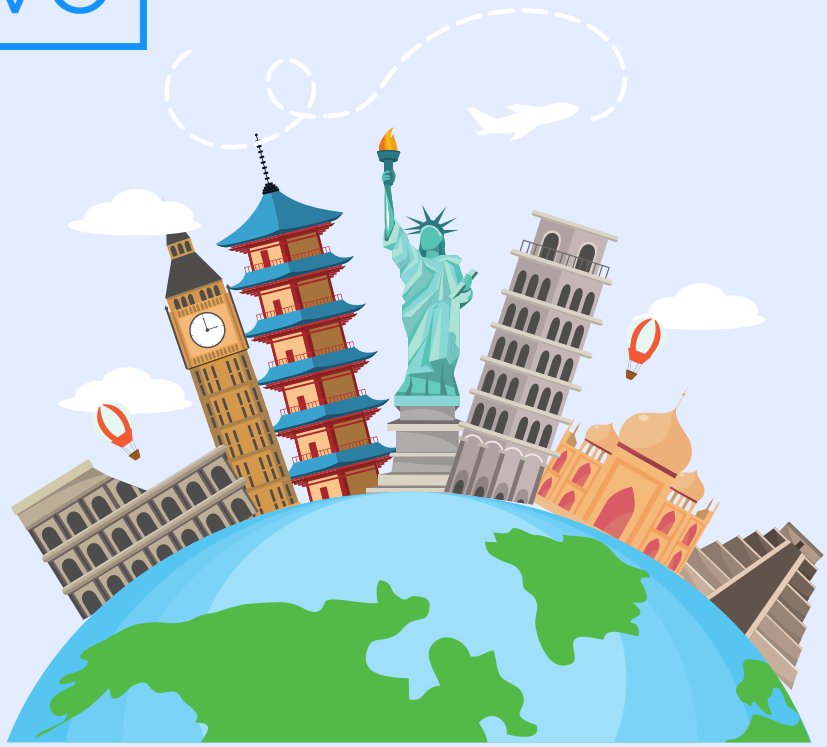
BENIVO



Early Career Mobility Benchmark: Interns, Recent Graduates, and Entry-Level Hires

Introduction

What the Findings Reveal

Early career mobility is shifting toward leaner, more scalable models. Across participating companies, benefit offerings tend to be narrowly defined and centrally administered, with most programs focusing on a small set of core provisions, such as travel, temporary housing, and lump sum payments (offered by 86% of intern programs and 78% of early career mobility programs). Full-service relocation packages remain uncommon for these populations, and flexibility within structure is the prevailing theme.

Despite this streamlined approach, companies continue to face persistent challenges. Housing access tops the list, with 63% citing limited supply and 44% highlighting local navigation as pain points. Cash flow friction also emerges, particularly in programs without early fund access. DE&I goals are widely shared, yet one-third of participants say related efforts are owned outside of Mobility, creating alignment gaps. As Talent leaders continue refining their early career strategies, the findings suggest that tools like Benivo's, designed to be flexible, automated, and inclusive, are well positioned to help companies bridge policy gaps and enhance the experience for interns, new grads, and other entry-level talent.





Benchmark Methodology

Benivo's Client Advisory team conducted a benchmark study to gather valuable insights into the mobility support offered to early career profiles including interns, recent graduates and other entry-level hires. We interviewed 20 companies across regions, to understand how organizations support interns and early career hires. Our sample is weighted toward U.S.-headquartered companies (60%) and includes a strong technology cohort (11 participants), alongside manufacturing, life sciences, and energy technology firms. Sixteen participants currently run internship programs (80%), and the early career questions (beyond interns) were answered by the 10 companies with active programs for recent graduates and entry-level hires.

The discussions focused on program scale/seasonality, policy and funding models, benefit components, the tools teams rely on, and the operational pain points they face, especially around housing know-how, cash-flow, and exceptions. We also explored how programs intersect with recruiting and DE&I goals, and how companies use internship experiences as feeders into permanent roles. These insights reveal not just what's working, but also the friction points teams face and where they're placing bets for the future.

Internship Programs: Structure, Purpose, and Reach

Seasonality & scale

Most internship programs are seasonal (often summer-led), with 60% reporting seasonal structures, 27% running year-round/rolling intakes, and 13% varying by country or business unit. Volumes skew mid-market: among respondents, 50–500 interns is the most common band (25%), with smaller populations (<50: 13%) and several large programs (501–1,000: 19%; 1,001–2,500: 13%).

Trajectory

Looking ahead to the next season, 69% expect steadiness, with 19% anticipating a decrease and only 6% planning an increase, consistent with a “normalize and refine” posture after recent hiring cycles.

Where internships happen

The U.S. remains the anchor (reported by 81% of companies), with the most frequently cited states being California, Texas, Washington, New York, and Massachusetts. International footprints most often include India (38%), the UK (31%), Germany (25%), and Canada (25%).

Program purpose

The primary aim is conversion and pipeline building: 63% say the internship exists to fill future hiring needs (including conversion targets and DEI headcount objectives), while 25% emphasize career-track development and one company, 6%, cites an educational focus.

Duration & conversion

Half of programs run 4–12 weeks and nearly a third run 13–24 weeks, often tied to semester calendars or extended rotations. Placement outcomes cluster in the mid-range: the most common conversion rate is 25–50% (44%), with a meaningful number reporting 50–75% (19%) and 75–100% (19%).

Domestic vs. international

Most internship activity is mixed: 69% combine domestic and international placements, while 31% are 100% domestic. Trend-wise, commentary tilts toward steady domestic recruiting with some localized increases.

What Support Interns Receive: Benefits, Gaps, and Delivery Models

Relocation benefits are the norm

88% of participating companies with internship programs offer relocation benefits to interns, underscoring the importance of removing barriers to acceptance and arrival.

Visa assistance is mixed

A plurality do not offer visa help to interns (38%), but 31% do, and 19% vary by program/geography or business unit. This split mirrors the local/ domestic-lean of many intern populations and the use of university sponsorship in some regions.

Direct reimbursement is common, and focused on travel

Among companies offering intern relocation support, 64% reimburse out-of-pocket expenses. Within that group, every respondent who itemized categories reimburses travel to/from the internship; mileage reimbursements (33%), visa costs (22%), and extra baggage (22%) also appear, with several programs layering in local commuting or meals-in-transit.

Where programs struggle operationally: housing, exceptions, and friction

The top administrative pain points are all housing-related: limited supply (63%) and navigation of local housing options (44%). Exception requests (25%) and cash-flow challenges for interns (13%) follow, as do roommate matching and local commuting logistics (each 13%).

Intern program management: tools and technology in use

Most internship programs rely on their relocation providers' technology (44%), with a quarter still using spreadsheets and another quarter using other third-party tools; only 13% cite proprietary in-house systems. This mix helps explain the persistent visibility and coordination challenges teams described elsewhere in our interviews.

Beyond Interns: Mobility for Recent Grads and Entry-Level Hires

Prevalence

Nine in ten companies in our early career cohort offer mobility benefits to recent graduates or limited-experience hires (90%), with one program operating domestically only and benefit eligibility generally tied to job level.

Policy structures

Mobility policies for recent graduates and other entry-level profiles are converging on flexible, budget conscious designs. The dominant pattern is flexibility within structure: lump sums are widely used (often in the range of $5,000–$7,500 for domestic moves), sometimes alongside managed services for more complex cases or international moves; several companies allow employees to choose cash or services.

What's included

Early career packages most commonly include immigration support where applicable, travel to destination, temporary accommodation, and (for international moves) tax assistance and destination services, while purely domestic moves are frequently handled via lump sum only.

Tax treatment

Most employers gross-up taxable reimbursements and/or apply tax-free treatment where available for early career benefits; several note country-by-country variation and tax equalization for specific graduate-rotation programs.

What it means for Mobility teams

Conversion remains the key success metric

With 63% citing talent pipeline as the primary program purpose and mid-range conversion (25–50%) the most common outcome, efforts that speed housing access and first-week readiness (the top obstacles) are likely to have outsized impact on acceptance and conversion.

Housing is the friction point to watch

The housing market shows up as the #1 operational hurdle (63% cite supply, 44% cite know-how), suggesting teams benefit from earlier housing timelines, clearer playbooks by city, and support for interns' upfront costs (where allowed).

DE&I remains a priority, but not always led by Mobility

One-third of participants are actively using intern programs to build diverse pipelines, while another third report formal DE&I structures (like Business Resource Groups or inclusive onboarding) influencing support. Still, several note that DE&I is owned elsewhere, especially in regions where inclusive hiring is already regulated, reducing the need for separate Mobility-led initiatives or visibility into them.

Early Career Mobility: The Bottom Line

Our interviews reveal a market that is steady, practical, and conversion-minded

Most internship programs remain seasonal and sized for scale, and support is widely available where it matters. Relocation for interns is common (88%), and about a third provide visa assistance, with the remainder split between 'no' and 'varies by program or geography'. Purpose is clear: internships are primarily used to build the talent pipeline (63%), and that intent shows up in outcomes, with conversion most often in the 25–50% range. Durations cluster at 4–12 weeks (50%), with a sizable group at 13–24 weeks (31%), and location footprints are mixed: 69% run both domestic and international activity, while 31% are fully domestic.

Operationally, the strongest signal is housing

Housing supply (63%) and knowledge of options (44%) top the obstacle list, which in turn drives exceptions and last-minute workarounds. Cash-flow friction appears but is secondary. On the funding side, the market favors speed and clarity: lump sums are prevalent for interns (86%) and widely used for early career moves (78%), with managed services layered in when immigration, tax, or longer stays add complexity (56% of early career programs also use a managed or standard policy). Tooling is effective but fragmented. Relocation-provider platforms lead (44%), with spreadsheets (25%) and other third-party tools (25%) filling gaps. This helps explain why visibility and exception handling surface during peak season.

Looking ahead, the near-term posture is stabilization rather than swing

Looking ahead, the near-term posture is stabilization rather than swing. Intern volumes are expected to remain steady (69%), with a minority signaling slight decreases and very few planning increases. Overall, companies are taking a pragmatic, conversion-focused approach—tuning their programs for operational scalability while targeting the friction points that matter most: housing, cash flow, and coordination.



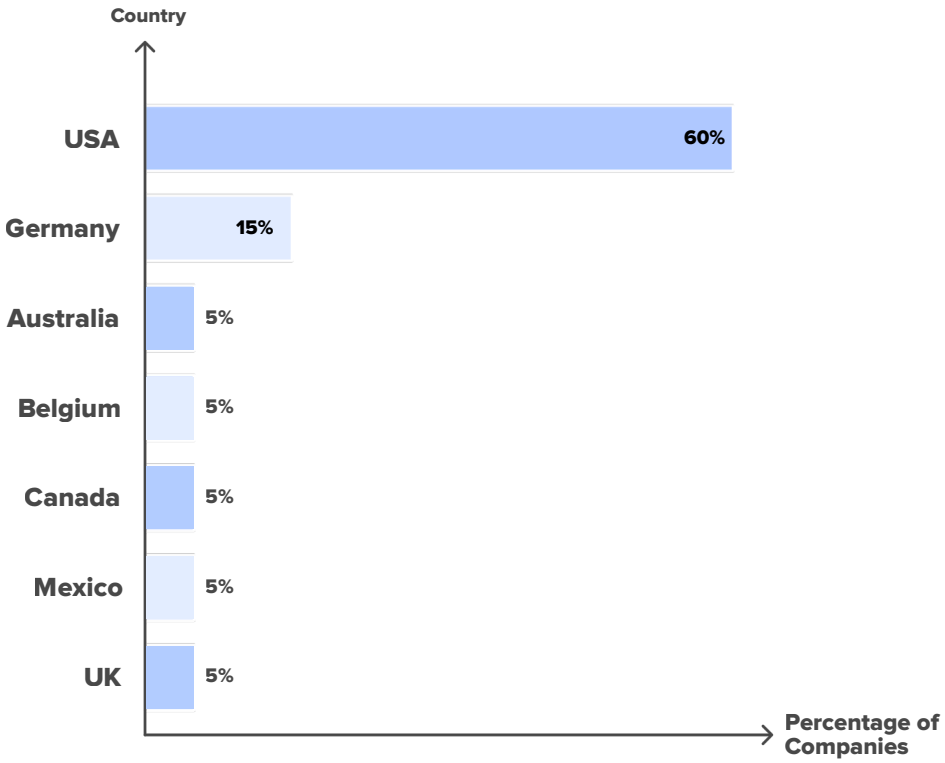
How Benivo Supports These Needs

The findings point to a handful of practical levers that matter most at scale: clearer guidance, earlier access to funds where permitted, faster and simpler payments, cohort support around housing and commuting, and tools that complement DE&I strategies. Benivo's technology and services are designed with those needs in mind: plain-language policy briefs and city guides, options to provide funds early for deposits and travel (where allowed), quick and predictable reimbursements and allowance payments, and early career cohort tools such as roommate matching, carpooling, and housing support that helps prevent fraud and scams, a known risk for early career populations navigating short-term rentals in unfamiliar markets.

Benivo's tools also complement DE&I strategies by reducing barriers to participation, offering early access to funds through allowances and PayLater to support interns and new hires with up-front costs, including those relocating with a partner. Where partner support is relevant, Benivo extends digital destination resources to accompanying partners, enabling cost-effective inclusion without expanding program budgets.These capabilities map directly to the pressures surfaced here (housing know-how and supply, cash-flow friction and exceptions, and fragmented processes), and aim to improve acceptance and conversion while reducing mobility teams' administrative load.

Survey Data

Participant Profiles



Distribution of Companies by Global Headquarters

Industry Sectors Represented:

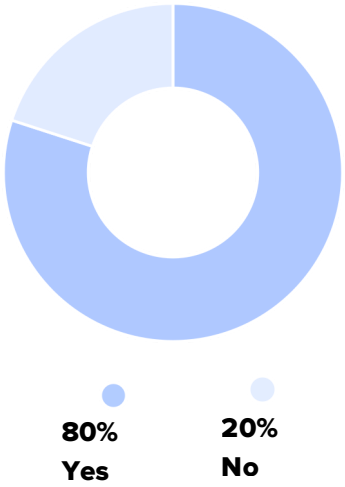
- Aerospace
- Biotechnology and Pharmaceuticals
- Chemicals
- Commercial Vehicles
- Energy Technology
- Food and Beverage
- Industrial Quality Solutions
- Industrial Glass
- Scientific Research Services
- Technology (11 Companies)

Section 2:
Internship Program Demographics

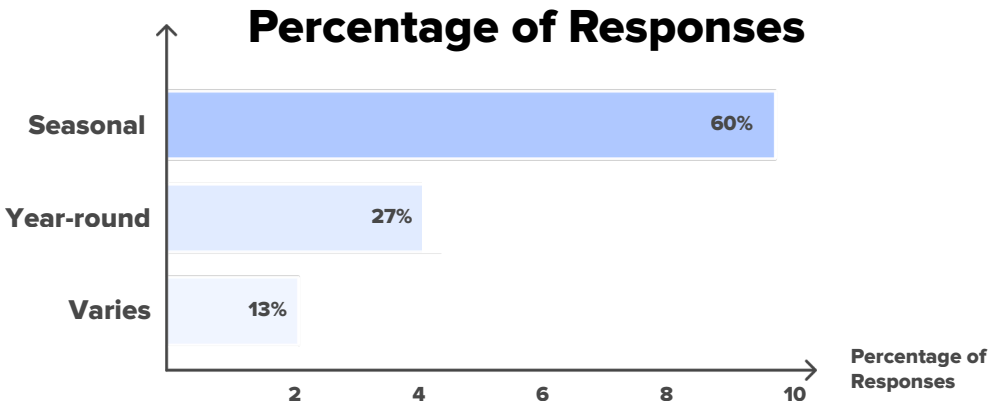
Does your Company currently offer an internship program?

- Yes: (80%)
- No: (20%)

Note: Response counts and percentages for the balance of questions in this section exclude the 4 participating companies not currently offering internship programs.



Are your internship programs seasonal, year-round, or during specific semesters? (Single choice)



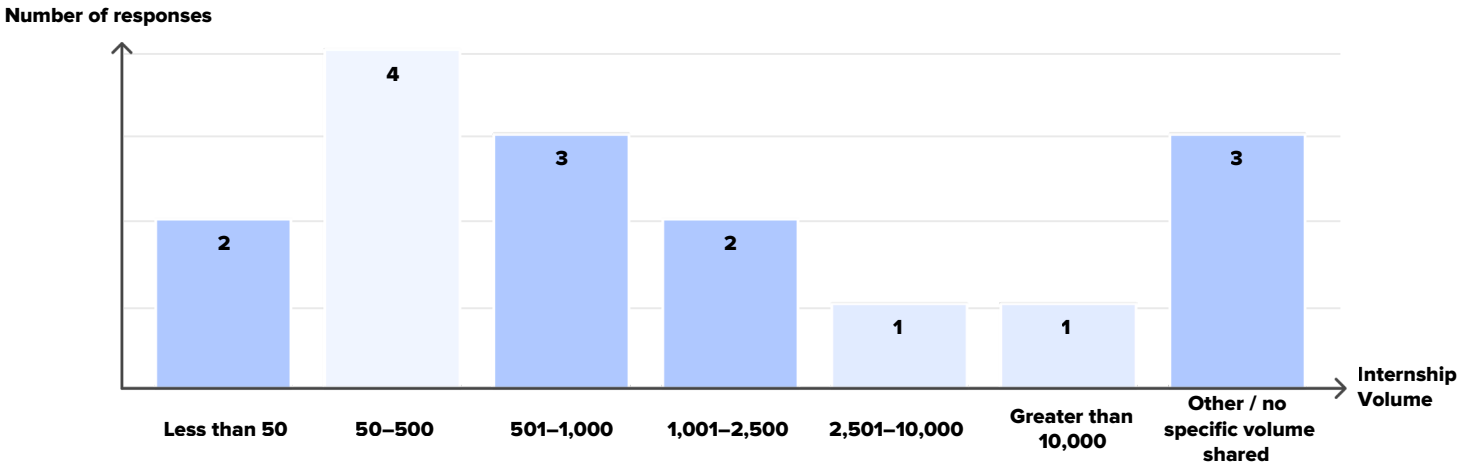
Interview Excerpts:

"It's spread out... [August, September] is a peak month... but it really is all spread out." "They do tend to be summer internships primarily."

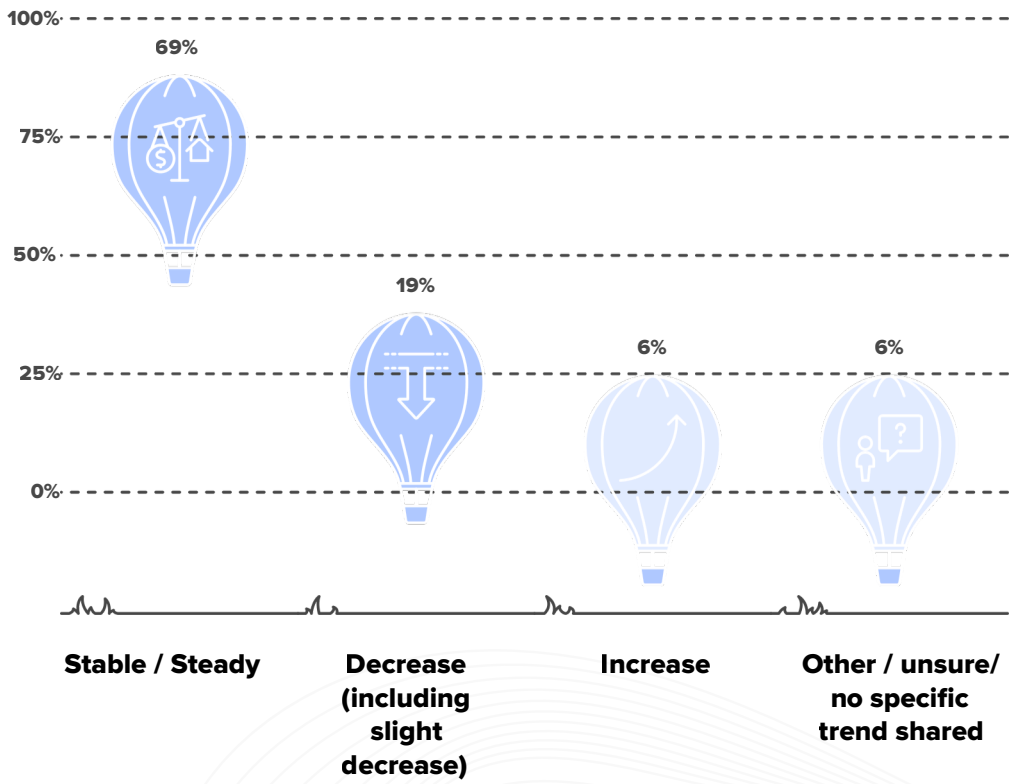
"A bit of both... in Germany we have longer internships... whereas in the US or in France we have seasonal interns as well as in the UK... it varies."

"It's seasonal, but it's all seasons."

What is the approximate annual size (volume of internships) of your organization's internship program? (Single choice)



What is the expected trend of volume for your organization's internship program for the upcoming season? (Single choice)



Is your internship relocation activity primarily domestic, international, or a mix of both? (Single choice)

Mix of Domestic and International

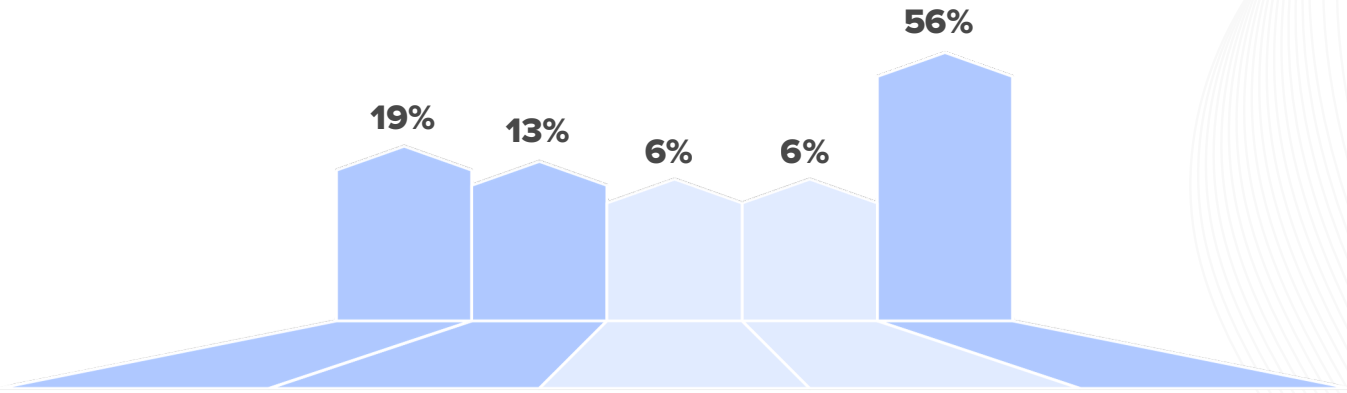
69%

100% Domestic

31%

Please share any trends toward recruiting more domestically (locally) for the program vs. internationally.

Program Focus: Domestic vs. International



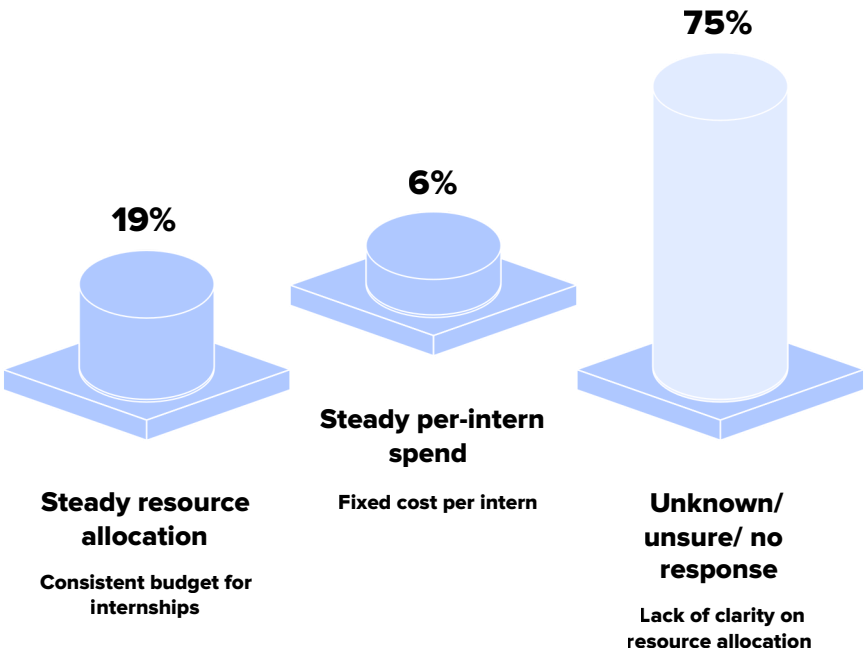
Primarily domestic	Increased domestic	No domestic-only focus	Other / contextual	No response given
No shift from prior recruiting	More local recruiting efforts	Global or mixed recruiting approach	Additional insights shared	Participants did not provide feedback

Other (verbatim response): “We do hire foreign nationals on student visas but discourage this because entry-level roles are not typically sponsored.”

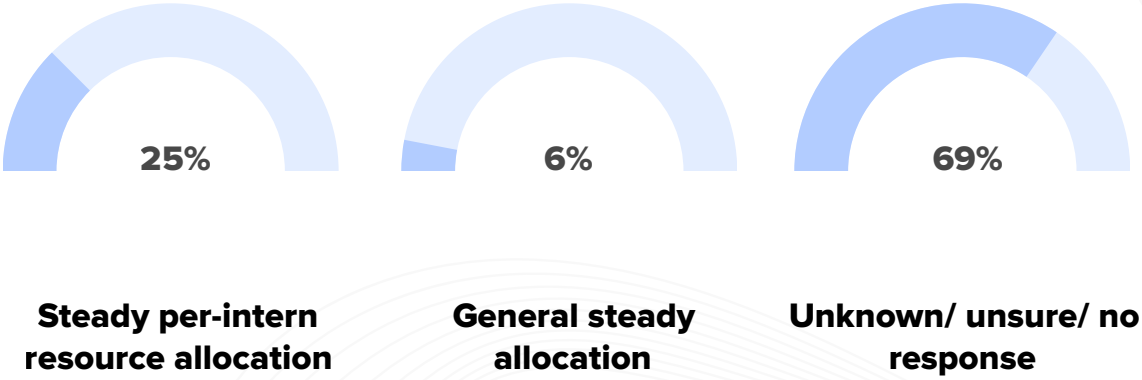
Interview Excerpt:

> "Pre-COVID it was more international; through COVID it shifted to domestic, and now we're starting to increase international again."

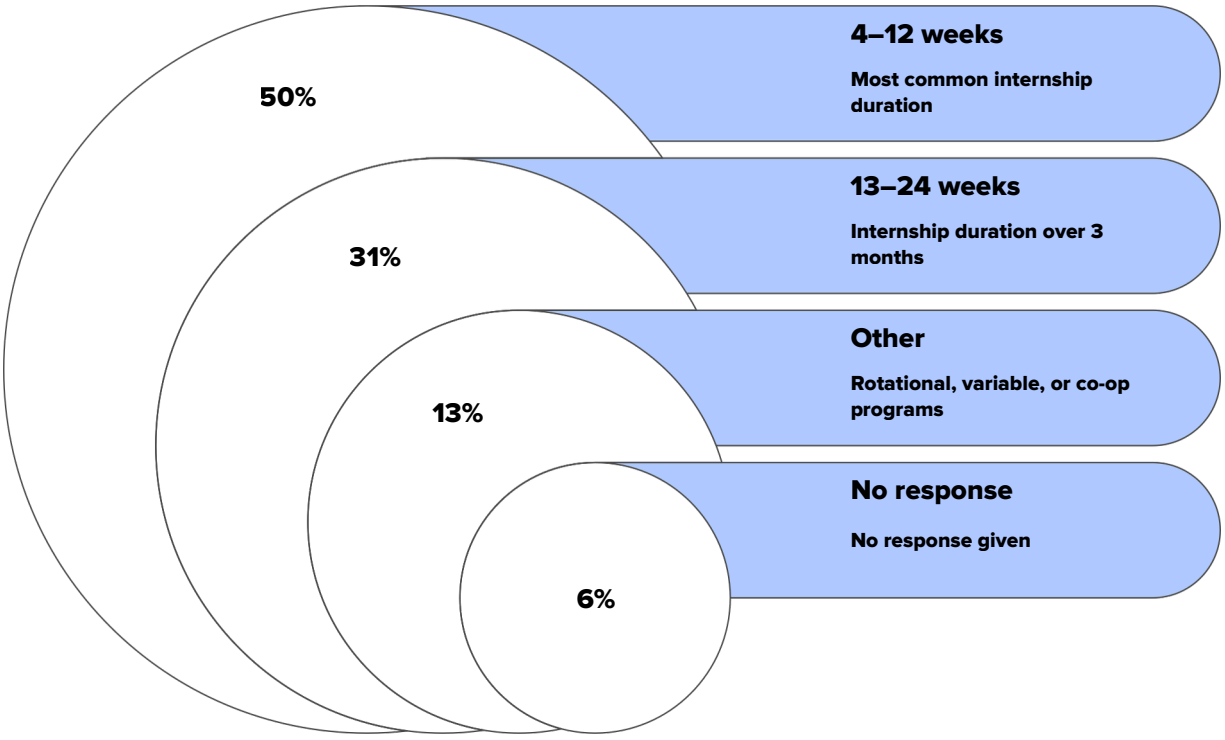
What are the current overall resource allocation trends for your organization's internship program? (Single choice)



On an individual intern basis, what are the current resource allocation trends for your organization's internship program? (Single choice)



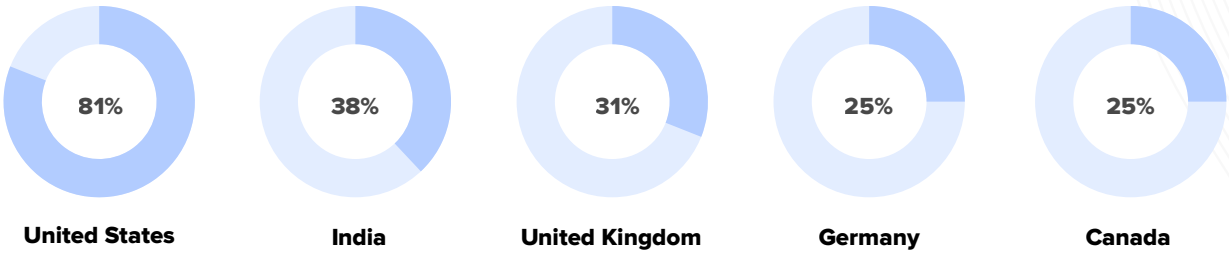
What is the typical duration of internships in your organization? (Single choice)



Other (verbatim responses):

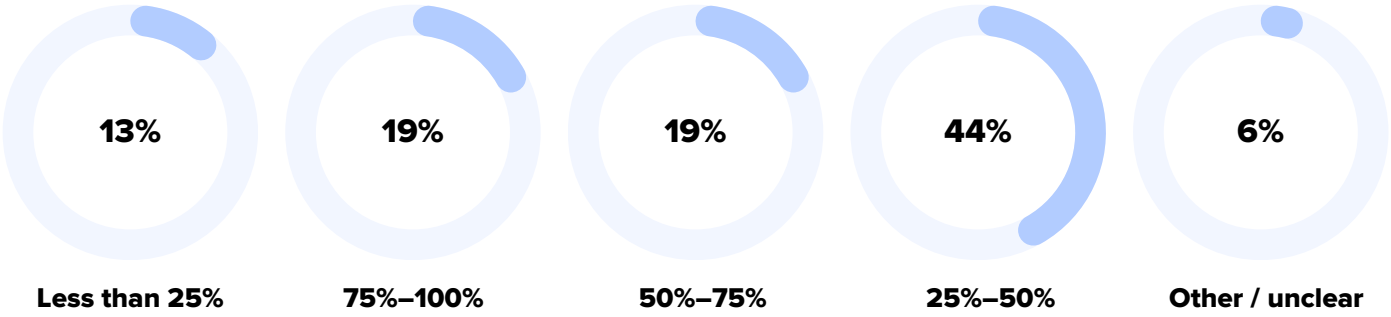
- "Varies (traditional summer term; rotational six-month alternation with school)."
- "Two-year rotational program (6-month rotations); co-ops 8–16 weeks (local)"

Please provide the top 5 locations of your internship programs.

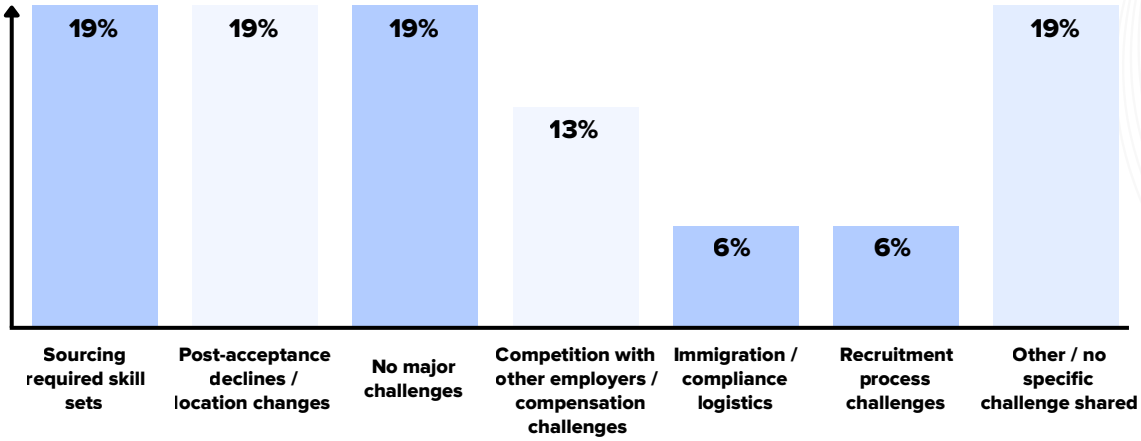


Other countries mentioned: The Netherlands, Ireland, France (2 responses each); Switzerland, Poland, Japan, Latvia, Romania, China, Luxembourg, Spain (Madrid), Puerto Rico, U.S. Virgin Islands (all 1 response each)

What approximate percentage of internships in your organization result in permanent placement? (Single choice)



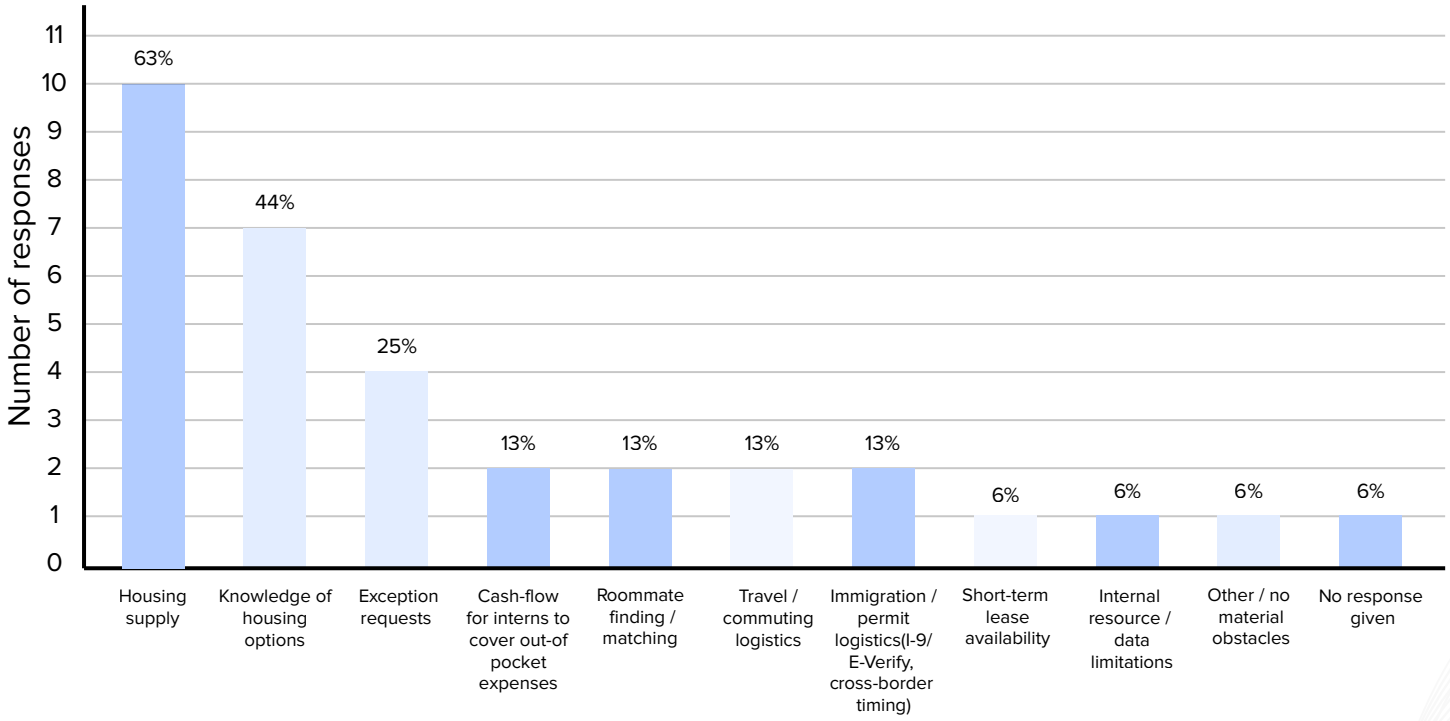
What are the top challenges in recruiting interns for your organization? (Select all that apply)



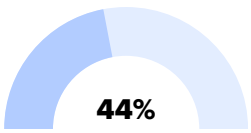
Other (verbatim responses):

- “Attracting students to rural locations”
- “Payments are high due to the skillset of the interns i.e. engineers and high competition from other tech companies globally. Possible other challenges with recruitment but packages are key.”
- “Separate (handled in recruitment)”

What administrative obstacles do you encounter in managing internship relocation programs? (Multiple choice)

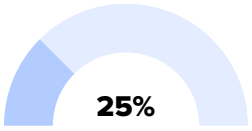


What technology is used to support (track/manage/report) internships in your organization? (Select all that apply)



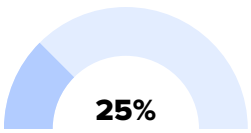
44%

Relocation service provider solutions



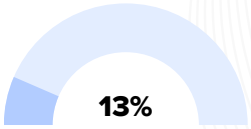
25%

Spreadsheets



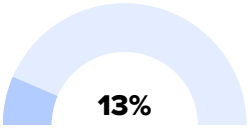
25%

Other third-party solutions (SaaS/web-based tools, CRM)



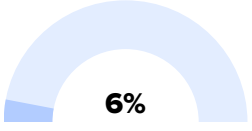
13%

Proprietary / in-house developed systems



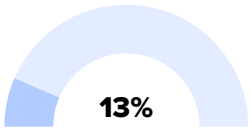
13%

RMC technology / reporting



6%

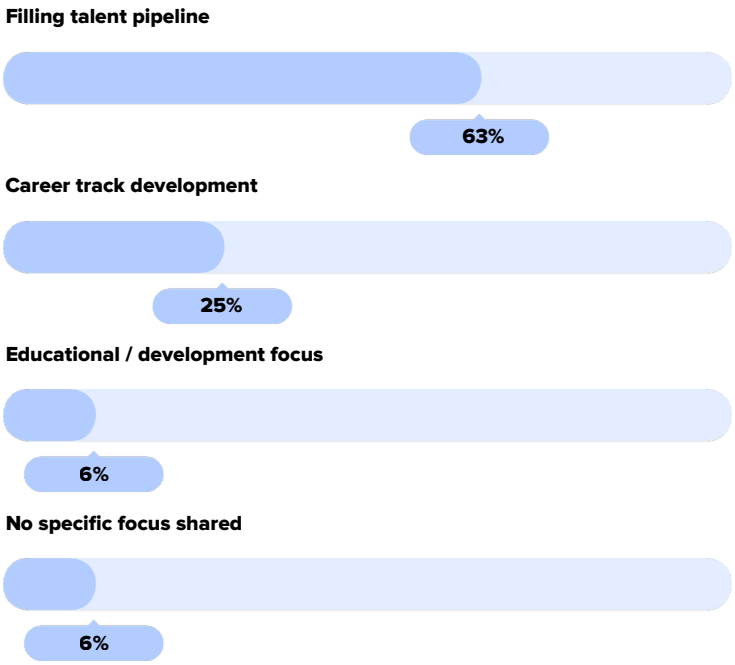
Immigration provider solutions



13%

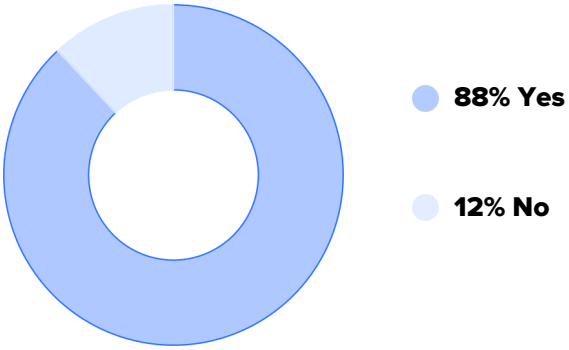
No response given: 2 participants

What is the primary focus of your Company's internship program (educational, career track, other)?



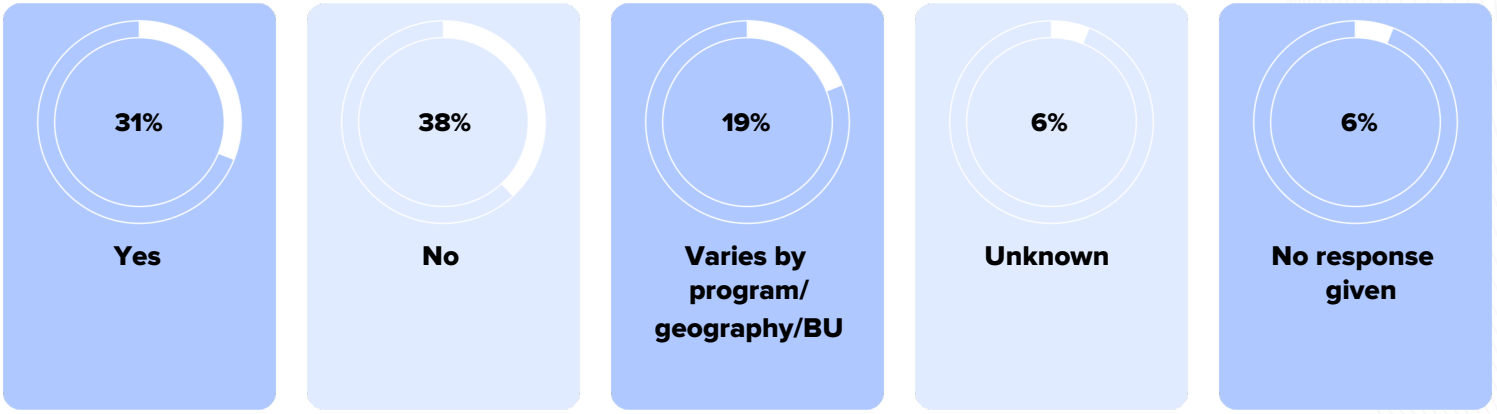
Section 3:
Intern Relocation Benefits

Does your Company currently offer relocation benefits/support to interns?

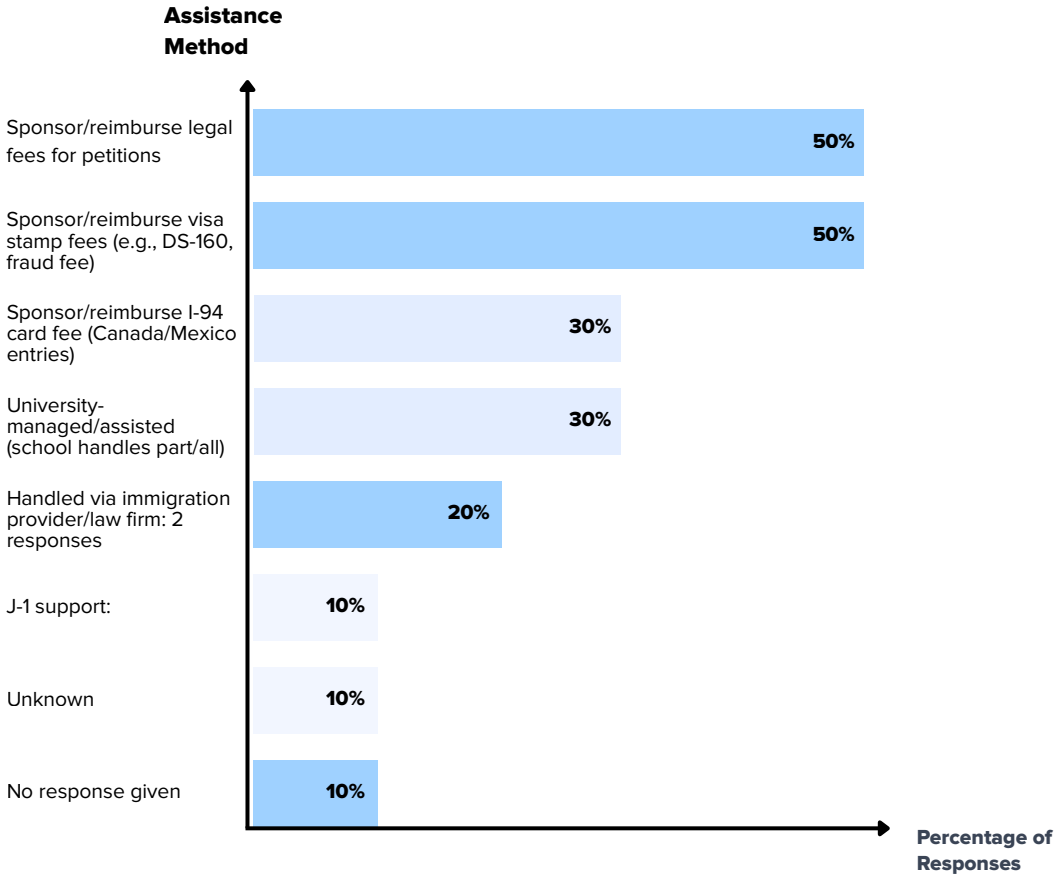


Note: Response counts and percentages for the questions in this section exclude the 4 participating companies not currently offering internship programs.

Do you provide visa assistance to interns?

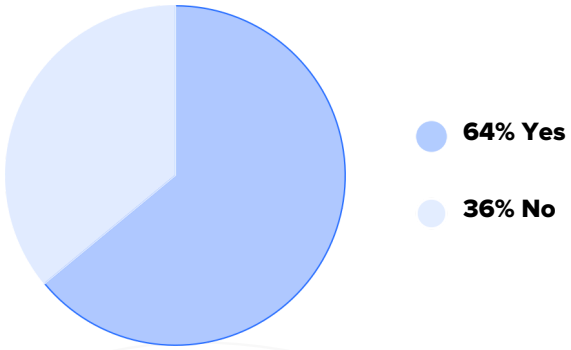


How do you provide visa assistance for interns in the U.S.?



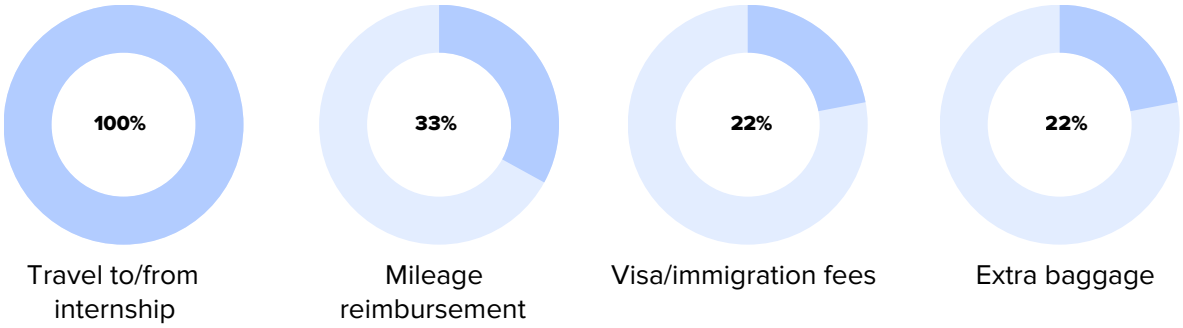
Note: Percentages exclude 6 companies that answered “No” to offering visa assistance.

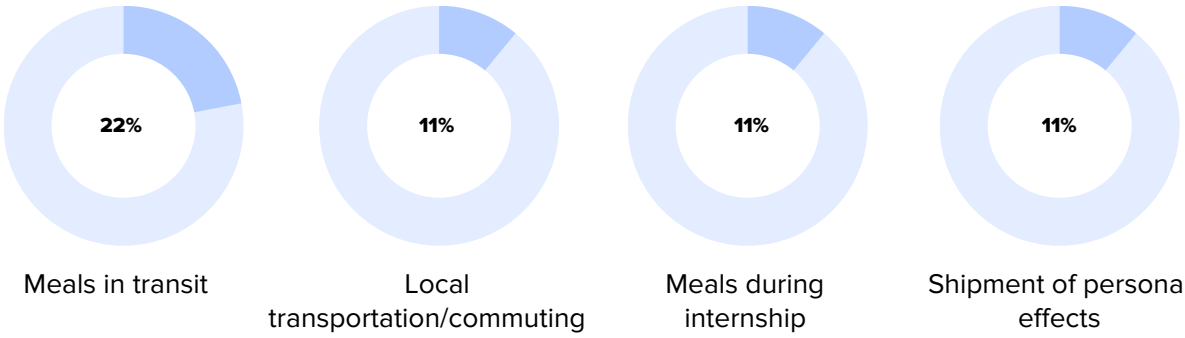
Does your relocation support for interns include coverage of any out-of-pocket expenses via direct reimbursement?



Note: Percentages exclude 2 participating companies that answered “No” to offering relocation assistance.

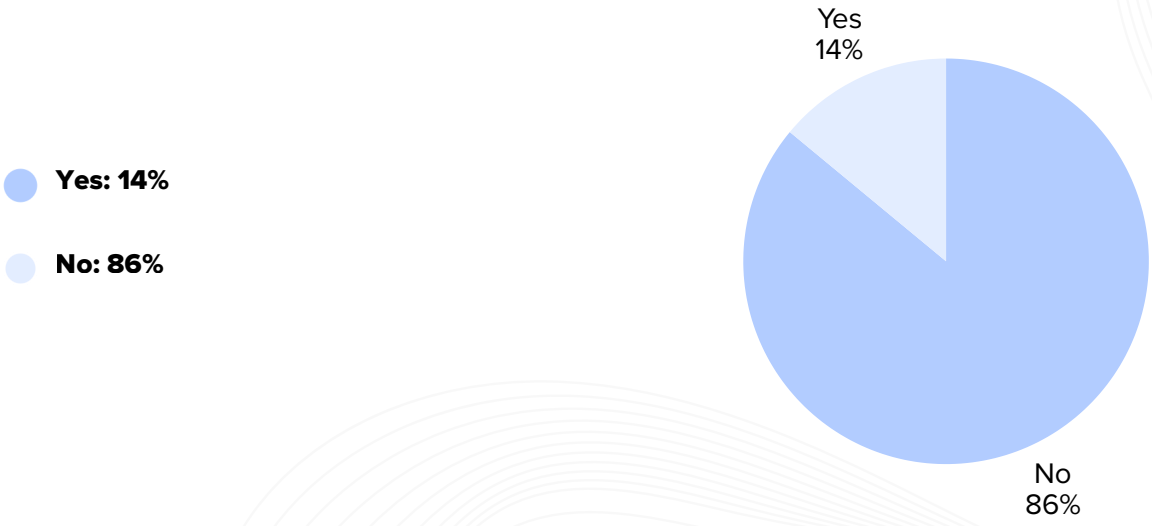
Which out-of-pocket expenses are covered via direct reimbursement? (Select all that apply)





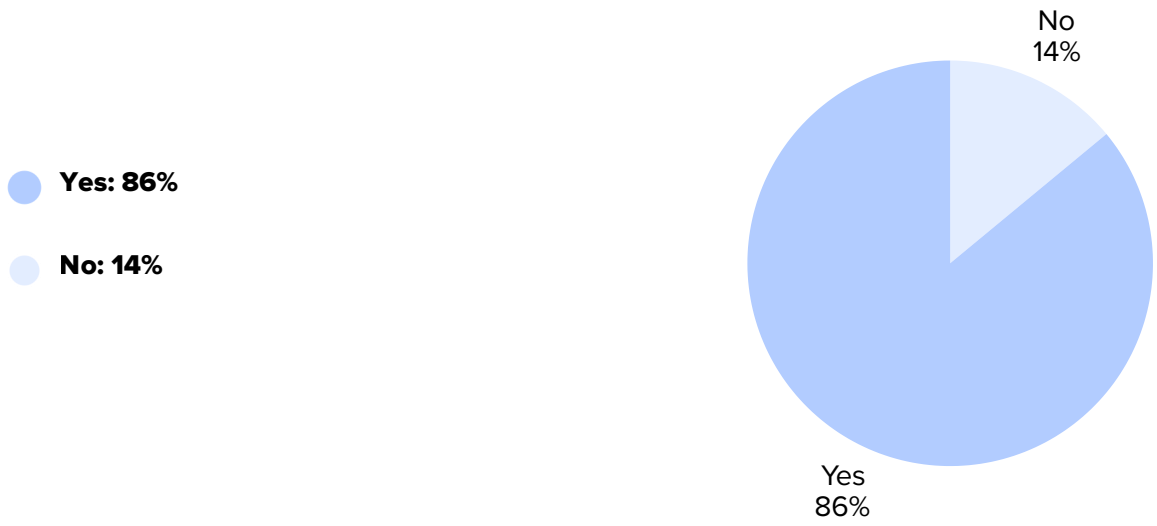
Note: Percentages exclude 7 participating companies (2 that answered “No” to offering relocation assistance, and 5 indicating that their relocation support for interns exclude coverage of any out-of-pocket expenses via direct reimbursement).

Does your program offer interns any repayable cash advances/ loans for out-of-pocket expenses?



Note: Percentages exclude 2 participating companies that answered “No” to offering relocation assistance.

Does your program provide any lump sum payments/ allowances?



Note: Percentages exclude 2 participating companies that answered “No” to offering relocation assistance.

Interview Excerpts:

“We give the funds to them up to a month before they officially start…”

“It’s paid in their first salary in the new location.”

“Usually… once they complete the background and drug screen… provide their banking details, then they’ll get the lump sum.”

“There’s no delay… they’ll get it… so they at least have the funds to be able to move wherever they need to.”

“As soon as they’re authorized, they’ve got access.”

“A very lean model where we give them an allowance… They have to book their flights and expense claim them when they start.”

“It’s a budget… They can arrive here and use that budget to expense claim furniture or whatever they like.”

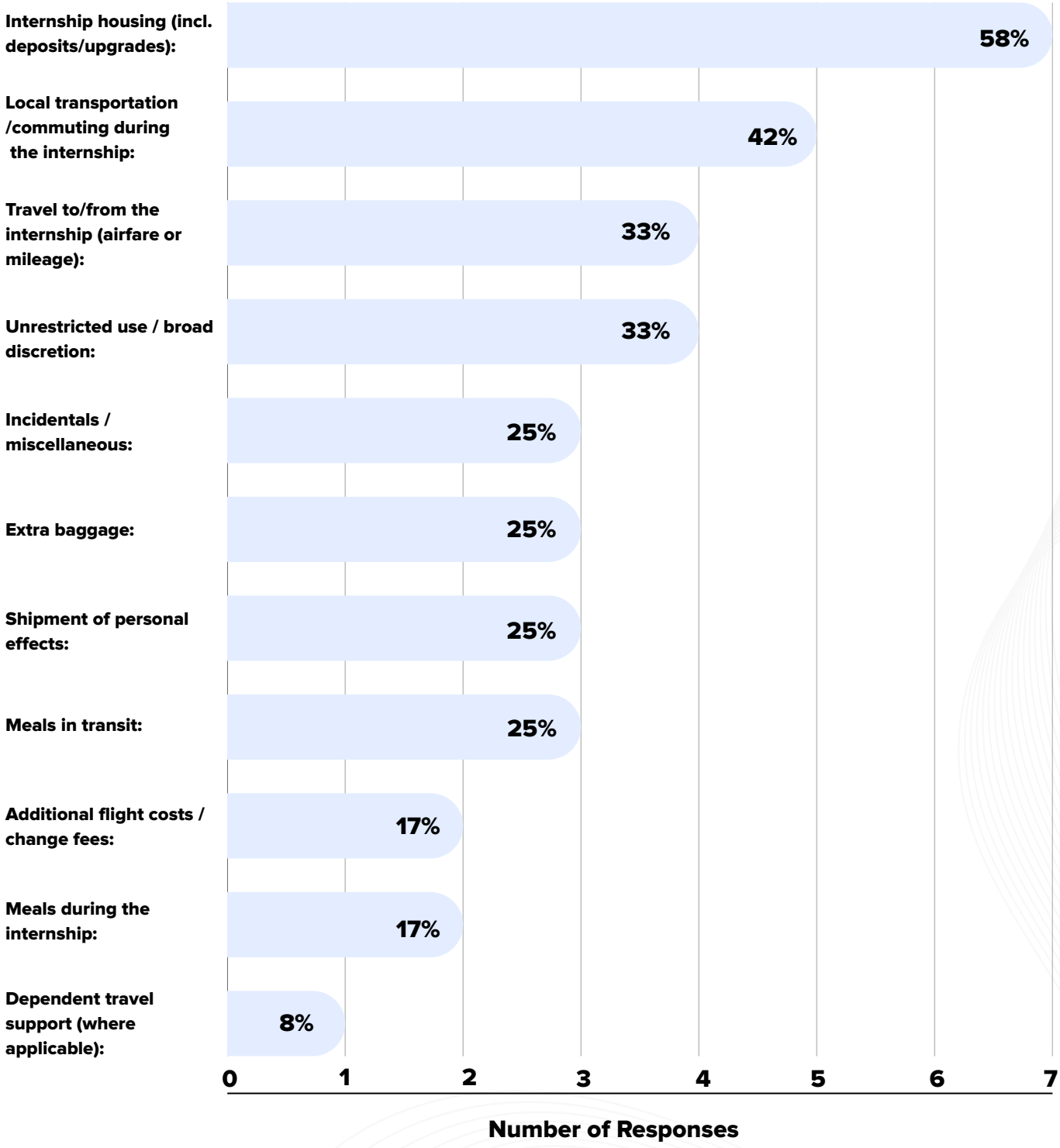
“There is a lump sum for every rotation.”

“We generally offer a lump sum if the role is needed on site… and they need to relocate within the US.”

“They kind of just take that and run with it.”

“We provide them education and a list of vetted suppliers and guidance on how they should [spend the allowance] …but we don’t hold them to it.”

Which relocation expenses are intended to be covered by a lump sum payment/ allowance? (Multiple selections)



Note: Percentages exclude 4 participating companies (2 that answered “No” to offering relocation assistance, and 2 indicating that their relocation support for interns excludes lump sum payments/ allowances).

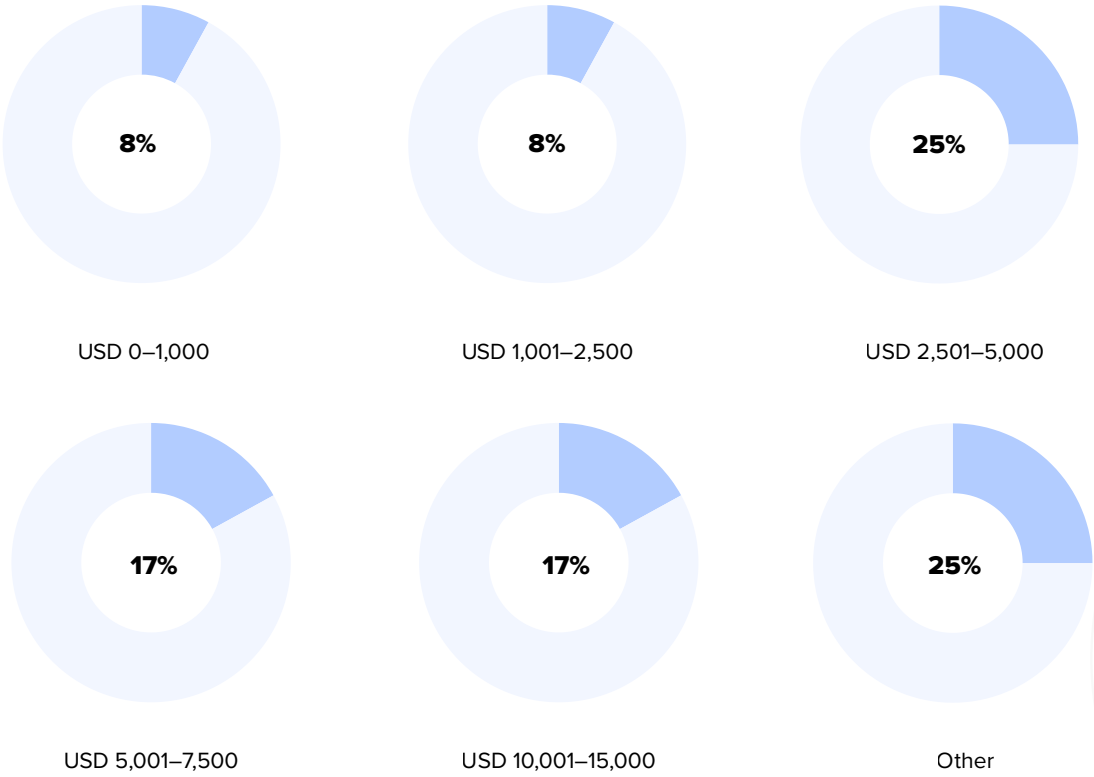
Interview Excerpts:

“It’s free for them to use as they please."

“We do have some partnerships with local universities regarding discounted housing, but we do not pay for it.”

“We have a pretty close relationship with a local college who basically has dorm rooms… at a discounted price while they’re empty.”

What is the approximate range of the total lump sum payments/ allowances provided by your organization for these expenses? (Single choice)



Other responses:

- Tiered by location (USD 2,800–7,300)
- Tiered by geography (Global USD 1,500–6,500; U.S. USD 10,001–15,000)
- Unknown/varies by destination

Note: Percentages exclude 4 participating companies (2 that answered “No” to offering relocation assistance, and 2 indicating that their relocation support for interns excludes lump sum payments/ allowances).

Interview Excerpts:

“They all get a $5,000… ‘transitional allowance’.’”

"The majority of just exiting school kids, they take the lump sum, which at bare minimum is $10,000."

"It's $10,000 if they're single and renting. It's $15,000 if they're married and renting. I think it's $25,000 if they're single and own. And then it's $40,000 if they're married and own."

"A very lean model where we give them an allowance... They have to book their flights and expense claim them when they start."

"It's a budget... They can arrive here and use that budget to expense claim furniture or whatever they like."

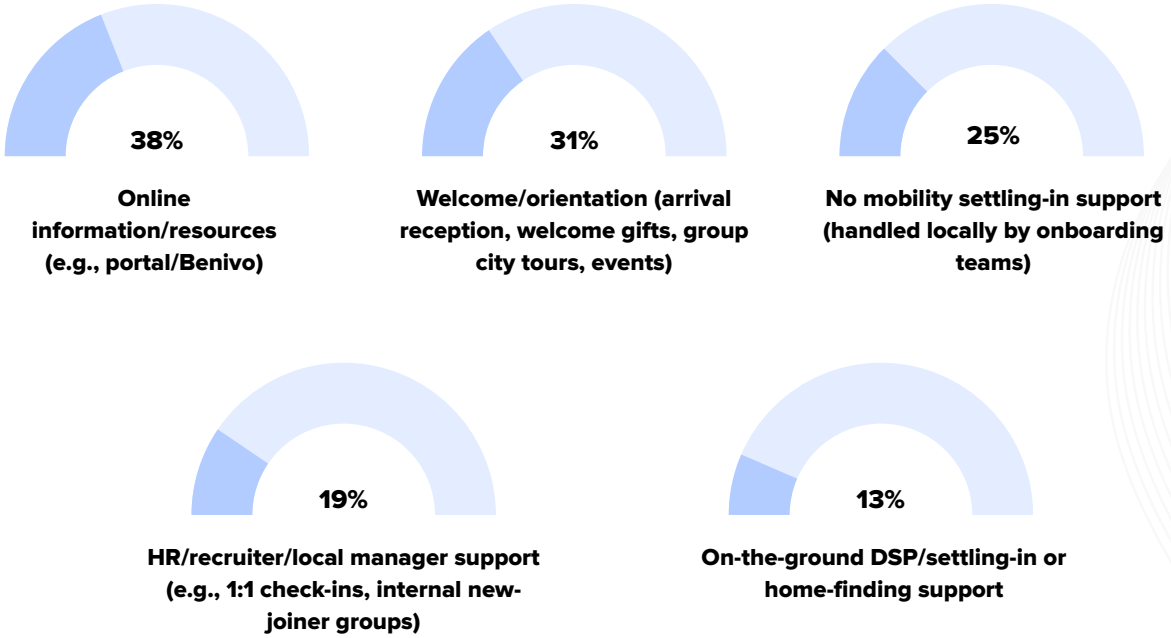
"It's always the same. It's $3,500."

"We generally offer a lump sum if the role is needed on site... and they need to relocate within the US."

"We do have an early career package... it's a lump sum... it's up to $7,500."

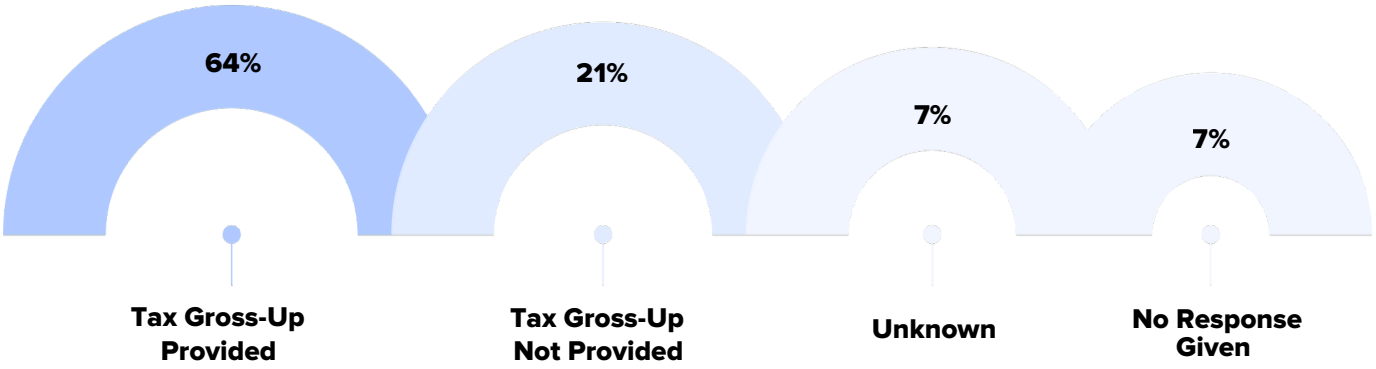
"Usually it's between $5,000 and $7,500... it honestly depends on what the business is willing to offer... [and] the distance."

What is the scope of settling-in assistance offered to interns in your organization? (Multiple selections)



Note: Percentages exclude 2 participating companies that answered "No" to offering relocation assistance.

How does your organization address tax implications for intern mobility benefits? (Select all that apply)



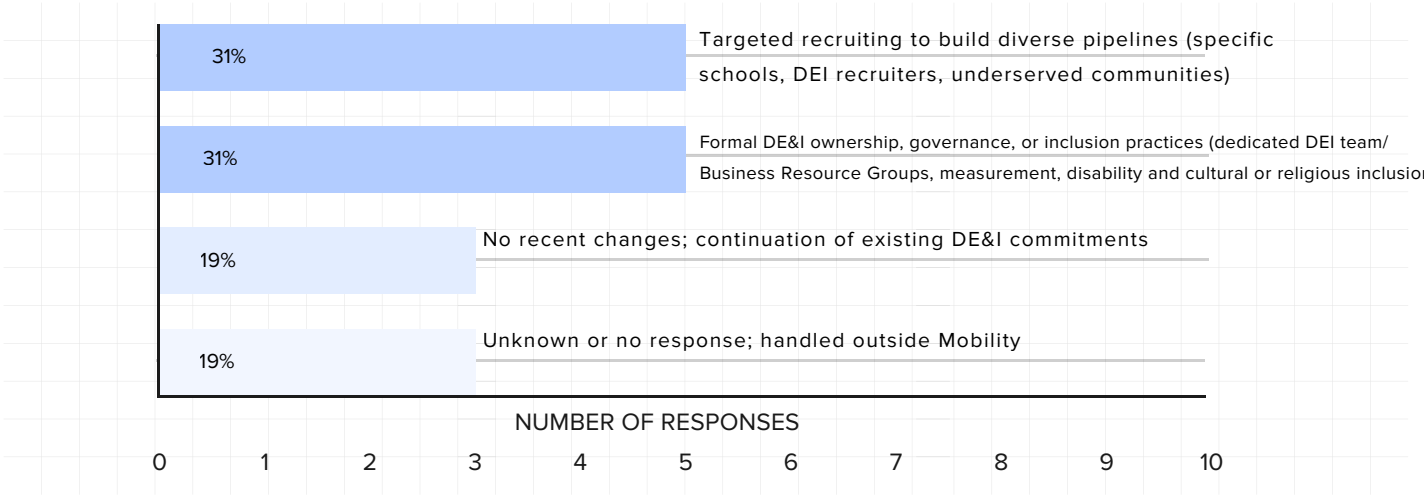
Note: Percentages exclude 2 participating companies that answered “No” to offering relocation assistance.

Interview Excerpts:

“We… gross it up for anyone who’s part of the [internship] program.”

“They get the full 7,500 and then at the end of the year, [the company] will cover the taxes for it.”

Can you please share any current trends specific to DE&I influencing your internship benefits or practices?



Interview Excerpts:

“We have a dedicated [DEI team] that puts inclusive language in every [job posting]...‘don’t worry about your disabilities, you’re more than welcome.’ Our last intern had [a disability] and she did great; the stigma you used to see is fading.”

“In [Spain], big companies face disability-hiring thresholds; we used to pay an extra tax, and now, thanks to the [DEI team] we aren’t.”

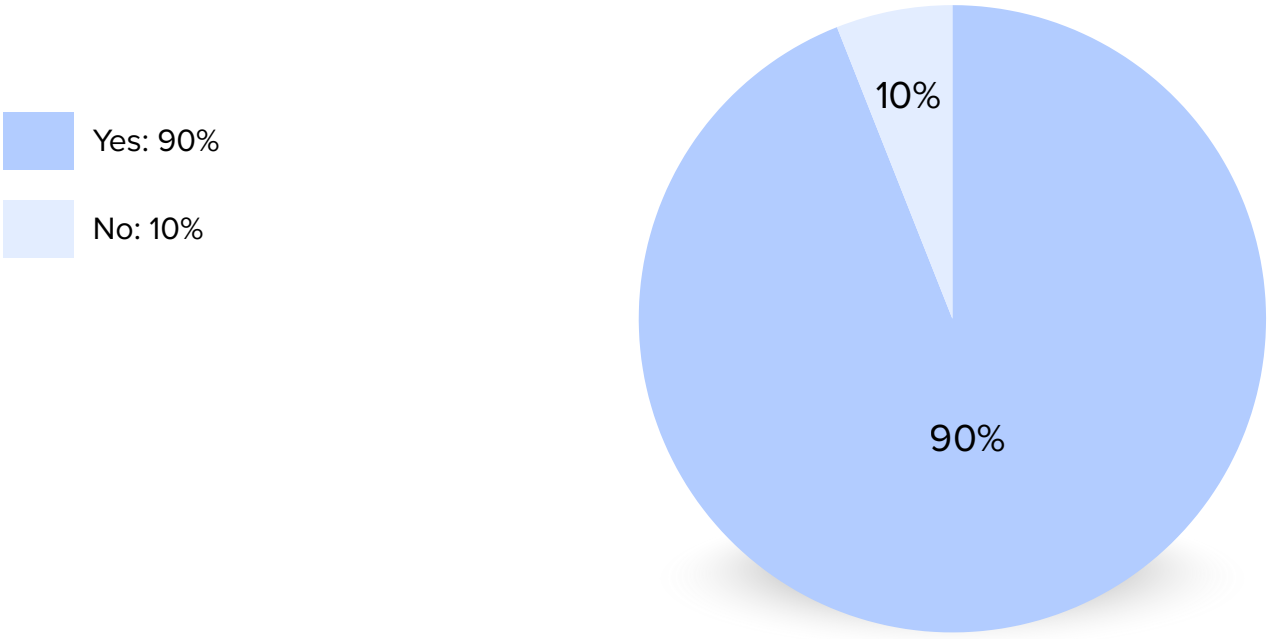
“It’s not just disability, we actively integrate different religions, cultures, and nationalities; what felt unusual ten years ago is just normal now.”

“We’re using the program to focus on getting more women into engineering, you have to start at the beginning to get them in the pipeline for the future.”

“Because this program is driven out of [Europe], there’s less of the [North American] ‘hype’ around DE&I”

Section 4:
Early Career Program Demographics

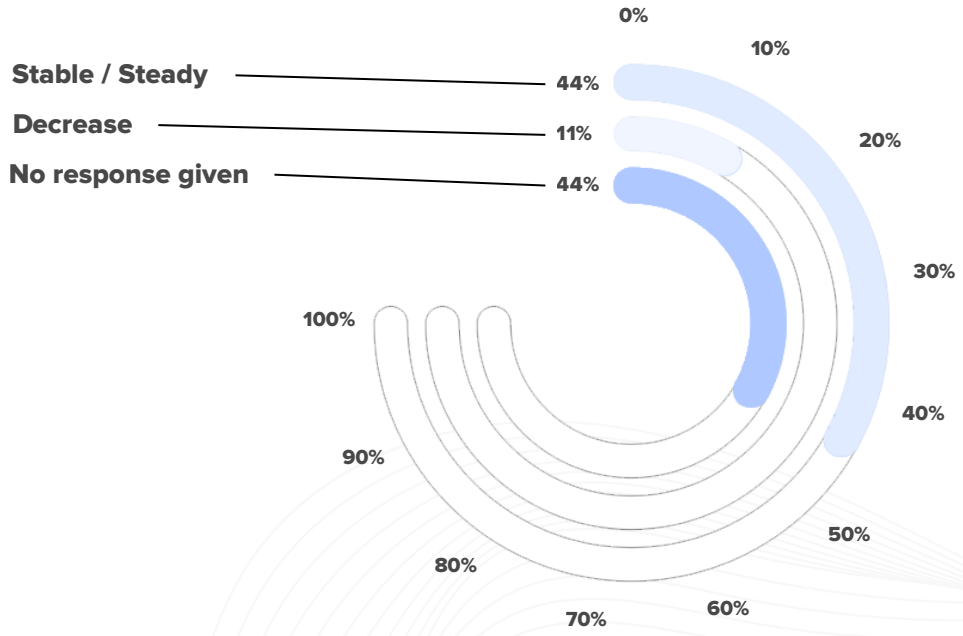
Does your Company currently offer mobility benefits to early career profiles (recent graduates, limited experience hires, etc.)?



Note: Percentages reflect 10 participating companies who participated in the early career (excluding interns) portion of our interviews.

*Among “Yes” responses, 1 company specified coverage is domestic-only and eligibility may depend on job level/negotiation.

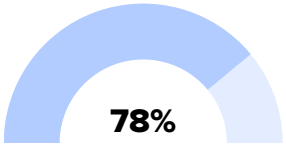
What is the expected trend of volume (number of moves) for your organization’s early career program for the next year? (Single choice)



Note: Percentages reflect 9 participating companies currently managing early career profile mobility cases.

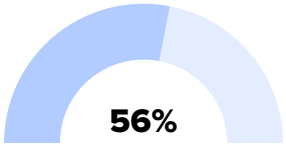
Section 5:
Early Career Mobility Benefits

What type(s) of policies does your Company use to structure mobility benefits for early career profiles? (Please select all that apply)



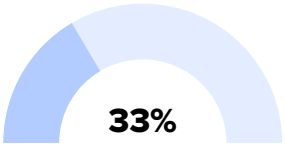
78%

Lump sum (cash allowance)



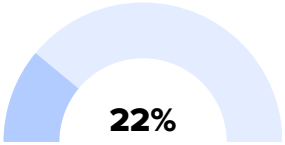
56%

Managed Services Policy



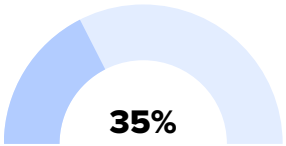
33%

Standard relocation policy (same as all employees / budget-based)



22%

Option to choose between cash or services

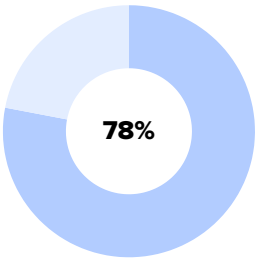


35%

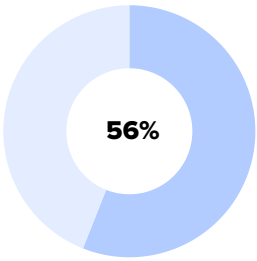
Other (varies by country/region; structured policy applies only to experienced early career hires in some cases)

Note: Response counts and percentages for the balance of questions in this section include 9 participating companies currently offer mobility benefits to early career profiles.

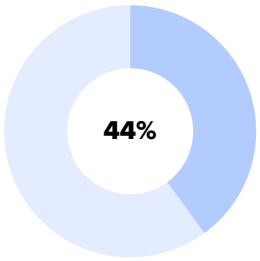
Which expenses/ services are offered to early career profiles? (Select all that apply)



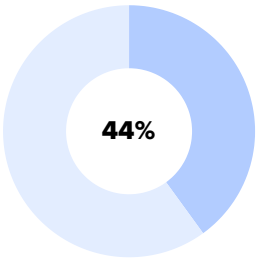
Immigration / visa support



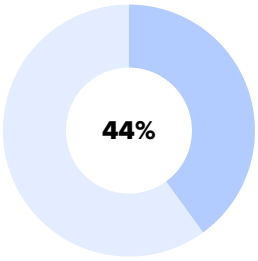
Travel to destination/ rotation travel



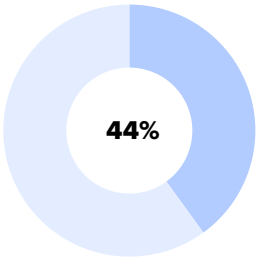
Temporary housing /company-arranged housing



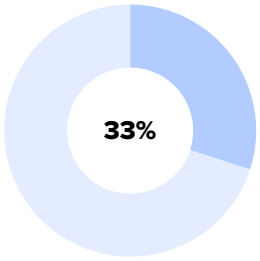
Lump sum (cash allowance)



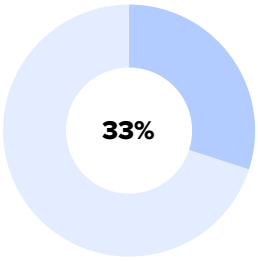
Shipment of household goods / personal effects



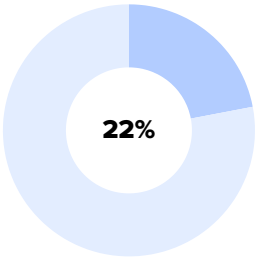
Tax support (e.g., gross-up, equalization)



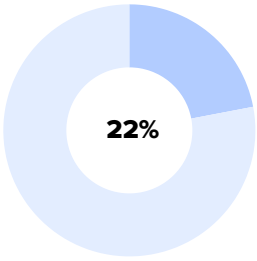
Home finding (DSP/house search and/or look-see trip)



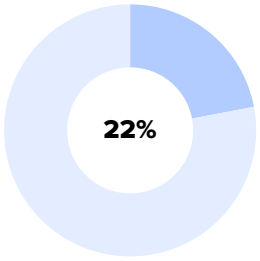
Relocation / miscellaneous expense allowance (non-lump sum or budget-based)



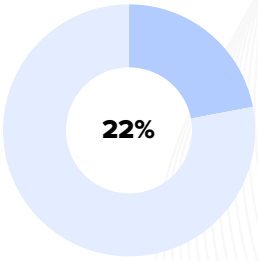
COLA / hardship differentials



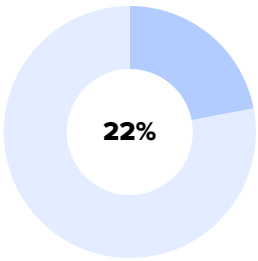
Home leave



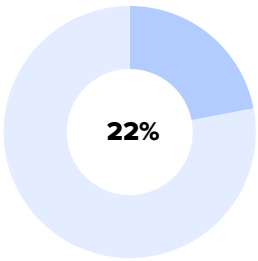
Housing allowance /cost-share



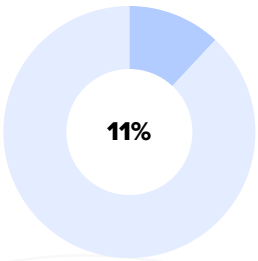
Language/cultural training



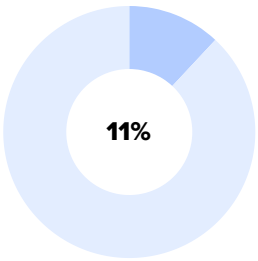
Local registrations (e.g., bank, IDs)



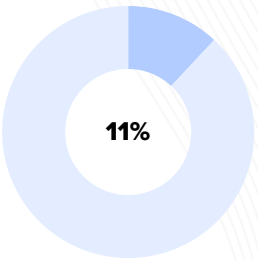
Portal/vendor access (cases logged, vetted suppliers)



International health insurance



Local transportation support



Rental support (lease cancellation /assistance)

Interview Excerpts:

"They usually get a serviced apartment whilst they're there."

"They can have a trip home whilst they're there."

"Usually, they get a hire car... [others have] a transport allowance instead."

"If they're in a low to high location, they get a cost of living allowance."

"Full support... on the housing side, on the immigration side, on the tax side, the DSP side... a skinny down version, but full assignment services."

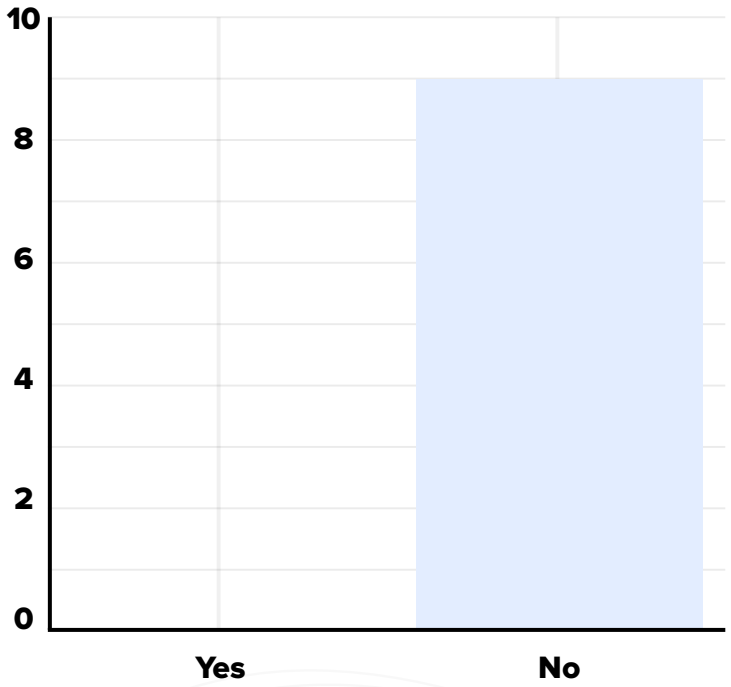
"...additional benefits like house allowance, language training, cultural awareness..."

"There's temporary housing for one month until they find their accommodation."

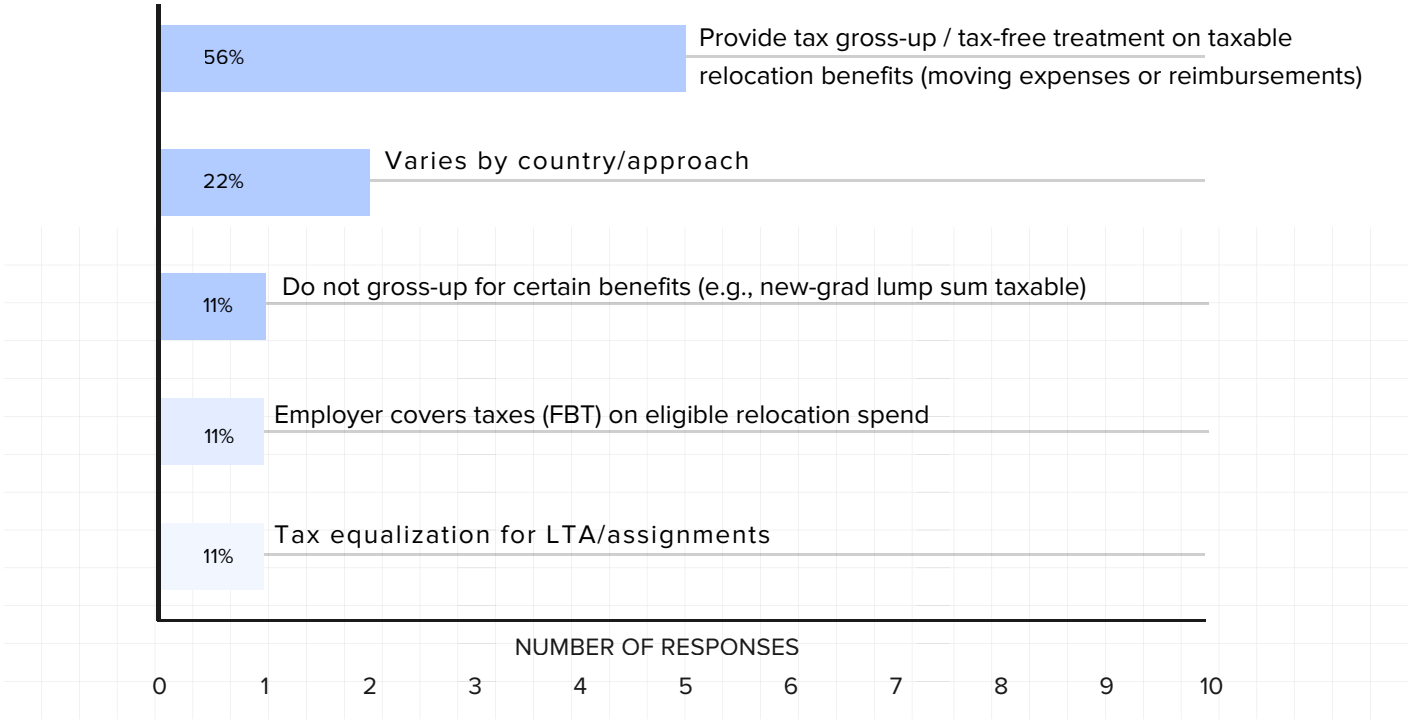
"Partial accommodation cost-share."

Does your program offer early career profiles any repayable cash advances/ loans for out-of-pocket expenses?

- Yes: (0%)
- No: (100%)



How does your organization address tax implications for early career profile mobility benefits? (Select all that apply)



Interview Excerpts:

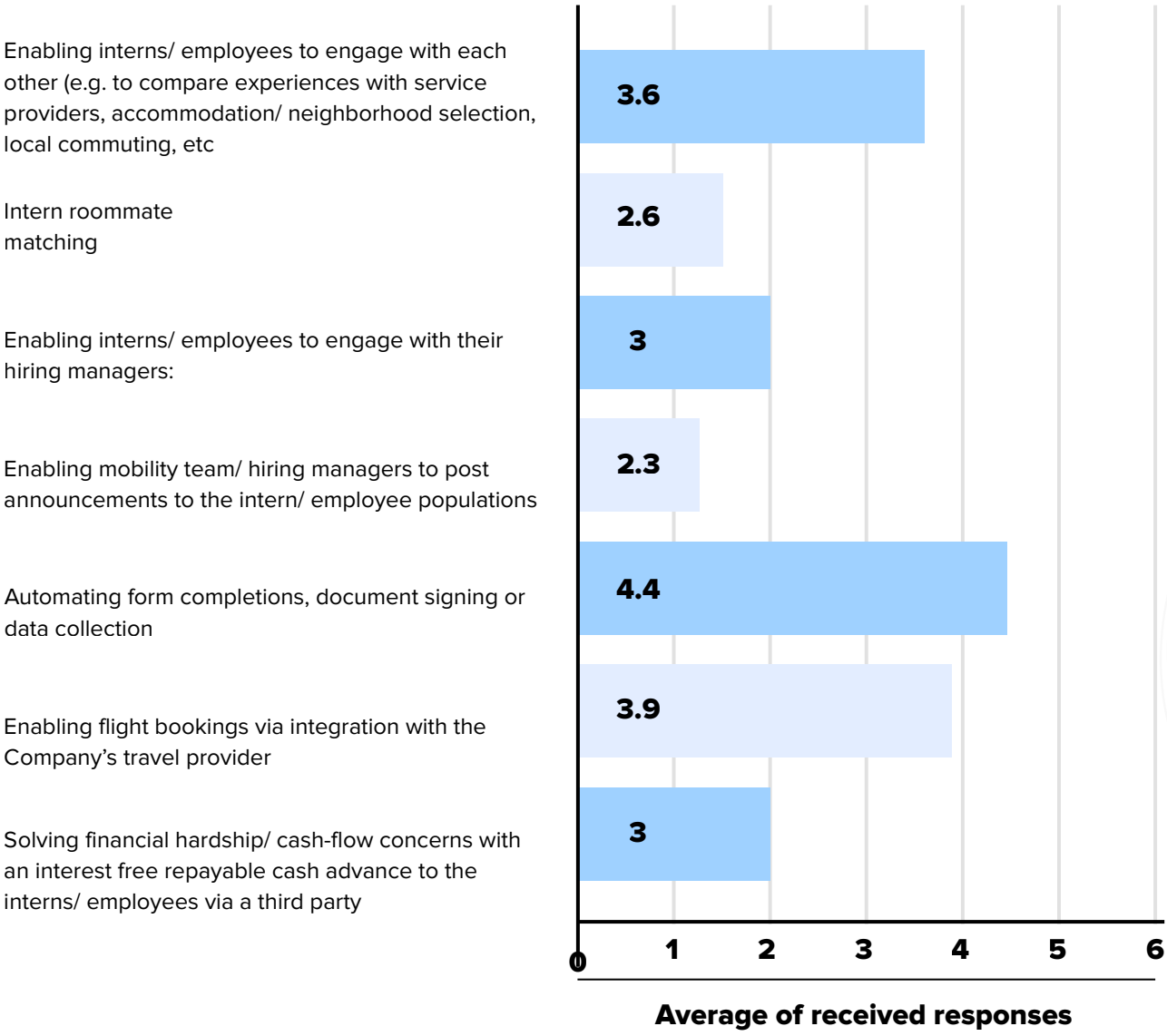
"We cover the taxes because they're not an employee tax."

"There's tax assistance as well... We provide [it] to all the associates."

"They are tax equalized and... usually [we] have a split salary."

Section 6:
Value of Technology for Early Career Mobility

With 1 representing of very minimal value and 5 representing of very highly value, please rank the value the following technology support features have or would have for your intern/ early career offerings (Average of received responses shown below):





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