



global talent mobility survey 2024

manufacturing and construction: industry trends summary



Our [Global Talent Mobility Survey Report 2024](#) is a comprehensive exploration into the dynamic intersection of macroeconomic challenges, employee experience, and the ever-evolving landscape of global mobility strategies. With the final report out now, we have taken a deep dive into specific industries—including Manufacturing and Construction to see what the data tells us.

FOLLOWING ARE KEY FINDINGS FROM OUR 35 MANUFACTURING AND CONSTRUCTION RESPONDENTS:

program size

Over half of respondents in this industry (57%) move less than 100 assignees per year as part of their **international (cross-border only)** assignment program. An additional 37% manage between 100 and 500 moves. A similar pattern emerges for their annual **domestic (intra-country)**, non-US move volume, with 43% having less than 100 moves and a quarter moving between 100 and 500.

Over the past two years, 66% of the companies in this industry that participated in the survey reported that their mobility activity had either increased or remained stable. The main drivers for this trend were company growth, local talent shortages, and market expansion. In contrast, cost was the main factor that led to a decrease in mobility activity for some companies. This is consistent with the findings from the full survey report.

anticipated move types for 2024

15% business traveler

15% intra-country moves

14% international short-term assignments



“ Looking how to better support moves than [with] lump sums, while keeping costs contained.”

– 2024 Cartus survey respondent (Manufacturing and Construction sector)



Some additional insights from the data:

- 43% of the respondents in this sector do not consider lump sum moves as a priority for their mobility programs.
- Most of the respondents (89%) were not interested in a "technology-only" solution for any of their mobility populations. This reflects a clear preference for a human touch and a trusted expert in the field, rather than relying solely on technology.

cost management

Cost control was a major concern for most companies in this industry. More than half (54%) of respondents said

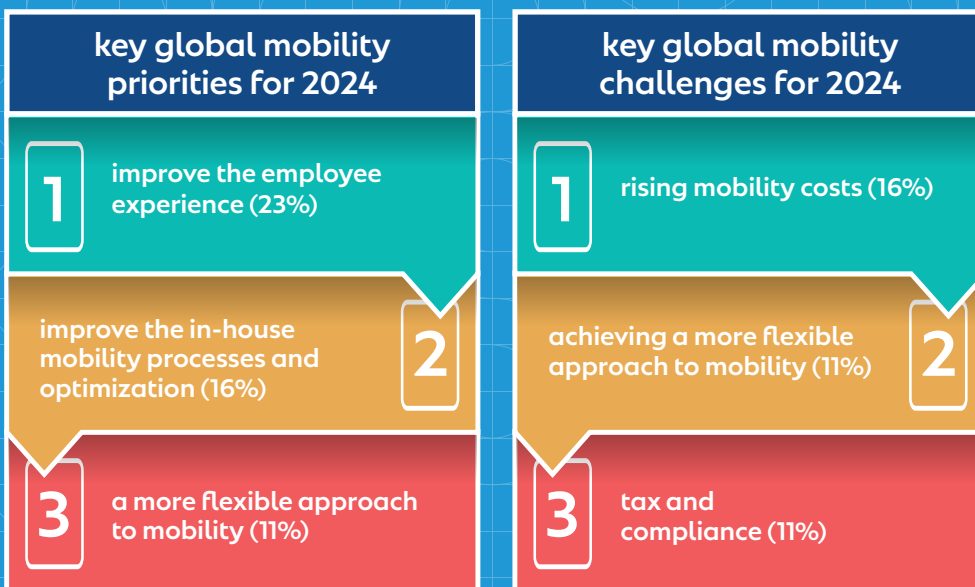
their organization’s focus on cost control has remained the same this year compared to the previous two years. However, 37% said that their organization’s focus on cost control has increased in this time. This was significantly lower than the [full report](#), where half of the respondents had seen a rise in their organization’s focus on cost control.

The respondents suggested the following ways to achieve cost savings in their global mobility programs:

- Administrative process improvements
- Better and more proactive assessment of local talent
- Restructuring or redesigning policy

mobility priorities vs. challenges

The respondents in the Manufacturing and Construction industry identified the following top three global mobility priorities and challenges for 2024:



It is noteworthy that meeting relocating employees’ expectations did not rank among the top three challenges in this industry.



DEI alignment with global mobility

Cartus data reveals the varying degrees of progress that respondents have made in aligning their global mobility programs with their organization's diversity, equity, and inclusion (DEI) priorities.

- Making progress – 40%
- Just getting started – 26%

23% of the respondents, however, stated that their current global mobility focus does not include any alignment with their organization's DEI priorities. This percentage is slightly higher than the 17% that gave the same response in the full [survey report](#).

policy review and redesign

The majority of the respondents (57%) plan to review their mobility policies in 2024, which is consistent with the results of our full report, where 62% indicated the same intention. The frequency of policy reviews varies among respondents, with 40% conducting them every one to two years and 34% every three to four years, showing the proactive approach of organizations to improve their mobility frameworks.

The main factors that motivate respondents in this industry to review or redesign their policies include:

- Employee experience - 18%
- Flexibility - 15%
- Cost and DEI - 12%

It is noteworthy that DEI ranked third among the Manufacturing and Construction respondents, while it was sixth in the full report, suggesting a higher priority for this sector.

flexible mobility

The Manufacturing and Construction industry is experiencing a growing demand for more flexibility in its mobility programs, according to two thirds of respondents in this sector, which is consistent with the findings of our full report. Key drivers for such an approach include:

- Changing employee expectations – 26%
- Changing employee needs – 24%
- Budget constraints and macroeconomic environmental pressures – 16%

For those with or considering a core/flex program, 37% said the flex benefits were chosen by the relocating employee, who could tailor their program to meet their own unique needs. Only 22% said the flex benefits were determined by the hiring manager.



WHAT PREVENTS YOUR ORGANIZATION FROM PROVIDING CROSS-CULTURAL SUPPORT AS A CORE BENEFIT?

“ [There are] many business units with different opinions on [relocation] offers.”

– 2024 Cartus survey respondent (Manufacturing and Construction sector)



AI is planned to be a big part of our program and our global mobility ecosystem.”

– 2024 Cartus survey respondent (Manufacturing and Construction sector)

hybrid, extended business travel, and remote worker moves

What do we mean by Extended Business Travel (EBT), hybrid, or remote moves?

- **Extended Business Travel (EBT):** Business-initiated request for the employee to work from a different business location for a defined period of time (e.g., employee travels from the UK to France to work from their Paris office for an extended time period, typically 30 to 90 days.)
- **Hybrid:** Employees work partly at home and partly in the physical office, 1-2 days a week.
- **Remote work:** Employee-initiated request to work from a location that is different from their permanent residence for a defined period of time (e.g., an employee based in the US wants to work from Spain for two months during the summer).
- **Work from home:** Everyone works at their place of residence.

Consistent with the findings of our full report, just under half of respondents (46%) from the Manufacturing and Construction industry have international remote workers, with the majority (83%) offering no company-sponsored benefits to these employees. Most of the remaining companies who do offer benefits provide medical coverage (which placed third in the full report) followed by immigration services.

intra-country moves

The majority of organizations in both the Manufacturing and Construction sector and the full survey report have centralized the administration of intra-country moves with the global mobility team. However, there is a notable difference in the proportion of organizations that delegate this task to local entities: 35% in the Manufacturing and Construction sector versus 26% across all industries in the full survey report.

cross-cultural and language training

Most organizations in the Manufacturing and Construction sector (83%) collaborate with third-party providers to offer cross-cultural training support to their relocating employees and their families. This is slightly higher than the full survey report (77%).

Language training is more prevalent in the Manufacturing and Construction sector than in the full survey report. Six out of ten organizations in this sector recommend language training for employees and family members moving internationally, while only four out of ten organizations do so in the full survey report.



read our full report!

Drawing global insights from 138 respondents across diverse industries, our **Global Talent Mobility Survey Report 2024** unravels the intricate balancing act of dichotomies that define the current corporate relocation landscape. Themes emerging from the data highlight an unwavering focus on employee experience and cost-effectiveness. Striking a delicate balance between these two imperatives requires innovative (and often flexible) mobility policies. Other dualities facing HR and mobility professionals include the need for a human touch against a backdrop of rapid technological advancement. As artificial intelligence (AI) evolves at lightning speed, the timeless necessity for an empathetic (and human) guide and advocate persists.

Pressed for time? Catch the survey highlight reel [here](#).