



global talent mobility survey 2024

small-to-midsized programs: trends summary

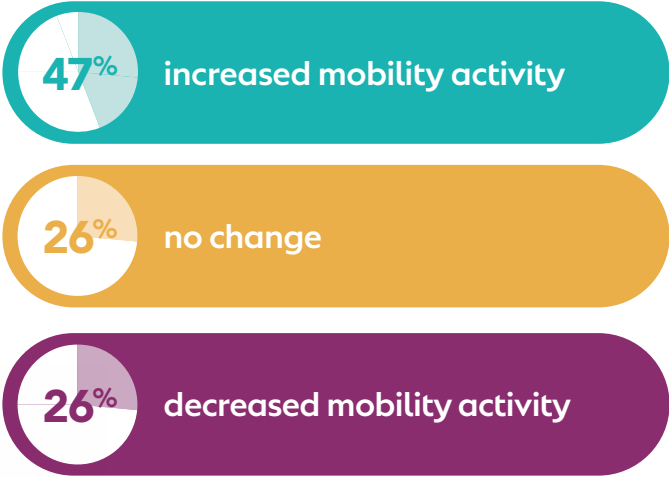


Our [Global Talent Mobility Survey Report 2024](#) is a comprehensive exploration into the dynamic intersection of macroeconomic challenges, employee experience, and the ever-evolving landscape of global mobility strategies. With the [final report](#) out now, we have taken a deep dive into specific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

FOLLOWING ARE KEY FINDINGS FROM 53 RESPONDENTS WHO MOVE FEWER THAN 100 EMPLOYEES ANNUALLY FOR BOTH DOMESTIC (INTRA-COUNTRY) NON-US RELOCATION VOLUME AND INTERNATIONAL (CROSS-BORDER ONLY) PROGRAMS:

mobility volume

The data shows that respondents with small-to-midsized programs have experienced similar changes in their mobility activity in the last two years as the full survey group, with 47% saying it had increased and 26% each reporting no change or a drop in mobility activity over the same period.



How do you foresee Artificial Intelligence (AI) impacting your global mobility program in the future?

“ An AI-powered chatbot to respond to assignee queries can help out assignees in different time zones.”

“Creating a more streamlined mobility process.”

“Great for self-help lump sum packages to guide employees.”

- 2024 Cartus survey respondents with small-to-midsize programs



Drivers for increasing volume

- 1 Expansion into different markets (23%)
- 2 Talent not available locally (19%)
- 3 Company growth (18%)

Drivers for decreasing volume

- 1 Cost containment strategy (32%)
- 2 Reduced support/interest in global mobility by the wider business (14%)
- 3 Negative company growth (14%)

The drivers for increasing volume are mostly related to business opportunities and talent acquisition, while the drivers for decreasing volume are related to financial constraints and strategic alignment, both of which can often be a hurdle for those managing small-to-midsize programs.

When reviewing your mobility policies, it is critical to take the time to reassess where opportunities exist to modify an offering as opposed to removing it entirely. Often, small adjustments can deliver cost containment without creating the employee perception that they are receiving

a diminished service. For more on cost-effectiveness, download our two-part white paper series, “Achieving cost savings through policy design”: [part one](#) / [part two](#).

anticipated move-types for 2024

- 1 Business traveler
- 2 International long-term assignments
- 3 Intra-country moves
- 4 International short-term assignments
- 5 Employee-requested moves

It is notable that employee-requested relocations featured in the top five move-types. While self-initiated moves and associated policies have existed for decades, the original intent to support occasional requests from employees who might have a familial need to relocate—e.g., a partner's career change—has evolved to be more talent-driven, even prior to the recent pandemic.

Typically, relocation services offered for self-initiated moves have been limited to immigration and tax compliance. The uptick in these move-types, however, has led to an emerging trend whereby companies are considering whether to offer more employee support as part of a deeper talent growth and retention strategy in competitive markets.

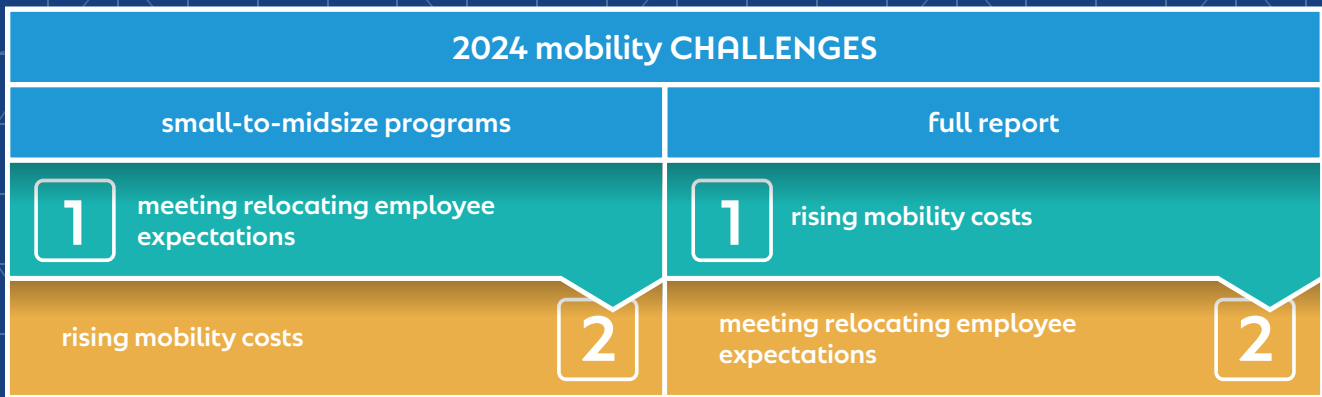
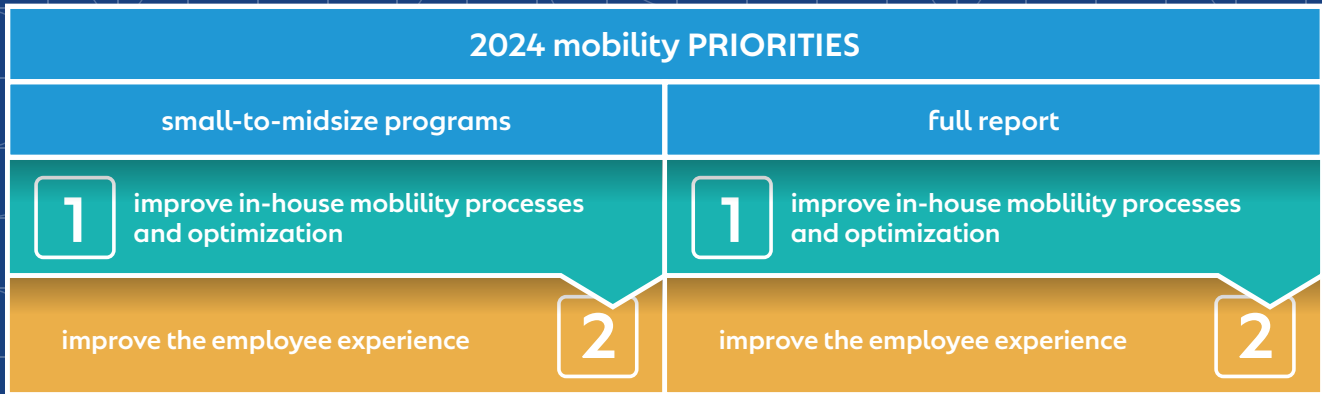
Some additional insights from the data:

- Lump sum moves were considered a priority for 38% of respondents.
- Most respondents (93%) were not interested in a "technology-only" solution for any of their mobility populations. This reflects a clear preference for service that includes a human touch and a trusted expert in the field, rather than relying solely on technology.



mobility priorities vs. challenges

The following analysis outlines how respondents in this group tracked closely against the full report in terms of current mobility priorities and challenges.



cost management

Nearly all respondents (96%) reported that their organization’s focus on cost control was either higher this year or unchanged compared to the last two years.

Respondents with small-to-midsize programs are considering the following methods to reduce costs in their global mobility programs:

- Administering process improvements
- Restructuring or redesigning policy
- External provider changes/renegotiations

That said, despite the much greater *focus* on cost control, 83% indicated that their relocation budgets had not changed or had even increased compared to the previous year—perhaps showing an ongoing, out-sized commitment to global mobility as a driver of value.

Fun fact: 75% of Cartus clients move fewer than 100 employees annually.

policy review and redesign

One of the topics covered in the survey was the frequency and intention of policy review and redesign. The data reveals that 43% of respondents usually evaluate their mobility policies every one to two years, which matches the frequency reported by most of our full report survey takers across all industries.

For this year, 57% of respondents with small-to-midsize programs are considering a policy review, which is five percentage points below what was reported in the overall survey. Reasons for considering a policy review include:

- Flexibility
- Employee experience
- Cost

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 (e.g., employee travels from the UK to France to work from their Paris office for an extended 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 (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.

More than 60% of respondents have international remote workers, tracking closely against the 57% who reported the same in the full report. Most respondents (77%) do not offer any company-sponsored benefits to these employees. Those that do offer benefits provide tax compliance support and immigration services.

international compensation services

Our **Global Talent Mobility Survey 2024** also asked about the administration of international assignment compensation services. Unsurprisingly for this group of respondents, many manage these services in-house (45%), with another 28% partnering with a relocation management company.

Respondents with small-to-midsize programs have a more outsourced model for managing the tax aspects of their international assignments, with nearly half (49%) partnering with an external tax provider.



flexible mobility

When discussing demand for more flexibility in mobility programs, 57% of respondents reported a rise. Key drivers for a more flexible approach to mobility included:

- Changing employee expectations
- Changing employee needs
- Budget constraints/macroeconomic environment pressures

In this group, 23% of respondents with core/flex programs said that the flex benefits were chosen by the relocating employees, and another 20% said that the HR business partner decided. In our experience, more companies are seeking to increase inclusion by allowing employees to select their own flexible benefits. This provides the employee with the ability to tailor their relocation program to meet their own unique needs. It also reduces exceptions, which ultimately may achieve cost savings.

mobility DEI and sustainability

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 (36%)
- Just getting started (30%)
- None of the above – not part of our global mobility focus (19%)

When asked what diversity categories their global mobility team is most focused on better understanding in the next 12 months, 31% of respondents said all kinds of diversity, with another 13% saying their focus was on culture.

Regarding sustainability, 64% reported that their organization has a corporate sustainability strategy that encompasses the entire business and its supply chain, a similar number to the full report (62%). Interestingly, very few have taken further steps to invest time in incorporating ESG measures into mobility policies.

“Cartus feels different than other providers that I've worked with, based on the service level that they provide. There have been times where we needed an immediate response, and just because we were a smaller client does not change the fact that they responded to us immediately... I think that Cartus does a great job compared to other providers that I've worked with in making sure that the employee, as well as myself as an administrator, feel heard, feel seen.”

- Kellee Franks, Senior Compensation Manager, W. R. Grace & Co.



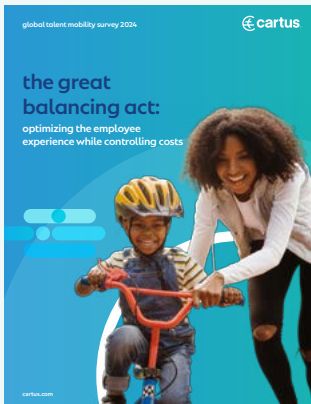
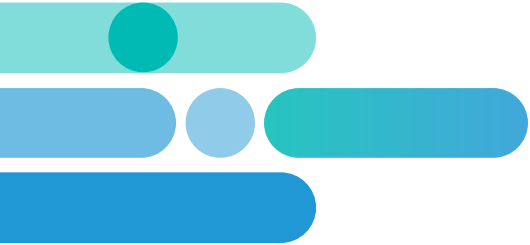
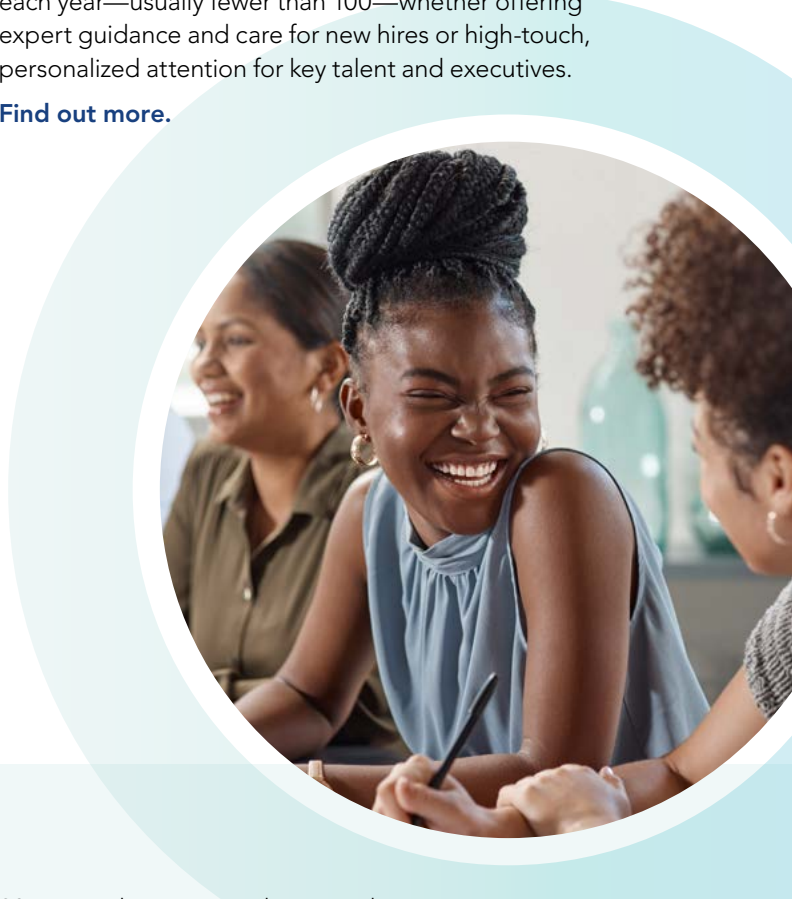


Backed by decades of dedicated experience serving small-to-midsize relocation programs (think: dozens of moves per year, not hundreds or thousands), Cartus Insignia® is purpose-built to support the unique needs of business professionals in need of mobility expertise, leveraged cost savings, global scale, and a vetted supply chain.

Whether you are looking to establish your first corporate relocation program, optimize your current policies and practices, enter new markets, or expand your program to achieve new business objectives, we deliver solutions that embrace your unique needs. And if your program ever grows beyond the bounds of the Cartus Insignia sweet spot, we can also help you scale and leverage our global delivery models.

Cartus Insignia solutions are specially designed to serve clients who move a more limited number of employees each year—usually fewer than 100—whether offering expert guidance and care for new hires or high-touch, personalized attention for key talent and executives.

Find out more.



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](#).

