

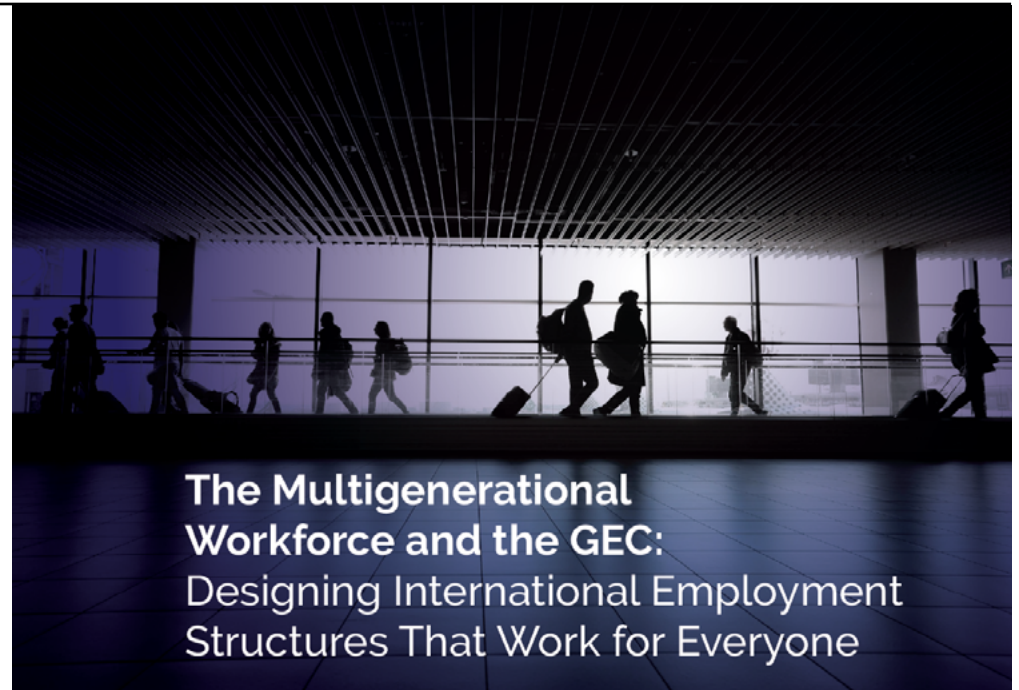
The Multigenerational Workforce and the GEC: Designing International Employment Structures That Work for Everyone

A More Diverse Assignee Population

The internationally mobile workforce is changing. For much of the history of global mobility, the archetypal expatriate was relatively easy to profile: typically mid-to-senior career, often accompanied by a “traditional” family, motivated primarily by compensation and career advancement, and accustomed to the traditional long-term assignment model. That profile, whilst never entirely accurate, served as a useful planning assumption.

Today, this assumption is no longer adequate. Organisations are deploying internationally mobile employees across a far wider spectrum of career stages, life situations, and generational cohorts than at any point in the past. Baby Boomers approaching the latter stages of distinguished international careers coexist within the same mobility programs as Millennials seeking developmental postings and Gen-Z employees, for whom flexibility and purpose are non-negotiable priorities. Each cohort brings distinct expectations of their employer, of their assignment experience, and of the employment structure that underpins it.

The question this raises for Global Employment Company (GEC) design is both important and underexplored: can a single employment structure genuinely serve such a diverse population, and if so, how should it be configured to do so?



Diverging Expectations Across Generations

The differences between generational cohorts in the international workforce are not merely stylistic. They reflect genuinely different priorities and life circumstances that have direct implications for employment design.

More established international professionals typically prioritise continuity and security. They have accrued significant pension entitlements, benefit rights, and contractual protections over the course of long careers, and they are understandably concerned about the risk of these being disrupted by an international assignment. They tend to value clarity, predictability, and the assurance that their long-term financial interests are protected.

Younger internationally mobile employees, by contrast, often place greater emphasis on flexibility, development, and the alignment of their work with a broader sense of purpose. They may be less preoccupied with long-term benefit accrual (at least initially), and more focused on the quality of the assignment experience, the career capital it generates, and the degree of autonomy they are afforded. Many are also

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The GEC's capacity for policy consistency is similarly valuable across the generational spectrum. Whilst the specific parameters of the policy, such as allowances, housing support, and family provisions, may need to be calibrated to reflect different assignee profiles, the existence of a coherent, transparent framework applies equally to all. This consistency matters to every generation, even if what each cohort wants that framework to contain differs.

Designing for Diversity Without Sacrificing Coherence

The practical challenge for organisations is to design a GEC that accommodates genuine diversity of needs without descending into a complexity that undermines the model's core governance and efficiency advantages. This requires a thoughtful policy architecture that establishes clear foundational principles applicable to all GEC employees, whilst allowing for structured flexibility in the application of those principles to different assignee segments.

Tiered policy frameworks, modular benefits design, and clearly defined eligibility criteria can all support this goal. Critically, the GEC's centralised structure makes it easier to implement and manage such frameworks consistently.

An Opportunity for GEC Evolution

The multigenerational workforce is not a problem to be solved; it is a strategic reality to be embraced. Organisations that design their GEC by building employment structures that speak meaningfully to the full range of their internationally mobile talent, will be better placed to attract and retain the best people across all career stages.

In doing so, they will also discover that the GEC is a more adaptable vehicle than it is sometimes given credit for. Its structural strengths, such as centralisation, consistency and continuity, are not constraints on diversity, but rather they are the foundation upon which genuine, well-governed flexibility can be built.

navigating international mobility earlier in life, with different personal circumstances and a different relationship to the concept of home.

The GEC's Inherent Strengths Across Cohorts

The good news is that the core attributes of the GEC model translate well across generational boundaries, albeit in different ways. The employment continuity that the GEC provides is reassuring to experienced professionals who might otherwise be reluctant to accept an international posting for fear of disrupting established benefits. For younger employees, who grew up in a "plug and play" world, the same continuity offers something different but equally valuable: a stable platform from which to pursue a series of international experiences without the administrative complexity of being repeatedly terminated and rehired.