

85%

of Global Mobility teams believe that

EXPANDING RELOCATION SUPPORT WITH A WIDER SELECTION OF BASIC POLICIES

is a strategic opportunity to support the business.



Background



In partnership with AIRINC, the leading authority on international mobility data since 1954, Benivo recently conducted research into the management of entry-level employee mobility.

Businesses are hiring more entry-level candidates from a global talent pool who expect and plan to move for work. Hiring is not only local. While moving for work used to center around senior individuals in global organisations, the pool of employees who move now extends across the full workforce. In tandem with this shift, entry-level employees now expect better online experiences and businesses are evolving to meet these emerging market needs.

We sought to discover Global Mobility's enabling role in this landscape and looked at:

- How corporates are evolving their strategies to take advantage of these trends,
- How ready businesses are to cope with it today, and
- What innovation is required to stay ahead of the curve to remain employers of choice.

In our research, we defined entry-level employees as graduates, graduate trainees, interns, self-initiated moves, lump sum moves, new cross-border hires and any other entry-level employees. The research covered both national and global moves on either a temporary or permanent basis.



Participant Demographics and Background

We surveyed 99 firms from across the globe.

Geography



51% EMEA

| **44%** The Americas

| **5%** APAC

Firms by headcount

- 8** **1001 - 2000** employees
- 18** **2001 - 5000** employees
- 10** **5001 - 10000** employees
- 63** **10001+** employees



Firms by industry

Manufacturing	22	Software and Telecommunications	6
Retail and Consumer Goods	12	Engineering	3
Finance and Insurance	9	Pharma, Medical, Biotech	3
Professional Services	9	Education	2
Automotive	7	Other	19
Oil and Gas	7		

Firms by number of moves, irrespective of level:

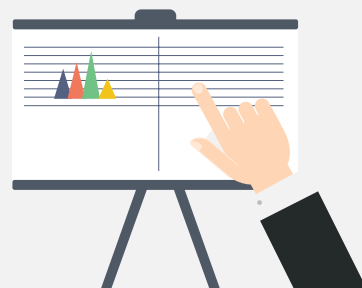
36 Less than 100 moves**19** 101 - 250 moves**11** 251 - 500 moves**12** 501 - 1000 moves**21** 1000+ moves

How many employees, across all levels, move each year domestically or internationally?

Move Counts	Company Headquarters are located in:			Totals
	EMEIA	The Americas	APAC	
Under 100	18	16	2	36
101 - 250	11	6	2	19
251 - 500	4	6	1	11
501 - 1000	7	5		12
1000+	10	11		21
Totals	50	44	5	99

Move Counts	Employee Count:				Totals
	1001 - 2000	2001 - 5000	5001 - 10000	10001+	
Under 100	5	11	5	15	36
101 - 250	1	4	5	9	19
251 - 500		2		9	11
501 - 1000				12	12
1000+	2	1		18	21
Totals	8	18	10	63	99

Key Findings



Our research delivered four key findings.

1. Entry-level moves are happening, with or without policy:

Entry-level employee moves are taking place, but there is a lack of formal policy in place to support this cadre of employee when they relocate;

2. Entry-level policy coverage falls short:

Policies that are applied to this cadre of employee need to go beyond compliance to meet their specific needs. Applying a "catch all", compliance-only or reduced executive policy in some circumstances, is not fit for purpose;

3. Improving the assignee experience is important:

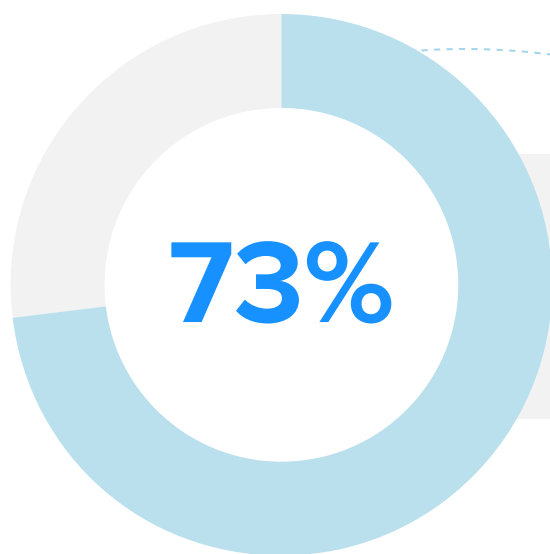
Global Mobility would really like to focus on and improve the current employee experience. However, it is not the most important part of their role today, which is compliance driven;

4. The increasing strategic importance of the Global Mobility function:

Respondents expect Global Mobility to become responsible for more moves in the future and Global Mobility's strategic importance to increase proportionally. Therefore more policies are required to meet the disparate needs of the various mover segments;



1. Entry-Level moves are happening with or without policy

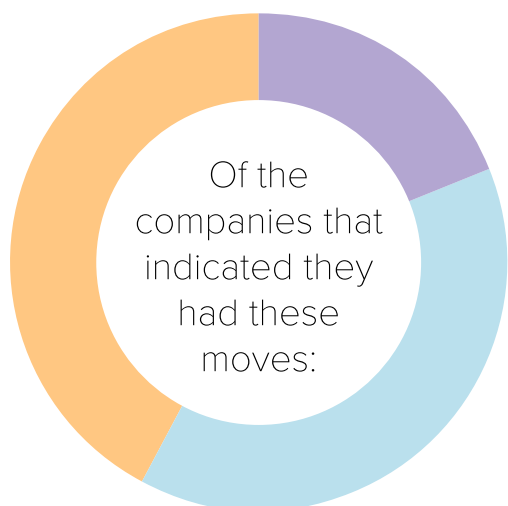


of companies noted that they have entry-level moves taking place. Whilst the bulk of these companies indicated little activity occurring (1 - 50 moves per year), 34% forecast at least 50 entry-level moves per year.

How many entry-level moves are there?

Move Counts	How many moves are there annually under this policy?			
	APAC	EMEIA	The Americas	Totals
1 - 50	3	24	21	48
51 - 100		8	7	15
101 - 250		4	4	8
251 - 500		3	3	6
501 - 1000		1	1	2
Over 1000	1		2	3
None	1	10	6	17
Totals	5	50	44	99

However, despite the uptick in entry-level moves, most companies do not have a policy specific to them. We expected to find more specific policy characteristics designed for baseline support, irrespective of the level of employee. It is in fact the opposite - whilst these moves are happening, the majority of them do not have a policy that is specific to this cadre of employee.



19% of companies had a specific policy for this cadre of employees

39% of companies had a generic policy that was applied to this cadre of employee

42% of companies did not have a policy that covered these moves, at all!

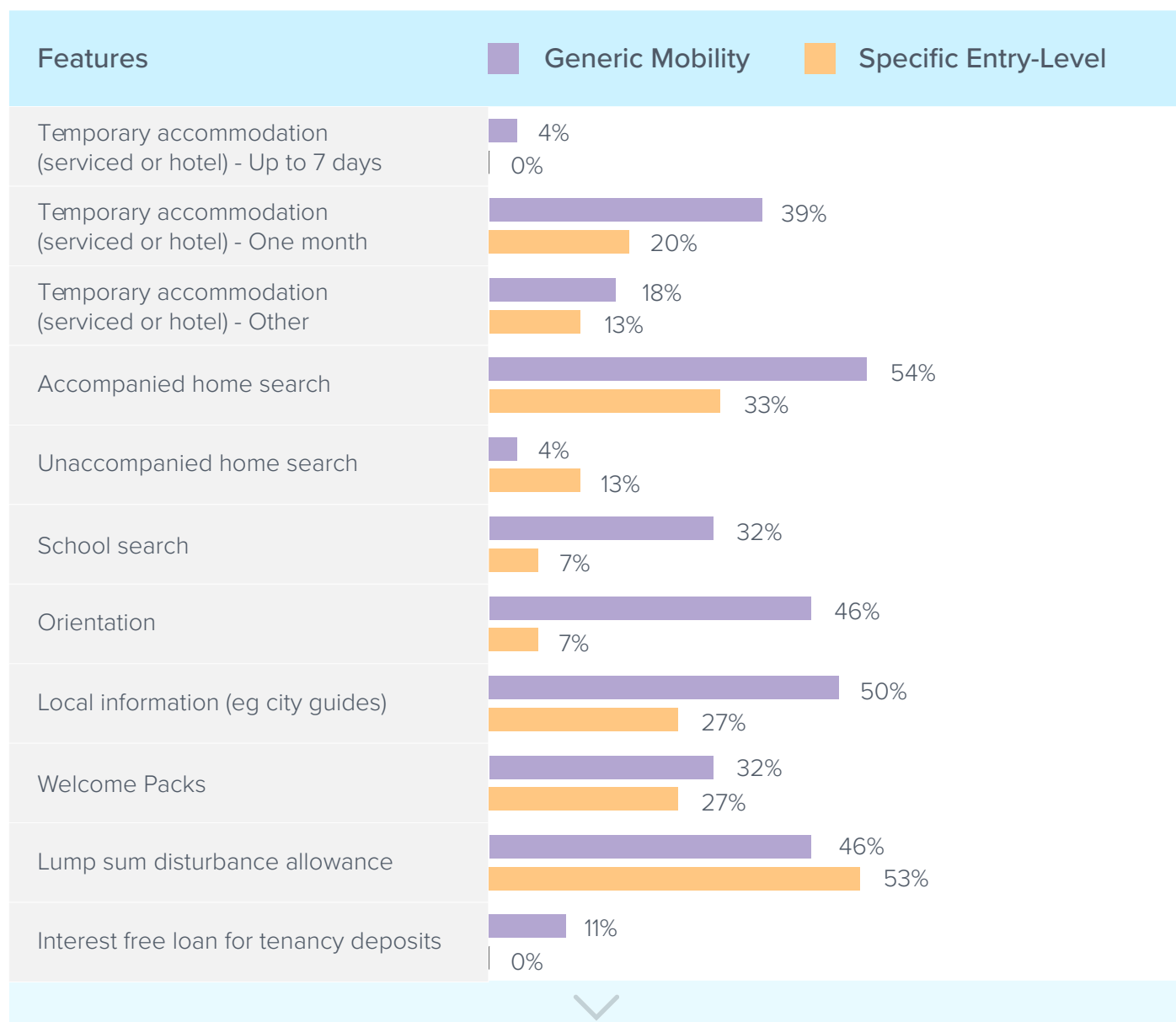
When broken down by the various geographies, a similar trend prevailed, however we do note that there are many more specific policies in Americas headquartered companies versus their European counterparts.

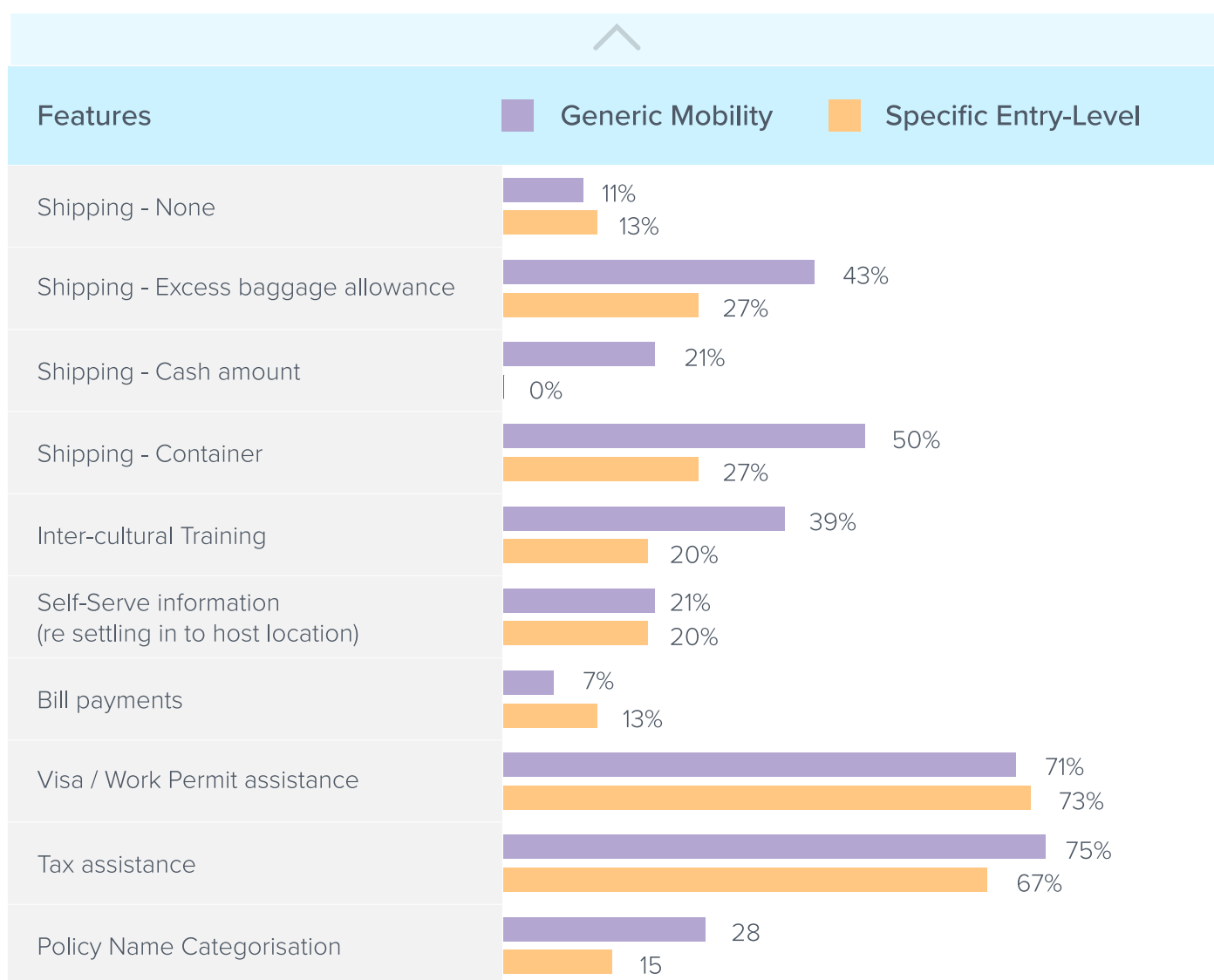
Forward-thinking companies are taking steps today to adapt their mobility policies to the changing workforce, but many companies are still struggling to proactively make adjustments to their policies. As the war for talent continues to heat up, especially in light of the dynamic global economic environment, having robust and fit-for-purpose policies is the first step to being prepared. As part of this process, providing a satisfying relocation experience is key to attracting and retaining a global workforce across all cadres of employees.

Policy Type	Company Headquarters are located in:			Totals
	EMEIA	The Americas	APAC	
No Policy	16	14	4	34
Generic Policy	18	13		31
Specific Entry-Level Policy	5	10		15

2. Entry-level policy coverage falls short

Of the companies who indicated they have policies in place, we examined what was covered and what was not. The below findings are broken out by those policies that are purpose-built for the entry-level employee, as compared to generic relocation policies.





Both the generic and specific policies typically covered necessary compliance items like tax, visa and immigration assistance. Furthermore, as expected, there were items like school search, shipping and accommodation support and provision where the policies clearly differed - highlighting the different needs of the entry-level group.

Here are a number of findings that stood out:**1**

There is limited to no assistance with rental deposits and other relocation payments. Additionally, financing options to help with rental deposits and first months rent are not being used apart from general lump sum disbursement. Given the comparatively lower wages for entry-level employees, the support amounts may not be sufficient to cover one-time and on-going expenses after relocation;

2

A similar percent of both generic and specific policies included lump sum disbursement. Whilst a lump sum disbursement is expected for a generic relocation policy, we expected less of a presence for entry-level policies;

3

The lack of intercultural training provided;

4

The lack of orientation afforded to entry-level employees and the lack of “affordable value-add” items like welcome packs and city guides, easy actions to help an employee settle-in after moving;

5

There is a lack of policy around the overall onboarding experience. Relocation to start a job is an important act which should be better integrated with the onboarding experience to the company.

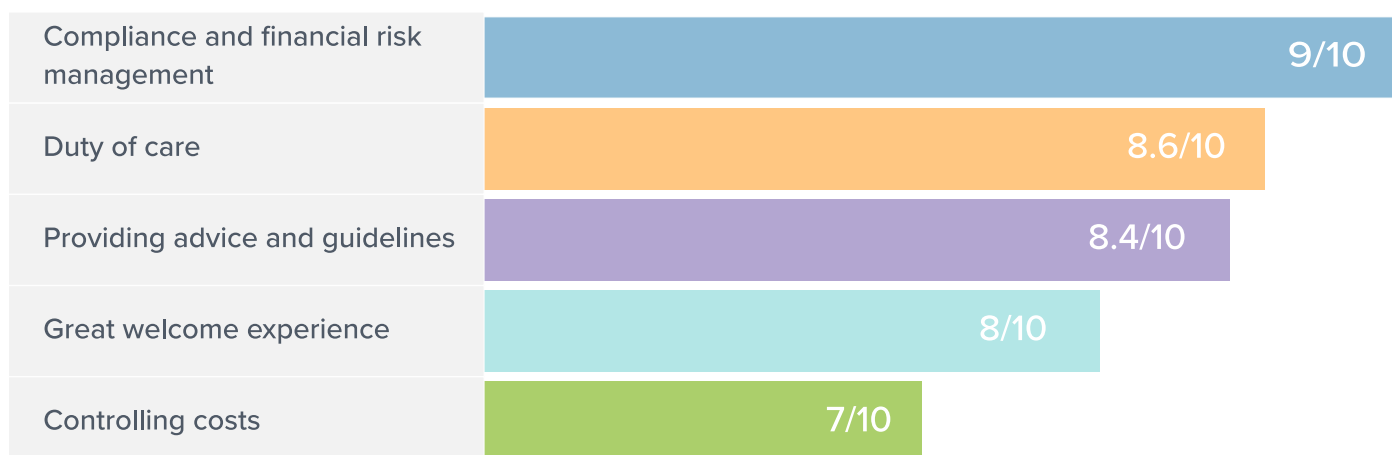
Many companies are using policies not specifically created for the entry-level workforce, which may result in gaps in servicing the needs for this particular demographic, both from the employee and company perspective. By adopting policies and procedures better suited for this cadre of employees, companies can provide a better fit for the respective employees like financing options and self-service tools.

3. Improving the Assignee Experience is important

As part of the research, we also wanted to better understand the role of Global Mobility (GM) in addressing entry-level cross border moves, and what factors were most important to Global Mobility. We identified five areas that we expect to be under Global Mobility's remit:

1. Duty of care
2. Compliance and financial risk management
3. Providing advice and guidelines
4. Controlling costs, and
5. Providing a great welcome experience to the inbound employees

We asked participants to rate the importance of Global Mobility's role in the above areas on a scale of 1 to 10 where 1 is "Not important" and 10 is "Very important". Here are the results:

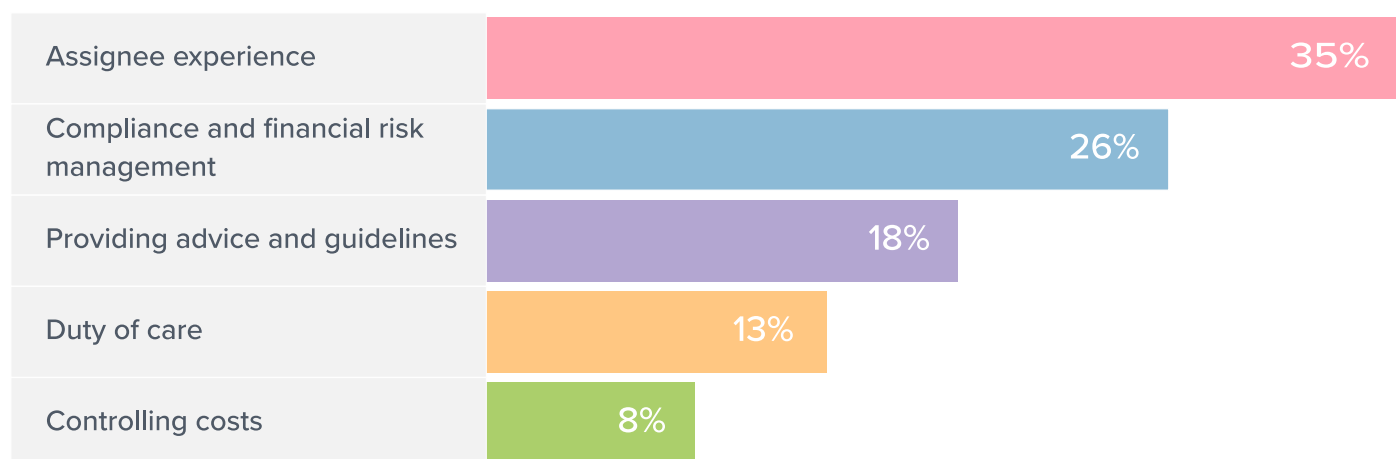


Clearly, all five factors are important to Global Mobility. The standout factor, however, across all geographies, proved to be compliance and financial risk management.

This finding is not surprising. For years Global Mobility's remit has been to ensure compliance when facilitating employee movement across borders.

However, when invited to select the factor which they'd most like to improve when measuring and assessing the Global Mobility role - improving the assignee experience is the top of the wishlist.

If you could change one of the elements above and increase its importance in how your role is being measured and assessed, which one would it be?



So we see a strong appetite to broadly improve assignee experience with new innovation with a consensus of where the most important area for improvement lies.

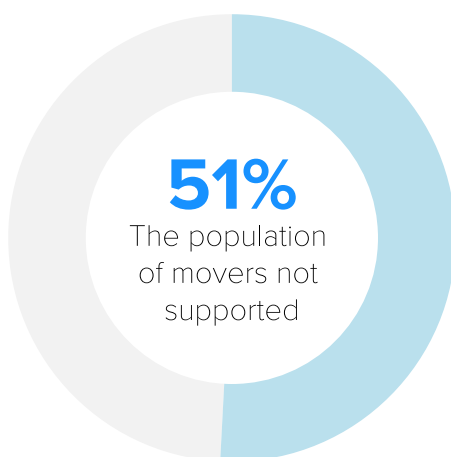
Furthermore, we also asked respondents if they were planning to improve or review the level of support for the entry-level cadre of employee within the next 12 months. 64% of respondents confirmed that this was in their plans, showing that investments in improving assignee experience are already underway.

It's clear that Global Mobility needs to comply with their regulatory obligations and financial targets. It's also clear that improving the assignee experience is important and top of mind. Global Mobility needs to find a way to marry the two needs. Investments should focus on cost-effective innovations that provide better assignee experience and are built for the specific needs of the entry-level employees.

4. The increasing strategic importance of the Global Mobility function



Over half (51%) of respondents noted that they have some employees across their organisation (not necessarily entry-level employees) that are not supported by a policy, with a median of 20 and an average of 330 movers not being supported.

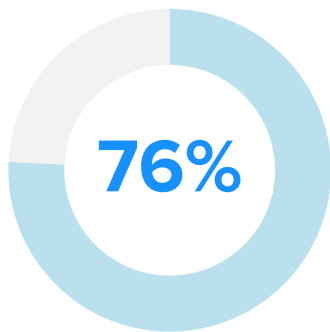


Median: **20**
moves not supported

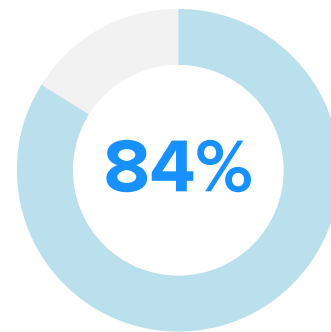
Average: **330**
moves not supported

For these movers, we also found that it's not Global Mobility who are typically responsible for their move, it's either local HR, or shockingly, no one. Local HR makes sense to some degree - perhaps local expertise is needed, volumes are too low, or perhaps organisational structures mandate particular processes are handled by local, individual business units.

Going forward, the expectation from respondents is that Global Mobility will largely begin to take more responsibility for these formally unsupported moves (76%), and 84% of respondents believe that Global Mobility's relationship will improve with the rest of their respective businesses as more basic policies are offered.



of participants report that Global Mobility will begin to take more responsibility for these unsupported moves.



of respondents believe that Global Mobility's relationship will improve with the rest of their respective businesses as more basic policies are offered.



In a world of increasing relocations, whether new joiners or internal movers, across the end-to-end workforce, Global Mobility's strategic importance grows as they become responsible for a larger population of movers.

Conclusion

A challenge for the Global Mobility function going forward will be to adapt to new talent demographic trends and embrace the directive to improve employee experience, going beyond the traditional focus on compliance. If Global Mobility is able to deliver on this challenge, there is an open opportunity to help the business compete in a globally competitive marketplace and offer more value to both local HR entities across the organisation and to Talent Teams interfacing with mobile candidates. While this may sound daunting, there are relatively simple steps every organisation can make to their policy set and general approach to entry-level movers that will make an impact. Please get in touch with Benivo and AIRINC to review your current policies and explore options.

THANK YOU

