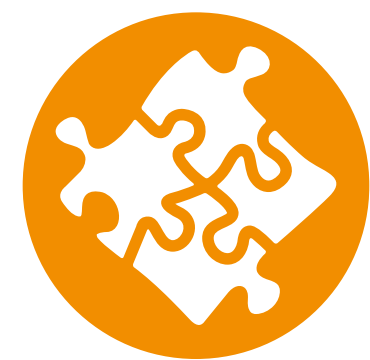


64% Agree

The opportunity to complete an international experience is a key factor in me remaining with my employer



64% Agree



4. Diversity disconnects

Done well, mobility is a positive driver of business success and a powerful way to develop senior leadership talent. However, these benefits will not be realised if global mobility strategies are operationalised in a silo. Only 22% of global mobility leaders said their organisations' mobility and diversity strategies were aligned, and the same low proportion – 22% – said they were actively trying to increase their female international mobile populations. Yet, as many as 69% of global mobility leaders agree they move employees to develop their succession pipeline of future leaders. The way many organisations currently manage global mobility is characterised by a significant number of diversity disconnects. Global mobility, diversity and talent strategies must converge to support the successful realisation of international business and people strategies.

Our global mobility and diversity strategies are aligned



We are actively trying to increase our female international mobile pipeline





5. A culture of mobility

Creating a culture of international mobility will be fundamental to achieving more gender inclusive mobility, yet 57% of global mobility leaders said their organisations don't articulate an expectation of international mobility to their key talent populations. Meanwhile, 65% of women said they would like opportunities to work overseas to be made more transparent at the companies they work for.

To instil and embed such a culture, international employers will need to clearly articulate an expectation of international mobility to their employees; visibly share the positive international experiences of past and current assignees; ensure their international opportunities are transparent; and actively seek out opportunities to increase their number of mobile employees, particularly women.

We articulate an expectation of international mobility to our key talent populations



43% Agree

I would like opportunities to work overseas to be more transparent at the company I work for



65% Agree



6. Female role model gap

International organisations are currently facing the challenge of a significant role model gap, with less than half of women (49%) agreeing that their organisation has enough female role models with successful international assignment experiences. This shortcoming is negatively impacting companies' wider female talent and global mobility programmes. Organisations must take active measures to drive awareness of the positive experiences of successful female assignees within their organisations.

Do you feel there are enough male role models of successful international assignees in your organisation?



70% Agree



73% Agree



49% Agree



57% Agree



7. Early mobility

Early mobility is in high demand: 74% of respondents (women and men) said their preferred time to complete a mobility experience is in the first six years of a career – yet 33% of organisations don't currently offer early mobility opportunities. It is critical that international employers get early mobility right: those that do will have an edge in the war for talent attraction and retention, will be more successful in leveraging millennial mobility demand, and will reap the long-term benefits of developing a more gender-diverse leadership pipeline. Early mobility also provides international organisations with opportunities to influence employees' mindsets towards a mobility culture that associates global mobility with both female and male talent.

Thinking ahead or looking back with regard to your career, is there/would there have been a preferable time to undertake an international assignment?

Early in my career (first six years)



74% Agree



74% Agree



8. Understanding mobile readiness

Only 25% of global mobility leaders have a real-time understanding of the mobile readiness of their complete workforce. By mobile-ready, we mean an understanding of who from the workforce is willing and prepared to be internationally mobile.

To create an environment conducive to the inclusive selection of international assignees, international employers must have a clear understanding of their mobile-ready population. This presents organisations with opportunities for improved diversity in their mobile population, while also offering wider benefits for global mobility programmes and workforce planning.

Does your organisation formally monitor whether your employee population is willing to go on an international assignment?

We ask all of our employees if they are willing to be internationally mobile on an annual basis



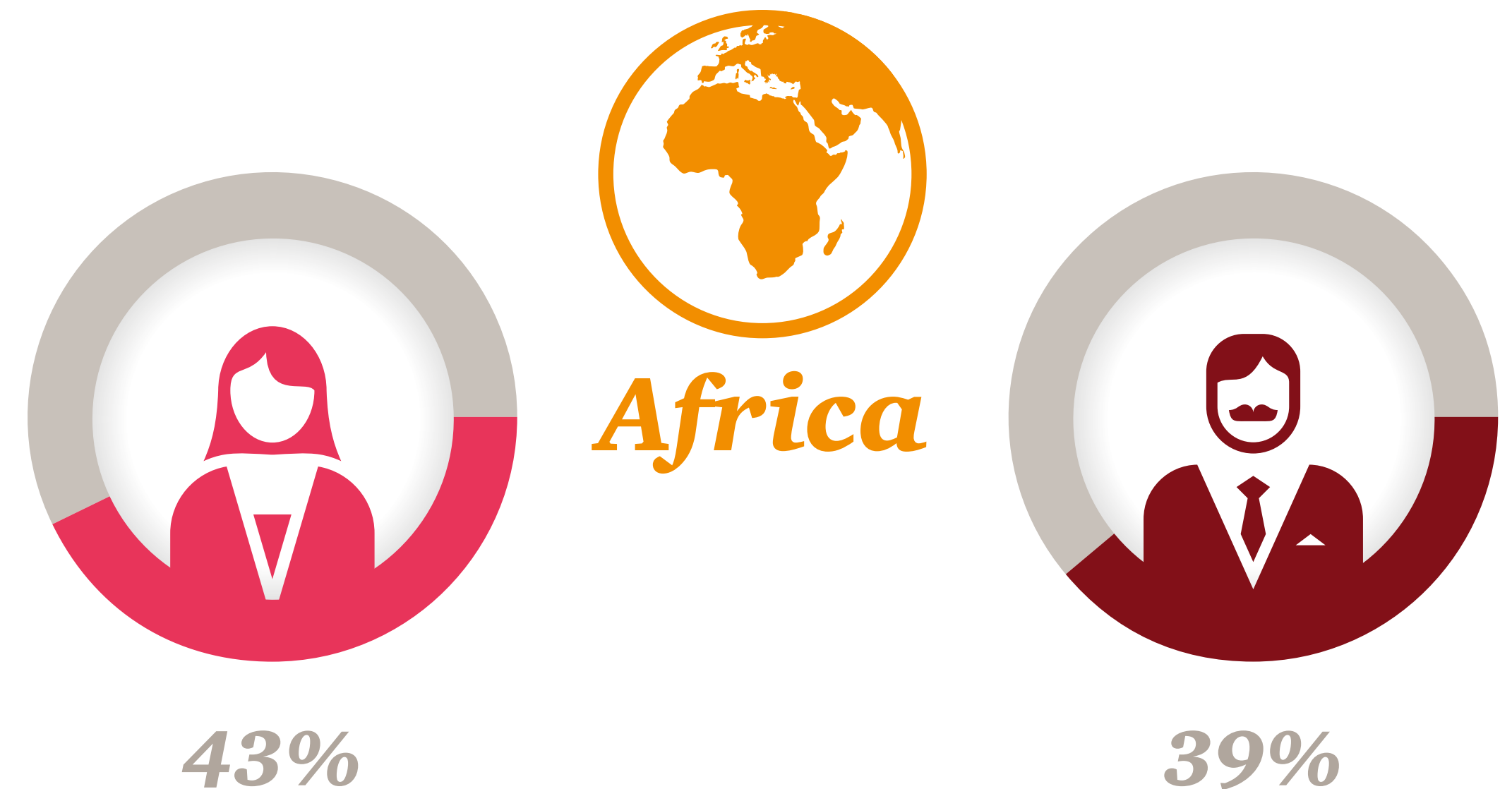
25% Agree



9. Location, location, location

Some 75% of global mobility leaders said their assignment destinations match their organisation's priority destinations for growth. However, organisations face the challenge that their priority destinations are often those least favoured by employees seeking assignments. Some 48% of women and 35% of men said they would never relocate to the Middle East, while 43% of women and 39% of men said the same about Africa. So it's clear that location challenges are not limited to women. To tackle these challenges, organisations will need to undertake a focused action plan, while also identifying any specific location barriers to female moves. Efforts in this area will pay dividends by supporting increased mobility to more challenging locations for both men and women.

Are there any geographies to which you would never relocate?





10. Duration, benefits and repatriation

To attract, retain and develop female talent, international employers must adopt a modern, more flexible approach to mobility. Of the top four professional concerns females identified around embarking on mobility assignments, three focused on repatriation, with concern over what their return role would be upon repatriation coming top (44%). 80% of women said flexibility and choice in assignment packages would make international moves more appealing at their organisations. And while long-term assignments are in highest demand (49%), women and men have a broad array of preferences when it comes to their favoured mobility durations. A gender inclusive mobility programme will include a world-class repatriation programme, together with flexibility, choice and options around assignment duration and package. These elements will meet the diverse range of employee preferences represented in today's workforce – shaped by demographic shifts such as the rise in dual-career couples, increased workforce participation rates among females in developing markets, and the growth in eldercare responsibilities due to an ageing population.

If the option to personally select from a menu of international assignment package benefits was available at my organisation it would make international moves more appealing.



80% Agree



80% Agree

Inside the research report

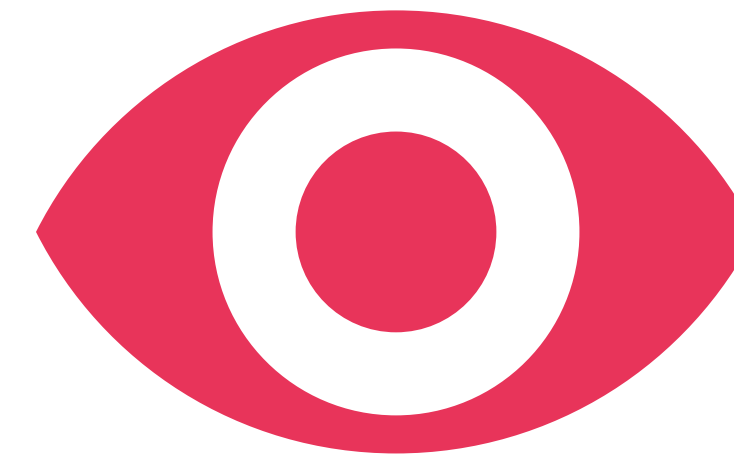
Explore our full *Modern mobility: Moving women with purpose* report to learn more about the findings of this research and each of the ten critical areas that provide opportunities for your organisation to create and benefit from gender inclusive mobility.

To find out more, visit: pwc.com/movingwomenwithpurpose



The report provides research insights and PwC points of view on each of the following themes:

1. Sky-high demand
2. Battling the barriers
3. An international talent brand
4. Diversity disconnects
5. A culture of mobility
6. Female role model gap
7. Early mobility
8. Understanding mobile readiness
9. Location, location, location
10. Duration, benefits and repatriation



Additionally, you can:

- Explore the tough questions organisations need to be answering to drive higher levels of female mobility, in response to each of the ten key themes
- Learn how international employers are responding to these challenges, through case studies from ANZ, British American Tobacco, PwC, and Telstra
- Learn about the experiences of internationally mobile female role models from ANZ, Baker Hughes Inc, Kerry Group, Marsh, PwC, and Tullow Oil Plc
- Benchmark your organisation's mobility practices against the insights from our 134 global mobility executives

Creating gender inclusive global mobility

Are you prepared?

Find out more at pwc.com/movingwomenwithpurpose or to discuss the report in more detail please contact:



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