

INSIGHTS



Talent trends 2020

Global Mobility continues to be a vital tool for businesses to execute on their strategy. However, as we move into the next decade, we are seeing a shift in the profile of the mobile population. With more employee-initiated moves than ever, organisations must be flexible to meet not only the talent needs of the business, but also the motivations and expectations of the talent.

With four generations in the workforce, demographic diversity has challenged Global Mobility professionals to think differently, to redefine more nimble programmes, able to flex as needed.

Now, more than ever, organisations are faced with a rapidly changing world which is disrupting traditional ways of working. Globalisation continues to be important for business growth, and to be successful, organisations must be agile to ensure they have the right skills in the right places. Challenges to achieving this are not only tighter regulatory controls and increased protectionism, but also a new type of war for talent—new digital skills are needed, some which exist and some which don't, creating an interesting global competition for talent. Added to this, or perhaps as a result of this, the expectations of the workforce from their employment terms have shifted the balance of the employer/employee relationship. Employees expect flexibility, diversity, and the ability to work where they want.

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Summary of the key current and future talent trends

<p>A shift in the organisation-employee relationship—the ‘new deal’</p>	<p>The relationship between employer and employees is changing. Employees will increasingly own their own careers.</p>
<p>The need for ‘thoughtful mobility’</p>	<p>Increasingly, organisations are moving towards creating purpose-led Global Mobility frameworks to align business and talent purpose with multi-generational and multicultural employee expectations.</p>
<p>Evolving diversity</p>	<p>Progress is being made in enabling women to enhance their careers through international work arrangements, as organisations seek ways to be more creative and inclusive with their talent and mobility strategies and policies. LGBT inclusion will increasingly enhance talent pools as country legislation embraces same-sex civil partnerships.</p>
<p>An increasing focus on risk and compliance</p>	<p>International work arrangements are becoming more complex and in parallel, government agencies are becoming smarter at digitally tracking the movement of internationally mobile workers and connecting across borders.</p>
<p>A more holistic approach to Global Mobility</p>	<p>The ‘new deal’ over the coming decade will necessitate organisations adopting a more holistic approach to engaging, inspiring and enabling employees to work and thrive.</p>

Based on findings of Santa Fe Relocation’s 2019 Global Mobility Survey.

A shift in the organisation-employee relationship—the ‘new deal’

The relationship dynamics between employer and employee are changing and so too are expectations. Reflecting on an interview as part of Santa Fe Relocation’s research, with a global HR leader (their organisation conducts an annual ‘pulse’ survey of 7,000 employees): Expectations by generation do differ—even between Generation Z (1995 onwards) and Generation Y (1980 to 1995).

Generation Z will be internationally mobile as a recognition that this is essential to further their career and they view the employer as a consumable resource—an extension of their university experience. Indeed, it would seem the expectation amongst this employee group is to ‘consume’ the employer for new work experiences outside of their country of employment.

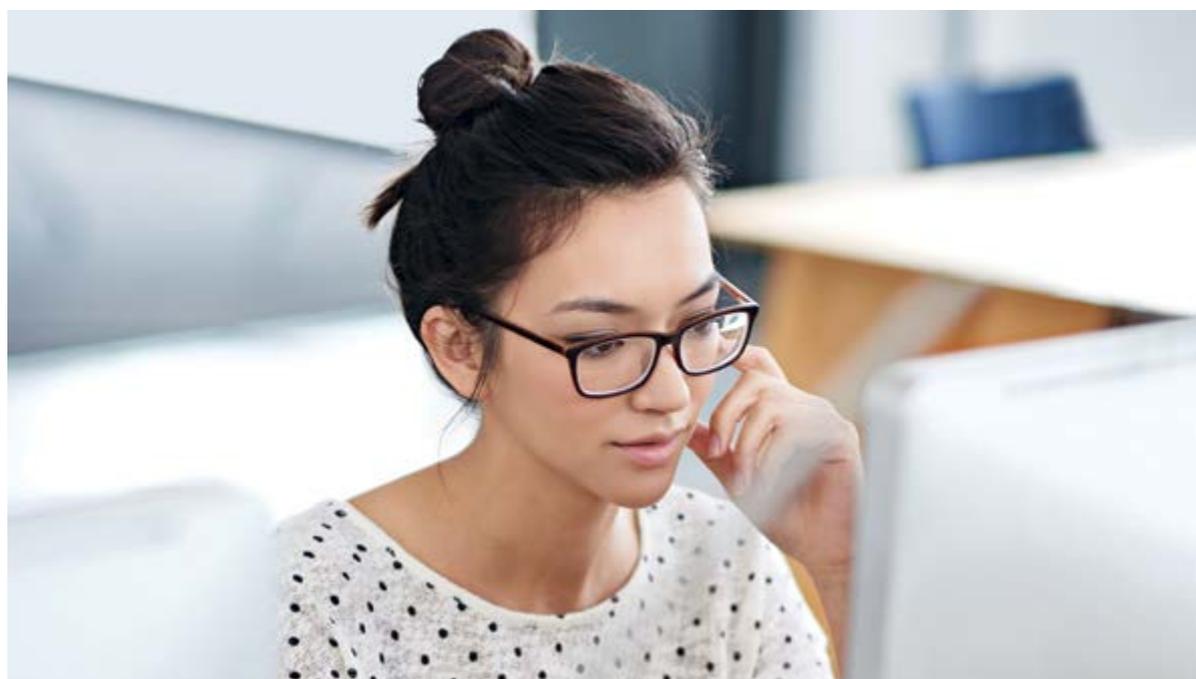
However, leveraging international work interventions at an earlier career stage is not exclusive to the organisation mentioned above. Another Executive HR leader shared with us that they have adopted a similar strategy of providing international work experiences at an early stage in their high potential ‘rising stars’ careers. In that organisation, technology is developing at such a rate that available talent is becoming scarcer and scarcer and the deployment of those who have undertaken long-term assignments may create a disconnect between their expectations and the available opportunities for senior roles. Emergent technology is disrupting careers as well as business models.

The reality is that the expectations of the diverse global workforce will require new approaches to Global Mobility, where the home country becomes less relevant. International work arrangements will continue to see more fluidity in the drivers for mobility, with more employees taking control of their careers and lifestyle, electing to work, live and thrive in locations to suit their circumstances. Now more than ever, organisations are needing to flex their approach to mobility to attract, enable and retain talent

An increase in one-way employee-initiated relocations, was revealed in our research findings and suggests that sustainable, capable people will manage their own career ‘share value’ and expect their organisations to ‘love them’ in the process. By love them, we mean that organisations will have to work much harder, if not doing so already, at engaging their employees and especially those who undertake substantial international travel. Enabling and nurturing a strong work-life balance to sustain physical and mental well-being are already well-documented as being key people priorities over the next decade

So, the ‘new deal’ for many organisations will require clarity of purpose, emotional and cultural intelligence in how best to communicate and engage with all levels in the organisation and more team-based collaboration rather than functional and business silos. The people strategy thus needs to be agile and fluid to incorporate established and self-employed specialists. In addition, there is a need to build teams that do not require rigid infrastructures and systems. Instead, a solid framework of people practices that enable teams to innovate and collaborate.

<p>The need for ‘thoughtful mobility’</p>	<p>There is a need for purpose-led Global Mobility frameworks to align business and talent purpose with multi-generational employee expectations. As organisations develop a consistent total reward strategy across their global footprint, it will become increasingly attractive for one-way company or employee-initiated relocations and more developmental transfers.</p> <p>Clearly, the main checkpoint for Mobility teams is to ensure that the right policy is adopted and indeed a fair talent process followed by their HR and business peers. Organisations are seeing themselves as more global and are drawing from a broader talent pool to fill roles wherever they may be, allowing for more employee engagement in applying for roles, where previously mobility was employer-led.</p>
<p>Evolving Diversity— Increased female engagement in international work arrangements</p>	<p>The World Bank estimates that over 42% of the workforce is female in most countries. There is still a way to go, but there are some positive indications that the mobile population is heading towards equality. Our research findings revealed an increase of female assignees from 25% in 2018 to 32% in 2019—showing there is progress in rebalancing the opportunity for women to engage in international work arrangements. While dual careers and children’s education are likely to be significant factors in enabling more women to enhance their careers through international work arrangements, organisations are seeking ways to be more creative and inclusive with their talent and mobility strategies and policies.</p>



<p>An increasing focus on risk and compliance</p>	<p>With the burgeoning advancement of social media and technology, international work arrangements are becoming more complex and in parallel, government agencies are becoming savvier at digitally tracking the movement of internationally mobile workers and connecting across borders.</p> <p>65% of the organisations surveyed in our research reported that they do have immigration processes in place to remain compliant, with the most popular method for tracking being MS Excel software. While this may work for tracking purposes, it will require more technical input to know if a visa and work permit required where a Business Traveller is really working in a country (based on a series of triggers). This may lead to more than detention at an airport and if found working whilst in the host country, triggers for payroll, tax and social security and possibly permanent establishment issues at the organisation level.</p>
<p>A more holistic approach to Global Mobility</p>	<p>The 'new deal' over the coming decade will necessitate organisations adopting a more holistic approach to engaging, inspiring and enabling employees to work and thrive.</p> <p>To this end, as policies become more segmented and the anchor to a home location or a headquarters becomes less critical for some organisations (for example, transnationals) a more holistic approach towards total reward and benefits will require greater harmonisation across the global footprint.</p> <p>Whether it be a sequential series of 'local-to-local' movements or traditional assignment types is a decision for each business to determine. Elements such as medical support and retirement arrangements will need more attention. Will these be as relevant for younger generations? Will they wish more personal choice in how they provision their long-term wealth creation? The pension concept has been largely based on Western models of compensation and benefits.</p> <p>Employees embarking on international work arrangements will increasingly demand policies that deliver structured flexibility and support through the right balance of human and digital support mechanisms. Whether it be through self-service activities via internal company and external suppliers' systems or well-managed destination and relocation programmes, the focus will be on establishing successful and enjoyable life experiences for employees, as they undertake often life-changing work and personal experiences.</p> <p>As the world continues to become a 'global village', so practices will change. The point that should be noted is that Global Mobility, as we know it today, will continue to be disrupted and those who avoid considering future alternatives will be disadvantaged in the race for increasingly scarce, valuable talent.</p>

Further reading

Research Report

REVISION: Mobility through the looking glass. Santa Fe Relocation Global Mobility Survey 2019 (GMS 2019). May 2019.

White Paper

TALENT: Emerging trends in international work arrangements, Santa Fe Relocation.

About the authors

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Recognised as a thought leader and speaker on strategic international HR, talent management and Global Mobility, John has 15 years of global consultancy experience. Having previously held senior HR leadership roles in numerous global businesses across a range of industry sectors, John now works with global organisations to create value and improve the structure of Global Mobility programmes; focusing on aligning strategic objectives with operational delivery. John can be contacted at john.rason@santaferelo.com.

Julia Palmer, Group Head of Relocation and Assignment Management

A respected mobility advisor globally, Julia has 20 years' big four experience working with clients across all regions and industries to develop their Global Mobility strategy and supporting framework. She has forged her expertise by transforming the mobility programmes of a wide range of organisations, from multinational conglomerates to brand new start-ups seeking to globalise; consistently enabling these clients to form closer links between the talent and mobility agenda, with the use of data and insights.

References and extracts from:

1. REVISION: Mobility through the looking glass. Santa Fe Relocation Global Mobility Survey 2019 (GMS 2019). May 2019. Search: "Global Mobility Survey 2019". **2.** TALENT: Emerging trends in international work arrangements, Santa Fe Relocation. Search: "TALENT: Emerging trends in international work arrangements".

**We enable people and organisations
to work, live and thrive in new places
around the world.**

About Santa Fe Relocation

Santa Fe Relocation is a Global Mobility company specialising in managing and delivering high-quality relocation services worldwide. Our core competence is providing services that help corporations and their employees as well as individuals and their families to relocate and settle in new places. These services are delivered to a consistently high standard, locally and globally, and managed through our own operations around the world. For more information, visit us at santaferele.com

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