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Migrant Inclusion and Wider Workforce Well-being: Understanding the MNE Challenges and Solutions through the Diversity Climates Lens

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Introduction

Migration is a global phenomenon that is affecting more and more countries and is having an impact at individual, organizational, and societal levels. As the International Organization for Migration (IOM) has reported (2020), 272 million people live in a country other than their home country. While the overall proportion of the global population classed as migrant has remained steady at 3% for the past 60 years, the proportion of developed economies' populations so classed has risen to 12%, while the proportion of migrants in emerging economies has remained at 2% (Engler et al., 2020). The absolute increase in and diversification of international migratory movements and greater politicization of this phenomenon (e.g., Esipova et al., 2020) have led to this period being defined as the "Age of Migration" (Castles & Miller, 2009, p. 3).

Workforce well-being has risen up political agendas within developed economies separately from but alongside that of migration. In 2010, the Organisation for Economic Co-operation and Development (OECD) launched its "How's Life?" survey (OECD, 2020) in 37 countries, followed

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A. I. Mockaitis (ed.), *The Palgrave Handbook of Global Migration in International Business*,
https://doi.org/10.1007/978-3-031-38886-6_15

by the Better Life Index in 2011 (OECD, 2020). Well-being was also subsumed into the UN's Sustainable Development Goal (SDG) #3 together with health when the SDG program was launched in 2016 (United Nations, 2015). Additionally, various countries have adopted their own measures (e.g., Canadian Index of Wellbeing (CIW, 2022) and frameworks (e.g., Italy's Equitable and Sustainable Wellbeing Framework (Blazey et al., 2022)) over the past couple of decades.

It is estimated that between 2011 and 2030 mental health will cost $16 trillion in lost economic output worldwide (Broom, 2020). While limited coverage of migrant well-being is offered by the various national and international measures and frameworks (Wong Espejo, 2021), the data that is available suggests significantly poorer outcomes for migrants including lower resilience, greater poverty, and lower quality working and housing conditions (Wong Espejo, 2021). Further, other studies suggest that migrant populations are at greater risk of mental illnesses (Hashemi et al., 2019; Liddell et al., 2016). Recently, the COVID-19 Mental Disorders Collaborators (2021) found the pandemic was responsible for generating an additional 53 million cases of major depressive disorder and 76 million additional cases of anxiety disorders worldwide which has compounded the situation. In line with earlier evidence, the pandemic turbulence experienced by migrants was found to be more severe than that experienced by non-migrants (Kothari, 2021). As promoted by various national and international bodies, well-being in the workplace is a recognized business priority (see, e.g., McCain & Sen, 2021) with migrants likely experiencing a greater need for support.

To grow the research agenda on migration to incorporate a well-being at work perspective within the community of international business scholars, in this chapter, we choose to adopt the International Organization on Migration's (IOM) (2019) broad definition of migration. In doing so, we shine a spotlight on the many and varied characteristics of the migrant population (e.g., gender, age, and marital status) which may differentially impact migrant well-being outcomes.[1] Worthy of special mention among these characteristics is that of refugee as defined, for example, by the UNHCR (2021) under the IOM's (2019) broad umbrella definition of migrants. The purpose of selecting the IOM's broad definition in this piece is to illustrate the potential for very varied and complex migrant well-being outcomes.

We introduce international business scholars to the diversity and inclusion literature to enhance the research richness of the former. First, we provide an

[1] Empirical studies stemming from this initial discussion will of course need to adopt the usual rigorous definitions for sampling as appropriate to the research question(s).

overview of the growing diversity of organizations. Second, we define and differentiate the concepts of diversity climate and climate for inclusion. Third, we analyze the interplay between such climates and well-being. We conclude with a discussion of multinational enterprise (MNE) challenges and potential solutions to support migrant inclusion and wider workforce well-being.

Diverse Organizations as a Growing Global Phenomenon

Over the past 60 years, scholars and organizations have paid increasing attention to workforce diversity in terms of gender, ethnicity, age, sexual orientation, nationality, and other demographic and social differences (Bellotti et al., 2022; Guillaume et al., 2013; Williams & O'Reilly, 1998). As the forces of globalization have deepened and broadened, and the absolute numbers of migrants have risen, such phenomena have led to much higher heterogeneity in working environments. Concomitantly, organizations have started recognizing the need to be better equipped to manage such a diversified talent pool to create a competitive advantage as well as to fulfill their humanistic mission (Mor Barak, 2017, 2019).

Companies are interested in hiring migrants not only to enter diverse markets and reach a diverse range of customers but also to obtain local resources and to share information across national borders (e.g., Hajro et al., 2017). According to the extant literature, there are additional benefits for culturally savvy organizations and teams, such as increased work performance, job satisfaction, and problem-solving skills, as well as improved organizational image and employee well-being, just to mention a few (Cox, 1994; Hofhuis et al., 2012; Pitts, 2009; Richard et al., 2013). Nevertheless, inadequate management and poor understanding of the complex dynamics pertaining to the level of homogeneity/heterogeneity in a workgroup can also lead to negative outcomes, including dissatisfaction, conflicts, and discrimination episodes (Jayne & Dipboye, 2004; Ogbonna & Harris, 2006), turning eventually to what has been called "a paradoxical dilemma" (Mor Barak, 2019, p. 939). Specifically, embracing diversity represents a risk for a company, in terms of intergroup conflicts, mistrust, and tensions which can result in negative social and economic consequences (Bassett-Jones, 2005). However, avoiding diversity can result in negative outcomes too, such as losing creativity, innovation, and potential economic competitive edge (Mor Barak, 2017).

As the IOM has reported (2020), 272 million people live in a country other than their home country; hence this phenomenon has become one of the main contributors to the cultural diversity of the world's workforce. Prompted by government legislation in certain countries/regions aimed at promoting diversity and inclusion and, sometimes, addressing colonial pasts and privilege (OHCHR, 2012), organizations become subject to social imperatives to reflect the cultural composition of society in their employment policies and practices (i.e., equal employment opportunities and affirmative action programs; D'Netto et al., 2014). Despite those efforts, recent studies in multinational companies have found that ethnocentric staffing practices are still in place and that they cause workers to show favoritism toward their own national ingroup and to create distance with others belonging to a different nationality (i.e., the outgroup; Lee et al., 2022). Examples of ethnocentric practices include showing loyalty, pride, and cohesiveness toward an individual's own group, namely, intragroup cohesiveness or ingroup positivity (e.g., House et al., 2004), as well as putting trust in ingroup members relative to outgroup members, namely, intergroup distance or outgroup negativity (Kramer, 2018).

When migrants leave their home country for the host country, a certain degree of acculturation is required to facilitate adjustment to the new environment (Volpone et al., 2018). Acculturation is defined as the internal psychological change involving the individual when he/she comes into contact with a new culture (Zea et al., 2003). People differ in the extent to which they can acculturate to new environments (Ang et al., 2007), with the most successful becoming truly bicultural and able to alternate between their two cultures (Benet-Martínez & Haritatos, 2005; Lafromboise et al., 1993). Further, field research seems to support the idea that the more minority statuses an individual holds, the better and the quicker they will acculturate to the new environment (Volpone et al., 2018). This faster process is due to the greater personal resources such minorities can rely upon when navigating cross-cultural situations. Their greater and more frequent experiences of social exchanges with others different from them enhance their ability to transfer that knowledge and experience across different situations and cultures (e.g., Barnett & Ceci, 2002; Hinds et al., 2001). Ultimately, such bi- and multicultural individuals can engage easily and quickly in code-switching, adapting their behavior to participate competently in their multiple cultures (Chen et al., 2008). In theory, a superdiverse migrant who has moved to a developed economy (e.g., older female Black migrant who is the mother to several teenage children; young male Brown refugee who speaks English and a variety of

Afghani languages) should be well-positioned to become a successful multicultural individual (Kothari et al., 2022).

At the same time, the process of acculturation can be strongly and negatively impacted by at least two key factors. First, migrants' own social resources can play a significant role. For example, Hashemi et al. (2019) found that the well-being of Middle Eastern migrants in Australia was positively influenced by their perceived social support which they defined as "the resources people perceive to be available or that are actually provided to them by non-professionals in the context of both formal support groups and informal helping relationships" (p. 47). Second, acculturation is also impacted by the interactions migrants have with other people. Individuals associate themselves with an identity group based on demographic characteristics and tend to negotiate these identities through their daily interactions (Stryker, 1980; Tajfel & Turner, 1986). Through those transactions, minorities get to learn the disadvantaged status they hold in society, because of the discrimination they are pervasively exposed to and the negative feelings associated with that (Utsey et al., 2002), and remain marginalized. When applying this to a context which includes migrant workers, this means, for example, that being from a different country in an otherwise nationally homogeneous team does not imply that migrants will inevitably perceive themselves as foreigners. This negative type of self-categorization will more likely occur if the rest of the team discusses cultural differences, comments on a team member's different accent (Gonzalez & Denisi, 2009), or performs other acts of exclusion.

As illustrated above, social interactions and daily work practices directly impact individuals in their daily working life. For this reason, it is important to move from a focus on the organizational rhetoric about how diversity is managed (including the official HR policies and programs) to an assessment of how all employees—those from the majority as well as minorities *including migrants*—in all locations experience and interpret the implementation of those practices, namely, the organization's diversity climate (Kossek & Zonia, 1993; Li et al., 2019). In the next section, we formally introduce the concept of diversity climate.

Diversity Climate

Several definitions of diversity climate can be found in the literature. Some highlight the aggregated employee perception of the formal structure and informal values concerning diversity as provided by the organization (Gonzalez & DeNisi, 2009). Others refer to employees' shared perception of practices

and policies that are implicitly and explicitly focused on supporting diversity, making it priority for businesses to eradicate discrimination (Gelfand et al., 2005). Yet other definitions have put the emphasis on the perception of how company policies promote the integration of minorities in the organization (McKay et al., 2008). Drawing from these definitions, we argue that a diversity climate consists of the degree to which employees perceive that the organizational practices, policies, and procedures are able to create a work environment that values, promotes, and integrates all employees—especially minorities *including migrants*—while standing against all forms of discrimination.

Stemming from Cox's Interactional Model of Cultural Diversity (IMCD) developed in 1994, current research centered on diversity climate draws from Mor Barak's bi-dimensional model which includes Organizational and Personal dimensions (Mor Barak et al., 1998). The organizational dimension concerns the extent to which company policies and practices promote fairness in employees' selection, promotion, and treatment and establish official programs to support their inclusion within the company; the personal dimension refers to the value attributed by individual employees to diversity and the degree to which they feel comfortable to interact with co-workers belonging to a different social/cultural group.

Existing research findings around diversity climate have shown its significant positive impact at the individual level, thus promoting job satisfaction (Wolfson et al., 2011) and organizational commitment (McKay et al., 2007) while reducing the employee's intention to leave the company (Buttner & Lowe, 2017; Jolly & Self, 2020; Lee et al., 2020a). Although these findings are not focused on the migrant experience, research should be undertaken to confirm whether these results also hold for various categories of migrants. At the organizational/unit level, diversity climate appeared to foster unit sales performance (McKay et al., 2008, 2009) and firm unit performance (Gonzalez & Denisi, 2009; Moon & Christensen, 2020). As some researchers have investigated the effects of diversity climate at the personal level and others at the organizational level, more recent studies have started to refer to "diversity climates", which acts as an umbrella term encompassing constructs such as value diversity climate and fairness diversity climate (Leslie & Flynn, 2022). More specifically, diversity climates have been defined as work environments that enable the entire workforce to be treated fairly and socially integrated (Holmes et al., 2021). Again, the migrant experience needs to be specifically targeted in future research. It is crucial to emphasize that, alongside fostering a diversity climate within the workplace, it is also necessary to develop a climate for inclusion, which is closely related to the former but also needs to be

clearly distinguished (Cox, 1994; Mor Barak, 2017; Nishii, 2013). In the next section, we introduce the concept of climate for inclusion and distinguish between the different types of diversity climates.

Promoting a Climate for Inclusion

Nishii (2013) and Roberson (2006) argued that diversity climate and climate for inclusion are separate constructs. Diversity climate focuses on the fair treatment of those belonging to a minority group (i.e., managing organizational demography). Inclusion climate concentrates on removing all obstacles to encourage the participation and contribution of all employees and the integration of their different competencies and opinions within the organization. Despite companies' efforts to try to integrate minorities and promote an environment supportive of diversity, minorities can still experience exclusion in the everyday working life, which is manifested as a lack of opportunities to participate fully and contribute to organizational life and core processes (Mor Barak, 2017). This means that focusing only on ensuring fairness through complying with equal opportunity-related laws (e.g., in recruitment and development, such as through training and mentoring programs, advocacy groups, and flexible working policies) ensures demographic representation at every organizational level but might not translate into actual opportunities to belong to and participate meaningfully in the organizational system, at the formal and informal level (Mor Barak, 2019). Specifically, the compliance approach does not value personal differences, nor it makes use of them in a beneficial way (Shen et al., 2009), since it does not guarantee that all employees—especially minorities *including migrants*—are enabled to actively participate in the business life and key organizational activities (Guillaume et al., 2014; Mor Barak, 2017; Roberson, 2006).

Organizations are now moving away from a focus on diversity climate aimed at resolving the issue of how to manage a diverse workforce. Instead, they are working to generate a positive climate for inclusion. Although still a work in progress for many organizations (McKinsey & Co., 2020), the aim of the latter climate type is that all employees perceive themselves to be involved in company decision-making processes, information and communication networks, and formal and informal activities, irrespective of the employees' social, demographic, and cultural background (Nishii, 2013; Shore et al., 2011). Such a climate does not only make employees feel valued and respected by offering equality and fairness of opportunities but also makes employees feel empowered (Guillaume et al., 2014), being considered valuable members

of the team through the achievement of a balance between their need of belongingness and their need of uniqueness (Roberson, 2006). Therefore, a climate for inclusion is broader than a climate for diversity, as it involves the removal of the obstacles to the full contribution of all employees in organizations (Roberson, 2006); for that reason, it goes beyond the specific issue of how to deal with the organizational demography (Paolillo et al., 2020).

Experiencing a climate of inclusion at work likely leads employees to feel more comfortable when interacting with members of other groups; this results in higher likelihood to participate in organizational life and wider society, together with a greater acceptance of all individuals for who they are (Mor Barak, 2019). Additionally, this helps to develop a work environment where the full spectrum of talents is used (Shore et al., 2011; Nishii, 2013; Mor Barak, 2017), making the most of individual and cultural differences.

Obviously, diversity climate and inclusion climate are related concepts; however, inclusive organizations and diverse organizations do not seem to have the same attributes (Roberson, 2006); for example, inclusion attributes incorporate broader human resource initiatives, such as "collaborative work arrangements and conflict resolution processes, which are designed to involve all employees in organizational decision-making processes" (Roberson, 2006, p. 231). Diversity attributes, instead, cover the representation of different demographic groups in the organization, fair treatment, and top management commitment to diversity (Roberson, 2006; Konrad & Linnehan, 1995). This suggests that both types of climates illustrate two different—although related—approaches to benefit from the potential of a diverse workforce (Paolillo et al., 2016).

The Interplay between Diversity Climate and Climate for Inclusion on Migrants' Well-being

Work environment is an integral part of individuals' lives, given people spend most of their time at work; therefore, well-being in the workplace has become central to an individual's overall health and welfare (Haile, 2012; Wilks & Neto, 2013). Hence, the UN has not only highlighted the relevance of well-being as the third of the SDGs that need to be achieved by 2030 (United Nations, 2015) but also included as other core objectives Decent Work (SDG #8) and Reduced Inequality (SDG #10). Those goals, taken together and with the initiatives of the OECD and others noted above, emphasize the importance of inclusion and well-being of migrants in the workplace.

Despite well-being being a recognized priority, throughout the years, there have been different conceptualizations, often measuring it in the positive terms of job satisfaction and work engagement (namely, as pleasant or fulfilling feelings and/or states of mind related to work; Bakker & Demerouti, 2008) or, conversely, through negative definitions, such as burnout, intention to quit, or "the implementation of disinterested and neglectful behaviour" (Kowalski & Loretto, 2017; Platania et al., 2022, p. 8). Several disciplines have shown interest in exploring and defining well-being, including psychology, medicine, sociology, and anthropology, thus making it a multidimensional concept with multiple definitions. Nevertheless, a common thread across different perspectives aims at defining it as an individual's overall positive state, manifested on multiple levels—that is, physical, psychological, social, and occupational—and with spill-over effects of one dimension over the others and vice versa (Kowalski & Loretto, 2017). With regards to work-related well-being, the UK's Chartered Institute of Personnel and Development (CIPD) refers to a work environment which promotes an employee's state of contentment, allowing them to flourish and achieve their full potential for the organization and the individual's benefit (CIPD, 2007).

Studies have established that being in employment is better for physical and mental health than being unemployed (e.g., Marmot, 2010; Waddell & Burton, 2006). Nevertheless, the quality of work matters and poor work-related well-being is a key reason for workplace absence (CIPD/SimplyHealth, 2016) and a series of potential adverse effects (e.g., Goetzel et al., 2002). We noted above extant research that points to migrants experiencing poorer working conditions and worse outcomes than non-migrants (Wong Espejo, 2021).

Research has highlighted that well-being at work can be identified as one of the main outcomes of both diversity and inclusion climates (Findler et al., 2007; Hofhuis et al., 2012; Sliter et al., 2014; Ward et al., 2020). Specifically, creating an inclusive and diverse work environment can reduce the experience of discrimination and promote better mental health, lower stress levels, decreased turnover and absenteeism (Greenglass et al., 1996; Michie & Williams, 2003; Mor Barak & Levin, 2002; Sabharwal, 2014); additional positive outcomes would include greater job satisfaction and perceived job recognition, especially for minority employees (Clark et al., 1999; Hofhuis et al., 2012; McKay et al., 2007; Williams et al., 1997). As discrimination negatively affects the well-being of minorities *including migrants,* creating a working environment that promotes both diversity and inclusion has been shown to reduce the experience of discrimination, hence establishing a

positive individual's state (Clark et al., 1999; McKay et al., 2007; Williams et al., 1997).

The extant literature on migrants and well-being is limited and mainly focused on mental health. Specifically, migrants are at higher risk of developing depression, anxiety, schizophrenia, post-traumatic stress disorder (PTSD), and other mental problems compared to the majority settled populations (Abbott, 2016; Liddell et al., 2016; Zimmerman et al., 2011). Yet, the results of existing studies on identification and acculturation and well-being are inconsistent. Some studies suggest successful identification with a new ethnic culture enhances migrants' self-esteem, decreasing anxiety and depression (Berry & Sabatier, 2011; Moztarzadeh & O'Rourke, 2015; Sheldon et al., 2015). Other scholars, in contrast, indicate that the same process of acculturation creates stress or depression (Abu-Rayya & Abu-Rayya, 2009; Amer & Hovey, 2007). It seems that these opposing results are probably due "to the existing differences between host countries, migrant populations, as well as immigration policies and attitudes" (Hashemi et al., 2019, p. 46), which would also lead to different experiences of discrimination and levels of acculturation (Hashemi et al., 2019).

Research on refugees and well-being at work is even more limited and at an infant stage. Nonetheless, we do know that, to a greater extent than other migrants, refugees are often subjected to additional challenges, such as discrimination due to their ethnic identity and social status. Additionally, refugees find it more difficult to obtain work (Jackson & Bauder, 2014); as such, they may strive to maintain employment even when they are not treated with respect (Newman et al., 2018). Nevertheless, existing studies on refugees illustrate a similar pattern as for other migrants, namely, refugees display higher levels of commitment and lower turnover intentions if working in an environment that values diversity and fosters inclusion. Moreover, these effects seem to be particularly pronounced for refugees coming from more collectivistic cultures (such as those in the Middle East and Central Asia; Newman et al., 2018); a reason for this lies in the fact that individuals from collectivistic cultures have strong in-group identities, seek mutual protection from one another (Hennekam & Tahssain-Gay, 2015; Herrera et al., 2011; Muchiri, 2011), and are aware of the importance of acting altruistically to others members of the group (Nadeem, 2013; Tlaiss & Kauser, 2011; Triandis, 2001). Individuals from collectivistic cultures are also likely to place greater value on building social ties with others and setting group goals (Randall, 1993); these actions make them more committed toward their employer (Meyer et al., 2012). In other words, the extent to which workers—especially cultural minorities *including migrants*—are accepted and included rather than rejected and

excluded in their workplace is crucial for their attitudes and behaviors toward the organization (McKay et al., 2007; Hicks-Clarke & Iles, 2000; Hopkins et al., 2001), as well as for their personal well-being (Leary & Downs, 1995).

A diverse and inclusive climate, where employees feel supported, equitably treated, encouraged, and empowered to contribute to the effectiveness of the work group, makes employees perceive that their organization cares and looks after their well-being (McKay & Avery, 2015). The fulfillment of the psychological contract on the part of the employer will make the employees reciprocate such care and concern by engaging in behaviors that benefit the whole organization, including higher organizational commitment and lower turnover intentions (Buttner et al., 2010; Hopkins et al., 2001; Lo & Aryee, 2003; Tekleab et al., 2005).

MNE Challenges in Supporting Migrant Inclusion and Workforce Well-being

The extant literature on diversity climate and climate for inclusion reviewed above suggests that there is value in the workforce perceiving positive diversity and inclusion climates, especially for minorities, notwithstanding the gaps resulting from our limited knowledge around migrant experiences. Nevertheless, this body of research suggests that MNEs face a series of significant multilevel significant challenges to achieving migrant inclusion and wider workforce well-being through diversity climates, as these practices need to be implemented and managed against the background of population diversification, politicization of migration, and superdiversity of migrants.

The First Challenge: Diversification of the Workforce and Breadth of MNE Operations

The first challenge to migrant inclusion and wider workforce well-being is found at the national societal or macro level. MNEs operate across national boundaries. North America, Europe, and, to a lesser extent, other developed economies around the globe remain the top locations for MNE headquarters and their subsidiaries (Cheung, 2022). MNE management is inherently more complex than many other organizations, at least in part, owing to the cultural and institutional complexity (Sasikala & Sankaranarayanan, 2022) of the organization's operations. Specifically, diversity is increasing within those geographical areas mentioned above with migrants arriving from all four corners

of the world. These regions are also the recipients of the majority of economic migrants (Edmond, 2020) and the majority of asylum seekers (UNHCR, 2021). Additionally, MNEs are venturing more and more into emerging markets, increasing the number of countries within which they operate, and making the diversity picture even more complex (Cheung, 2022).

Refugees remain largely, although not exclusively, in emerging economies. The top five countries for refugee resettlement are Turkey, Columbia, Uganda, Pakistan, and Germany (UNHCR, 2021). Refugee workforce integration is thus a grand challenge even for MNEs that consider it an important humanistic mission and not simply a route to filling low-cost labor shortages (Lee et al., 2020b; Vaara et al., 2021). Multilevel and multidimensional challenges vary across regions of MNE operation including, among others, limitations or restrictions on the rights to work (Meyer et al., 2020), a mismatch between refugees' skills and the receiving countries' labor needs, lack of formal recognition of qualifications, and employer biases, which together create a canvas ceiling (Szkudlarek et al., 2022). These challenges inevitably limit refugees' employment opportunities and, although further research is needed, possibly compromise individual well-being even for those refugees who find employment in an MNE with a positive diversity climate.

Solutions: A global strategic approach to integrating refugees is not feasible; localized customized and collaborative solutions (Szkudlarek et al., 2022) and diversity management practices (Georgiadou et al., 2019a) are needed. Such solutions require state, society, and multinational enterprises to collaborate on diversity and inclusion initiatives (Ghauri, 2022). As discussed by Szkudlarek et al. (2022), IKEA is a leading example, committed to supporting 2500 refugees globally by 2023 with a locally customized program of job training and language skills, after which refugees are free to apply for a job with IKEA or another organization. As part of locally customized—but still global—strategies, MNEs can help refugees become employees, diversify supply chains, or offer direct interventions to support refugees (Wainwright, 2017), among many other initiatives. Those firms that are already engaging in such collaborations can also raise awareness more generally both inside (Szkudlarek, 2019) and outside the organization. The Tent Partnership for Refugees (2022)—which now counts 180 organizations from around the supporters—is one such global example; however, a variety of initiatives are needed, given overall refugee numbers. It is no longer enough for MNEs to act alone to tackle this challenge. With a significant investment of time and energy, sensitively and strategically focused, diversity climates may take root and/or broaden to integrate refugees and create flourishing inclusive societies.

The Second Challenge: The Politicization of Migration and the Organizational Field

The second challenge to the inclusion of migrants and wider well-being that MNEs face is positioned at the meso or industry level. Some sectors like financial services, technology and communications, and construction are dominated by MNEs (Barklie, 2021). UNCTAD (2020) considers mining to be the most international industry in the world, contributing nearly 7% of world GDP. As discussed by Sasikala and Sankaranarayanan (2022), mining is dominated by corporations headquartered in the developed world, while most of the industry's operations are located in emerging markets and make a significant (negative) impact on the local environment, often stemming from colonial and patriarchal pasts (Mackenzie, 2019; Hoffman, 2001). Attempts to address the diversity and inclusion agenda in this industry start from a position of extreme privilege with little evidence of progress. For example, the percentage of women executives in the mining sector has largely remained static over time (MacDougall et al., 2020) and the median wage gap is still one of the largest of any industry (McKinsey & Co., 2021). If women executives are excluded from this industry, that is, the diversity climate is weak, there are unlikely to be real opportunities for others *especially migrants (of any background)* to be included, let alone feel included.

Depending on the organizational field, that is, the specific macro-level context for diversity and inclusion for a particular operation, global mining companies adopt one of four stances in that field: Pro-active, Accommodative, Defensive, Reactive (Sasikala & Sankaranarayanan, 2022). The operations that are more likely to adopt a pro-active approach are based in countries which also pro-actively support diversity and inclusion; these are the national and societal contexts where migrants are more likely to be welcomed. In other countries, instead, the approach is more muted or merely reactive. Other MNE-dominated industries—for example, construction, IT, and finance—may start from a less extreme position of privilege, but where disparities and exclusion are still predominant. The construction industry remains largely male-dominated (e.g., Gerber, 2022; Uribes, 2021) with echoes of a colonial past (Austin et al., 2016). Technology may be seen as a relatively new sector, and so less subject to such deeply rooted historical forces; nevertheless, it has a long-standing problem with respect to equal opportunities for women (e.g., PwC, 2017). The financial services sector has made some progress on gender and race, but significant challenges remain (e.g., Ellingrud et al., 2021); socio-economic class also continues to impact recruitment processes (Tobias Neely,

2018). Unless the organizational field (e.g., country-specific mining, technology, or finance sectors) promotes pro-activity, developing a positive diversity climate may not be possible, and even in pro-active organizational fields, fostering a positive climate for inclusion might be at the early stages of development (Sasikala & Sankaranarayanan, 2022). Therefore migrants, *even more than other minority employees*, are likely not to feel included (Gonzalez & Denisi, 2009) and their well-being compromised.

Solutions: Most MNEs find themselves in organizational fields that are not pro-active (Sasikala & Sankaranarayanan, 2022); nevertheless, their leaders will likely understand the value of diversity to organizational performance (Ely & Thomas, 2020; Gulati, 2022). To progress, they need to consider initiatives beyond the organization itself to contribute to the development of a pro-active organizational field. Sasikala and Sankaranarayanan (2022) recommend three actions. First, they advise firms to establish non-discrimination practices, such as merit-based decision-making, co-created with external stakeholders including government. Next, resources and resource development practices, such as targeted training for specific groups, are needed and are best initiated with industry bodies or other similar external organizations. Lastly, accountability practices are required. Diversity plans and grievance systems are two examples. Enforcement by industry bodies or equivalents must be secured through prior collaboration. Nevertheless, such solutions are not easy or quick to develop. MNEs with operations in organizational fields that are not pro-active are likely to be limited in these ways to establishing a diversity climate, rather than a climate for inclusion, in such regions, and thus to still face internal challenges to migrant inclusion and well-being.

The Third Challenge: Superdiversity of Migrants and Intersectionality

The third challenge to migrant inclusion and wider workforce well-being sits at the micro level or level of the individual employee. While the key characteristics of diversity have been well-established (Bellotti et al., 2022; Georgiadou et al., 2019b; Guillaume et al., 2013; Williams & O'Reilly, 1998), less attention has been paid to the intersectionality of these various characteristics (Kothari et al., 2022). Crenshaw's work on intersectionality (Crenshaw, 1989) highlighted the challenges of being both female and Black, both of which are—the often negatively perceived—minority valences of the gender and racio-ethnicity categories. Neither researchers nor practitioners

have really grappled successfully with these double (or more) intersections; characteristics are often still considered separately (Kothari et al., 2022).

Applying an intersectionality lens to the challenge of migrant integration highlights the superdiversity of migrants relative to other minorities (Kothari et al., 2022; Vertovec, 2007). For example, a White woman in a predominantly White society faces potential discrimination on the basis of gender. A migrant Black woman living in a predominantly White area faces potential discrimination, not only based on gender and racio-ethnicity but also based on the basis of migrant status, which may be compounded by language, citizenship, and other differences (Kothari et al., 2022). Therefore, there are multiple potentially unrecognized obstacles for such migrant employees or potential employees (Aman et al., 2021; Elo et al., 2021). Even highly skilled migrants face bottlenecks in entering the workforce (Kothari et al., 2022) and developing successful careers (Jackson & Bauder, 2014; Newman et al., 2018). It seems that, where international migrant flows are concerned, we are only starting to appreciate the different and varied forms of capital being transferred (Stahl et al., 2016).

Solutions: Implementing diversity and inclusion in a way that accommodates migrants' superdiversity requires a remit to work directly with employee groups and charitable/governmental organizations (Kothari et al., 2022). Building a diversity climate and a climate for inclusion means supporting not only prospective migrant candidates, including *refugees,* but also existing privileged employees and minorities. The challenge of doing so should not be underestimated given that each group will have different needs.

The superdiversity richness of the migrant workforce needs to be carefully explored, and then creativity, sensitively and sustainably employed (Kothari et al., 2022). A strengths-based approach to recruitment, for example, may be beneficial in increasing the diversity of the workforce (Ott et al., 2022). SAP successfully employs such an approach with neurodivergent candidates (Austin & Pisano, 2017). Allowing migrants, including *refugees*, to showcase talents may, therefore, offer a more equitable recruitment playing field and a more inclusive management of the wider workforce. Likewise, considering carefully who holds global virtual team leader roles (Zander et al., 2012) will enable an inclusive approach to blending (Butler et al., 2012). Well-considered locally customized and well-supported initiatives, if grounded in evidence, will enable diversity climates to be created with time and determination and lead to wider workforce well-being.

Conclusion

In this chapter, we have highlighted the importance of diversity climates to migrant well-being as well as the wider well-being of MNCs (and other organizations which operate internationally). We highlighted three significant challenges, one each at the macro, meso, and micro levels, to the successful embedding of a climate for inclusion which enables both migrants and majority settled workforces to flourish: (1) diversification of migration and breadth of MNC operations, (2) politicization of migration and the organizational field, and (3) intersectionality and the superdiversity of migrants. We shared some possible solutions to the challenges already in practice by a limited number of organizations or proposed by scholars and other experts.

Diversity without inclusion is an illusion (Ott et al., 2022). Futureproofing MNEs, therefore, needs to include strengthened workforce management with the focus shifting from *human resources* to *human beings* (Korn Ferry, 2022) to enable inclusive well-being through climates of diversity. Although the challenges to achieving such climates are significant, especially as MNEs become more diverse by employing migrants and attempting to recruit refugees, MNEs are important agents of change (Kwok & Tadesse, 2006) to stimulate cultural shifts to effect social change (Raskovic, 2021) toward more inclusive and well workforces and societies.

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