



A northAmerican®
RESEARCH STUDY

2024 Corporate Research Study:
**Mobility & Mindsets:
How Trends & Attitudes Shape
Employee Relocation Choices**

INTRODUCTION

INNOVATIVE STRATEGIES LIKE EMPLOYEE RELOCATION HAVE BEEN PROMPTED BY THE NEED TO CAPITALIZE ON THE GREATEST TALENTS IN THE EVOLVING FIELD OF CORPORATE MOBILITY.

The latest research study, **“Mobility and Mindsets: How Trends and Attitudes Shape Employee Relocation Choices,”** explores the complexity of how shifting workplace trends and employee attitudes actually affect employees’ decisions for relocation for work. Drawing insights from over 400 employees who have relocated long-term for work in the past two years, this comprehensive study explores the factors influencing employee relocation decisions.

The study concentrates on various aspects of relocation, including job level, distance moved, and type of work model (remote, in-office, or hybrid). It examines the business and personal reasons that drive these moves and the type of support companies provide. At the same time, it analyzes the effectiveness of different relocation packages based on employee satisfaction and vendor performance and reveals how these relocations impact employees’ lives. It is the perfect source for those considering such moves while also providing mobility executives with insights they can use to develop their relocation strategies.

The **“Mobility and Mindsets”** study reflects the present state of employee relocation and is a useful blueprint for molding future corporate mobility strategies. It lays the groundwork for a dialogue on enhancing the synergy between employee preferences and corporate goals in global mobility. This was done by thoroughly examining employee satisfaction levels, the use of moving services, and the obstacles encountered throughout the relocation journey.

It will significantly help HR and mobility professionals acquire practical insights to refine and align their relocation programs with evolving employees’ needs and organizational objectives. By offering strategies that address contemporary workforce needs and foster organizational loyalty, they will be able to attract and retain employees.



FORMAT OF THE STUDY

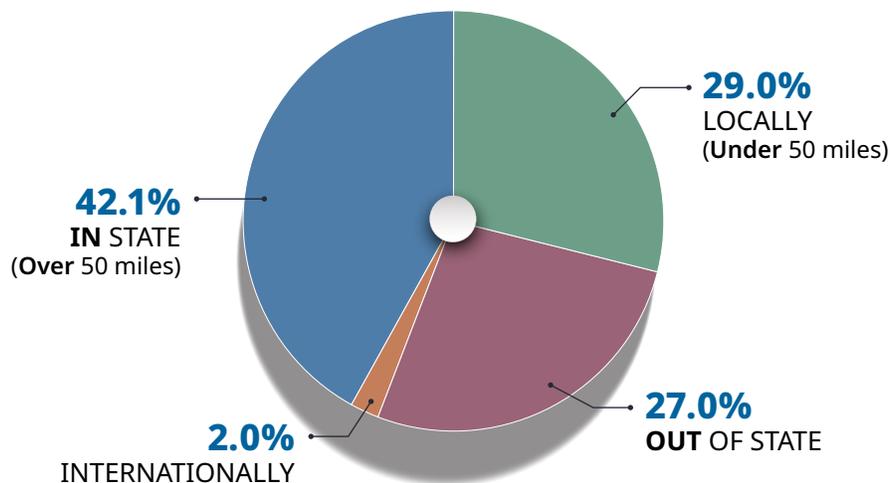
During the rigorous survey process, we reached out to 1,660 employees. Of these, 404 met our qualification criteria by having relocated for either a new or existing job long-term within the last two years. To ensure the integrity and relevance of our data, we excluded responses that were incomplete or did not meet our qualifications. Our focus was exclusively on those who undertook long-term relocations since short-term assignments typically do not involve comprehensive relocation benefits and, thus, did not align with the scope of our study.

MOVING DISTANCE

Digging deeper into the experiences and perspectives of the employees undergoing relocation, it was essential to establish their travel distances first. This foundational detail helped us assess the following:

- The received scope of relocation benefits
- The challenges encountered during the move
- The subsequent effects on their personal and professional lives

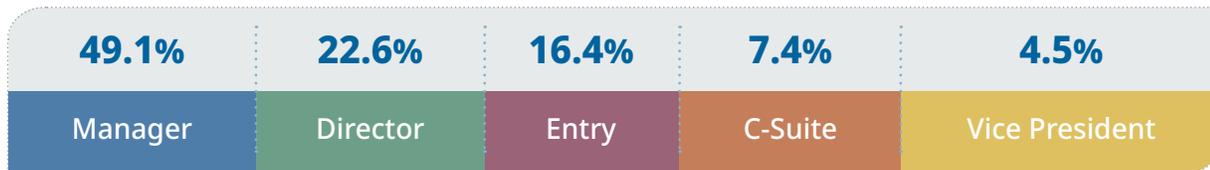
Understanding the moving distance provided a critical context that helped us interpret how geographical changes influence the relocation experience overall.



The chart provides us with a clear breakdown of the distances employees had to move to get to their jobs, offering insights into the geographic dynamics of these moves. A significant portion of the respondents (42.1%) relocated to a different location within their state but beyond 50 miles, indicating a preference for intra-state moves that are substantial but not too far from their original residence. The common local moves, defined as those under 50 miles, comprised 29.0% of the responses, suggesting that many relocations did not require changing the employees' state of residence, allowing for less drastic adjustments in their personal lives.

Meanwhile, 27.0% of the employees moved out of state. This signals the willingness to undertake major geographical shifts involving significant lifestyle and local culture changes. The final and least common category is international relocations, with only 2.0% moving abroad, reflecting the complexity and challenges associated with such moves. Overall, the data from all 404 respondents illustrate varied relocation practices, with the majority staying within national borders but often moving substantial distances.

JOB LEVEL



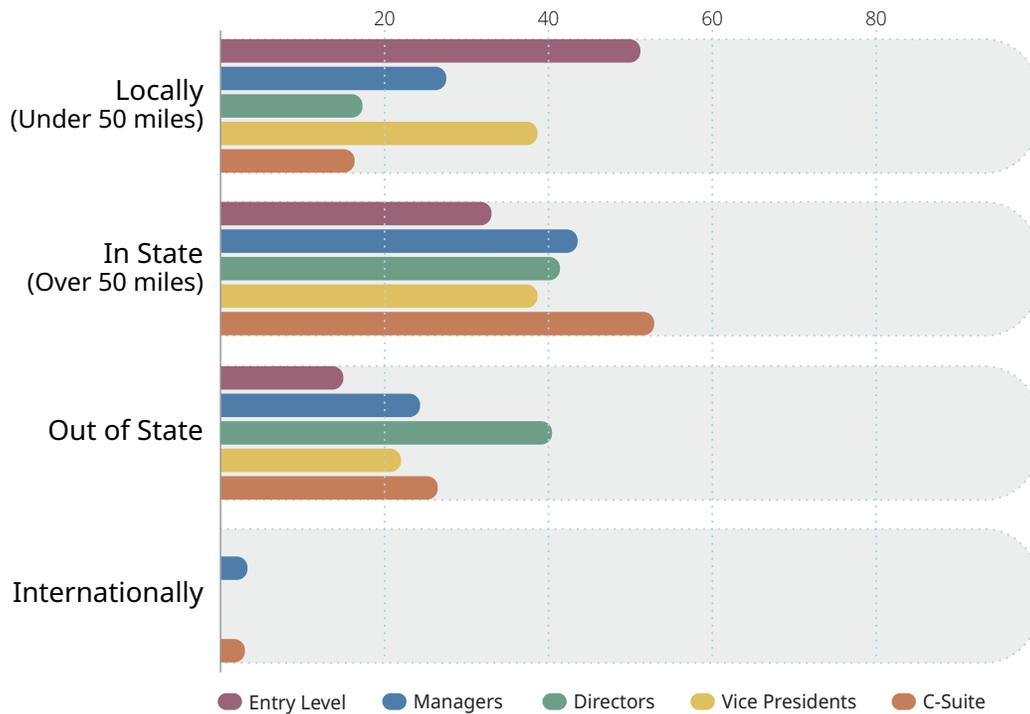
This is an average breakdown of job levels among employees who have relocated for work, offering a snapshot of the professional tiers involved in long-term moves. Most respondents, or nearly half at 49.1%, are managers, highlighting the significant mobility among middle management in corporate relocations. Directors (22.6%) suggest that management also frequently faces relocation due to strategic organizational needs or leadership roles in different branches or projects, but we will explore this in more detail later in the survey results.

Entry-level employees represent 16.4% of the relocation pool, underscoring the opportunities and challenges newer workforce members face as they move for job placements or career advancement. Finally, the higher executive levels, such as Vice Presidents and C-suite members, are less involved in relocations, with 4.5% and 7.4%, respectively. It goes to show that this distribution may reflect the stability desired at senior levels or the fewer numbers of such roles available, necessitating less frequent moves.

Overall, we can say that the data provides a clear view of how job level impacts the likelihood and frequency of employee relocation while aligning with corporate strategies and individual career paths.



RELOCATION DISTANCES BY JOB LEVEL

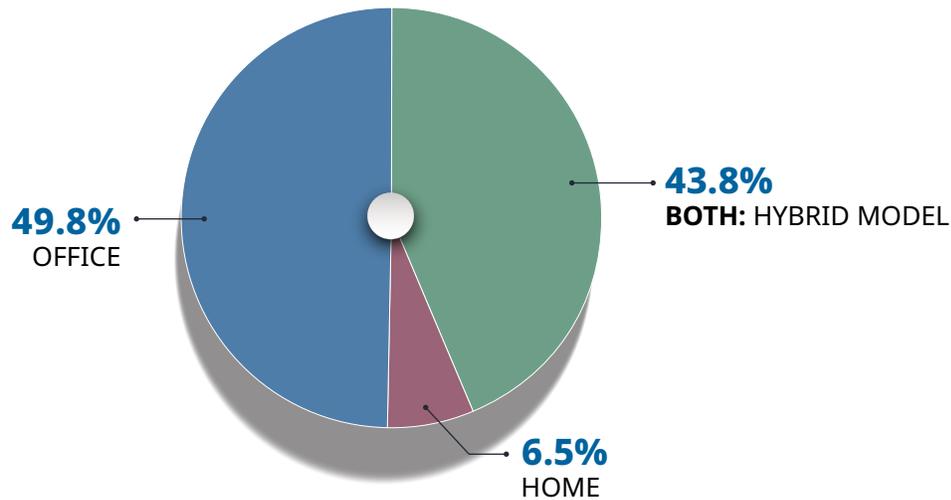


The results of our study reveal significant insights into the relocation distances across various job levels, shedding light on the geographical mobility trends within the corporate landscape.

- **ENTRY-LEVEL EMPLOYEES (51.5%):** A significant number of responders will move under 50 miles, primarily relocating locally, suggesting entry-level positions often require less geographical flexibility. It simply allows these employees to remain closer to their original locations while transitioning into new roles.
- **MANAGERS (43.9%):** A notable number relocating over 50 miles (within the state) demonstrates a broader range of mobility. It shows that managerial roles may necessitate moving further within state lines to take up positions that require their specific expertise and leadership.
- **DIRECTORS (40.7%):** Similar to managers, directors choose to move out of state or long distance. This reflects the higher demands and responsibilities of their roles, which often require them to undertake substantial moves to strategically important locations for the company.
- **VICE PRESIDENTS (53.3%) AND C-SUITE EXECUTIVES (26.7%):** Upper management shows the highest tendency for out-of-state relocations. They are also the groups most likely to relocate internationally, albeit at low percentages, reflecting the global scope of their responsibilities and the need for their presence in various key markets.

The data emphasizes that as job levels rise, the likelihood of moving further increases, likely due to the expanded scope of responsibilities and the strategic importance of higher-level positions within the company.

WORK LOCATION PREFERENCES AMONG RELOCATING EMPLOYEES



As the workplace evolves, understanding where employees are required to work post-relocation—whether from home, the office, or a combination of both—becomes crucial. Our survey reveals distinct preferences and trends in work arrangements among recently relocated employees.

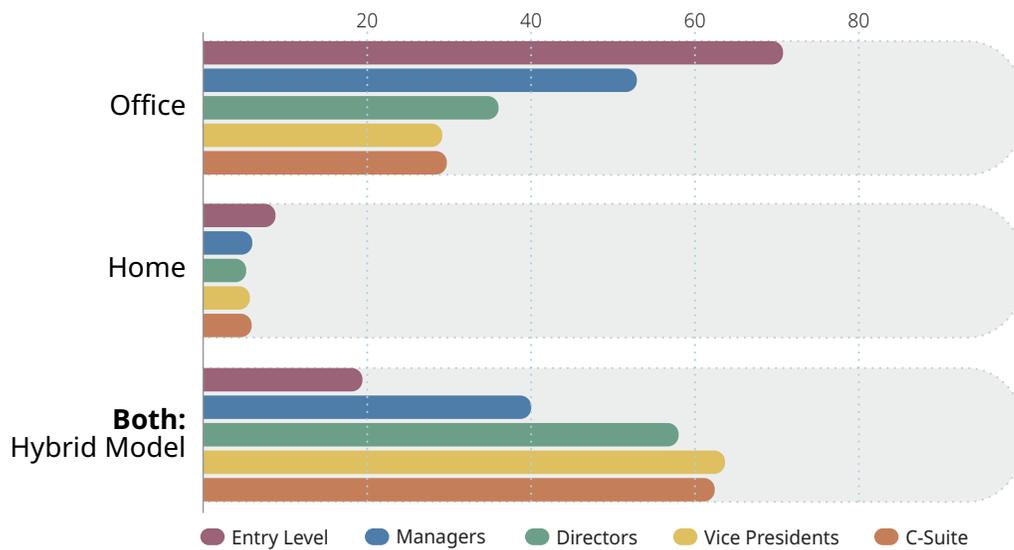
Most respondents, nearly half at 49.8%, work exclusively from the office, suggesting that despite the rise of remote work, traditional office-based roles remain predominant, especially in scenarios where relocation is involved. This might indicate that certain positions or companies prioritize in-person engagement or have specific operational needs that necessitate office presence.

Conversely, a significant 43.8% of employees engage in a hybrid work model, balancing their time between home and office. This model reflects the growing acceptance of flexible work environments, which can be particularly appealing to those relocating, as it allows for a smoother transition and better work-life balance during the adjustment period.

Only a small fraction (6.5%) work entirely from home, which could highlight that fully remote roles are less likely to require relocation or that such opportunities are still relatively scarce in the context of jobs that involve moving to a new location.



WORK LOCATION PREFERENCES BY JOB LEVEL



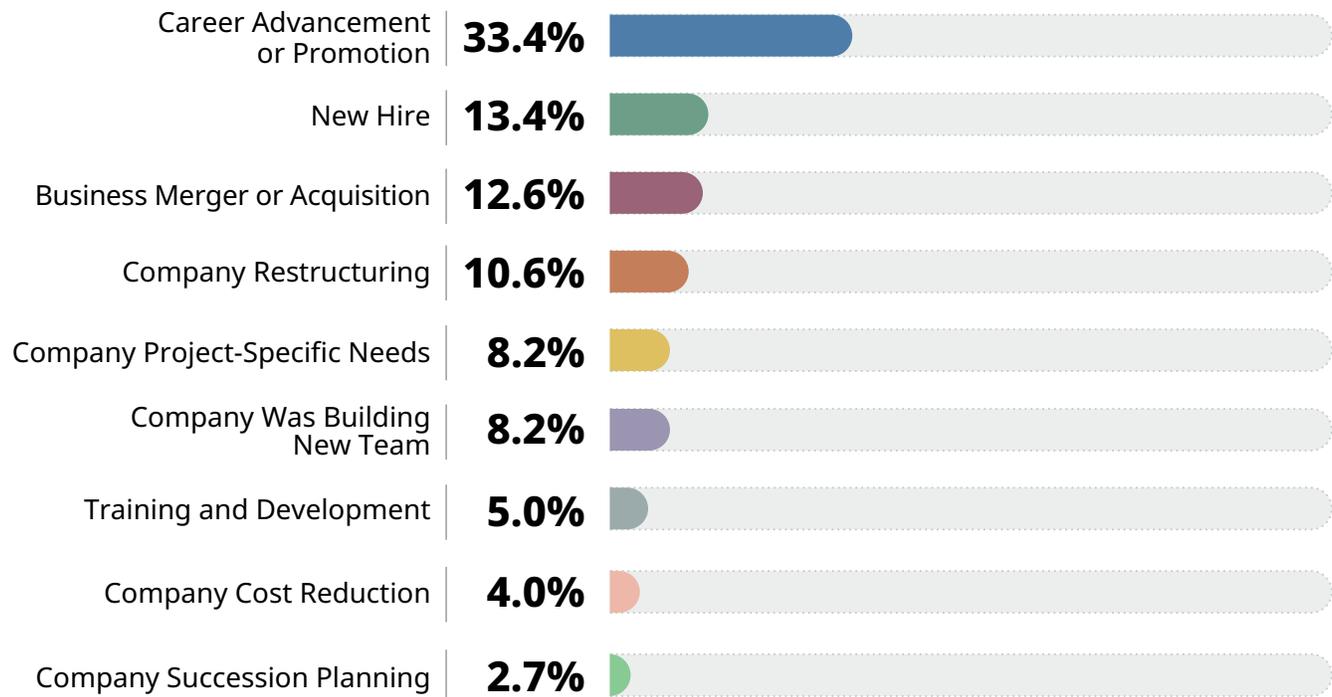
Employee responses reveal distinct patterns in work location preferences across different job levels, highlighting how work environment choices vary with professional seniority.

- **ENTRY-LEVEL EMPLOYEES:** The high 71.2% suggests that entry-level roles may require more direct supervision or hands-on training that is more effectively delivered in a traditional office setting. Hybrid work is less common among this group, with only 19.7% adopting this model.
- **MANAGERS:** This group significantly shifts towards hybrid models, with 40.4% reporting a blend of home and office work, reflecting the flexibility often needed at management levels to balance operational oversight with strategic responsibilities. However, office-only work is still prevalent, with 53.5% of managers working exclusively from an office.
- **DIRECTORS:** They continue the trend towards hybrid work, with 58.2% using a mix of home and office environments. This high percentage indicates that directors, who often juggle multiple high-level responsibilities, benefit from the flexibility that hybrid work offers.
- **VICE PRESIDENTS AND C-SUITE EXECUTIVES:** They exhibit the highest preference for hybrid work, with 64.7% and 63.3%, respectively. The substantial adoption of hybrid work at these levels suggests a high degree of autonomy and the need for a working setup supporting high-level decision-making and accessibility.

The analyzed data illustrates a clear trend: as job levels rise, there is an increasing shift towards hybrid work environments. This shift likely reflects the growing demand for flexibility in balancing workplace presence with remote accessibility, a particularly pronounced trend among senior leadership roles. Organizations aiming to tailor work environments to different job levels will find these insights helpful in enhancing job satisfaction and productivity.

WHAT WAS THE BUSINESS REASON FOR MOVING?

Business Reasons for Employee Relocation

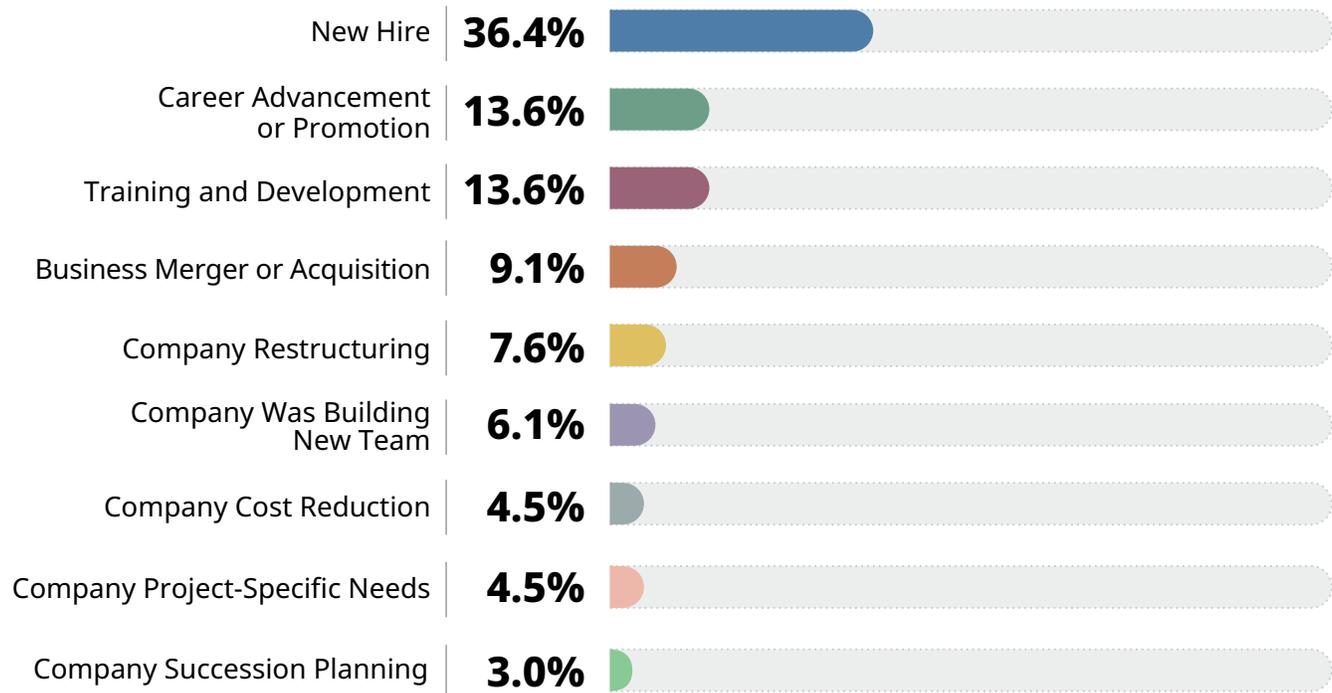


We offer a detailed look into the various business-driven factors that prompt companies to relocate employees. The data reveals a diverse range of strategic objectives behind these decisions:

- **Career Advancement or Promotion (33.4%):** The most significant reason cited is that career progression opportunities often require employees to relocate, suggesting that upward mobility within many companies can involve geographical changes.
- **New Hire (13.4%):** A substantial number of the relocations are for new employees, possibly indicating that businesses are willing to search far and wide for the right talent, bringing them in from various locations.
- **Business Merger or Acquisition (12.6%):** These relocations reflect the organizational restructuring that often follows mergers and acquisitions, necessitating the realignment of key personnel across different locations.
- **Company Restructuring (10.6%):** These cases underline how internal realignments and strategic shifts can require moving employees to new locations to meet changing business needs.
- **Project-Specific Needs and Building a New Team (8.2%):** These reasons account for the given percentage of relocations and are tied to specific operational needs or the establishment of new departments or project teams requiring specific skills from other regions.
- **Training and Development (5.0%):** Although a smaller percentage, it still highlights that some relocations are aimed at skill enhancement, positioning employees in locations where they can receive specialized training.
- **Cost Reduction (4.0%):** The low number suggests that some relocations are driven by the company's need to manage or reduce costs, possibly by moving roles to more financially strategic locations.

The findings illustrate the complex concept of corporate mobility. Whether it's growth, expansion, or efficiency improvements, a strategic business often necessitates the geographical mobility of employees. Each reason underscores how companies leverage relocation as a strategic tool to align human resources with their overarching business objectives.

Business Reasons for Entry-Level Employee Relocation



The reasons entry-level employees are asked to relocate shed light on the strategic objectives driving these organizational decisions. Based on the chart results, they are ordered from the most frequently to the least cited:

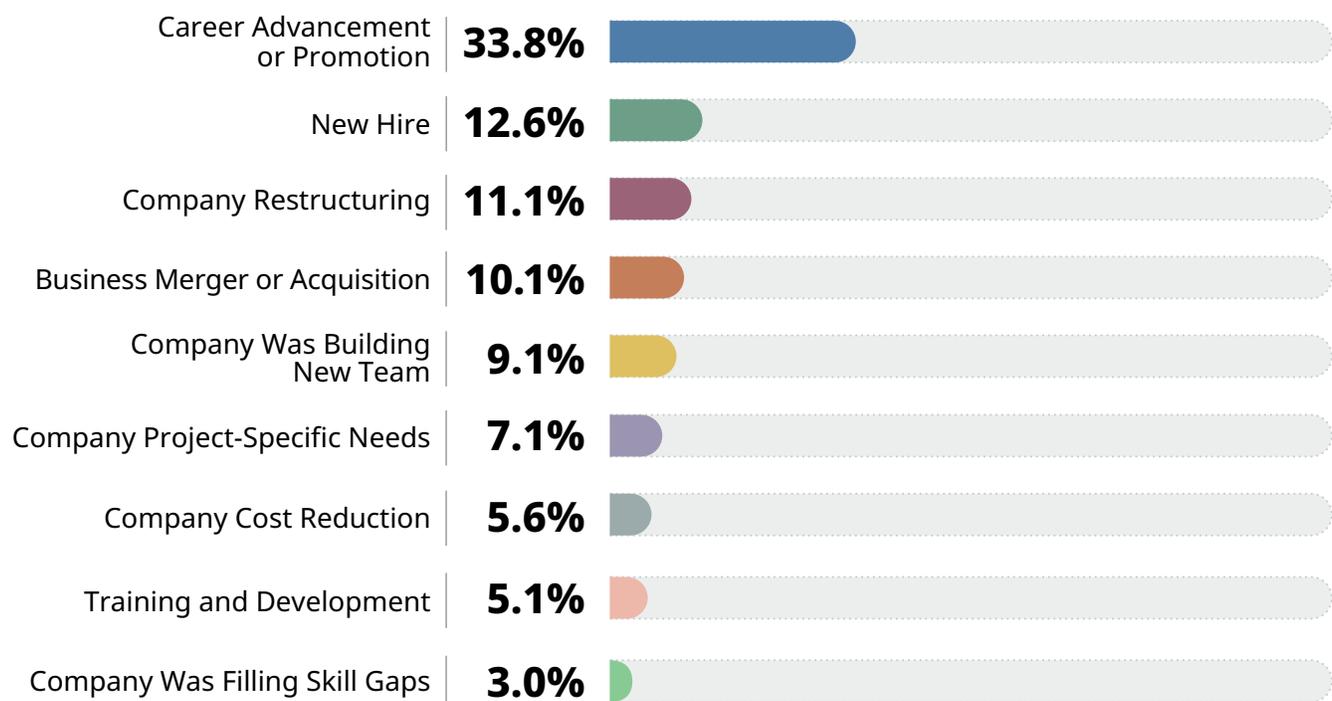
- **New Hire (36.4%):** This is the predominant reason for relocating entry-level employees, indicating that companies often recruit entry-level talent from a wide geographic pool. It reflects the importance of attracting fresh talent to various locations.
- **Career Advancement or Promotion (13.6%):** A significant percentage of relocations are also aimed at career advancement or promoting entry-level employees to positions where they can take on more responsibilities, often in different geographic regions.
- **Training and Development (13.6%):** Equally cited, this reason highlights entry-level employees' need to relocate for training programs or development opportunities that are pivotal for their career growth and unavailable in their current location.
- **Business Merger or Acquisition (9.1%):** Entry-level employees may be relocated to integrate with newly acquired teams or to streamline operations under the new corporate structure, reflecting the strategic realignment following mergers or acquisitions.
- **Company Restructuring (7.6%):** Organizational changes sometimes require the relocation of entry-level employees to fill needs in restructured departments or new company locations.

We also found other notable reasons for moving entry-level employees including:

- **Company Was Building a New Team** (6.1%)
- **Company Project-Specific Needs** (4.5%)
- **Company Cost Reduction** (4.5%)
- **Company Succession Planning** (3%)
- **Company Was Filling Skill Gaps** (1.5%)

This analysis underlines the numerous reasons behind the mobility of entry-level employees. It can be anything from recruitment and training needs to strategic corporate restructuring and cost management. Each of these reflects the role of geographic flexibility in facilitating organizational and personal growth.

Business Reasons for Manager-Level Employee Relocation



Above is a comprehensive view of why manager-level employees are relocated within their organizations, highlighting the strategic objectives underpinning these moves.

- **Career Advancement or Promotion (33.8%):** This is the leading reason for relocation among managers, underscoring the importance of mobility for professional growth within many companies, where significant new responsibilities or leadership roles necessitate a change in location.
- **New Hire (12.6%):** A significant percentage of relocations is reserved for newly hired managers, pointing to companies' willingness to seek out and relocate the right talent from a wider geographic pool to fill key managerial positions.

- **Company Restructuring (11.1%):** This indicates that organizational changes often require managers to relocate, possibly to streamline operations, consolidate functions, or lead newly structured teams. It reflects the managers' critical role in implementing and stabilizing new organizational directives.
- **Business Merger or Acquisition (10.1%):** Relocations due to mergers or acquisitions show the need for experienced managerial presence to facilitate integration processes and ensure corporate cultures and operations merge smoothly.
- **Building a New Team (9.1%):** Managers are often relocated to spearhead the formation of new teams or departments, highlighting their role as key drivers in corporate expansions or new initiatives.

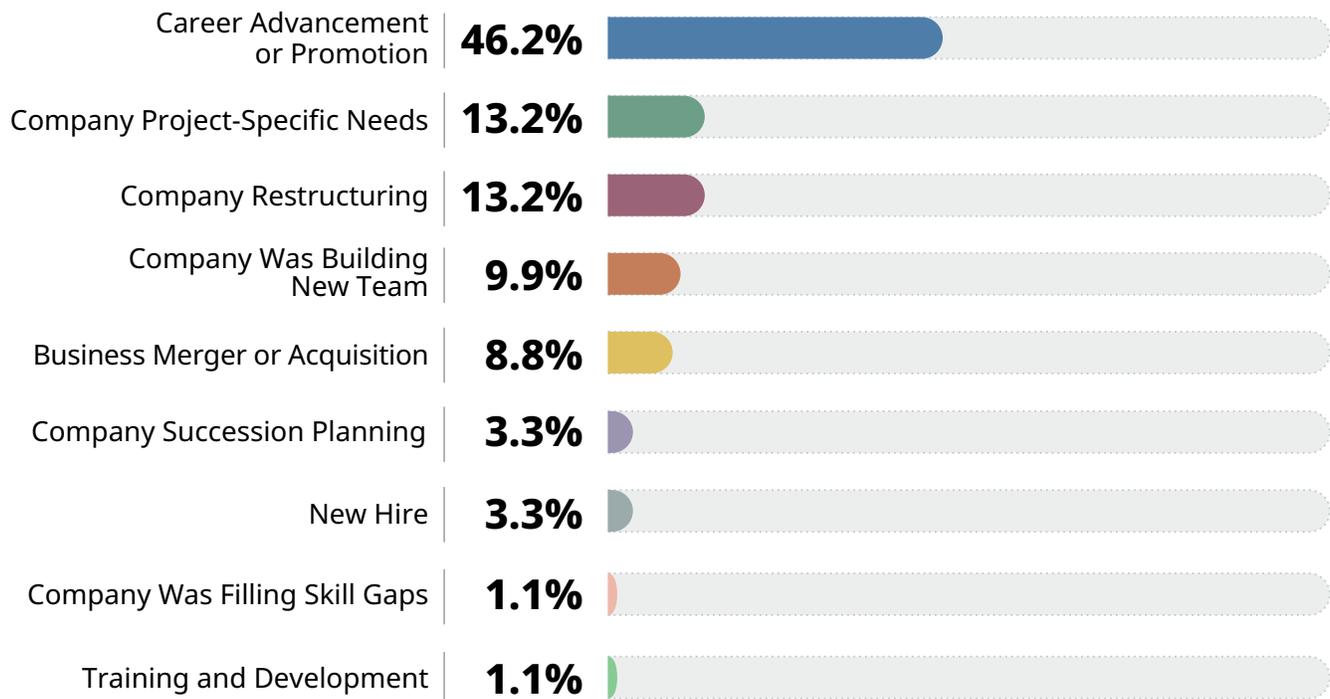
Other notable reasons for moving manager-level employees included:

- **Project-Specific Needs (7.1%)**
- **Company Cost Reduction (5.6%)**
- **Training and Development (5.1%)**
- **Company Succession Planning (2.5%)**
- **Company Was Filling Skill Gaps (1.5%)**

It's safe to conclude that managerial relocations are predominantly driven by the need for experienced leadership in key areas like growth, restructuring, or operational efficiency, reflecting a strategic approach to talent mobility. These relocations support individual career trajectories and align closely with broader organizational goals and strategic planning.



Business Reasons for Director-Level Employee Relocation



Why are director-level employees asked to relocate? We provide insights into the strategic motivations for these moves within organizations:

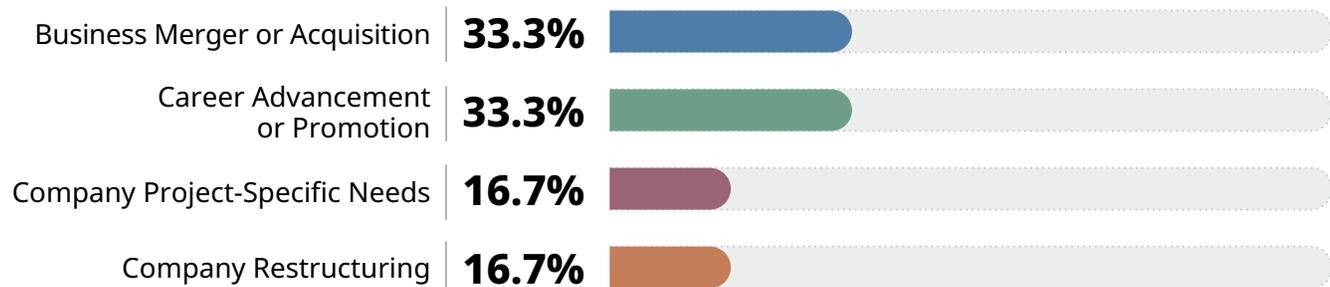
- Career Advancement or Promotion (46.2%):** Nearly half of the responses cited career advancement or promotion as the primary reason for relocating directors. This significant percentage indicates that directors are relocated to assume greater responsibilities or to lead larger segments of the business, highlighting the importance of mobility for leadership development within companies.
- Company Project-Specific Needs (13.2%):** The tie at 13.2% with Company Restructuring suggests that directors are frequently moved to address specific project needs where their expertise is crucial. It may also mean that the relocation is due to lead restructuring efforts involving the realignment of business processes or the integration of new operations.
- Company Restructuring (13.2%):** Equally significant, this percentage reflects the role of directors in managing transitions and transformations within the company, often requiring their presence in different locations to oversee the changes effectively.
- Company Was Building a New Team (9.9%):** Accounting for a notable percentage, it emphasizes the role of directors in establishing and guiding new strategic units or divisions within the company.
- Business Merger or Acquisition (8.8%):** Director-level involvement in mergers or acquisitions is needed to integrate different corporate cultures and operations seamlessly.

Here are some other notable reasons for relocating director-level employees:

- **Company Succession Planning (3.3%)**
- **Training and Development (1.1%)**
- **New Hire (3.3%)**
- **Company Was Filling Skill Gaps (1.1%)**

The analysis highlights the strategic importance of director-level relocations, primarily driven by career progression, significant organizational changes, and the need for experienced leadership in developing new company directions and strategies.

Business Reasons for Vice President-Level Employee Relocation



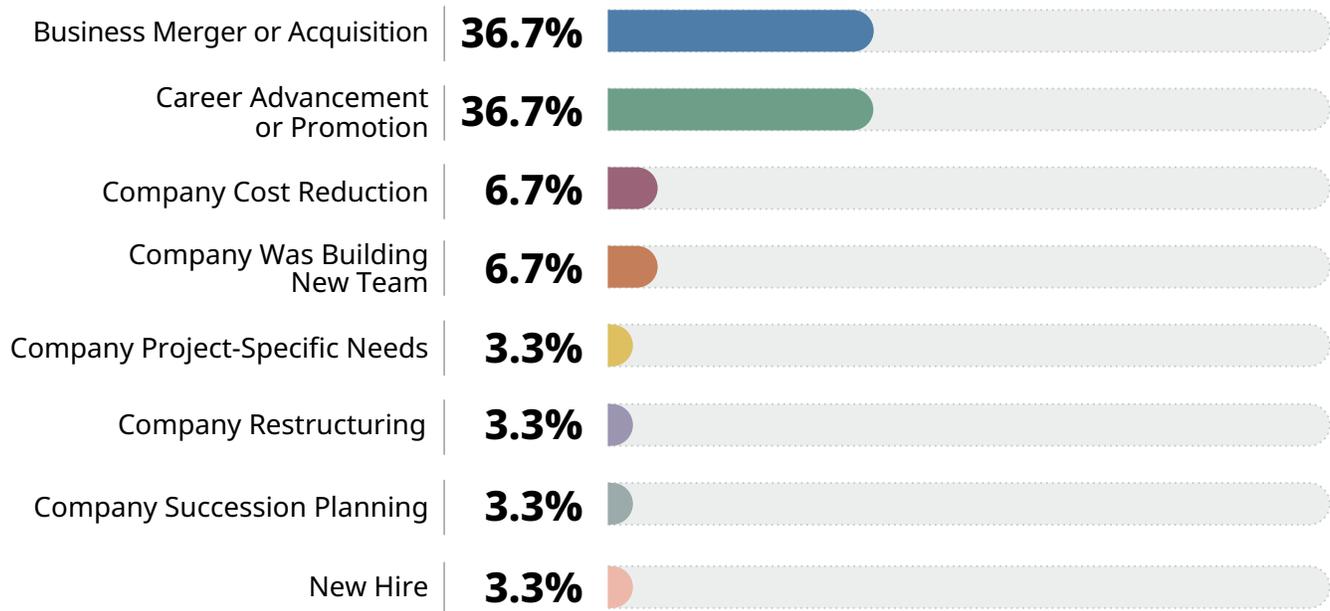
Our next detailed overview illustrates the various business reasons for relocating employees at the vice president level and highlights the strategic considerations that guide such decisions.

- **Business Merger or Acquisition (33.3%):** A significant portion of vice president-level relocations are driven by business mergers or acquisitions, reflecting the critical role VPs play in integrating operations, cultures, and strategies after such significant corporate events.
- **Career Advancement or Promotion (33.3%):** This is an equally prevalent relocation, indicating that VPs are often moved to new locations to take on greater responsibilities or lead more significant business segments as part of their career growth.
- **Company Project-Specific Needs (16.7%):** Some relocations occur due to specific project needs, where the VP's expertise is crucial for the success of important initiatives. This underlines their involvement in critical operations that may require their presence in varied locations.
- **Company Restructuring (16.7%):** Accounting for a portion of relocations, VPs are involved in efforts to reorganize company structures or processes, which can often necessitate a change in their geographic placement within the corporation.

These results emphasize the strategic nature of relocation decisions at the vice president level. Each move aims to leverage their leadership and expertise to address key corporate challenges and opportunities. The mobility of VPs is crucial to maintaining the agility and competitiveness of their organizations through:

- **Steering** a company through mergers
- **Managing** pivotal projects
- **Ascending** to higher leadership roles
- **Overseeing** restructuring efforts

Business Reasons for C-Suite-Level Employee Relocation



By detailing the various business-driven reasons for relocating employees at the C-suite level, our goal was to highlight the strategic motivations aligning with the organization's highest executive roles.

- **Business Merger or Acquisition (36.7%):** The high percentage of C-suite relocations highlights the critical role that top executives play in the seamless integration and strategic alignment of merging entities. Their presence is required to steer and oversee complex consolidation processes.
- **Career Advancement or Promotion (36.7%):** Equally significant, this reason reflects the dynamic career trajectories within the C-suite, often relocating executives to assume broader leadership roles. It can involve taking control of larger divisions or more crucial markets as part of their professional growth and contribution to corporate objectives.
- **Company Cost Reduction (6.7%):** A notable ground for relocation is moving C-suite executives to areas where they can better manage & implement cost-cutting measures across the organization. This way, they can demonstrate their direct involvement in enhancing financial efficiency.
- **Company was Building a New Team (6.7%):** This indicates a strategic placement of C-suite members to lead the formation of new teams or divisions, particularly in pioneering ventures or significant expansions, where their leadership is instrumental.

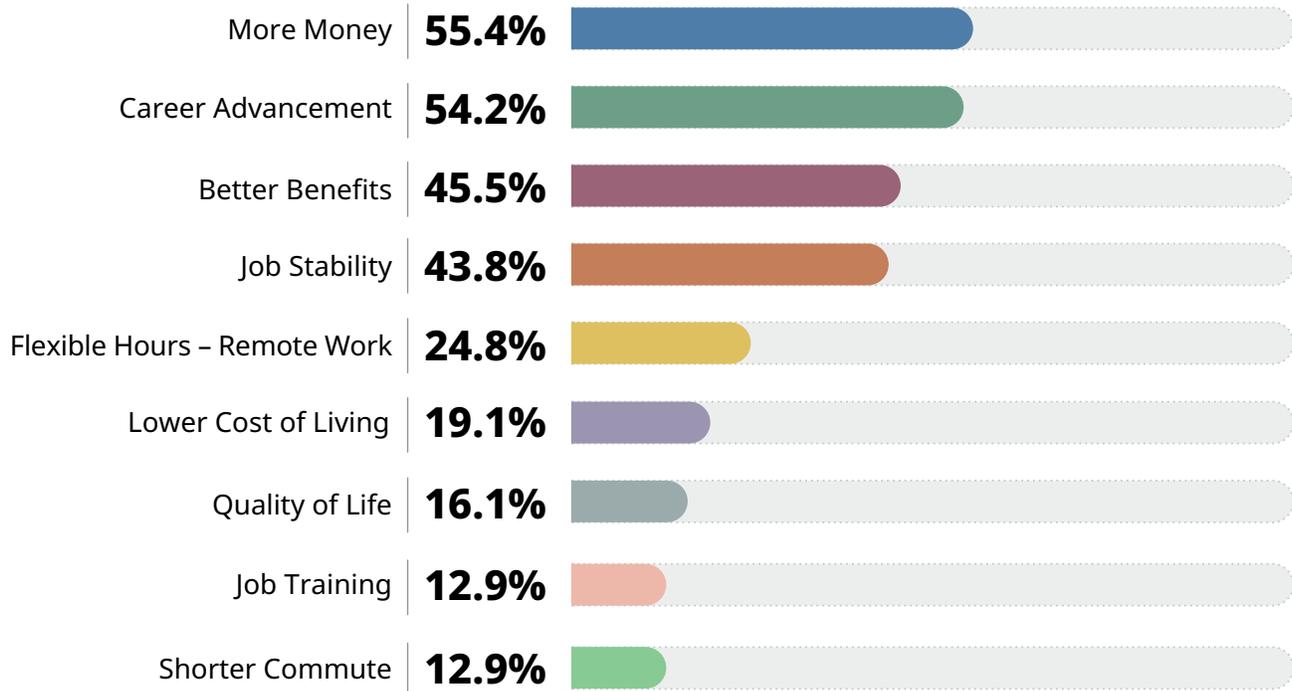
There are also other noteworthy reasons for relocating C-suite level employees, including:

- **Company Project-Specific Needs (3.3%)**
- **Company Restructuring (3.3%)**
- **Company Succession Planning (3.3%)**
- **New Hire (3.3%)**

To conclude the analysis findings, C-suite relocations are predominantly motivated by high-level strategic needs, including corporate mergers, career progression, and significant organizational changes. It reflects these executives' key roles in shaping and steering the company's future.

PERSONAL REASONS FOR EMPLOYEE RELOCATION DECISIONS

With a growing prevalence of work flexibility across a broad spectrum of professionals, we wanted to understand the driving factors behind an employee's personal decision to embrace a corporate relocation. This is why we prepared a chart that illustrates various personal motivations influencing employees when considering relocation for a new or existing job.



We also prepared a detailed overview of our findings as follows:

- **More Money (55.4%):** Employees listed the potential for higher earnings as the most compelling reason to relocate, indicating financial incentives are crucial when making such decisions.
- **Career Advancement (54.2%):** The opportunity for career progression is nearly as significant and motivational, showing many employees are prepared to move if it means better professional opportunities.
- **Better Benefits (45.5%):** Comprehensive benefits packages are also a strong incentive, reflecting the importance of health insurance, retirement plans, and other perks in relocation decisions.
- **Job Stability (43.8%):** The promise of job security motivates many to relocate, especially in economically uncertain times, underscoring the value of stable employment.
- **Flexible Hours – Remote Work (24.8%):** Flexible working hours and remote work are key factors, highlighting the growing emphasis on work-life balance.
- **Lower Cost of Living (19.1%):** A more affordable cost of living in a new location attracts employees looking to improve their financial well-being and overall standard of living.
- **Quality of Life (16.1%):** A notable number base their relocation decision on improving the general quality of life, including community environment and personal life balance.

- **Job Training (12.9%):** Further training and professional development opportunities are certainly motivational factors for some.
- **Shorter Commute (12.9%):** Similarly, a shorter commute is appealing, as many employees value reducing their travel time to enhance daily life.
- **Live Closer to Family (6.7%):** This is an understandable reason, especially for those who prioritize family support or have caregiving responsibilities.
- **Retirement Planning (5.7%):** Some like to factor in a better location for retirement, offering lifestyle or cost advantages.

Highlighting the broad spectrum of personal factors that drive relocation decisions, we wanted to reflect on different priorities influencing employees' willingness to relocate for job-related reasons.

Top Personal Reasons for Moving Across All Job Levels

We can see that the survey findings on personal motivations for job relocation across various job levels were predictable, yet revealing. Lower seniority roles, ranging from entry-level positions to directors, primarily valued the following:

- Job stability
- Career advancement
- Flexible work hours
- Shorter commutes

Contrary to these, the VP and C-suite levels placed greater emphasis on personal factors such as:

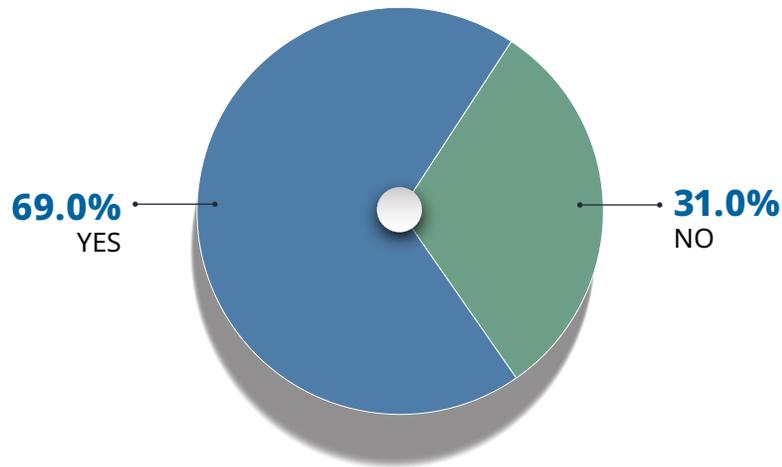
- Enhanced benefits
- Higher earnings
- Retirement planning
- Improved quality of life

When extending offers to prospective and current employees, talent recruiters should consider these job-level preferences carefully.



SUMMARY OF MOVING AND RELOCATION BENEFITS

Did You Receive A Moving or Relocation Benefit?

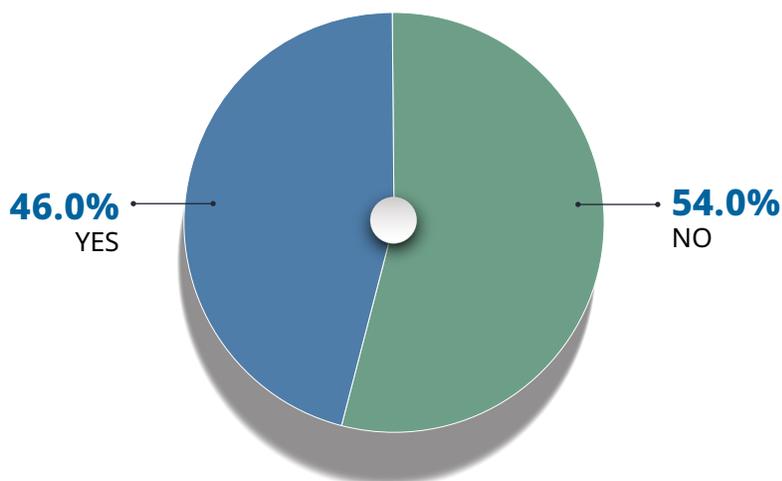


We discovered that a majority of the respondents (69%) received a job moving or relocation benefit. This indicates that companies largely support their employees during the relocation process. They provide financial assistance and professional support to help mitigate moving expenses and logistical challenges.

The 31% of the respondents not receiving any relocation benefit suggests that while many employers are willing to support relocation costs, a substantial number of employees still face these financial burdens independently.

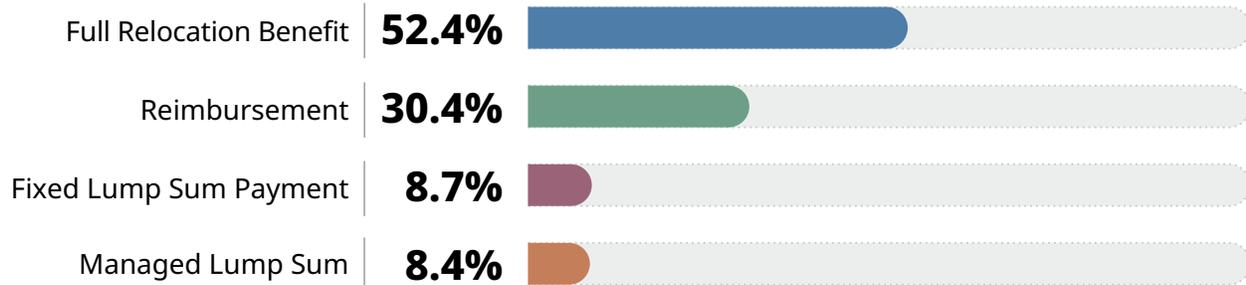
The outcome of the survey stresses the importance of relocation benefits in facilitating smoother transitions for employees relocating for work. **We have to point out that this was consistent across all job levels except for entry-level employees.**

ENTRY-LEVEL EMPLOYEES



NOTE: Data suggests if you are an entry-level employee moving under 50 miles, you are **less likely** to receive any moving benefit (62.5% NO vs. 37.5% YES).

SUMMARY OF RELOCATION BENEFITS PROVIDED BY COMPANIES



Let's take a look at the detailed breakdown of the relocation benefits companies offer (on average) to employees to support their moving efforts. We have highlighted how these benefits are structured:

- **Full Relocation Benefit (52.4%):** Considering the high percentage, companies provide comprehensive support covering all aspects of the moving process. It typically includes expenses like full-service moving, home sale and purchase costs, temporary housing, and other costs associated with the relocation.
- **Reimbursement (30.4%):** Companies reimburse nearly a third of the employees for their relocation expenses. Under this model, employees pay upfront for moving costs and are later reimbursed upon submitting receipts for approved expenses. This allows flexibility in how they manage their relocation.
- **Fixed Lump Sum Payment (8.7%):** The employee receives a one-time payment to cover moving costs. This arrangement offers them autonomy over the allocation of funds based on their individual needs and circumstances.
- **Managed Lump Sum (8.4%):** The company provides a smaller percentage of employees with a capped amount specifically earmarked for moving-related expenses. The company directly manages this to ensure the funds are spent appropriately.

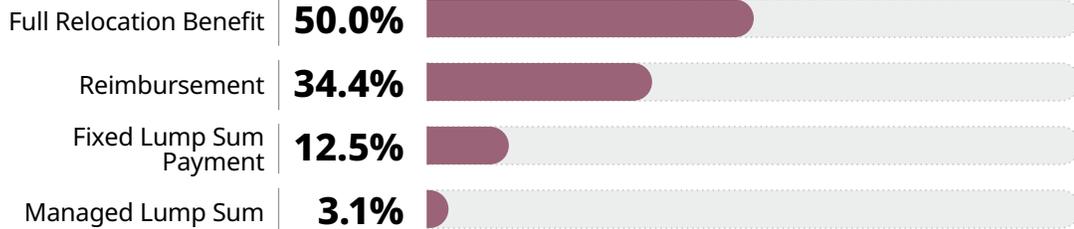
We can conclude that most companies opt to provide full relocation benefits, ensuring a seamless move for their employees. Then, there are others that adopt more flexible approaches, such as reimbursements or lump sum payments, allowing employees to tailor the relocation process to their specific requirements.

Lump sum and reimbursement policies may offer more flexibility but also provide a lower level of service to the relocating employee who manages the relocation alone. This can result in more stress and higher costs for the relocating employee since they will be viewed as a consumer instead of a corporate customer with a preferred moving vendor.

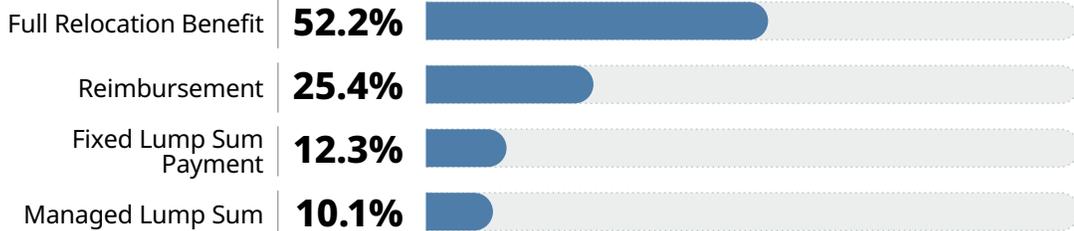
SUMMARY OF RELOCATION BENEFITS PROVIDED BY JOB LEVEL

The below charts provide a breakdown of the benefits provided by each job level. This data can help mobility and HR executives with some fundamental guidelines when developing their relocation budgets. You will notice a decline in Managed Lump Sum and Lump Sum Payments when relocating employees to director levels and above.

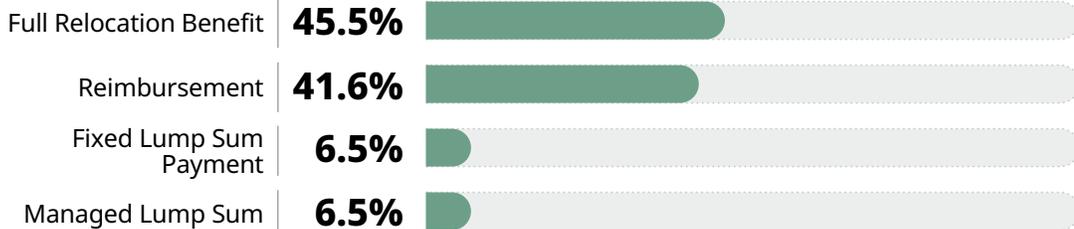
ENTRY LEVEL



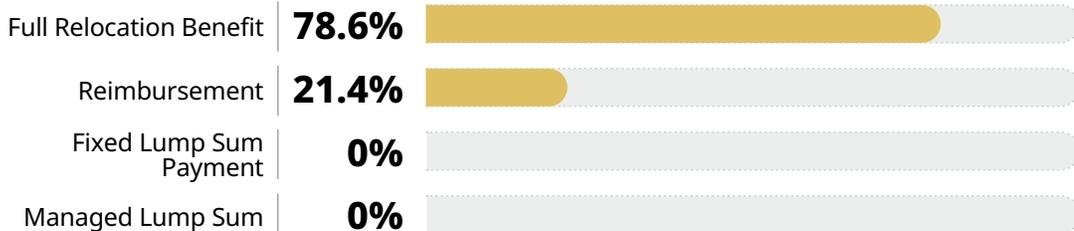
MANAGER



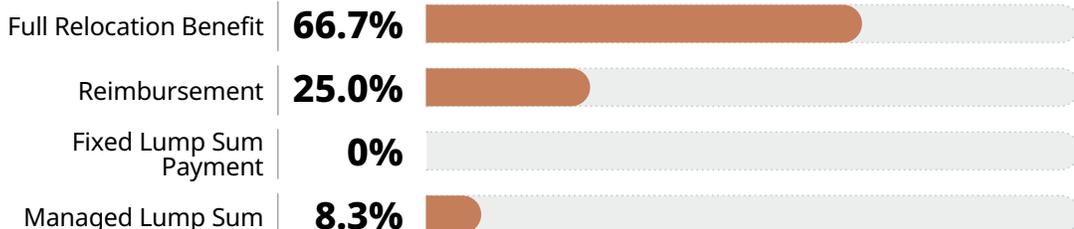
DIRECTOR



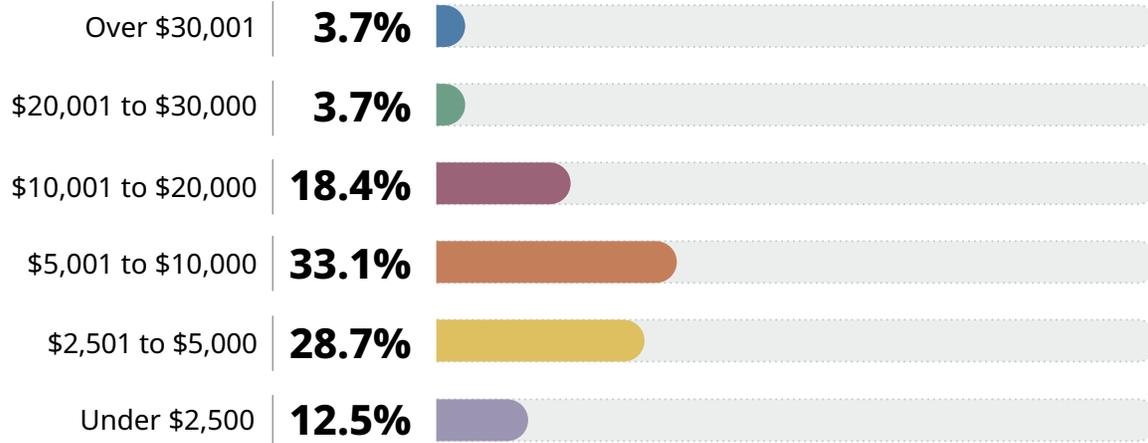
VICE PRESIDENT



C-SUITE



SUMMARY OF RELOCATION BENEFIT AMOUNTS BASED ON RELOCATION POLICY

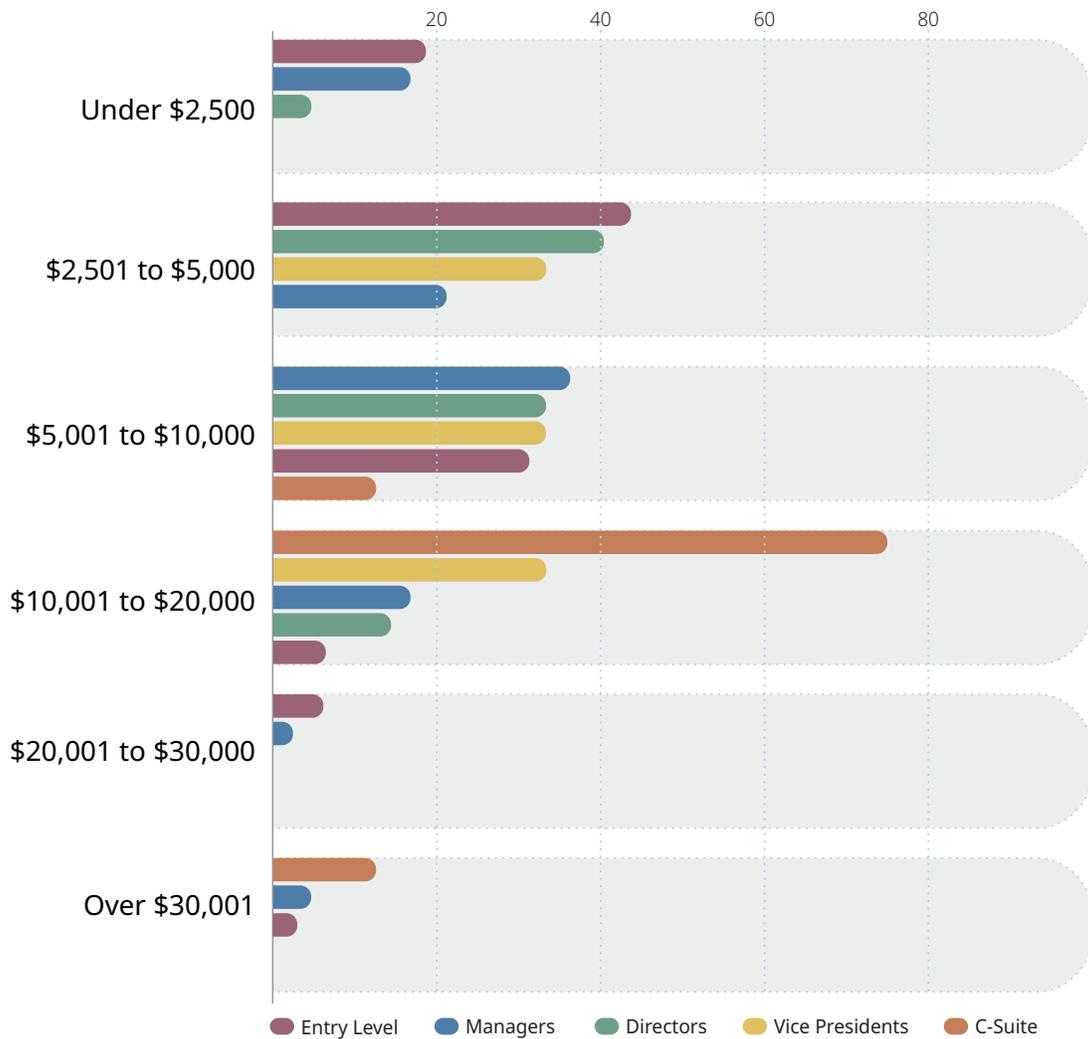


Next, we wanted to understand the amount of benefits given to the employees for reimbursement, managed lump sum and fixed lump sum policies. Note this data is on average and doesn't include employees who received full relocation benefit.

- **Over \$30,001 (3.7%):** Very few employees received significantly high relocation benefits, which suggests their moves involved significant expenses. These expenses could have included luxury moving services or extensive international relocations.
- **\$20,001 to \$30,000 (3.7%):** Similarly, a small percentage received high relocation benefits within this range, indicating moves requiring considerable financial support. This means moving to high-cost living areas or covering family relocation expenses.
- **\$10,001 to \$20,000 (18.4%):** A higher number received more substantial support to cover comprehensive relocation costs, including long-distance moves or international relocations.
- **\$5,001 to \$10,000 (33.1%):** With over a third of employees, this is the most common range for relocation benefits. It suggests that many companies consider this amount sufficient to cover basic moving expenses for their employees.
- **\$2,501 to \$5,000 (28.7%):** With nearly a third of employees receiving benefits in this range, it is a common baseline for relocation packages designed to assist with moderately priced moving services.
- **Under \$2,500 (12.5%):** A smaller percentage received a relatively low amount in relocation benefits, which likely covered only the most basic moving expenses.

Based on the above, we can conclude that the varying levels of financial support companies are willing to provide to facilitate the relocation of their employees reflect the varying needs. They are primarily based on the move's distance and the employees' personal circumstances. These insights can surely help companies evaluate their relocation policies to ensure they are competitive and effectively meet the needs of their workforce.

SUMMARY OF RELOCATION BENEFIT AMOUNTS BASED ON RELOCATION POLICY AND JOB LEVEL

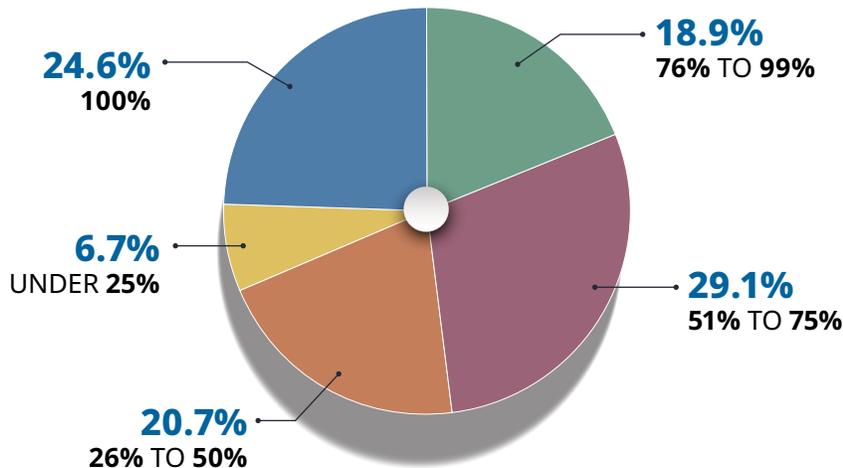


While the **\$5,001 to \$10,000** range accounts for **33.1%** of typical benefits, a striking **75% of C-Suite executives** receive between **\$10,000 and \$20,000**. Additionally, **12.5%** of these executives report receiving **over \$30,000** in benefits.

NOTE: These statistics are only for executives who received a reimbursement, lump sum payment, or managed lump sum benefit and do not include those who received full relocation benefits.

SUMMARY OF COVERAGE BY RELOCATION BENEFITS

Our next dilemma was whether the given benefit amount covered the relocation needs of employees who received a relocation benefit **other than a full relocation benefit** (reimbursement, managed lump sum, or fixed lump sum benefit).

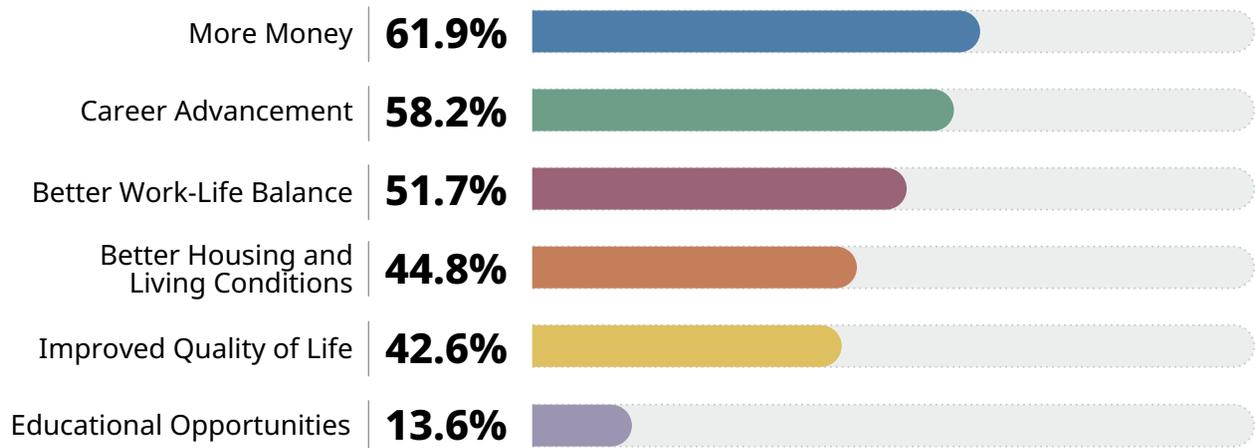


We used the data from the above chart to create a detailed analysis of how much of the actual moving expenses were covered by the relocation benefits provided by employers from the highest to the lowest coverage reported by employees:

- **100% (24.6%):** Nearly a quarter of the respondents received full coverage for their moving expenses. This represents a considerable portion of employees for whom the relocation benefit provided completely offsets the financial burden of moving.
- **76% to 99% (18.9%):** This group received almost full coverage, missing total coverage by a narrow margin, which points to a high level of support that minimizes their relocation expense burden.
- **51% to 75% (29.1%):** The largest number of employee responses fell into this group, indicating a substantial support level. However, it is worth mentioning that this still requires a significant out-of-pocket employee contribution.
- **26% to 50% (20.7%):** Many employees reported that their relocation benefits covered a quarter to half of their moving expenses, suggesting moderate financial support from their employers.
- **Under 25% (6.7%):** A smaller percentage of employees indicated that their relocation benefit covered less than a quarter of their moving expenses, suggesting that their benefits provided minimal financial relief.

The above data helps us conclude that while many benefit from significant financial support from their employer, a notable proportion must still manage substantial costs themselves. This, in turn, highlights the diversity in company relocation policies.

POSITIVE IMPACTS FROM WORK-RELATED RELOCATION ON PERSONAL LIFE AND FAMILY

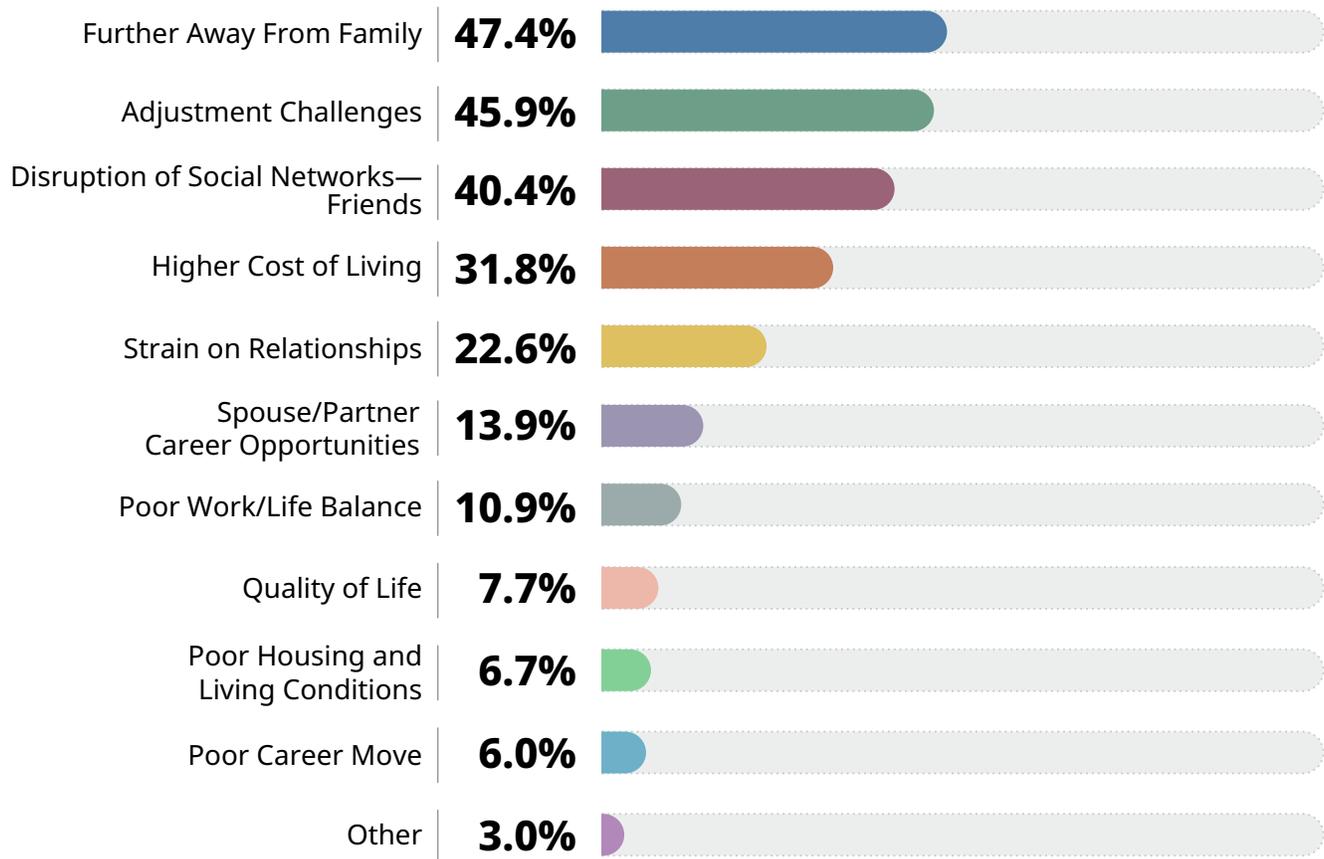


The collected data presented in this chart provided us with insightful data on the top factors that positively impacted employees' personal lives and families due to relocating for work. We presented the findings below, ranking them based on the percentage of respondents who selected each factor:

- **More Money (61.9%):** This is the most significant positive impact reported by employees, highlighting financial improvement as a primary benefit of relocating for work.
- **Career Advancement (58.2%):** Following closely, career advancement opportunities were identified as a major positive outcome, with many employees appreciating the professional growth that came with their relocation.
- **Better Work-Life Balance (51.7%):** Over half felt that relocating helped them achieve a better work-life balance, underscoring the importance of managing personal and professional commitments more effectively.
- **Better Housing and Living Conditions (44.8%):** A significant number regard these as key benefits, suggesting relocation often provides a chance to live in more desirable environments.
- **Improved Quality of Life (42.6%):** Relocation generally improved the quality of life of many employees, reflecting the broader lifestyle benefits that can accompany a work move.
- **Educational Opportunities (13.6%):** Access to better educational opportunities as a benefit of relocating was a priority for some, which can be crucial for themselves or their families.
- **Cultural Exposure (10.4%):** Exposure to new cultures was also seen as a positive impact, highlighting the personal enrichment that comes from experiencing diverse environments.
- **Closer to the Family (1.2%):** A small percentage of respondents reported being closer to family members contributed positively to their relocation experiences.

The above data show that while increased income and career opportunities rank high on employees' relocation lists, there are those who keep their options open for other opportunities.

NEGATIVE IMPACTS FROM WORK-RELATED RELOCATION ON PERSONAL LIFE AND FAMILY



It's now time to review the key factors that employees feel have negatively impacted their personal lives and families due to relocating for work. To provide a clear overview of the challenges associated with work-related moves, we organized the results from the most to the least impactful:

- **Further Away from Family (47.4%):** As the most common challenge cited by employees, it indicates that distance from loved ones is a significant strain for many who relocate for work.
- **Adjustment Challenges (45.9%):** Many employees reported facing general adjustment challenges after moving, including settling into new environments and integrating into different communities.
- **Disruption of Social Networks—Friends (40.4%):** This was also a common response, particularly disruption of friendships, which simply emphasizes the difficulty in leaving established relationships and forming new ones.
- **Higher Cost of Living (31.8%):** This is a major negative factor when moving to a new location that affects the employee's overall financial well-being and satisfaction.
- **Strain on Relationships (22.6%):** Relocating for work also strains personal relationships, reflecting the broader social and emotional challenges involved.

- **Spouse/Partner Career Opportunities (13.9%):** Some respondents were also negatively affected by their spouse's or partner's careers, which only shows that dual-career considerations are a significant factor in relocation decisions.
- **Poor Work-Life Balance (10.9%):** A tenth of the employees found that relocating worsened their work-life balance, suggesting challenges in managing professional responsibilities alongside personal life.
- **Poor Housing and Living Conditions (6.7%):** Although few reported that relocation lowered their housing and living conditions, it still remains a notable concern for those affected.
- **Quality of Life (7.7%):** Some employees felt that their overall quality of life had declined since relocating, which could encompass various aspects of day-to-day living.
- **Poor Career Move (6%):** And only a small percentage of employees regarded their decision to relocate as a poor career move, indicating regrets about the impact on their professional trajectory.

This goes to show that relocating for work comes with its own set of complex challenges. Whether it's the emotional toll of being away from family and friends, higher expenses, or lowered quality of life, organizations must understand these factors to effectively support their relocating employees.

MOBILITY AND HR EXECUTIVES: LESSENING THE NEGATIVE IMPACT ON RELOCATING EMPLOYEES

There are several strategic initiatives that mobility or HR executives can implement that aim to address both logistical and emotional challenges. Take a closer look at some of the targeted approaches.



Comprehensive Relocation Packages

Offer your employees generous relocation packages that cover a wide range of expenses, including moving costs, temporary housing, and travel expenses for home visits. You should also include cost-of-living adjustments for employees moving to more expensive areas.



Family and Spousal Support

Provide career support for your employees' spouses or partners. This may include job search assistance, resumé services, or networking opportunities in the new location. You should also offer educational support for children, such as information on schools and educational programs or assistance with enrollment processes.



Orientation and Integration Programs

Develop strong orientation programs that familiarize employees and their families with the new area. If they are moving internationally, including cultural integration support would be very helpful. Organize social gatherings to help new employees build a network and integrate more easily into their new environment.



Flexible Work Arrangements

Allow flexible working hours or the possibility of remote work during the initial period following the move to help your employees balance work with relocation logistics and family adjustments. It's wise to implement policies that allow for occasional remote work if the employee needs to deal with issues back home, particularly in international relocations.



Enhanced Communication

Maintain open lines of communication with your employees by providing a clear point of contact for any concerns and questions about the relocation process. Ensure regular updates and check-ins during the relocation process and continue to support post-move to address any emerging issues.



Mental and Emotional Support

Offer your employees access to counseling services to help them and their families cope with the emotional stress of moving. This includes workshops or access to resources on stress management and adjustment strategies.



Cultural Training

When one of your employees is relocating to an international destination, cultural training and language classes for them and their family will reduce the cultural shock and enhance their adaptation to the new environment.



Recognition and Career Development

Check to confirm that the relocation is career-enhancing. Align it with clear professional growth opportunities and regular reviews to discuss career progression. You should recognize the employee's effort in taking the step to relocate through appropriate rewards or compensation adjustments.

Mobility and HR executives play a great role in minimizing the negative impacts of relocating for work. The implementation of these strategies will help your employees make a smooth transition and ensure they feel supported throughout the process. It will help them to reduce the stress associated with such moves and enhance their satisfaction and retention.



Advice From Relocated Employees

Based on the survey responses collected, we prepared a brief summary of the advice given by individuals who have relocated for their jobs. It offers insights for others considering a similar move:

- **Thorough Research and Planning:** The majority of respondents emphasize the importance of thoroughly researching the new location. This means finding out details on living costs, housing options, and community resources. They also frequently advised planning ahead for logistical aspects of the move.
- **Understanding Relocation Benefits:** Many highlighted the necessity of fully understanding and negotiating the relocation package offered by the employer. This includes clarifying what expenses are covered, such as moving costs, temporary accommodations, and any family-related support.
- **Professional Growth Opportunities:** There were suggestions from individuals on evaluating the career benefits of the move, such as:
 - › Job advancement opportunities
 - › Professional development
 - › Long-term career impacts
- **Family Considerations:** If employees are moving with their families, they should consider the needs of all family members. This involves looking into schools, exploring spouse employment opportunities, and finding the right family support services in the new area.
- **Cultural Adaptation:** Adapting to a new culture was specifically emphasized for international relocations. More experienced relocated employees advised on prior learning about local customs, basic knowledge of the native language, and social norms. Based on experience, this will surely ease the transition to the new environment.
- **Networking:** A frequently mentioned recommendation is building a new social network and connecting with locals or other expatriates (if relocating internationally). Networking is known to provide personal support and enhance understanding of the local environment.
- **Maintaining Connections:** Maintaining ties with family and friends back home is of utmost importance. Regular communication can help manage the emotional challenges of being away from familiar surroundings.
- **Financial Management:** Relocated employees advise that proper financial planning for the move and initial months in the new location will help avoid unexpected financial strain.

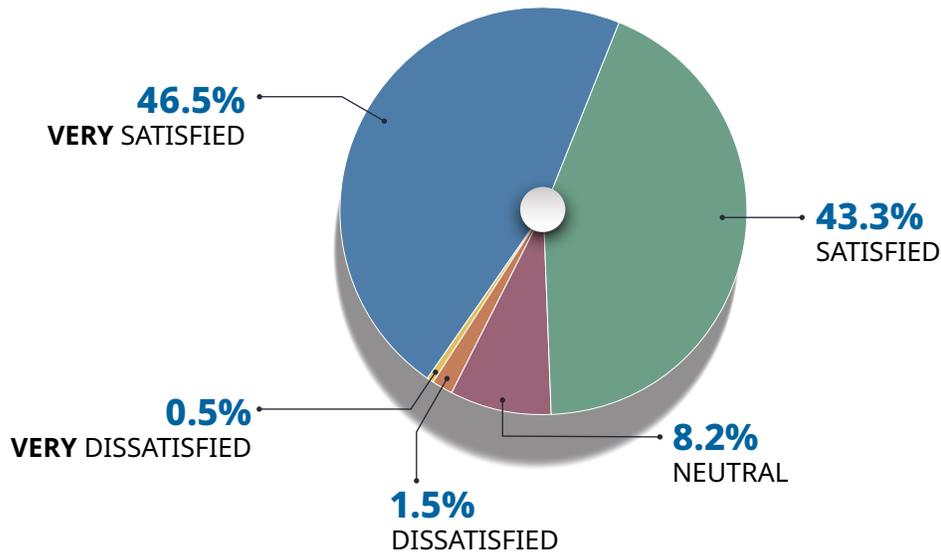
What Would You Have Done Differently?

After analyzing the collected survey responses, we prepared a summary of what respondents said they would have done differently when they moved for their job:

- **More Thorough Research:** Based on the received answers, many respondents wished they had conducted more in-depth research on the new location, particularly regarding cost of living, local culture, and the real estate market. They felt that a better understanding of these aspects would have prepared them for their new environment's financial and social realities.
- **Negotiating Relocation Benefits:** The results showed that a significant number of respondents regretted not negotiating their relocation packages more effectively. They would have sought better financial and logistical support to cover all moving costs and settling-in expenses.
- **Early Networking:** Several individuals mentioned that they would have started building their professional and personal networks earlier. They believe engaging with community groups and professional associations in advance could have eased their transition and provided valuable support.
- **Visit Before Moving:** Some respondents would have preferred visiting the new location more often before relocating. This would have helped them familiarize themselves with the area and potentially secure housing and schooling arrangements in advance.
- **Family Involvement:** Those moving with family wished they had involved their family members more in the decision-making process. They would have preferred to discuss the move's implications with their partners and children to ensure everyone's needs and concerns were addressed.
- **Financial Planning:** Better financial preparation was a common response. Respondents suggested saving more money and setting a realistic budget for the move and the first few months after relocating.
- **Securing Housing:** Difficulties with housing were noted, with some wishing they had arranged for temporary housing before finding a permanent residence. On the other hand, some regretted not using a realtor or relocation specialist to help navigate the housing market.
- **Personal Items and Shipping:** Several of the respondents regretted the way they handled the shipping of personal belongings. If they were to relocate now, they would surely downsize more by selling or donating items instead of paying to transport them.

These reflections suggest that better preparation and a more proactive engagement could lead to a smoother relocation. They will also be very helpful to organizations and mobility professionals in enhancing the support for relocating employees.

EMPLOYEE SATISFACTION WITH DECISION TO RELOCATE FOR WORK



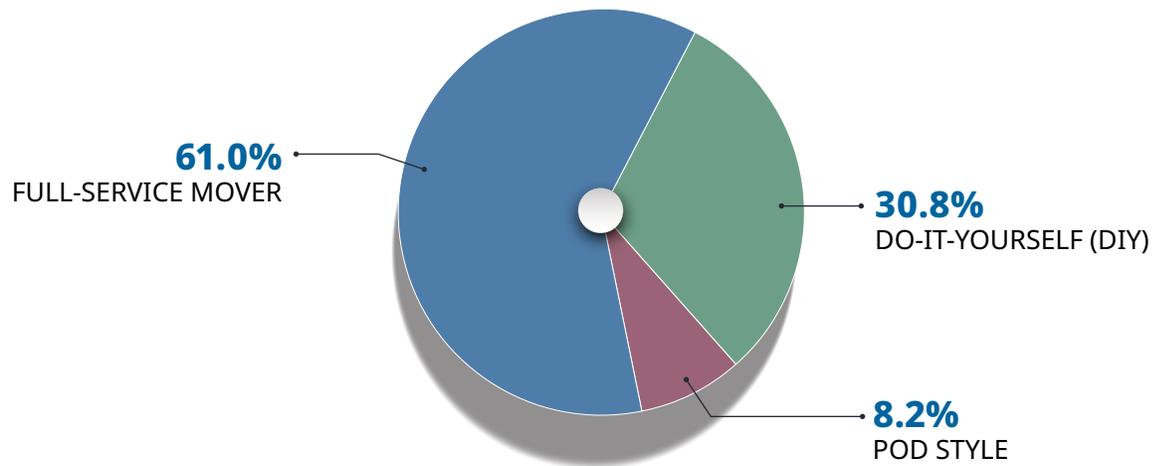
Based on the results in the above chart, we can now reflect on the employees' satisfaction levels regarding their decision to relocate for work.

- **Very Satisfied (46.5%):** Nearly half of the respondents feel very satisfied with their decision to move for their job, indicating a highly positive outcome that likely met or exceeded their expectations in terms of career advancement, compensation, and personal growth.
- **Satisfied (43.3%):** A significant proportion of the participants also reported being satisfied with their relocation decision, suggesting that while not perfect, the move has been beneficial and met most of their expectations.
- **Neutral (8.2%):** A smaller group remained neutral, indicating neither particular satisfaction nor dissatisfaction. This could reflect a balanced view where the benefits and drawbacks of relocating might have evened out.
- **Dissatisfied (1.5%) and Very Dissatisfied (0.5%):** Only a minimal number of respondents fell in this group. This low percentage suggests that negative outcomes are quite rare, but for those affected, issues could range from poor job fit to personal challenges related to the move.

Overall, the results indicate a high level of satisfaction among employees who have relocated for work, with a vast majority experiencing positive outcomes that affirm their decision to move. This feedback underscores the importance of ensuring that relocation decisions are well-supported by comprehensive planning and resources.



TYPES OF MOVING SERVICES USED BY EMPLOYEES



We wanted to learn more about the types of moving services that employees use on average during their relocation for work, and here is a breakdown:

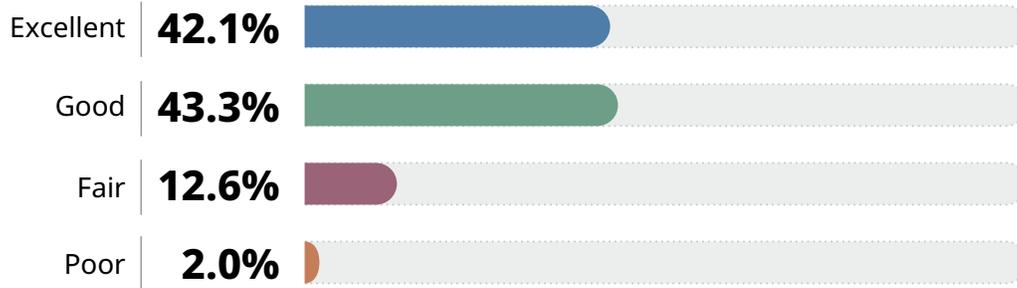
- **Full-Service Mover (61.0%):** A significant majority of the respondents opted for full-service movers, indicating a preference for a hassle-free relocation experience. Full-service movers typically handle all aspects of moving, from packing and loading to transportation and unloading, which likely appeals to those looking for comprehensive assistance.
- **Do-It-Yourself (DIY) (30.8%):** Nearly a third of the participants chose to handle the moving process themselves. This DIY approach can be more economical and is often preferred by those who want greater control over the handling and timing of their move.
- **Pod-Style (8.2%):** A smaller proportion of respondents used this method. It involves the company dropping off a container at the employee's home, which they pack themselves before the company moves it to the new location.

We can conclude that the selection of moving services varies among employees, depending on their personal preferences.

Service Choice by Distance and Job Level:

We did notice an increase in use of a Full-Service Movers being used for relocations further than 50 miles and for people who had a job level of manager or higher.

EMPLOYEE RATINGS FOR MOVING SERVICES



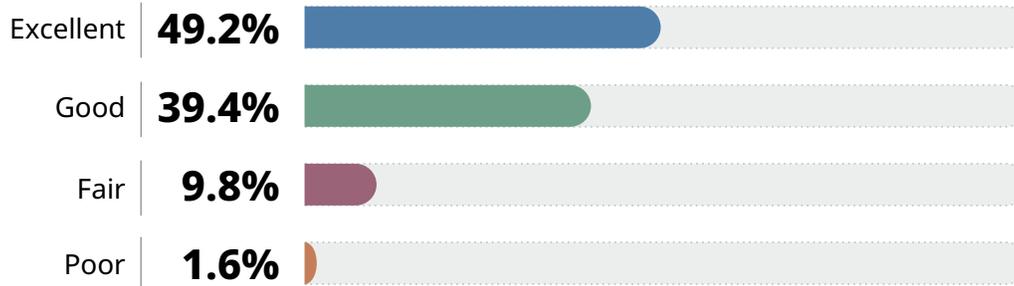
Based on the results of the types of moving services in the previous section (for all three options), we now want to present how employees rated the performance of these moving services used during their job-related relocations. The responses indicate a general satisfaction with the services provided, broken down as follows:

- **Excellent (42.1%):** A substantial portion of the respondents rated their moving company's performance as outstanding, indicating that these services met or exceeded their expectations in terms of reliability, efficiency, and overall service quality.
- **Good (43.3%):** Another large group of employees found the provided services good. This suggests that the moving companies delivered competent and satisfactory service, though there may have been minor issues or areas for improvement.
- **Fair (12.6%):** The lower rating of a smaller percentage of respondents implies that while the essential services were provided, notable deficiencies affected overall satisfaction.
- **Poor (2.0%):** A minimal number of respondents felt that the services provided were poor. This indicates that significant shortcomings in service delivery likely negatively impacted their relocation experience.



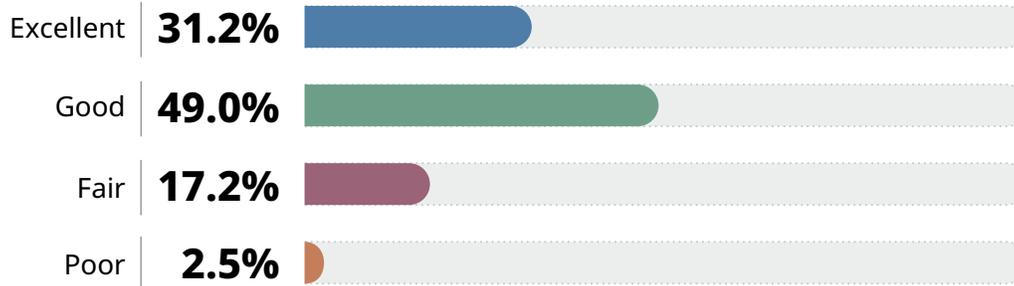
We then went on to compare the responses by employees who used a **Full-Service Mover**. The data shows that employees who used a full-service mover were more satisfied with the moving experience and service. Those who used Pod-Style or Do-It-Yourself solutions were disregarded since the poor moving experience is their own fault because they are in effect moving themselves.

**FULL-SERVICE
MOVER**



VS.

**POD-STYLE
OR DIY**



The overall conclusion is that the majority of employees expressed a positive outlook on the services provided by their moving companies, with a notable lean towards 'Good' and 'Excellent' ratings. However, the presence of 'Fair' and 'Poor' ratings also highlights areas where some moving companies may need to improve to enhance client satisfaction.



EMPLOYEE EXPERIENCE

To get an accurate picture of the employee experience, we asked for feedback on what each individual liked or didn't like about the moving experience. This was based on the service type they chose or were offered.

Employees Who Choose a DIY Moving Service

Based on the survey responses, the top benefits of DIY moving services include the following:

- **Cost Savings:** As the predominant reason for choosing DIY moving, respondents appreciated the substantial reduction in expenses compared to the other moving services.
- **Control Over the Process:** Many participants valued having complete control over every aspect of the moving process, including packing at their own pace, handling their belongings to ensure their safety, and organizing the logistics to suit their schedules.
- **Flexibility:** Flexibility allowed them to adjust their moving schedule as needed without relying on the availability of movers or delivery timelines imposed by moving services.

NOTED CHALLENGES

Despite the positives, DIY movers also acknowledged challenges such as:

- The physical strain of moving without professional help
- The time-consuming nature of organizing and packing independently
- The stress of coordinating the entire process

The survey results highlight the balanced perspective of DIY movers, who, while appreciating the cost savings and control, recognized the effort and challenges involved. The feedback provides a realistic view of what to expect and how to prepare.



Employees Who Choose a Pod-Style or Container Moving Service

The responses to this survey were collected from individuals who opted to use a pod-style service for their move, highlighting the following benefits:

- **Flexibility in Packing and Timing:** Respondents appreciated the flexibility of pod-style services, allowing them to pack at their own pace and schedule the pickup and delivery of the container according to their convenience.
- **Cost-Effectiveness:** Many highlighted the cost savings associated with using pod-style services, which tend to be more economical than full-service movers.
- **Reduced Stress:** Users found pod-style services less stressful than traditional moving services because they eliminated the pressure to complete everything in one day.
- **Security and Control:** Having control over packing and the security of locking their own containers was a significant plus for users, providing peace of mind about the safety of their belongings.

NOTED CHALLENGES

- **Labor and Effort:** While pod-style services are convenient, they require more labor effort than full-service movers.
- **Planning and Coordination:** Users of pod-style services need to plan more meticulously, particularly when coordinating the drop-off and pick-up schedules and ensuring they have adequate space for the container at both locations.
- **Accessibility and Parking Considerations:** Some respondents noted challenges with finding suitable places for container drop-off and pick-up, especially in urban areas with strict parking regulations.

Employees Who Used a Full-Service Moving Company

The survey responses on the experiences with a full-service moving company showed the following benefits:

- **Convenience and Ease:** This is the primary advantage of using full-service movers. Respondents appreciated having professionals handle every aspect of the move (packing and loading, unloading, and even unpacking at the destination).
- **Time Savings:** Many highlighted the significant time savings they experienced, allowing them to focus on settling into a new job or organizing their new home.
- **Stress Reduction:** Knowing that experienced professionals were managing the logistics of the move, responders frequently mentioned that much of the anxiety and stress associated with relocating was alleviated.
- **Safety of Belongings:** Respondents also valued the expertise of full-service movers in safely handling their belongings, including valuable and fragile items, which reduced the risk of damage during transit.

Full Relocation Benefits Compared to DIY and Pod-Style Services

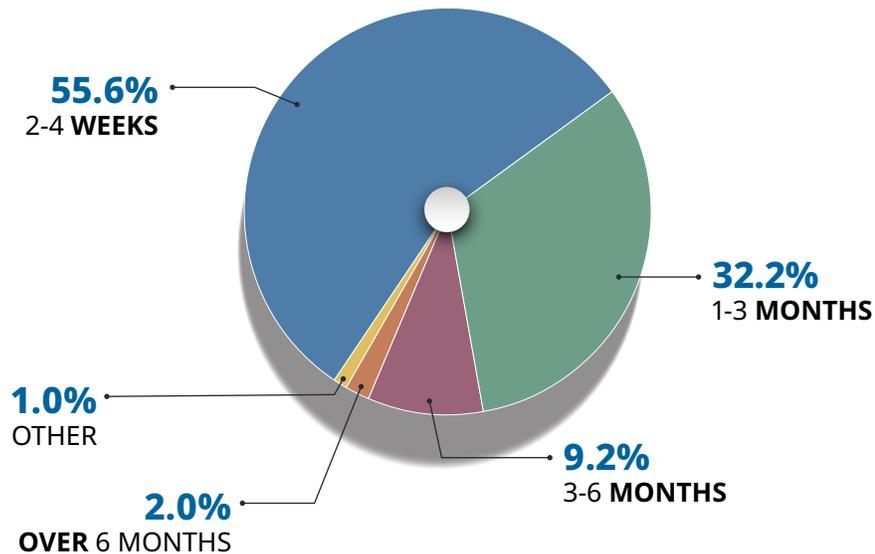
The results helped us to make comparisons between the services, so here are our findings when we compared full services to DIY and pod-style services:

- **Effort and Physical Labor:** Unlike DIY moves or using pod-style services, full-service moving eliminates the need for personal physical effort, which was particularly appreciated by those who did not want to deal with the physical strain of moving.
- **Coordination and Management:** Full-service options provided a managed experience where the moving company coordinated all aspects of the move, which respondents preferred over the need to manage and coordinate container delivery and pick-up or driving a rental truck themselves.
- **Cost Considerations:** While more expensive, the cost was often justified by the benefits provided.
- **Overall Satisfaction:** Satisfaction levels were highest among those who used full-service movers. A large number of responders stated that they would choose the same option again for future moves due to the positive experience.

We can conclude that full-service moving companies provide a hassle-free, efficient, and secure moving experience, though at a higher cost compared to more labor-intensive alternatives like DIY moving or pod-style services.



ESTIMATED TIME TAKEN FOR THE ENTIRE MOVING PROCESS



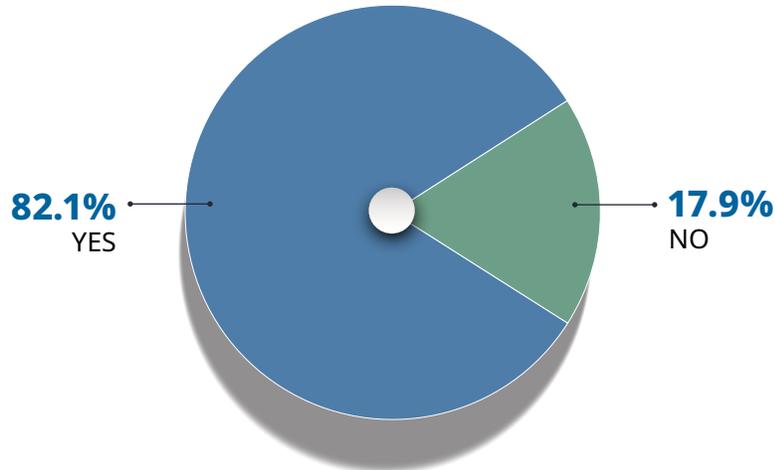
There is more to moving than just the physical packing and shipping of household goods. This is why we were interested to learn more about the time it took employees to complete their entire moving process:

- **2-4 weeks (55.6%):** This was the response of over half the respondents. This timeframe likely reflects a highly organized move, possibly within the same city or region, and might include packing, local house hunting, and the quick setup of utilities.
- **1-3 months (32.2%):** This extended period of the moving process could involve more complex tasks such as securing housing in a new city, transitioning utility services, and managing logistics for longer-distance moves.
- **3-6 months (9.2%):** For this group, the process often involved extensive preparations, such as selling an existing home, finding a new residence, enrolling children in new schools, and waiting to complete the new housing.
- **Over 6 months (2.0%):** A small percentage of respondents experienced moves that extended beyond six months. These situations might include international relocations, significant delays due to housing or employment challenges, or complex family needs.
- **Other Variations (1.0%):** A few individuals had unique circumstances that affected their moving timeline, such as waiting for visa approvals, construction delays in new homes, or resolving specific family matters.

The total time required to move can vary widely based on distance, personal and family needs, and logistical complexities. The collected data and results emphasize the need for comprehensive planning and support systems to accommodate the diverse needs of relocating employees.

EMPLOYEE WILLINGNESS TO RELOCATE FOR WORK AGAIN

Would they relocate again if they were given a new job opportunity? The survey results indicate a strong inclination towards moving again, demonstrating overall positive sentiments about the experience:



- **Yes (82.1%):** A significant four-fifths of the respondents expressed that they would be willing to move again if a new job opportunity arises. This high percentage suggests that the previous moving experiences were sufficiently positive to consider another relocation, emphasizing the perceived benefits of such opportunities for personal and professional growth.
- **No (17.9%):** A smaller percentage indicated that they would not choose to relocate again. This group might represent those who experienced challenges during their previous moves or who have achieved stability in their current location, which, understandably, they do not wish to disrupt.

Considering that a large majority of respondents seem open to repeating the experience, we can conclude that many factors contribute to successful employee relocations.



CONCLUSION

The comprehensive findings unveiled in “**Mobility and Mindsets: How Trends and Attitudes Shape Employee Relocation Choices**” provide a valuable guide for HR and mobility executives navigating the complexities of employee relocation. It’s safe to say that this study equips organizations with the knowledge to design customized relocation programs that align with contemporary employee needs and organizational goals.

Mobility executives must understand the employee experience and need for career progression as well as the impact on the individual’s personal life to develop successful relocation programs and policies. This is why companies should also consider adapting their mobility strategies and relocation packages to accommodate the changing nature of work preferences for hybrid and remote work arrangements.

The percentage of employees (17.9%) expressing reluctance to relocate for their job once again can be reduced by creating tailored programs and policies that will address the negative impacts often experienced by relocating employees. Organizations must also make an effort to understand the attitudes of both employees and their families. It’s evident that mobility executives must grasp the influence relocation budgets have on employees’ choices when purchasing moving services, directly correlating with employee satisfaction.

To improve relocation experiences, corporate mobility leaders should take advantage of employee perspectives and give top priority to careful planning, open communication, and work-life balance-promoting programs. By adopting the practical insights offered in this study, organizations may establish themselves as pioneers in employee relocation best practices. Through development of a flexible and mobile workforce, their organization will be better positioned for success in today’s global business environment.



To unlock the full potential of your employee relocation program and gain a competitive edge in attracting and retaining top talent, contact **Bobbi Maniglia**, VP of Corporate Mobility Services, at Bobbi.Maniglia@northAmerican.com or by phone at **(800) 213-4910**.

Use her expertise to develop a **tailored relocation strategy** that aligns with your organizational goals and empowers your employees to thrive in their new roles and locations.

For more information visit: northamerican.com