

Mobility + Culture

Data-Driven Insights on Global Mobility
and Corporate Culture

2024 BENCHMARK STUDY

Table Of Contents

About the Respondents.....	3
Policies & Benefits Offered.....	7
Cash-in-Lieu	10
Lump Sum & Managed Lump Sum.....	11
Household Goods Shipments	15
Temporary Housing.....	17
Destination Services	21
Preview Trips	24
International Permanent Transfers	26
International Assignments	27
Comparison by Region	28
Home Sale Benefits	35
Global Mobility Trends	40
High Touch vs High Tech	44
Your Relocation Management Company (RMC)	46
Cost Savings.....	48



Executive Summary



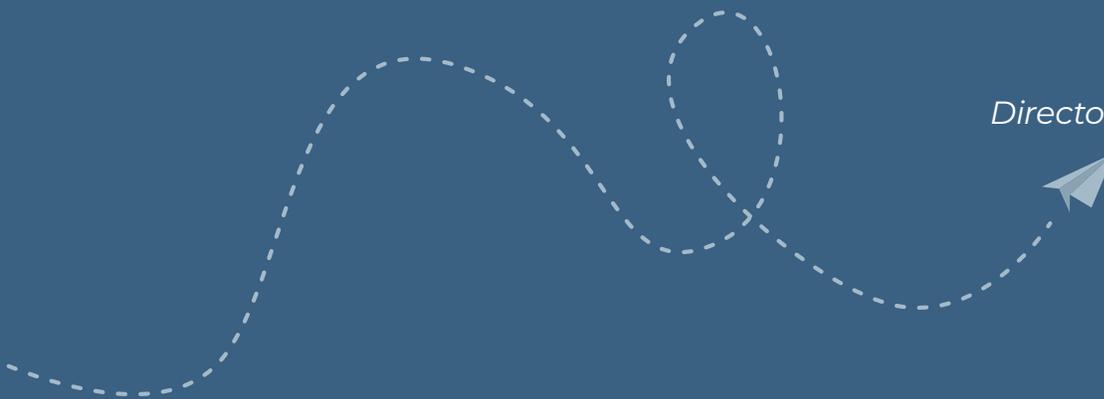
In today's globalized business landscape, employee mobility plays a crucial role in the success of organizations across various industries. As companies strive to attract and retain top talent understanding the trends and best practices in relocation becomes paramount. To shed light on this dynamic field, we present the WHR Global 2024 Relocation Benchmark Report; A comprehensive analysis of industry-wide insights and data gathered from a diverse range of respondents spanning twenty-five industries and averaging over 400 relocation/assignments in 2023.



Here are some key findings:

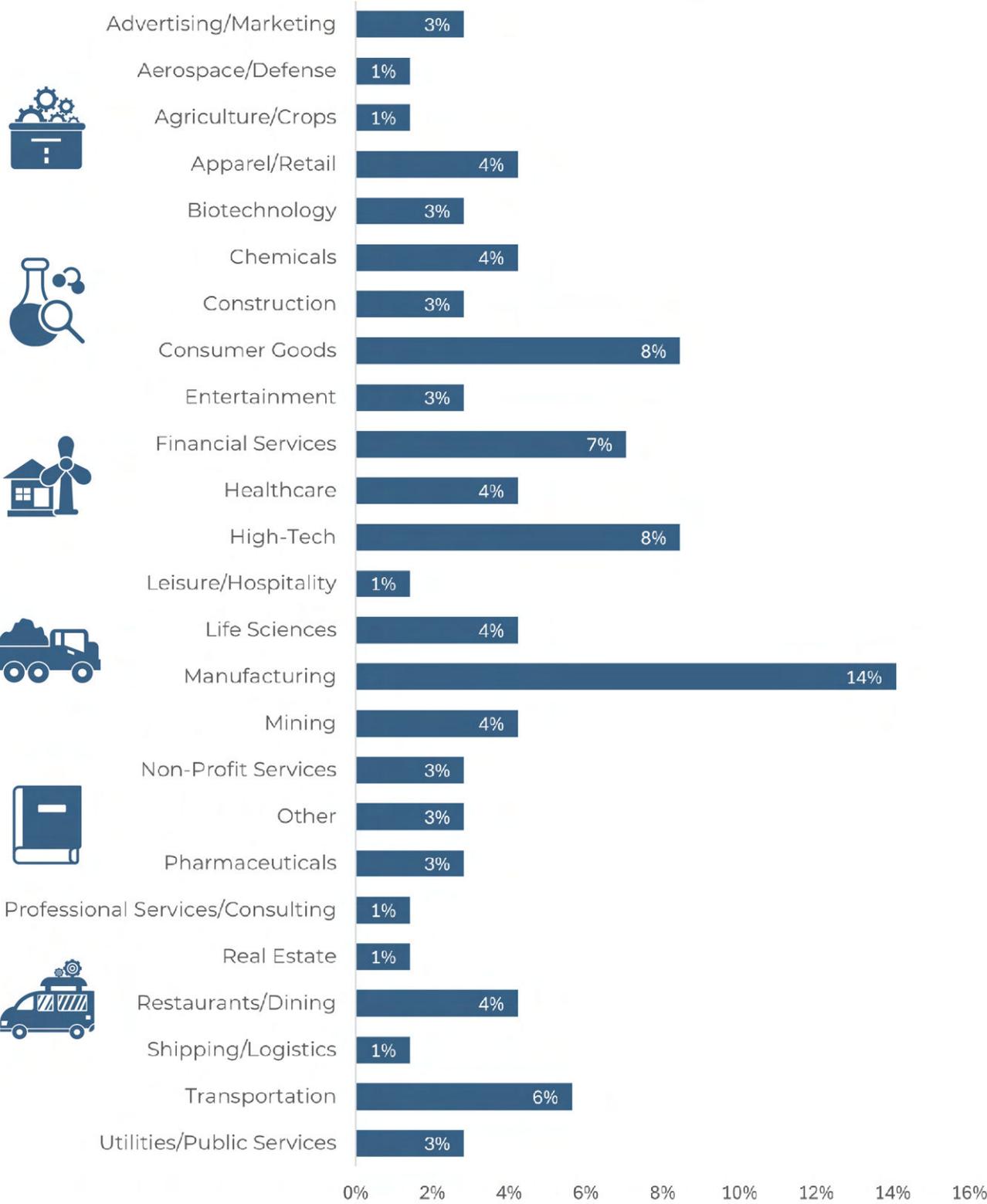
- 40% of respondents anticipate an increase in relocations or assignments in 2024, while only 12% foresee a decrease.
- Notably, 94% of companies provide a form of household goods shipments, and 73% tailor their relocation policies based on employee level within their organization.
- Africa was identified as a challenging region, citing political climate, cultural differences, and immigration complexities as primary obstacles.
- While 54% of respondents believe core-flex benefits are gaining popularity, only 14% have implemented such policies.
- Cost reduction remains a key focus for 68% of relocation programs, with strategies like requiring cost estimates for each relocation and monitoring budget-to-actual spend being commonly employed.

Overall, I hope you will find that this Relocation Benchmark Report offers valuable insights into the evolving landscape of global mobility, with thoughts from our management team on each component. This will give you the knowledge and recommendations necessary to develop relocation programs that can align with your business objectives, attract and retain top talent, and ensure a smooth and successful relocation experience for your employees.

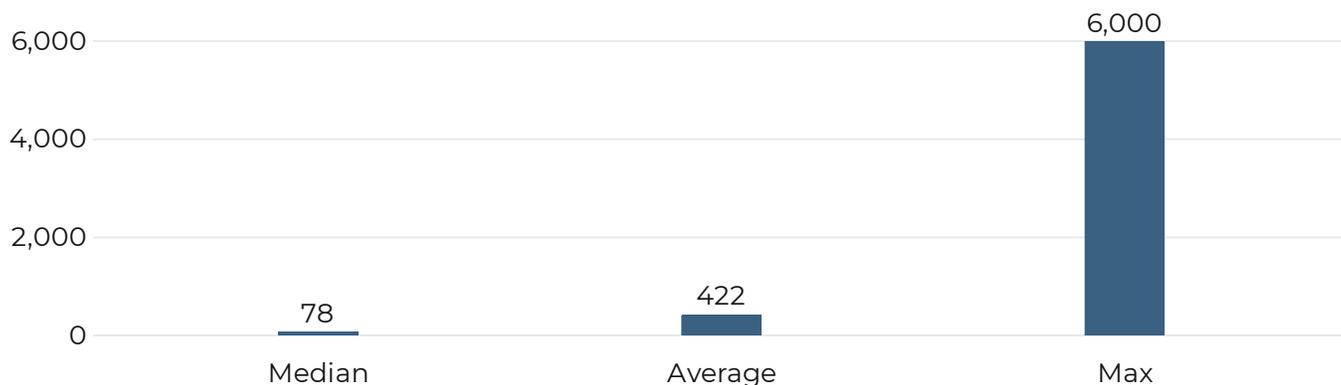
A decorative graphic consisting of a white dashed line that starts from the left, curves upwards, loops back, and then curves downwards to end in a white paper airplane icon pointing to the right.

Heather Hess
Director of Global Operations

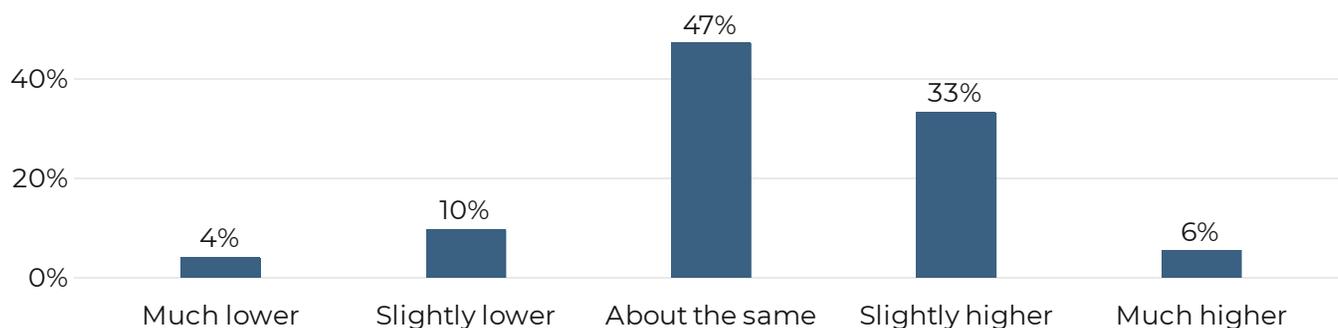
Respondents by Industry



In 2023, approximately how many relocations and assignments did you have?



Compared to 2023, what is your anticipated volume for 2024?



Which statement(s) below best describe your workforce? Please select all that apply.

Field	Percentage of Choices
Hybrid work-from-home 2-3 days per week	34%
Varies by job function (manufacturing, IT, etc.)	23%
Varies by location	15%
Nearly 100% in-office	9%
Varies by manager	7%
Other (please specify):	4%
Nearly 100% remote	4%
No consistency across workforce	3%



In your own words, what factors are influencing your 2024 anticipated volume?

Company financial performance, organizational restructuring, career development.

Mergers and Acquisitions, and pressure from the finance team to be within 20% of cost projections

Remote and/or hybrid work-from-home options.

Company financial performance, organizational restructure.

Company financial performance will directly impact the amount of relocations that will occur this year, due to the push for cost savings.

Cost

Key executive retirements

Skills, operational requirements, financial performance

Org restructure and Employee ways of working (Hybrid / remote / Field)

Company expansion in other countries

Restructuring

Economy's slowing down potential moves.

Organizational restructuring

SME's employee development strategy

The need to move talent where it's needed and provide additional experience and growth opportunities

Organizational structure; more remote work and fewer acquisitions.

Talent development; global mindset as focus of company and talent retention and sourcing

Corporate performance

Decreased amount of Expats expected

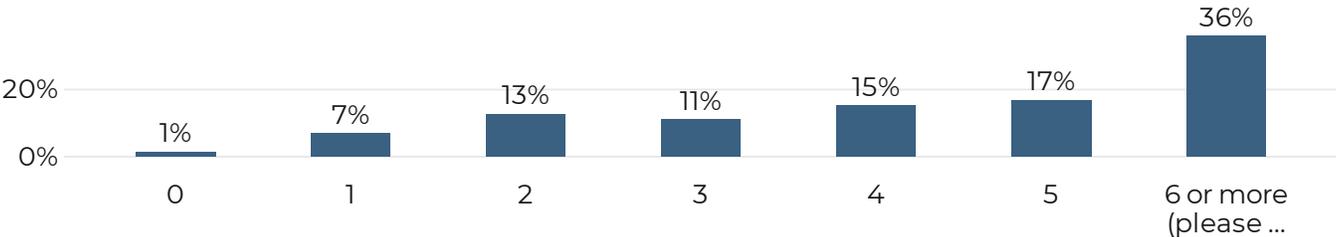
Operating condition of the company



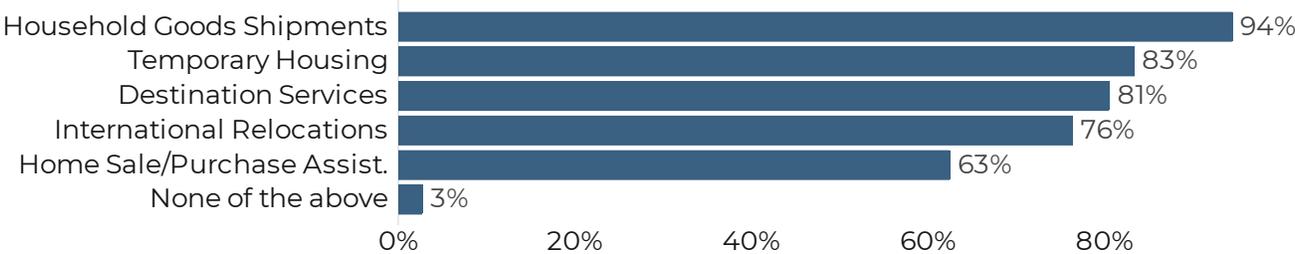
Which statement(s) below best describe your relocation program?
Please select all that apply.

Field	Percentage of Responses
Our organization has two or more separate relocation programs (e.g., US domestic & international)	64%
The management of our relocation program is hybrid outsourced/in-house	36%
Our organization has one global relocation management company (RMC)	38%
Our organization has a one global relocation program	29%
The management of our relocation program is nearly 100% outsourced	27%
Our organization has two or more RMCs	15%
The management of our relocation program is nearly 100% in-house	8%
None of the above	2%
There is nearly no collaboration or communication between the separate programs	0%
There is collaboration & communication between the separate programs	0%

How many relocation policies does your company offer?



Which of the following does your program offer? Select all that apply.

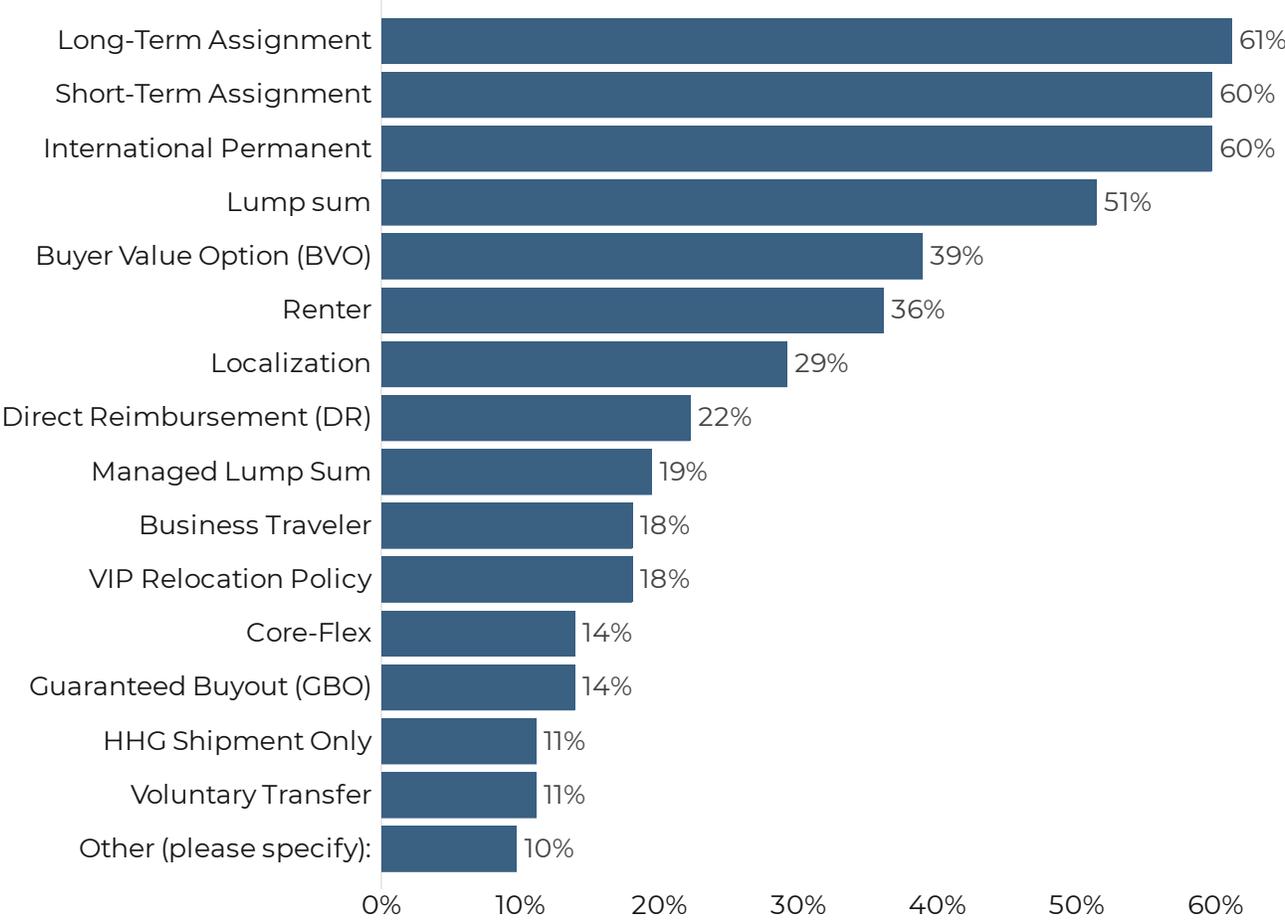


What are your policy tiers differentiated by? Select all that apply.

Field	Percentage of Responses
Employee Level (Non-Executive/Executive)	72%
Homeowner Status (Renter/Homeowner)	40%
Hire Status (New Hire/Existing Employee)	25%
Family Size	18%
None of the above	10%
Other (please specify):	10%



What relocation policy type(s) does your organization offer? Select all that apply.



Other (please specify):

Domestic Relocation

Extended Business Traveler, commuter

We do have international, but only answering on US domestic.

We have:

1 Permanent Global policy

3 levels of Domestic based on Career Level

Intern

US Domestic - No Home Sale Option

Choice - similar to a core/flex but managed differently

Lump Sum + HHG Shipment



Cash-in-Lieu

Do you offer a "cash out" or "cash-in-lieu" for any relocation benefits?



If yes, please elaborate:

shipping, local language, spouse assistance all have in lieu

Only in the case of US domestic policies. No cash out etc. for international moves.

One policy allows a \$10K cash out instead of managed benefits

With executives, we have an in-lieu of home sale assistance benefits, if they are obtaining second residency in new work location.

cash in lieu of surface/sea shipment

Employees with domestic relocation packages (non-lump sums) have the option of taking a lump sum instead of the full package offered.

Cash out is offered in lieu of managed move

One-time payment option (defined by family size), equal to 0.5, 1 or 1.5 monthly base salary

We may opt to pay an employee cash to allow for flexibility. The employee can pick what makes sense for them and their families. For example, one recent hire had three homes to consolidate. We provided cash-in-lieu of paying three moving companies.

Furniture Allowance option in lieu of HHG shipment; allowance will be lower than actual shipment estimate; no other benefits are allowed to be cashed out or receive cash in lieu

We cash out shipping if associate prefers and if it is within their relo package

Lump Sum/Managed Lump Sum



WHR’s benchmark revealed that 51% of respondents’ mobility programs incorporate a lump sum program, 20% have a managed lump sum program, and 14% utilize a core-flex program.

The benchmark study uncovered insights into offered benefits, program intent, tax assistance practices, and determination of lump sum amounts.

Key findings reveal common benefits such as household goods move and tax consultation accompanying lump sum packages. The primary intent behind these programs is to balance ease of administration, cost savings, and enhancing employee experience. However, some organizations view lump sum programs as a last resort or limit them to specific employee groups.

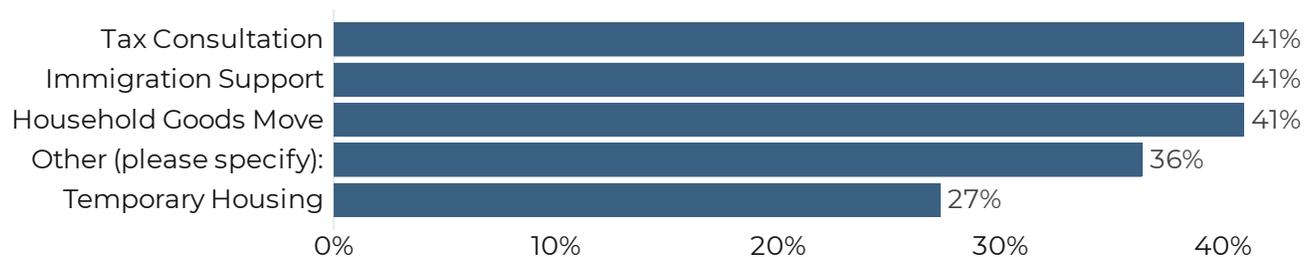
Regarding tax assistance, a majority of organizations offer it, with variations in how it’s counted towards the cap. Determining lump sum amounts relies on factors like job level, benchmarking, recommendations from Relocation Management Companies (RMCs), distance, and employment status.

In conclusion, the study underscores the diverse approaches to lump sum and managed lump sum programs. Organizations aim to streamline administration, control costs, and prioritize employee experience. Tax assistance is common but varies in implementation. Determining lump sum amounts is a nuanced process, considering multiple factors to tailor packages effectively. Understanding these dynamics enables organizations to optimize their relocation strategies for both employee satisfaction and business objectives.

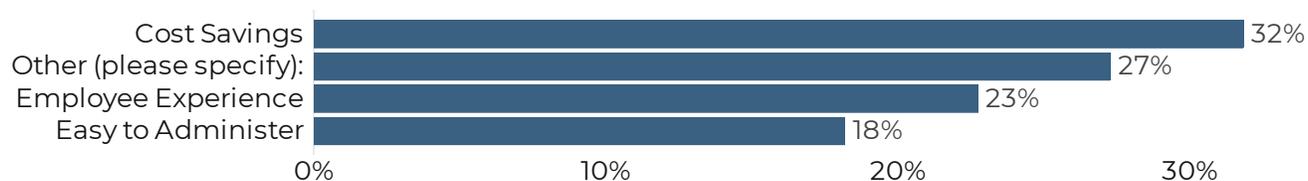
Jon DesChane
Client Services Manager



What other relocation benefits do you offer with your lump sum package (if applicable)? Select all that apply.



What is your intent behind offering a lump sum program?



Other (please specify):

Business driven, if they do not want to engage with Global Mobility

The intent is that it is easy to administer and allows budget management as well as overarching goal of employee experience.

They are a last resort at our company

Flexibility for our early career / campus hires

Only offered to external/new hires at Manager levels and below. It is a cost-savings, and they seem to accept not requesting more than that. I do not find it to be best experience or necessarily easy to our team.

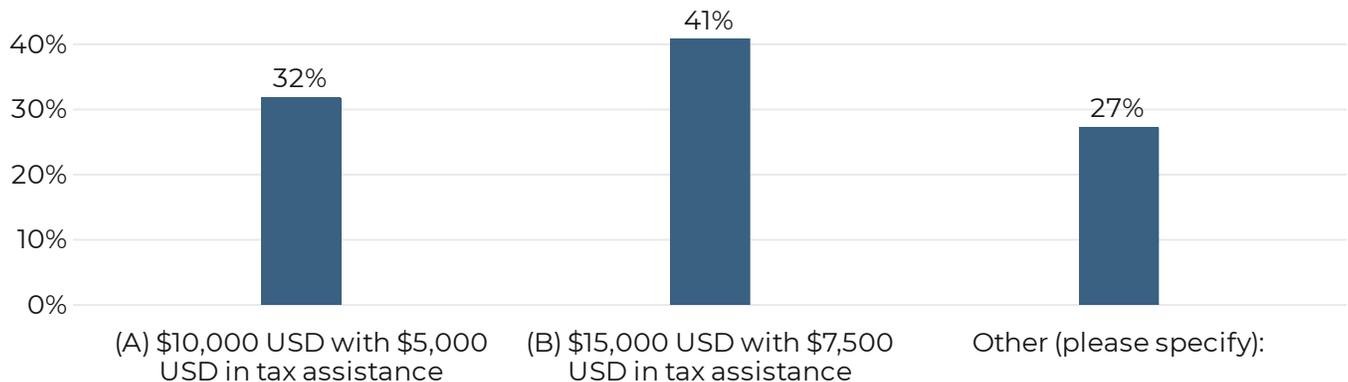
Employee flexibility to use funds where it's most needed.



Do you offer tax assistance/gross up with your lump sums (if applicable)?



If you offer tax assistance/gross up for lump sums and managed lump sums, do you count the tax assistance/gross up towards the cap or outside of the cap (if applicable)? Example for simplicity: you offer a \$15,000 USD lump sum. Would you pay the employee: (A) \$10,000 USD with \$5,000 USD in tax assistance (total cost of \$15,000 USD to your organization), or; (B) \$15,000 USD with \$7,500 USD in tax assistance (total cost of \$22,500 USD to your organization)?



Other (please specify):

Business is required to have a tax consultation. Gross Up would be business driven if lump sum is utilized

Gross up on household goods shipment and home sale only. Gross up is outside of the cap.

Example 2 is correct. The tax gross up in addition to the actual lump sum amount. We want the team member to have a certain amount of money to use for their move and not have taxes taken out of it.

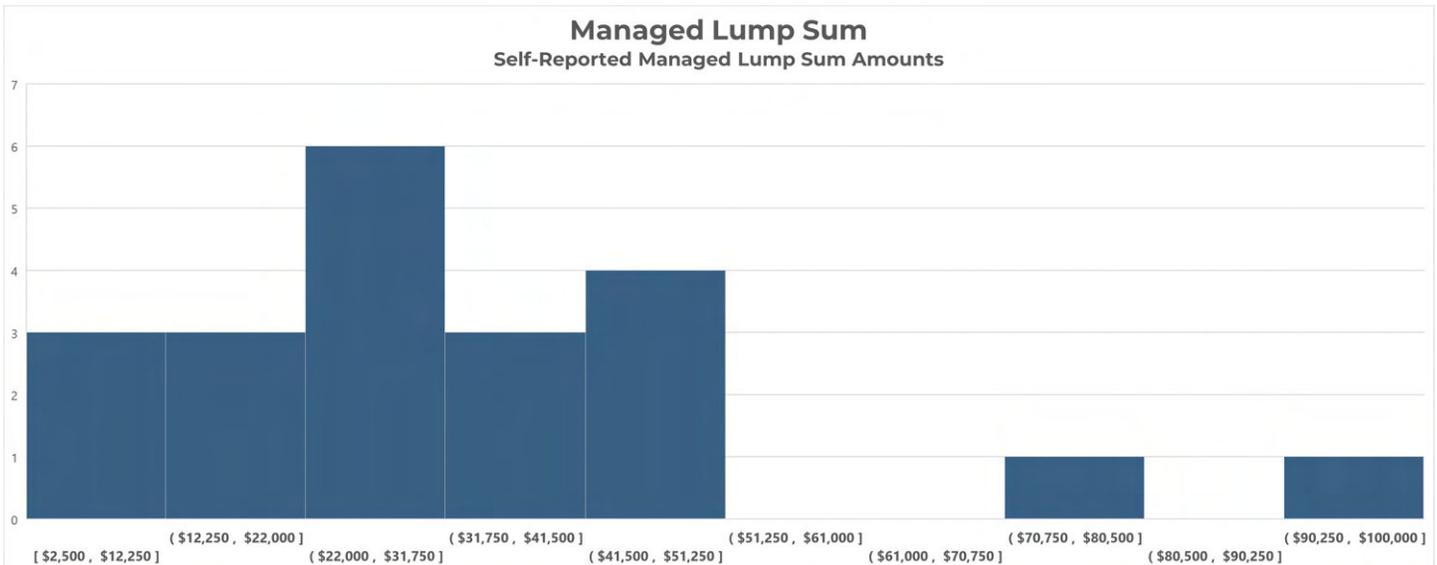
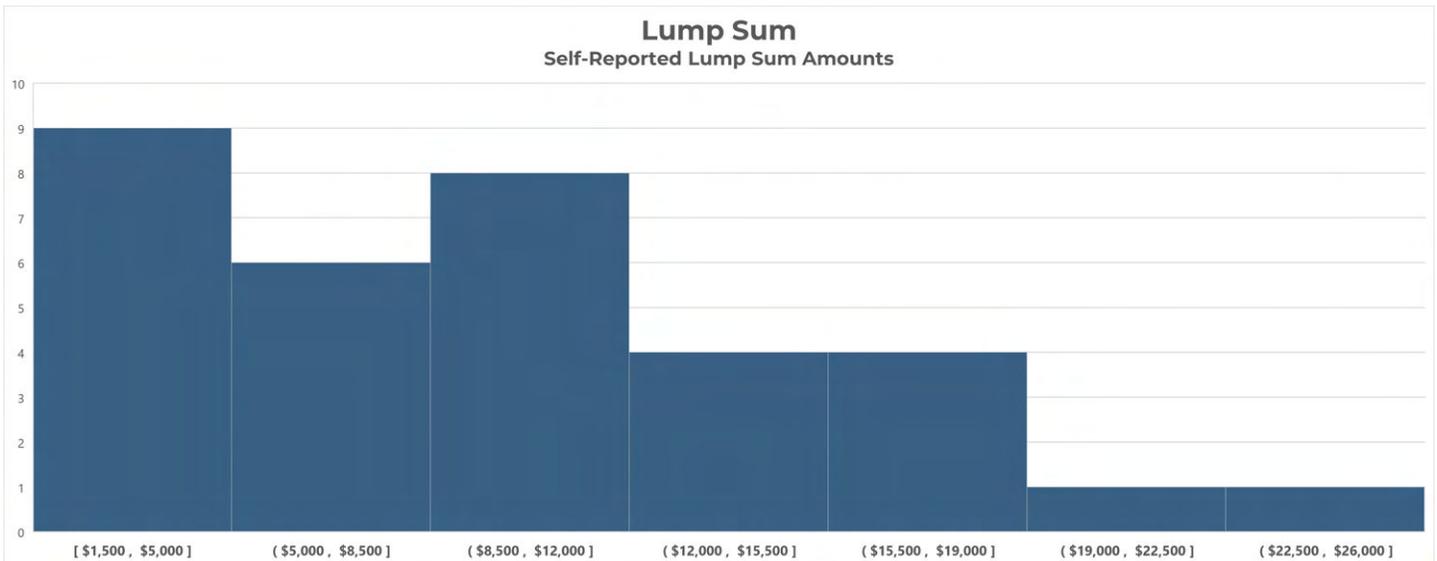
We don't provide any additional benefits or tax assistance with our lump sum payments.

The logistics lump sum is grossed up and paid net.

The miscellaneous lump sum is less taxes.

How does your organization determine the amount(s) of your lump sum and/or managed lump sum tiers (if applicable)?

Field	Percentage of Responses
Contingent upon Job Level	61%
Benchmarking	36%
Recommendation from RMC	32%
Other (please specify):	21%
Contingent upon Distance	21%
Contingent upon Employment Status (New Hire/Existing Employee)	21%
Lump Sum Calculator	11%



Household Goods Shipments



Our benchmark sought to determine the primary components that are typically authorized or included with household goods shipments. While the movement of household goods can be a costly component, it is imperative to offer some sort of household goods package to allow your relocating employee to feel more comfortable and confident in their new role.

Some key items that came from the benchmark analysis centered around 3rd party services (crating, disassembly/reassembly), auto shipments, and storage:

59% of respondents stated that they cover all reasonable 3rd party services.

For auto shipments, a little less than half (44%) offer two auto shipments per relocation, while only 17% stated that they do not offer a vehicle shipment option at all.

For storage, a little less than half (49%) offered at least 30 days of storage in transit, while even less (32%) offered 60 days of storage, and even less than that (24%) offered up to 90 days of storage.

There is a myriad of different benefits that can be offered as part of the movement of household goods. From a supply chain management perspective, it's important not to overlook aspects such as 3rd party services, auto shipments, and storage. Based on these benchmark results, I firmly recommend offering at least 30 days of storage in transit and covering all reasonable 3rd party services for your employees. This will minimize unexpected out-of-pocket expenses for your employees, decrease policy exception requests, and improve employee satisfaction.

Adam Rasmussen
Supply Chain Manager

To the best of your knowledge, which statements best describe your household goods shipment benefits offering?

Field	Percentage of Responses
Employee receives a ground shipment (when geographically possible)	82%
Employee receives a sea shipment	68%
We cover all reasonable 3rd party services (crating, disassembly/reassembly, handyman services)	60%
Employee receives an air shipment	52%
We cover up to 30 days of temporary storage (SIT)	50%
We offer up to 2 vehicle shipments based on distance	45%
We cover up to 60 days of temporary storage (SIT)	33%
We cap the household goods shipment at a specific weight (ex: 10,000 lbs for all employees)	27%
We cover up to 90 days of temporary storage (SIT)	25%
We cap household goods insurance at a specific monetary value (ex: \$150,000 USD for all employees)	22%
Other (please specify):	17%
We offer up to 1 vehicle shipment based on distance	20%
We don't offer auto/vehicle shipments	17%
We cap the household goods shipment based on an initial cost estimate	17%
We cap the household goods shipment at a specific monetary value (ex: \$15,000 USD for all employees)	15%
We cap crating costs at a specific monetary value (ex: \$500 USD)	10%
We cap household goods insurance based on family size (ex: \$100,000 USD for family size of 1, \$150,000 USD for family size of 2)	10%
We do not cover temporary storage or storage in transit (SIT)	5%
We cap 3rd party services at a specific number of hours (ex: 4 hours of handyman services)	2%
None of the above	0%

Temporary Housing



As you and your employee navigate the relocation process, it's important to understand key benefits to help provide a stress-free relocation. In our recent benchmark study, temporary housing was one of the top benefits offered as part of a relocation policy.

Just over 50% of respondents offered at least 30 days of furnished temporary housing, which allows their relocating employees a buffer period to focus on their new jobs while conducting a home search. While in temporary housing, employees can explore neighborhoods, meet with their agent to look at properties, and check out any amenities that they may need for themselves and/or their family.

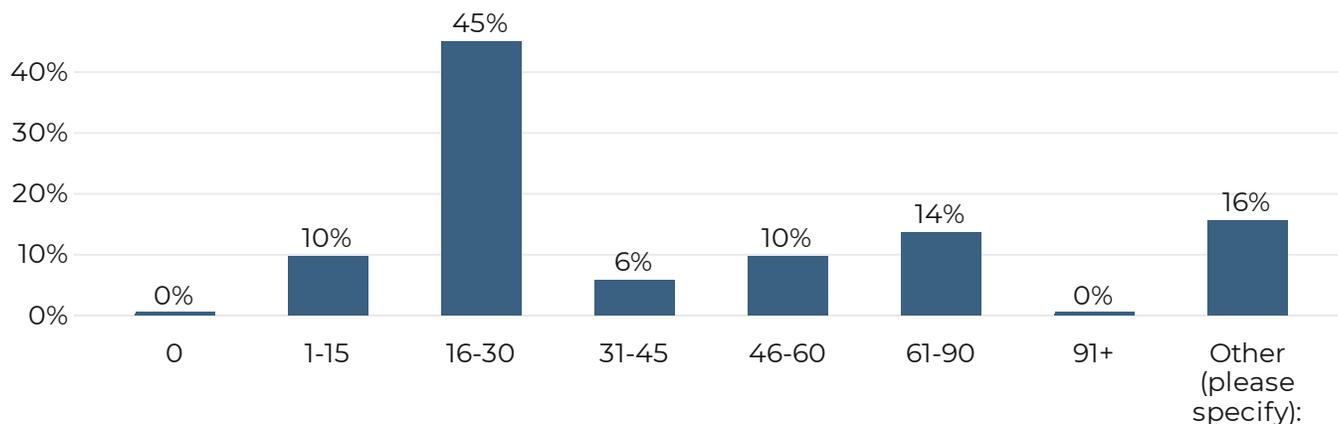
Temporary housing extensions are one of the most common policy exception requests WHR sees among our clientele. As such, we recommend that mobility programs review the real estate and rental markets in their top destination locations. Sometimes circumstances outside of the employee's control, such as competitive housing markets, lease start dates, or home purchase closing dates, will push employees to spend 45-60 days in temporary housing. It's important for mobility programs to proactively anticipate these requests and adjust their policies accordingly, otherwise employers could be hit with a plethora of policy exception requests, or the employee could be liable for many out-of-pocket expenses.

About 40% of respondents have a maximum budget in place for temporary housing. This requires the temporary housing provider to source options within the relocation policy parameters. These budgets are most often established through relocation cost estimates and market-rate options provided by the temporary housing companies.

Jennifer Goodwin

Assistant Client Services Manager

How many days of temporary housing do you typically approve across all relocations and assignments?



Other (please specify):

Depends on Career Level & whether cross border or domestic move

Lower tier relos: 30 days (31 in Boston)

Higher tier relos: 90 days

may provide exception approval up to 60 days

30 to 60 days depending on policy

Renters - 30 days. Homeowners 60 days.

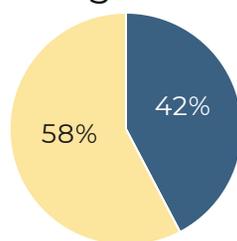
Up to 90 days for senior executives if necessary

Sometimes 60

30 is standard, some locations like Switzerland the standard is 60 days



Do your employees have a set budget for temporary housing?



● Yes ● No

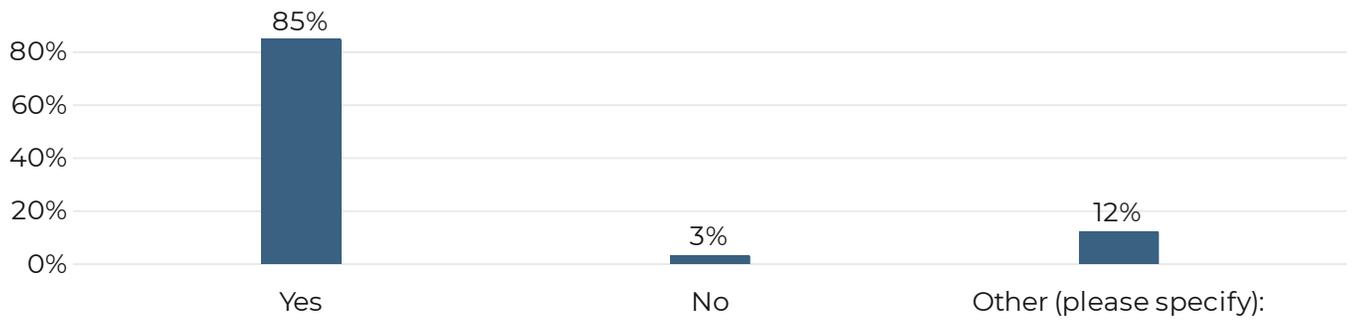


How is the temporary housing budget established?

Field	Percentage of Responses
Budget established by cost estimate	34%
Budget established based on options from temporary housing company	34%
Fixed budget by country	19%
Fixed budget by region	13%
Fixed budget by city	9%
Fixed budget globally (e.g., \$200 USD/night)	9%
Budget established by RMC	9%



Do you take family size into account when establishing temporary housing size and budget? Example: family size of 4 would receive 2 bedroom, double the budget, etc.



Other (please specify):

Within managed lump sum benefit.

Housing size is based on family size and options available by temp housing company

Officer levels can obtain a 2 bedroom. Otherwise 1 bedroom.

Yes for international, employee only for US Domestic



Destination Services



WHR's benchmarking reflects quite clearly that departure and destination services are crucial policy offerings for global mobility programs. These services ensure a smooth transition for transferring employees, enhancing their overall experience and productivity.

The benchmark results show a wide range of destination services offerings, from 1 day of support up to 7 days for executives and high-level employees. Destination services provide invaluable support in navigating unfamiliar territories. Moving to a new location can be daunting, especially when dealing with different cultures, languages, and customs. Due to these stressful changes, we don't recommend offering 1-2 days of support for employees, even if they are entry level or recent college graduates.

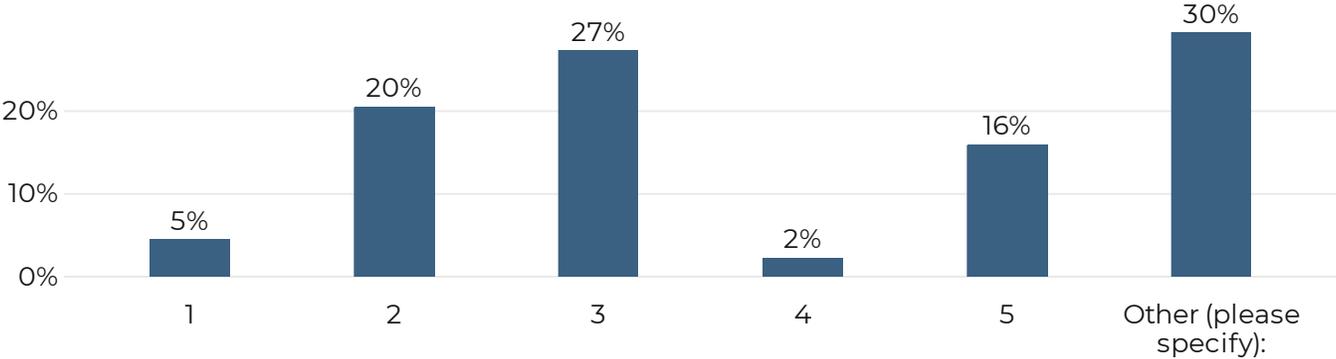
We recommend offering at least a 3-day bundle of support. Destination services help employees acclimate by offering orientation tours, local area information and assistance with housing, schooling, and healthcare options. When speaking with my clients, I always recommend offering a flexible package (e.g., 3-day bundle) so the employee can use the services they need, rather than explicit, fixed days of support (e.g., 1.5 days of home search, 1 day of settling-in, 0.5 days of area orientation). This is further supported by the data, as 73% of respondents also offer a flexible bundle, giving employees the personalized relocation support they need to be successful.

By providing comprehensive support, employers reduce the risk of relocation failure, ensuring that employees settle quickly and effectively into their new roles. This ultimately leads to improved performance, productivity, and morale, benefiting both the individual and the organization.

Jamie Biggins

Client Services Advisor

On average, how many "days" of destination services provider (DSP) support do you offer?



Other (please specify):

“ 3 [days] is standard, but 5][days] for families with school needs.”

“ 3 [days] is standard, but they will get an additional 2 [days] if school search is required for children of any age.”

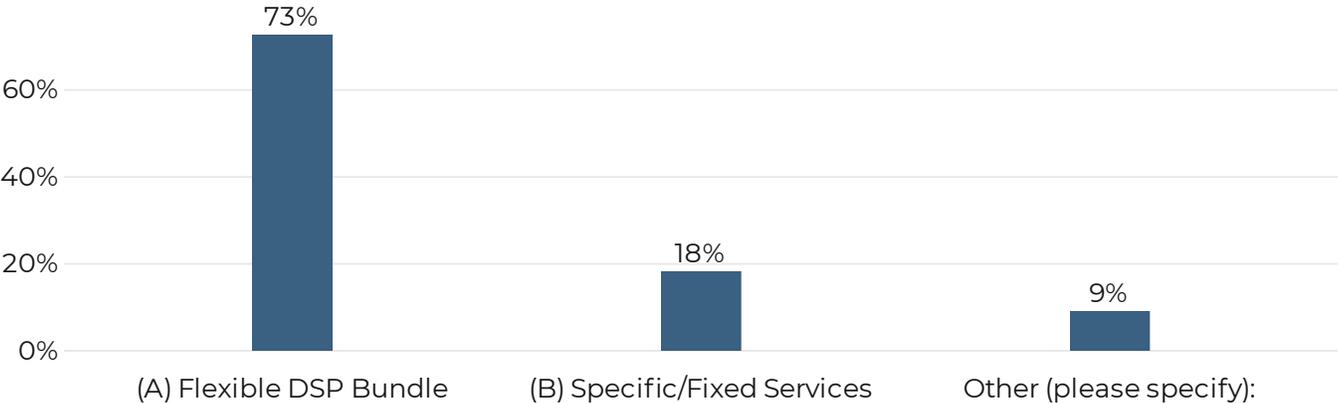
“ Tiered by policy and family size. International managers receive 5 days if they have a family, 3 days only without children. Executives receive 7 days.”

“ Varies between 1 and 5 [days] based on tier/job level.”

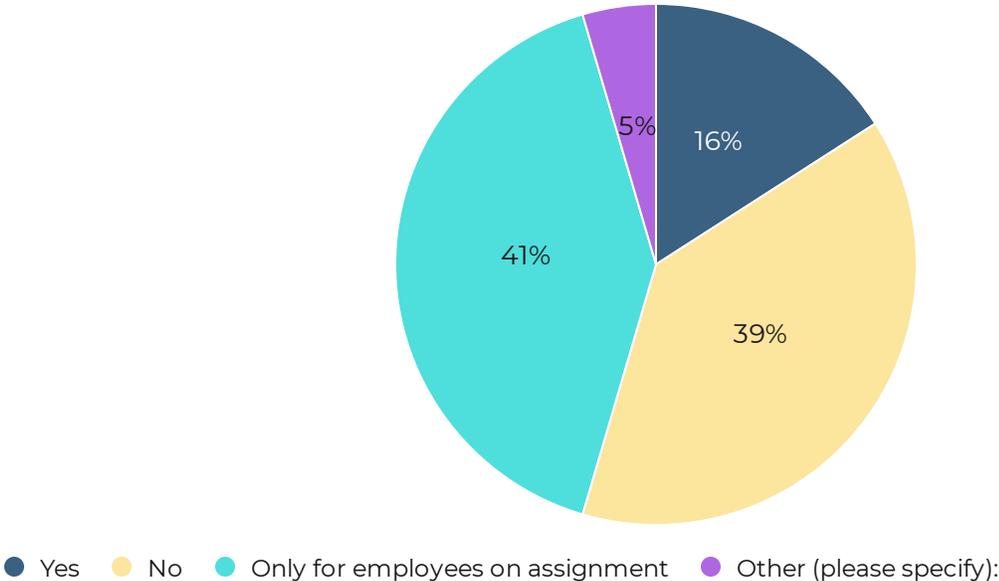
“ 4 days for one level, 7 days for higher level.”

“ It’s not based on set number of days. We have our employees go through an assessment with our vendor, and they determine what is needed.”

Do you typically authorize a "bundle" of days of DSP support which employees can utilize at their discretion, or a specific/fixed number of days for each service? Ex: (A) Your company authorizes 3 day DSP bundle the employee uses towards home finding, registration, area orientation, and settling-in as needed, or; (B) Your company explicitly authorizes 1.5 days of home search, 1 day of settling-in support, and 0.5 days of area orientation.



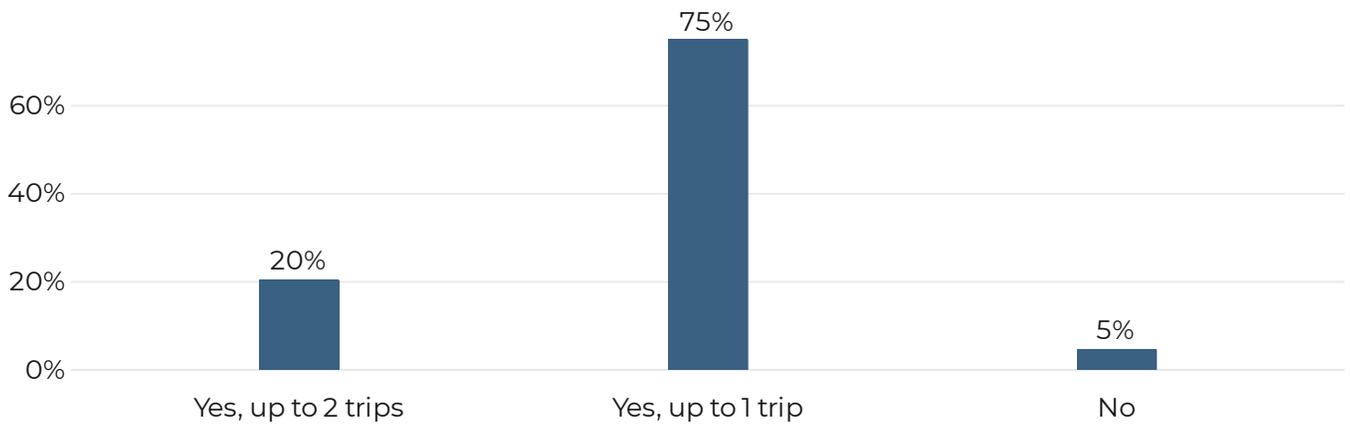
Do you typically offer departure services support in the home/departure location? Ex: departure services may include rental property checkout, property condition report with photos, security deposit return, deregistration/cancellation of employment and dependent passes, etc.



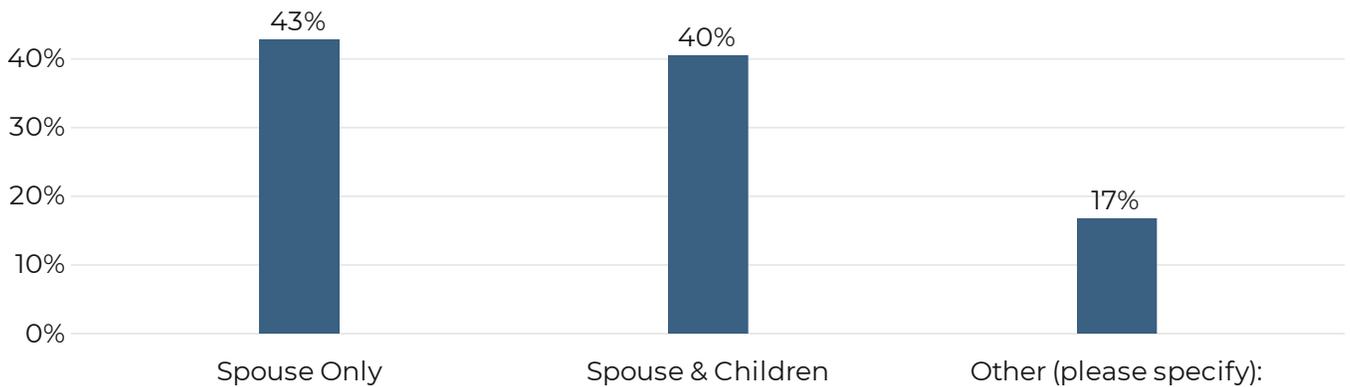
Preview Trip



Do you offer a house hunting, home finding, or preview trip?



Who is approved by the organization to go on the house hunting, home finding, or preview trip?



International Benefits Packages



It is not surprising that the one benefit that is supported 100% across the board for both permanent transfers and international assignees is immigration. A successful immigration outcome is the determining factor that allows an international move to take place.

Immigration support, together with tax counselling would be the minimum level of support that we would recommend when supporting an international transfer or assignment. WHR and our clients consider these two compliance-related items to be core benefits, even for moves that are budget-driven.

After tax gross up assistance, two of the largest components for our clients by total spend are temporary housing and household goods shipments. With recent world events impacting household goods shipments, such as Covid, the Red Sea crisis, and companies focusing on sustainability, more companies are evaluating “cash out” options or “furnishing allowances” in lieu of shipments. However, it’s important to note that furnishings allowances rarely cover the true cost of replacement items in the destination, which can lead to employee dissatisfaction.

For employees on assignment, we regularly advise clients to offer additional ongoing support. For short-term assignments, consider placing the employee in furnished temporary housing for the duration of their assignment rather than a housing allowance. And for hardship or high cost of living locations, consider offering hardship premiums, ongoing cost of living allowances (COLAs), or per diems as needed to keep your employee “whole” and productive during their assignment.

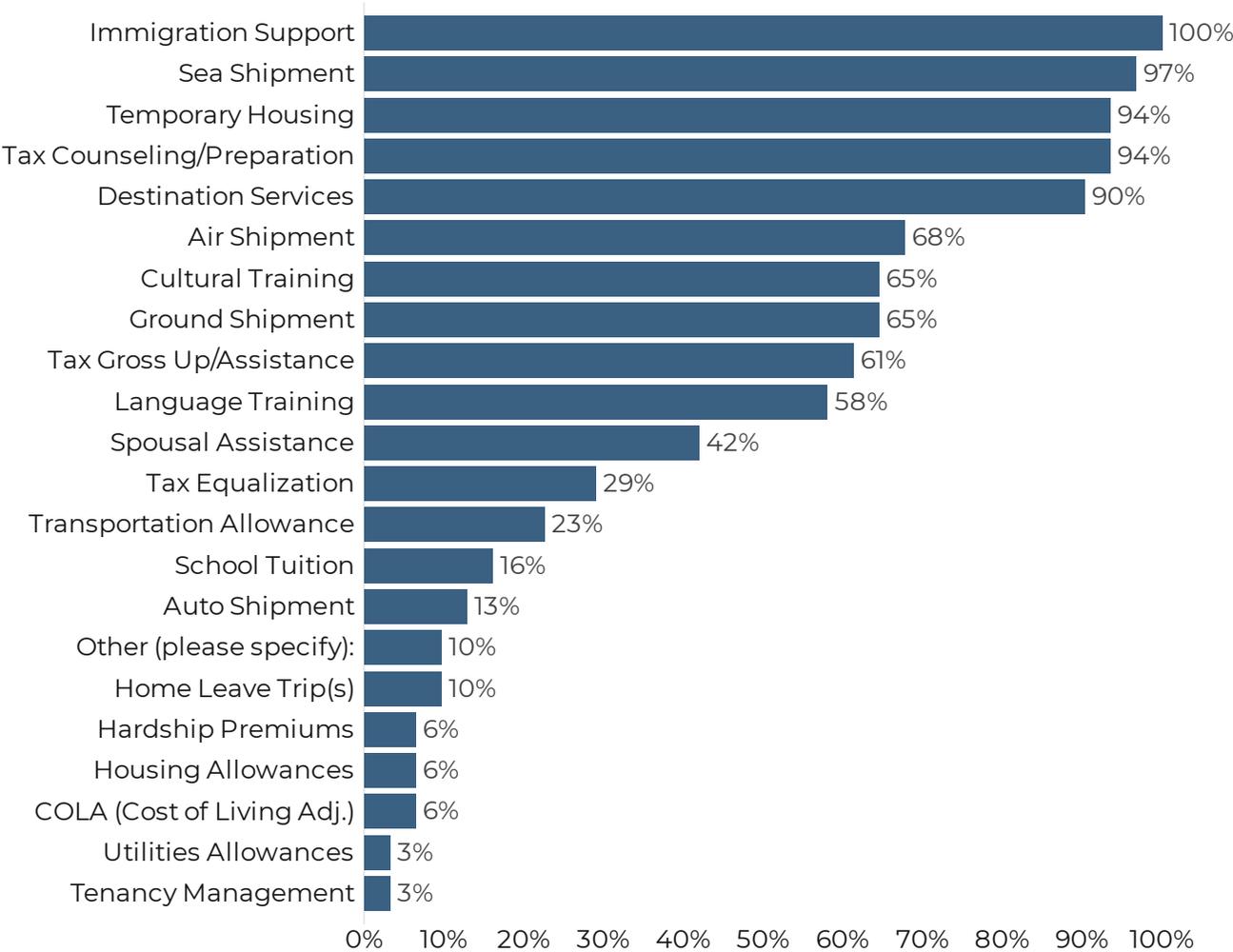
When combining all of these benefits together, companies ensure their employees have trusted partners to help navigate through the nuances of the new location, protecting both the employee and the company’s investment.

Jenny Elsby

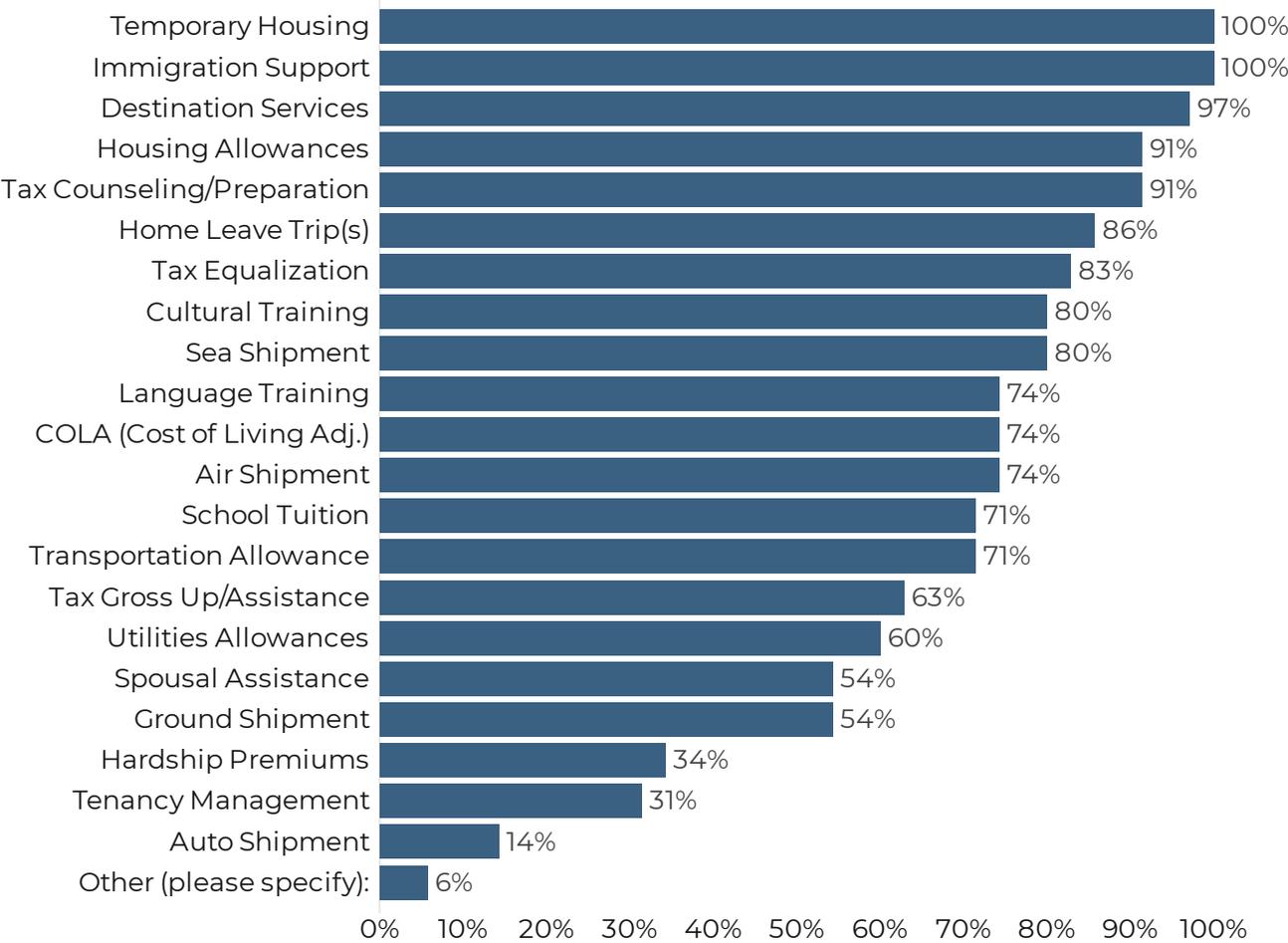
Client Services Manager, EMEA

International Permanent Transfers

What benefits are included in your typical international permanent transfer package?



What benefits are included in your typical international assignment package?



Global Mobility Comparison by Region



On a scale of 1-5, the level of difficulty to relocate employees to these regions increases as follows:

**North America (2.4) | Europe (2.8) | South America (3.5)
Asia (3.6) | Middle East (3.8) | Africa (4.0)**

Whilst respondents seem more confident handling moves into North America, immigration and tax matters remain their primary concern. These can be managed by cultivating closer collaborations with the RMC or immigration/tax partners.

Employees moving to Europe face a different set of challenges in terms of limited housing availability and higher cost of living. Setting expectations from the very beginning is crucial, and this can be done by offering a look-see trip for the employee and family to have a first-hand experience of living in the new location.

Organizations that are relocating employees to South America, Asia, Middle East and Africa are concerned about the political climate, immigration and culture barriers in these locations, which might affect their employee's work performance. Just like how we live with mercurial weather (checking the weather forecast, having a contingency plan ready for emergencies, taking a rain check), organizations that are better prepared with security assessments can make informed decisions by taking calculated risks. Conducting an immigration feasibility check before the planned relocation takes place is highly recommended to avoid last-minute curve balls. In addition to providing cultural training, assigning a local buddy helps the expatriate to integrate into the local community.

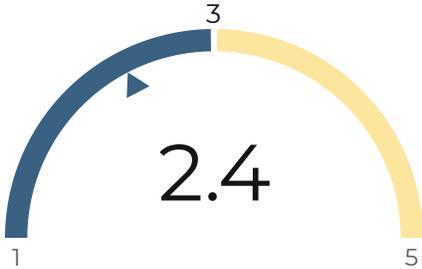
Each relocation is unique in its own way. In the current VUCA (Volatile, Uncertain, Complex, Ambiguous) world, RMCs are needed more than ever to support businesses and their employees in navigating uncharted waters. RMCs with global offices in the Americas, Europe and APAC need to ensure their regional teams are talking to one another to provide a consistent and superior employee experience in both departure and destination locations.

Rowen Wong

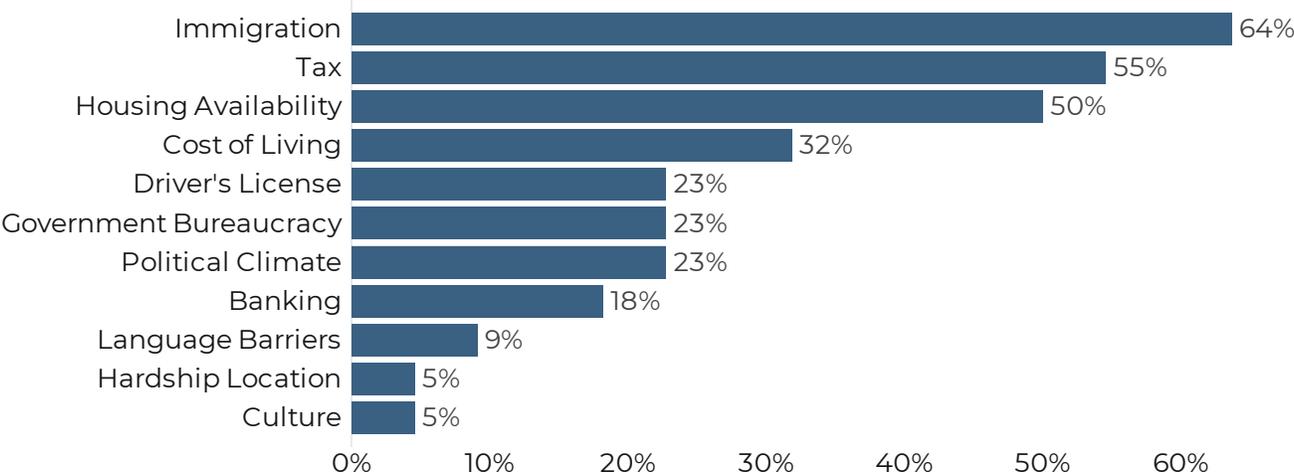
Client Services Manager, APAC



On a scale of 1-5, how difficult is it relocating employees throughout... North America.



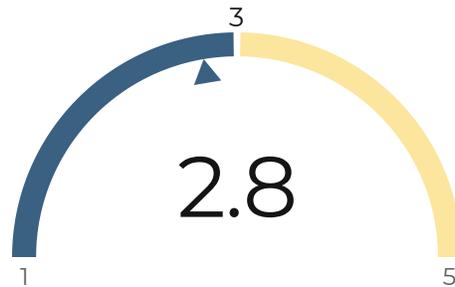
If you responded 3 or greater, why?



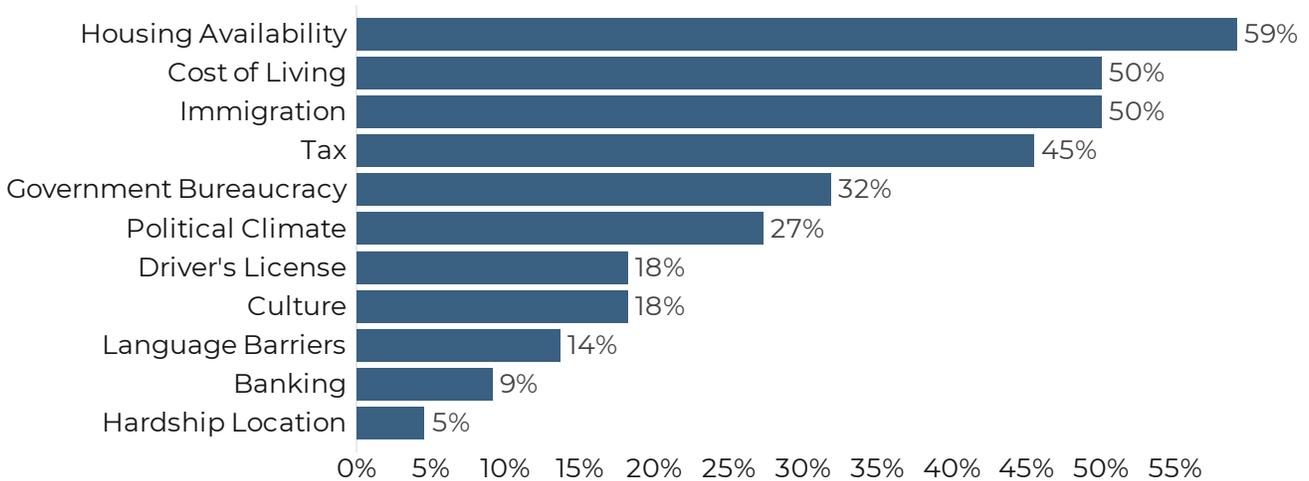


EUROPE

On a scale of 1-5, how difficult is it relocating employees throughout... Europe.



If you responded 3 or greater, why?

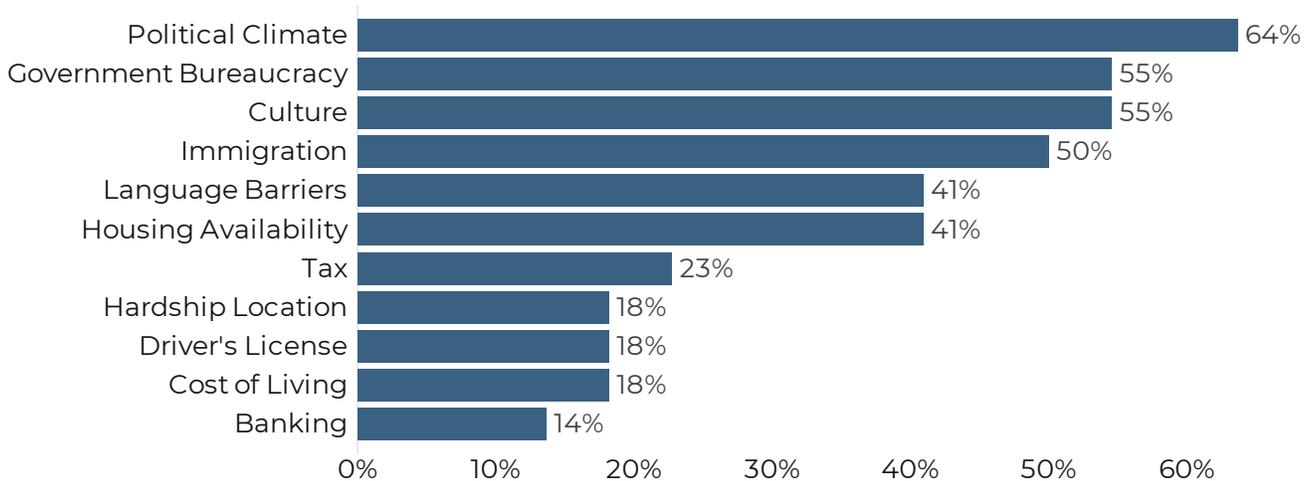




On a scale of 1–5, how difficult is it relocating employees throughout...
The Middle East.

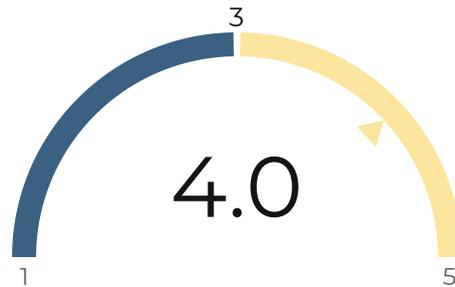


If you responded 3 or greater, why?

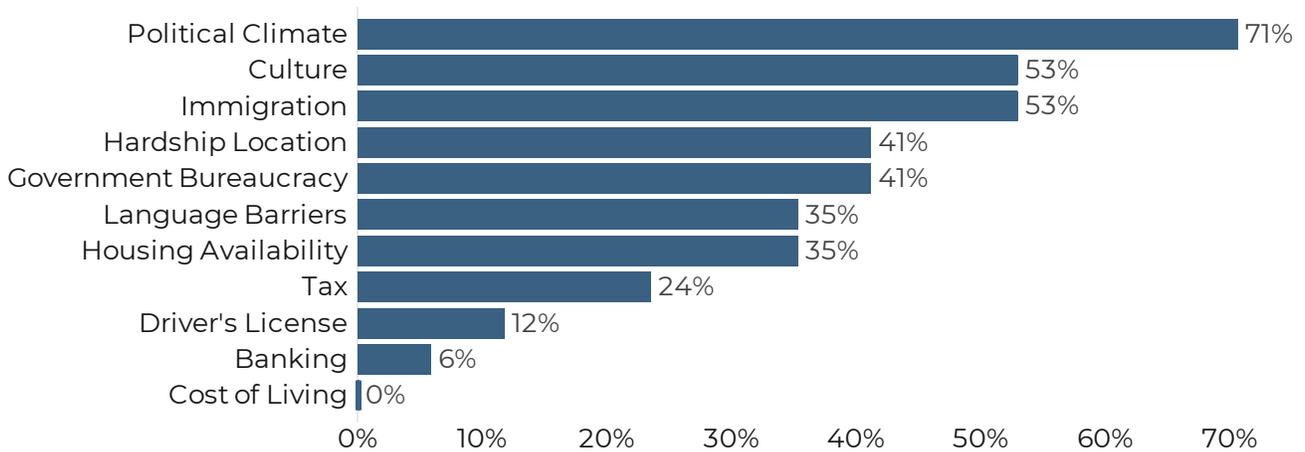




On a scale of 1–5, how difficult is it relocating employees throughout... Africa.



If you responded 3 or greater, why?

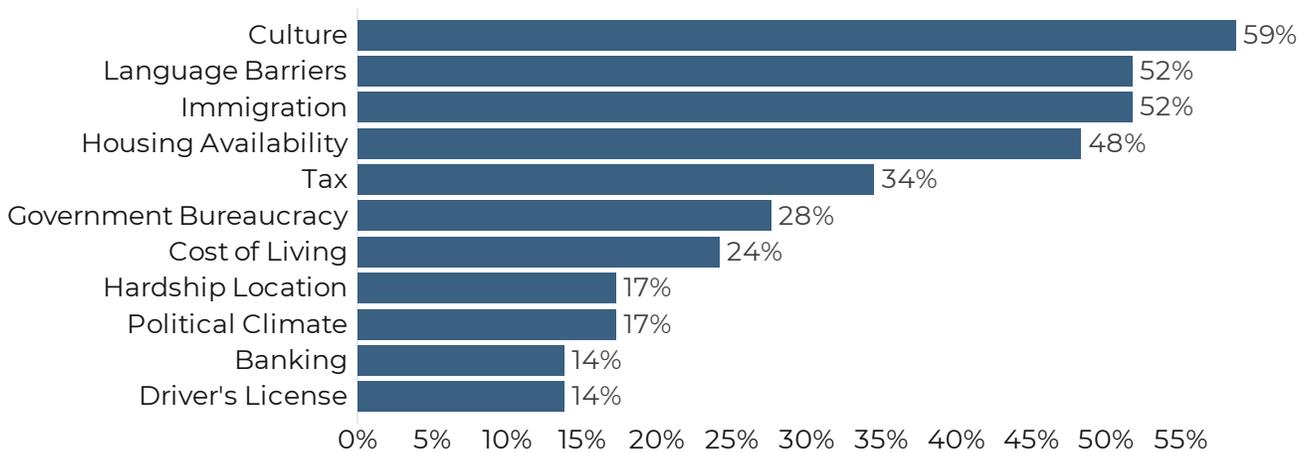




On a scale of 1–5, how difficult is it relocating employees throughout...
Asia-Pacific.



If you responded 3 or greater, why?



Home Sale Benefits



Home Sale programs continue to be a popular and important benefit offered by employers. 75% of our respondents stated they offer some type of home sale benefit, whether that is a GBO, BVO, or Direct Reimbursement program. One of the most significant expenditures for a relocating employee is the sale of their old home. While the amounts may change in the future due to the recent National Association of REALTORS® (NAR) real estate commission lawsuits, sellers commonly pay around 8% of the value of their home in closing costs.

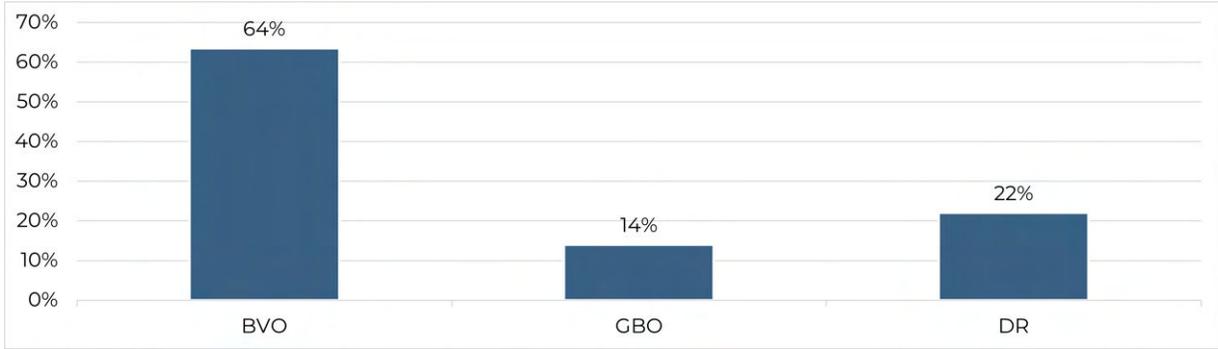
The benchmark results reinforce that BVOs are still popular and mutually beneficial to the employee and employer. With BVO programs there are two separate real estate transactions that allow the sale to be considered tax exempt; This presents significant cost savings to both employee and employer. Additionally, the employee does not need to attend the closing. This means the employee can move on to their new location more quickly, and they can receive their equity sooner, enabling them to make housing decisions in their new location.

In today's low-inventory environment, I strongly recommend offering BVOs to higher-level employees just as the majority of our respondents do. When managed properly, the risk of homes falling into inventory and incurring loss on sale can be mitigated. Additionally, due to strong demand and sustained low inventory, many corporates currently don't need to offer a home sale bonus to the employee. However, it's important to partner with a proactive relocation management company who can make these policy recommendations when markets change, minimizing risk for you, your employees, and your organization.

Dave Peters

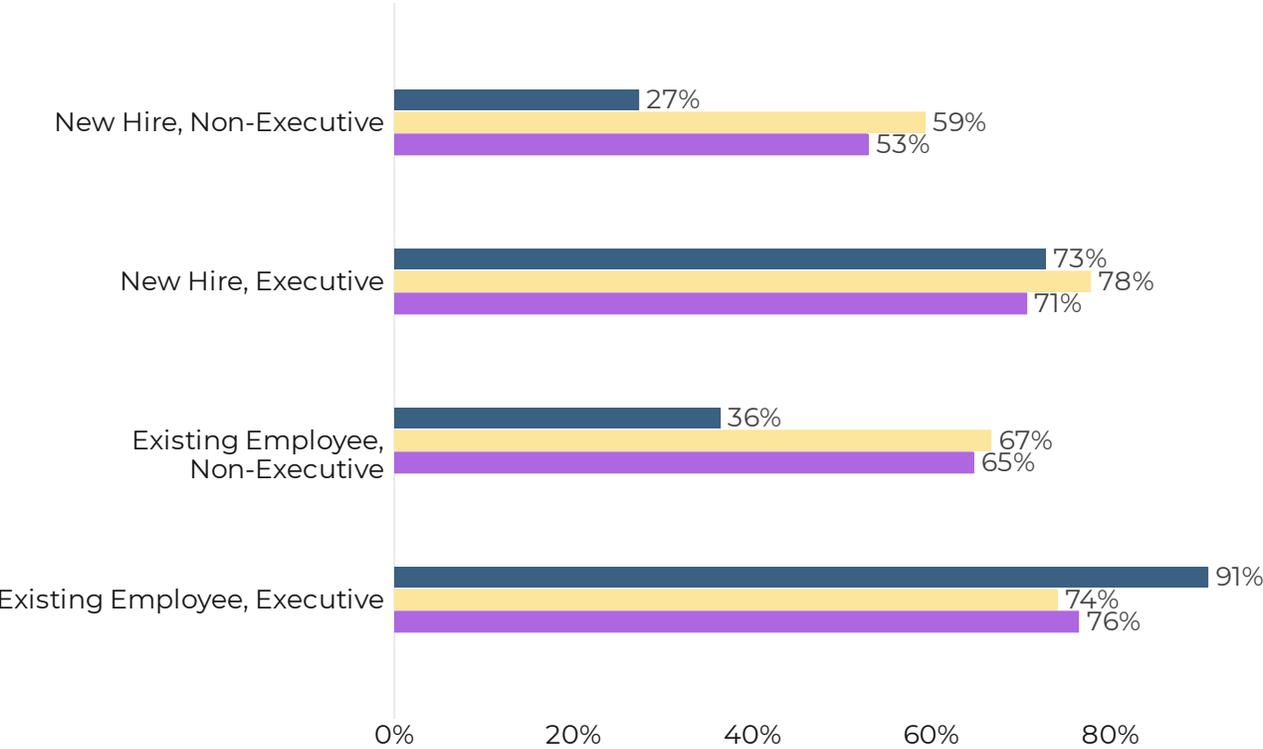
Client Services Manager

What percentage of your home sale program is BVO/GBO/Direct Reimbursement (DR)?

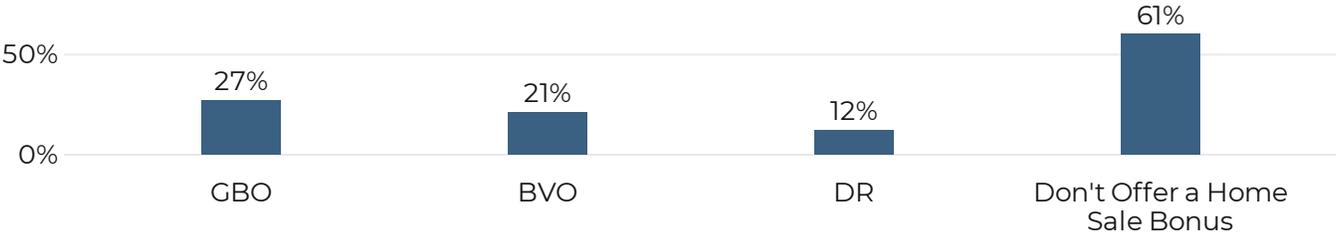


Who receives the following home sale benefit types? Select all that apply.

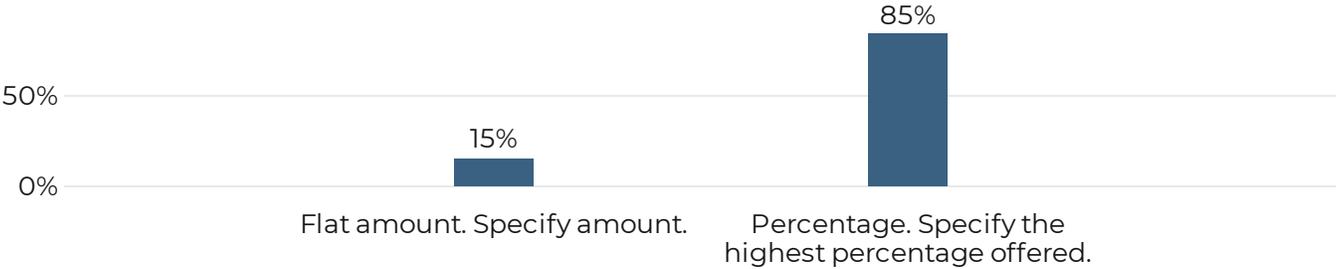
- Guaranteed Buyout (GBO)
- Buyer Value Option (BVO)
- Direct Reimbursement (DR)



Which programs offer a home sale bonus?



How is the bonus calculated?



Flat amount. Specify amount.

\$3,000

Percentage. Specify the highest percentage offered.

1%

2% (\$10K max)

2%

3% capped at \$20,000 gross

2%

2%

2%

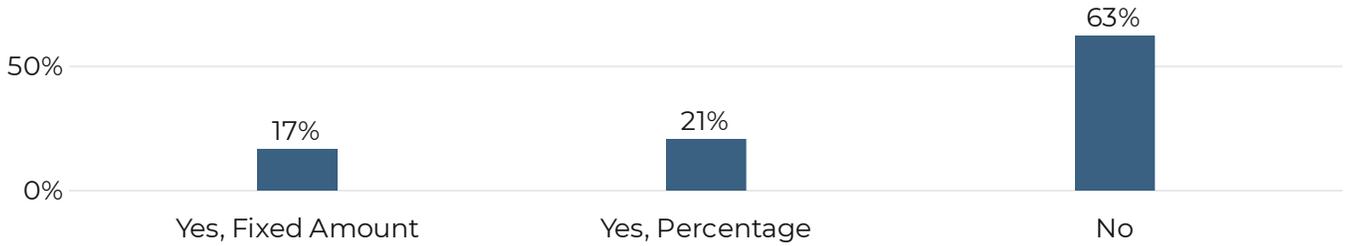
2%

2% capped at \$10,000

Do you reimburse closing costs for New Hire, Non-Executives?



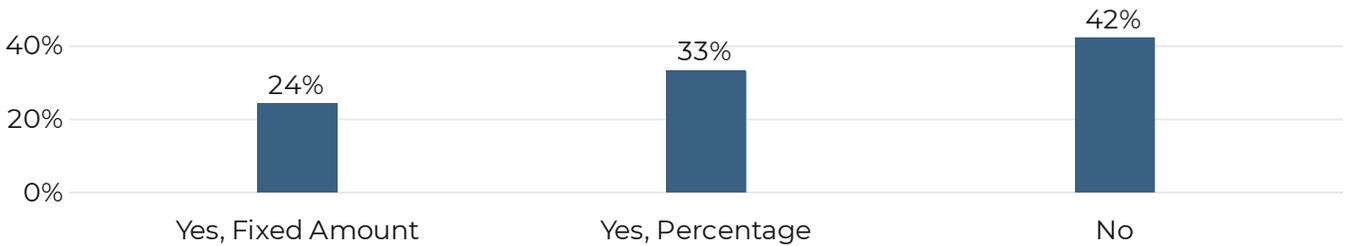
If yes, is there a cap on the amount?



Do you reimburse closing costs for New Hire, Executives?



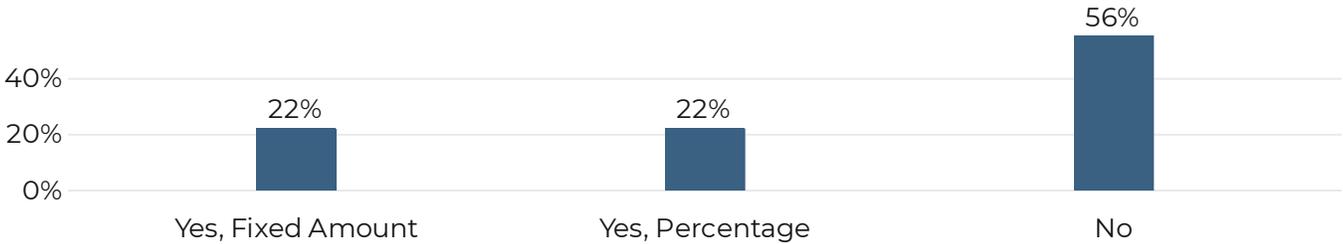
If yes, is there a cap on the amount?



Do you reimburse closing costs for Existing Employees, Non-Executives?



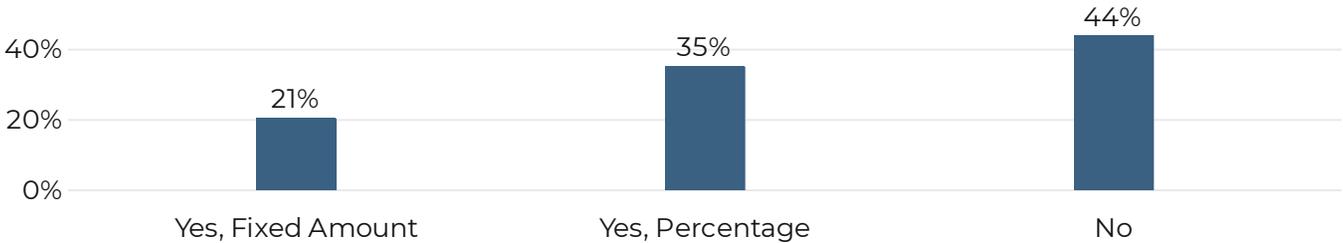
If yes, is there a cap on the amount?



Do you reimburse closing costs for Existing Employees, Executives?



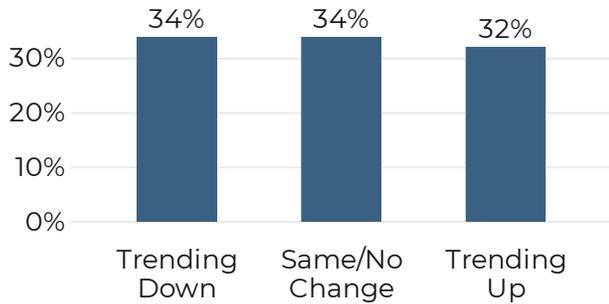
If yes, is there a cap on the amount?



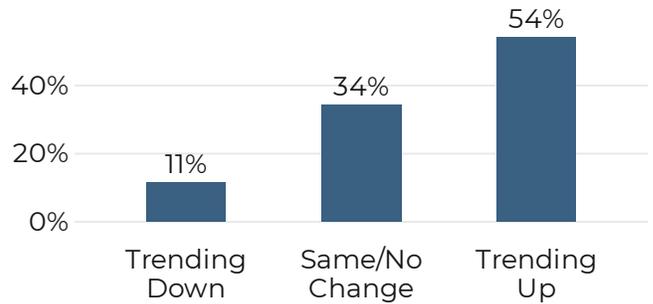
Global Mobility Trends

Below, we list several global mobility topics. In your experience, are these trending down, staying the same, or trending up?

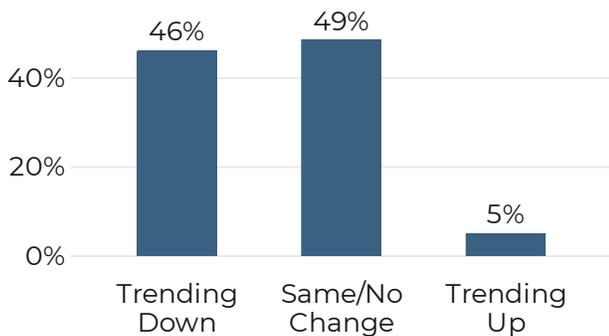
Global Relocation Volume



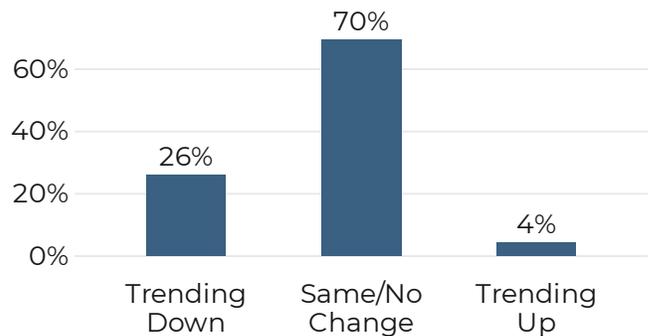
Core-Flex Relocation Benefits



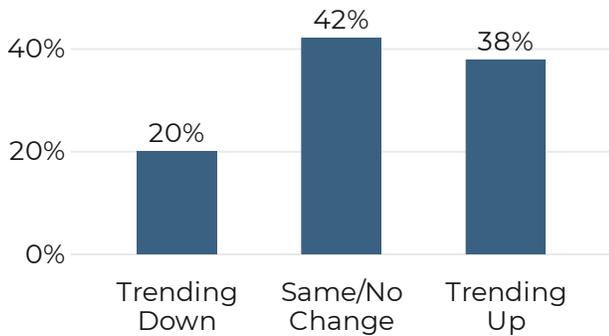
GBO Home Sale Benefits



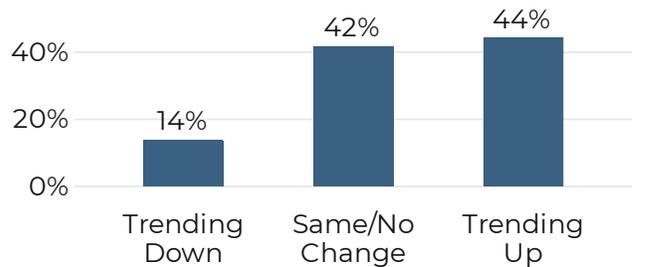
BVO Home Sale Benefits

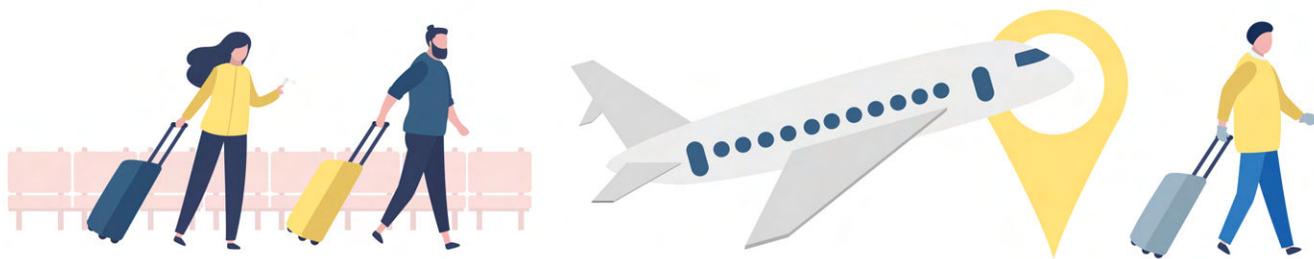


Lump Sum Relocation Benefits

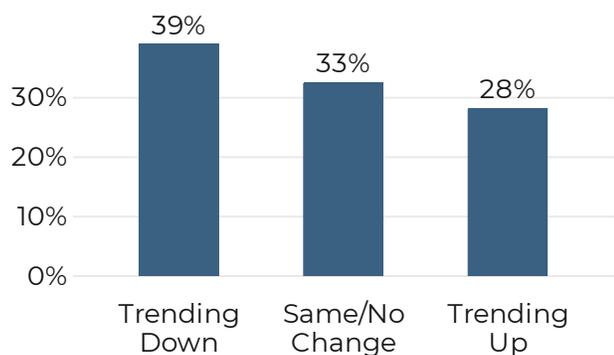


Managed Lump Sum Relocation Benefits

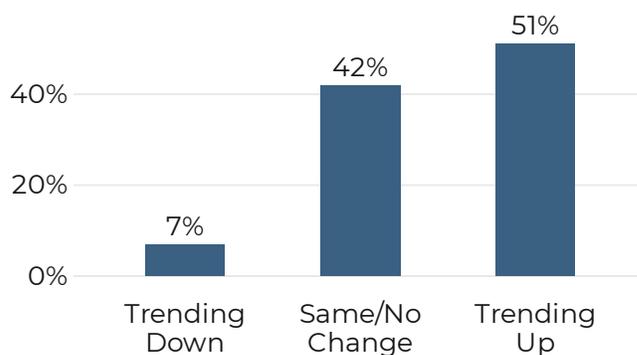




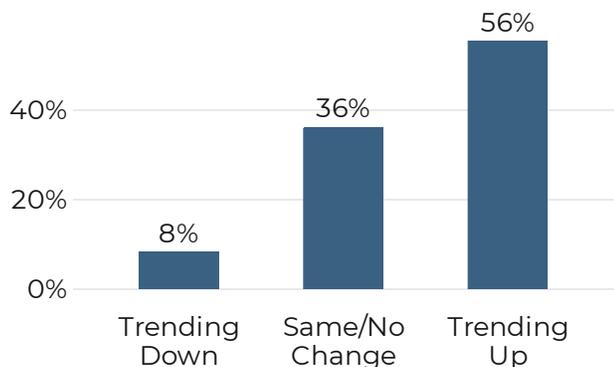
International Assignments



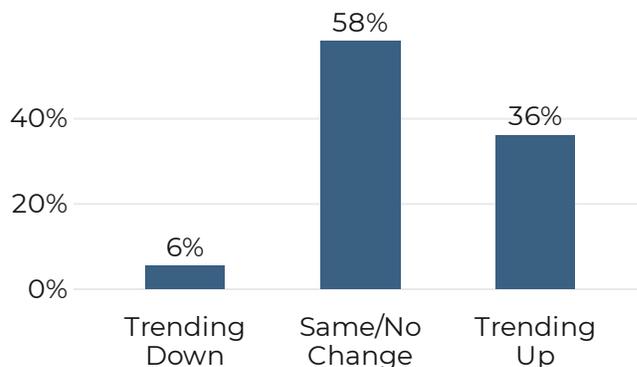
Business Travelers



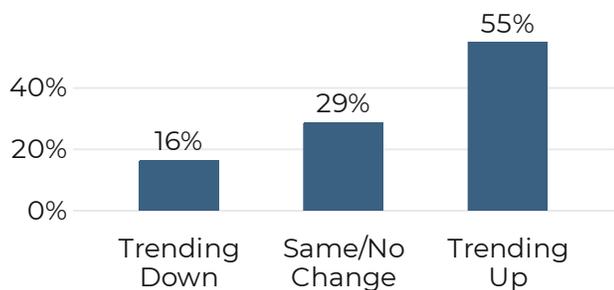
Commuters



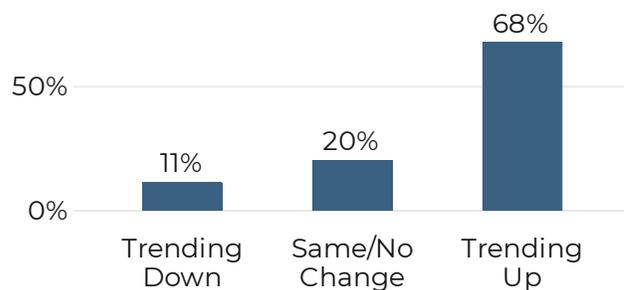
Voluntary Transfers



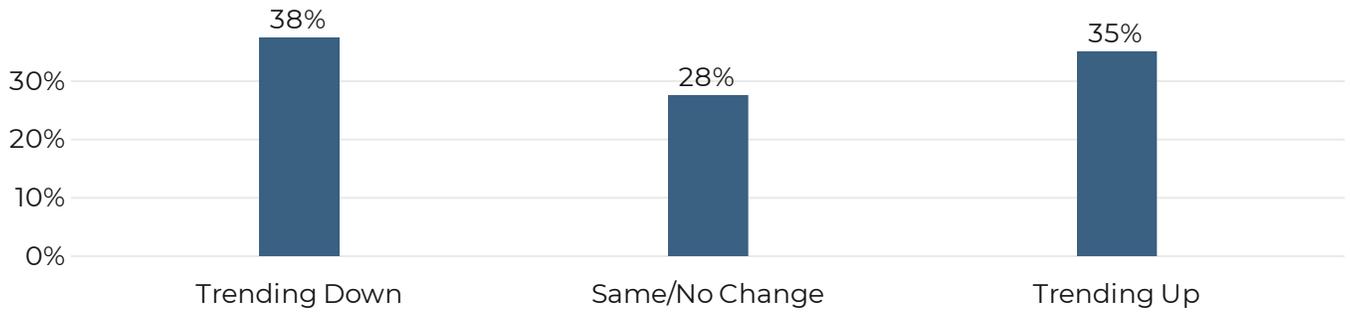
Remote Work



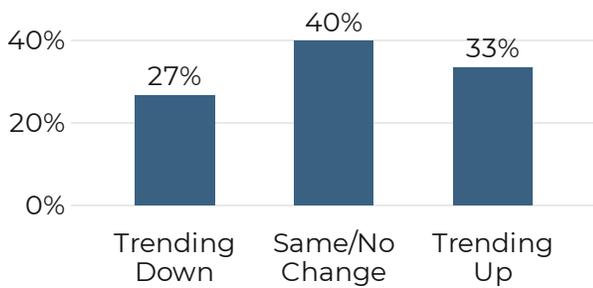
Hybrid Workforce



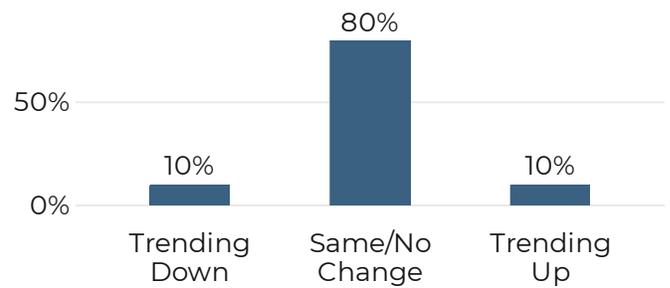
100% In-Office/Return to Office



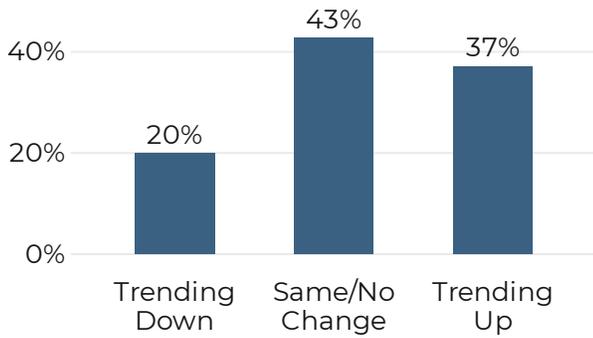
Relocation Volume in North America



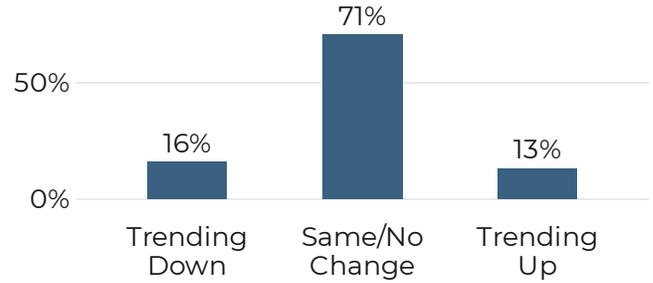
Relocation Volume in South & Latin America



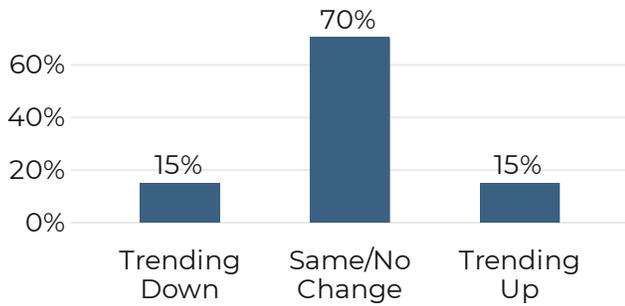
Relocation Volume in Europe



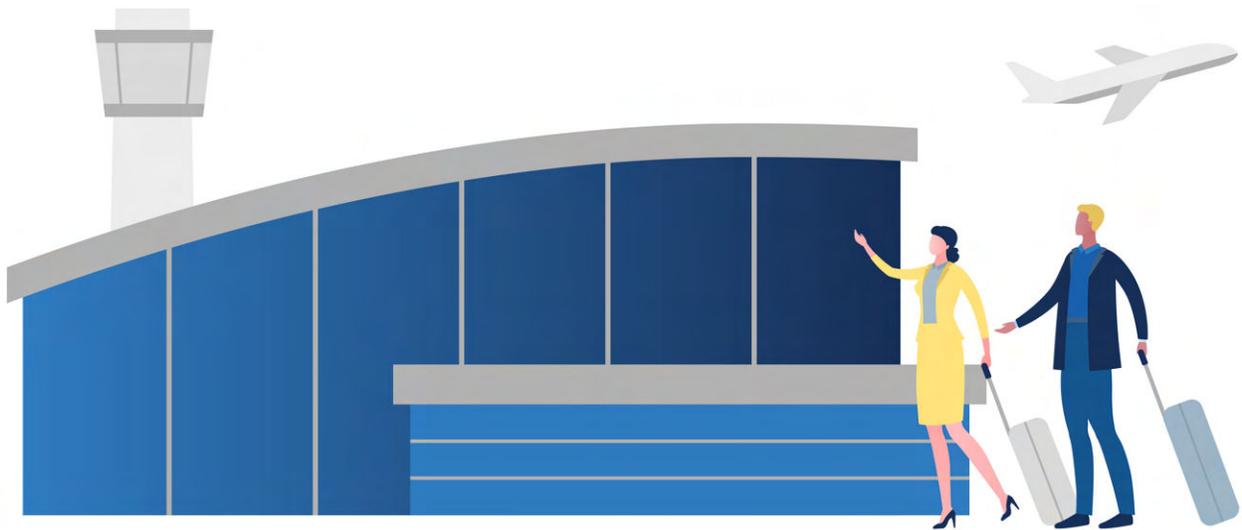
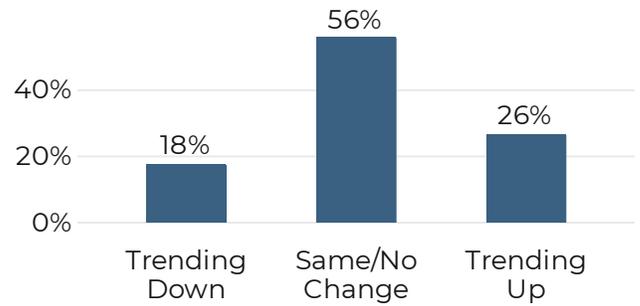
Relocation Volume in the Middle East



Relocation Volume in Africa



Relocation Volume in Asia-Pacific



High Touch vs. High Tech



From the benchmark results below, I think one of the most insightful approaches was “Meeting the employee where they are. Having good technology support for those who want to self-serve, but also having high touch for those who need/expect that level of support.”

We’ve observed that entry to mid-level employees thrive in high-tech environments, while tenured executives and VIPs prefer high touch support. This is especially true when WHR coordinates executive relocations through a spouse or assistant.

The difficulty in high-tech approaches is applying technology in a way that’s accurate, relevant, and improves employee experience.

As an example, WHR integrated Microsoft’s artificial intelligence models to automate receipt processing. Starting Q2 of 2024, when an assignee wants to submit an expense for reimbursement, they simply upload a file or take a picture. The receipt is automatically processed, relevant data is extracted, and the reimbursement requested is completed on the employee’s behalf. When high-tech approaches like this are properly implemented, they improve employee experience.

When high-tech approaches are poorly implemented, they serve as cautionary tales. In 2022, an airline’s AI-powered chat bot incorrectly promised a discount to a passenger. While the airline argued the chat bot was a “separate legal entity that is responsible for its own actions”, courts found the airline responsible for \$812 in damages and fees. When extrapolated to a global mobility program with millions in expenses each year, the risk is considerable.

Like the benchmark suggests, find a balance between service and technology that meets employees where they are. Technology should augment and improve high-touch service, not replace it.

Sean Thrun

Strategic Initiatives Manager

The conversation of high touch versus high-tech has been had in many recent relocation conferences. What is your ideal balance of these two approaches when managing your relocation program? Does it vary by individual, or is it a blanket approach?

“ Meeting the employee where they are. Having good technology to support those who want to self-serve, but also having high touch for those who need/expect that level of support.

“ Ideal- employees have the convenience to do what they need to do through technology, but always feel supported throughout their relocation and that they can reach out anytime for that support (high touch).

“ We would go for high touch for senior employees

“ It's a balanced approach. Your technology platform needs to be robust/easy-to-use, but your high touch needs to be available without delay when the need arises.

“ High touch outweighs the high-tech right now as we attempt to scale our technology to work between functions like talent, HR, and mobility.

“ From my perspective, I would like to see a blanket approach. I think to be high touch, you now need good tech in place to be able to manage the day-to-day to focus more on the employee experience while also meeting the administration expectations.

“ Every relocation is different and therefore the approach should be catered to the employee, where touch and tech can vary. I think adaptability and accommodation is key.

What is most important to you in a relationship with your Relocation Management Company?

“ Communication: open, honest, and timely

“ They will manage all the details and have high touch so the employees feel supported in their move.

“ They will manage all the details and have high touch so the employees feel supported in their move.

“ Operational excellence, good consulting, transparency, innovation.

“ Good partnership, identifying where support is needed and acting as an extension of our global mobility program.

“ Quick follow-through and providing advice to further advance our relocation objectives. To help us in making our policies and procedures clearer for employees and the administrations of the program.

“ Good communication and accurate invoicing.

“ Flexibility, trusted advisor, subject matter expert.

Cost Savings



In the dynamic space of corporate mobility, the pursuit of cost savings stands as a consistent priority for organizations seeking to optimize their operations. I believe relocation expenditures represent strategic investments in talent acquisition, retention, and organizational growth, with the potential for substantial returns when approached with strategic intent. When it comes to cost savings, adopting a consultative approach to benchmarking policies offers a structured framework to evaluate program spend, uncover hidden inefficiencies, and ensure budgets are rightfully allocated.

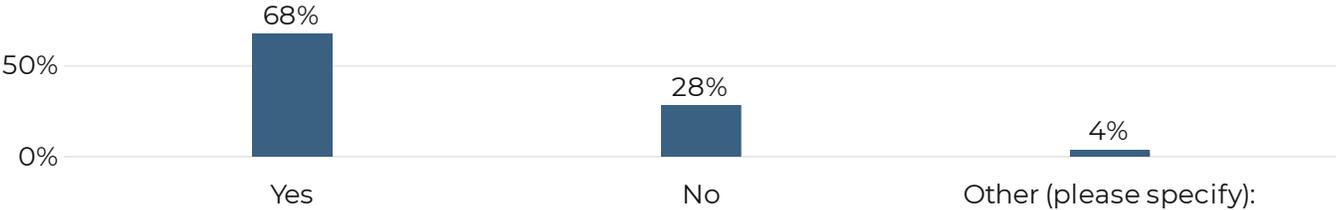
However, the significance of benchmarking goes beyond financial considerations. In an era where talent acquisition and retention are paramount, consultative benchmarking provides an opportunity to assess the quality and competitiveness of relocation benefits. We have found that open dialogue and soliciting employee feedback can offer invaluable insights into the efficiency of mobility programs, ensuring confidence in the organization's relocation investments.

As organizations delve deeper into benchmarking, sustainability emerges as a compelling undertone, reshaping the contours of cost-saving initiatives. Amidst growing environmental concerns, businesses are increasingly compelled to integrate eco-conscious practices into their mobility programs. By engaging in discussions around sustainability metrics and industry benchmarks, organizations can foster a culture of environmental awareness and collective responsibility, driving meaningful change while simultaneously driving cost savings.

In addition to driving cost savings, WHR is able to play a pivotal role in enhancing the efficiency and value of mobility programs. Through streamlined processes, reduced administrative burdens, and the implementation of technology, RMCs empower organizations to achieve greater operational agility. Furthermore, RMCs have access to a vast network of resources and service providers, allowing them to negotiate favorable terms and rates on behalf of their clients. Whether it's securing housing accommodations, arranging transportation, or coordinate other relocation services, RMCs can leverage their industry connections to drive cost efficiencies.

Kimberly Chacon
Global Sales Manager

Is your relocation program facing pressure internally to reduce costs?



Other (please specify):

Always want to keep the costs down where we can.

Every company faces this.

What changes has your organization already implemented (or is about to implement in 2024) to achieve cost savings? Please select all that apply.

Field	Percentage of Responses
Required cost estimates for every relocation	35%
Track each cost estimate's budget-to-actual spend	31%
Broadly reduced the total number of relocations	25%
RFI, RFP, RFQ for more competitive pricing	21%
Changed relocation management companies (RMC)	19%
Broadly reduced all benefits offerings	19%
Other (please specify):	17%
Required employees to book through a Travel Management Company (TMC) for better rates	17%
Implemented cap/budget on temporary housing	13%
Implemented or increased the number of lump sum moves (i.e., one lump sum payment to the employee)	10%
Reduced or eliminated Cost of Living Allowances/Adjustments (COLAs)	8%
Reduced or eliminated home loss on sale assistance	8%
Implemented monetary cap/budget on household goods shipments	8%
Reduced the amount of destination services being offered	8%

Offered voluntary transfers with limited benefits	8%
Reduced the number of BVO home sales being offered	8%
Reduced or eliminated mortgage assistance	6%
Reduced or eliminated air shipments	6%
Reduced or eliminated home sale bonus	6%
Outsourced specific relocation functions to an RMC	6%
Moved specific relocation functions in-house	6%
RFI, RFP, RFQ for better payment terms (e.g., Net 30 to Net 60)	6%
Reduced or eliminated language lessons	6%
Reduced or eliminated lease break/cancellation assistance	6%
Reduced or eliminated home leave trips	6%
Reduced or eliminated preview/home finding trips	6%
Reduced the amount of temporary housing being offered	6%
Reduced the amount of tax assistance/gross up being provided	6%
Implemented or increased the number of managed lump sum moves (i.e., coordinating relocation services and deducting the cost from a fixed budget)	6%
Reduced or eliminated cultural training	4%
Reduced or eliminated rental vehicles	4%
Implemented weight cap on household goods shipments	4%
Reduced or eliminated meal reimbursements while traveling	2%
Reduced or eliminated departure services	2%
Broadly reduced the household goods shipments benefits offering	2%
Eliminated GBO home sales entirely	2%
Reduced the number of GBO home sales being offered	2%
Implemented supply chain financing program	0%
Implemented or increased the number of relocations only receiving support from a technology platform (i.e., no support from a live relocation counselor at an RMC)	0%
Reduced or eliminated auto shipments	0%
Eliminated BVO home sales entirely	0%



Founded in 1994, WHR Global (WHR) is a leader in the global mobility industry, relocating employees to over 100 countries annually. WHR's average client has 35,000 employees around the world.



Wisconsin, United States

Global Headquarters
Coordinating all
relocations throughout
the Americas.

Basel, Switzerland

EMEA Regional Office
Coordinating all
relocations throughout
Europe, the Middle East, &
Africa.

Singapore

APAC Regional Office
Coordinating all
relocations throughout
Asia Pacific.

www.whrg.com | sales@whrg.com | +1-262-523-2800