



2024 Global Talent Mobility Survey

Global Talent Mobility program insights and strategy

Deloitte Global Employer Services
June 2024



Introduction

The strategic role of the mobile workforce has perhaps never been more crucial to business. Driven by the imperative to be nimble, capitalize on international markets, and manage risks more effectively, organizations are awakening the power of their global workforce—and the role their Global Talent Mobility teams play in aligning employee movement with broader human resources (HR) and corporate strategies. **Deloitte's 2024 Global Talent Mobility Survey** brings this transformation into focus and emphasizes the need for teams to embrace a "do more with less" philosophy through ecosystem optimization and technology integration.

Breaking down barriers









For Global Talent Mobility teams, this elevated role goes far beyond keeping pace with rapid shifts in global workforce dynamics. It's about setting it through the adoption of a boundaryless HR mindset, as outlined in the recently published [2024 Global Human Capital Trends](#) report from Deloitte Insights. It's a vision in which HR is transformed from a specialized function that owns all workforce responsibility to a boundaryless discipline, co-created and integrated with the people, business, and community it serves.

By leveraging this data, organizations can gain a better understanding of the priorities, strategic initiatives, and technology aspirations driving Global Talent Mobility teams as they look to the future. These insights can also lead to an enhanced employee experience, one that creates value and the potential for greater health and well-being, opportunities for advancement, and heightened feelings of belonging and purpose in an ever-evolving global workforce landscape.

Key takeaways

- The revival of business travel, coupled with heightened expectations for hybrid and remote work assignments, is driving many employers to proactively manage potential risks.
- As Global Talent Mobility teams gain more access to data, the demand for digitization becomes more apparent. Investing in progressive technology like Gen AI can reduce manual efforts, streamline operations and improve business outcomes.
- Effective data integration is pivotal to the success of a vendor ecosystem. The ultimate objective is to streamline vendor management, enabling Global Talent Mobility teams to focus more on business advisory and strategic tasks.
- The expanded scope of the Global Talent Mobility function typically requires adaptability and potentially strategic restructuring to effectively manage a skills-based organization across borders.

Table of contents

	One: Global Talent Mobility function	4-7
	Two: Functional roles and responsibilities	8-10
	Three: Travel patterns	11
	Four: Vendor support	12-14
	Five: Program priorities	15
	Six: Technology enablement	16-18
	In summary	19
	About Deloitte Global Employer Services	20-21



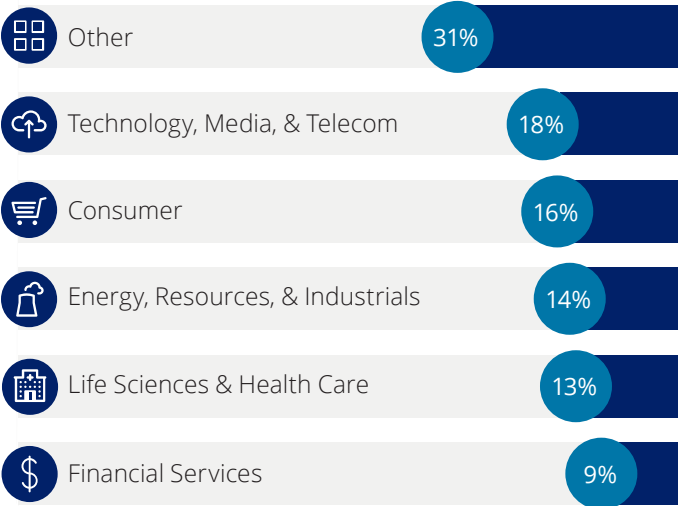
Global Talent Mobility function

Demographics, strategic placement, and operational frameworks

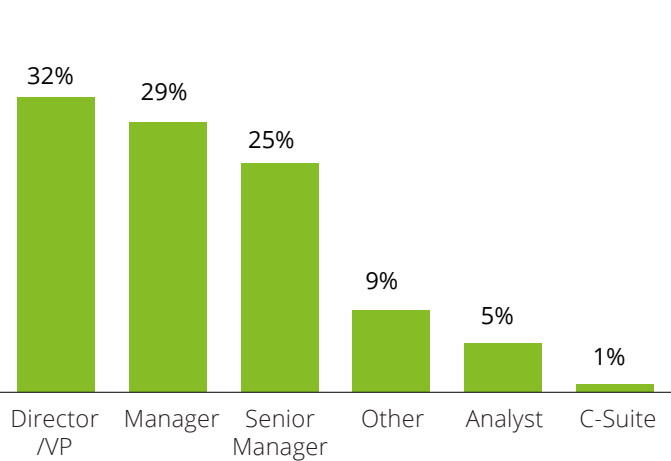
Deloitte Global Employer Services embarked on an insightful journey¹ to understand the evolving landscape of Global Talent Mobility across various industry sectors and regions through a comprehensive global survey. Garnering responses from 114 participants, mainly Directors and VPs hailing from the Asia Pacific (APAC), Europe/Middle East/Africa (EMEA), and Americas regions. The Technology, Media, & Telecom sector emerged as the most represented industry, comprising 18% of the responses, with the Consumer sector following closely at 16%.

Almost 40% of respondents were from medium-sized organizations with a total employee headcount ranging from 10,000 to 50,000. Across all organizations, most respondents reported having between 101-500 mobile employees in a typical calendar year, indicative of a medium-sized program.

1.1 What is your organization’s industry sector?



1.2 What is your job level within the company?



N = 114, The total number of respondents

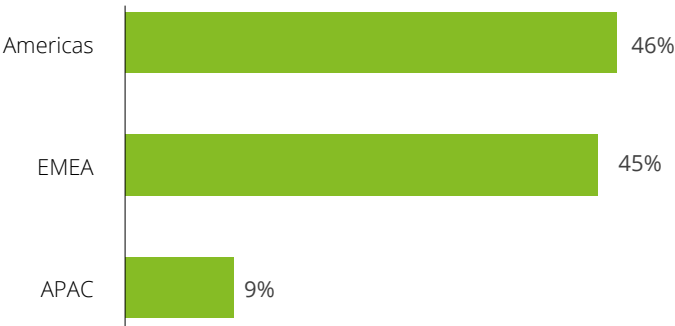
¹ November 2023 – January 2024
Note: Percentages may exceed 100% in some cases as respondents chose one or more categories



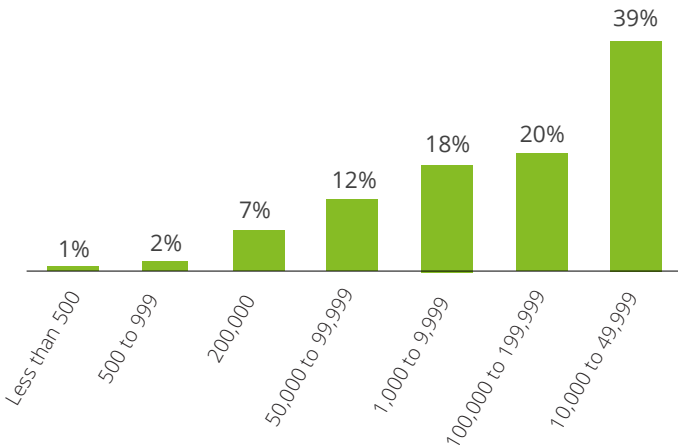
Global Talent Mobility function (cont.)

Demographics, strategic placement, and operational frameworks

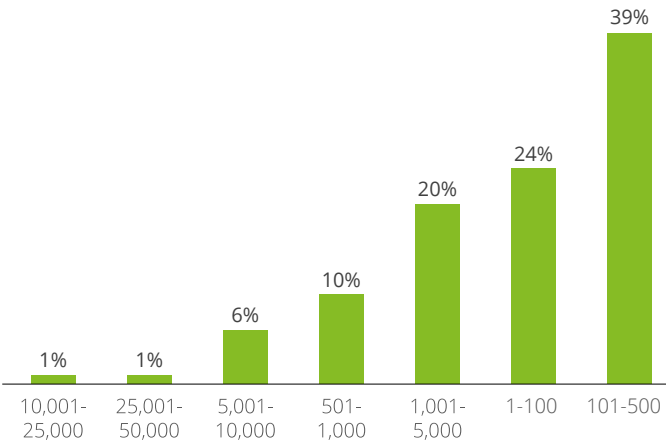
1.3 What is the region in which your headquarters is located?



1.4 What is the size of your worldwide employee headcount?



1.5 How many mobile employees does your team manage in a typical calendar year?



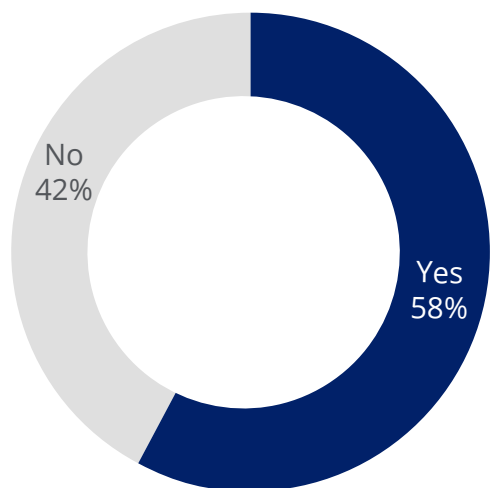
Note: Percentages may exceed 100% in some cases as respondents chose one or more categories



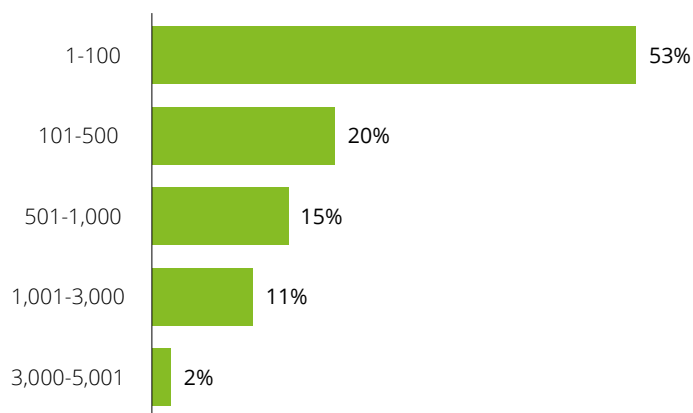
Global Talent Mobility function (cont.)

Demographics, strategic placement, and operational frameworks

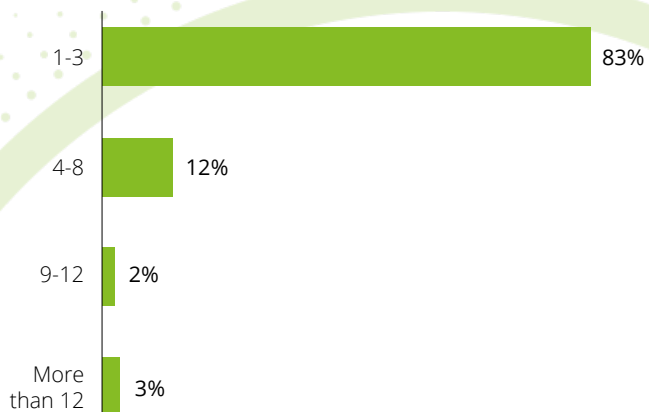
1.6 Does your team manage domestic relocations?



1.7 How many domestic relocations does your team manage in a calendar year?



1.8 How many full-time equivalents (FTEs) support the domestic relocation program?

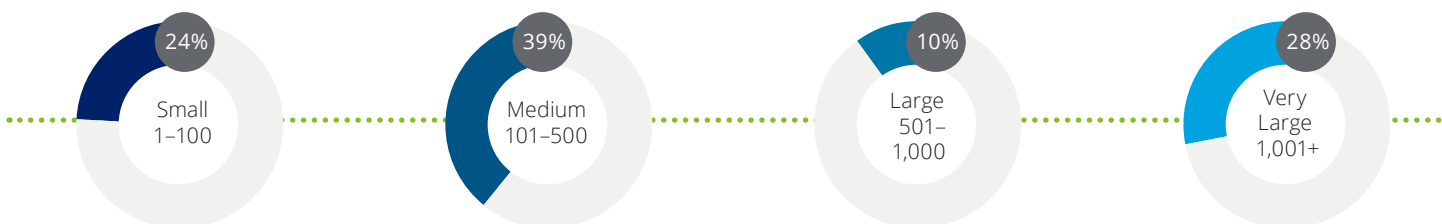


Note: Percentages may exceed 100% in some cases as respondents chose one or more categories



Global Talent Mobility program size

Program sizes reflect the number of mobile employees (inclusive of international, domestic, permanent, business travelers, remote work, etc.) a mobility team manages throughout the course of a year.



Full-time equivalents (FTEs) to support international cross-border moves

The FTE count of participating organizations, as represented by the size of their mobile employee population.

FTE count	Program size			
	Small	Medium	Large	Very Large
1-3	56%	43%	27%	16%
4-8	37%	43%	9%	22%
9-12	7%	11%	9%	6%
13-20		2%	18%	22%
21-50			36%	22%
More than 50				13%



Full-time equivalents (FTEs) to support the domestic relocation program

The FTE count (in percent) of participating organizations, as represented by the size of their mobile employee population.

FTE count	Program size			
	Small	Medium	Large	Very Large
1-3	87%	96%	100%	62%
4-8	13%	4%		24%
9-12				5%
More than 12				10%

Note: Percentages may exceed 100% in some cases as respondents chose one or more categories



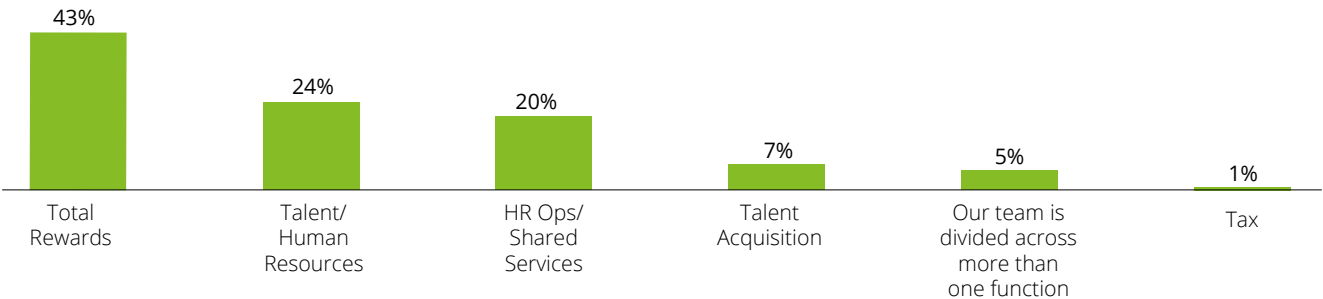
Functional roles and responsibilities

Team composition, alignment, and service delivery models

In relation to where Global Talent Mobility teams report to within their organization, the survey found that 43% of respondents primarily sit in Total Rewards, and for those whose team spans more than one function, HR Ops/Shared Services takes the lead, followed by the Tax function.

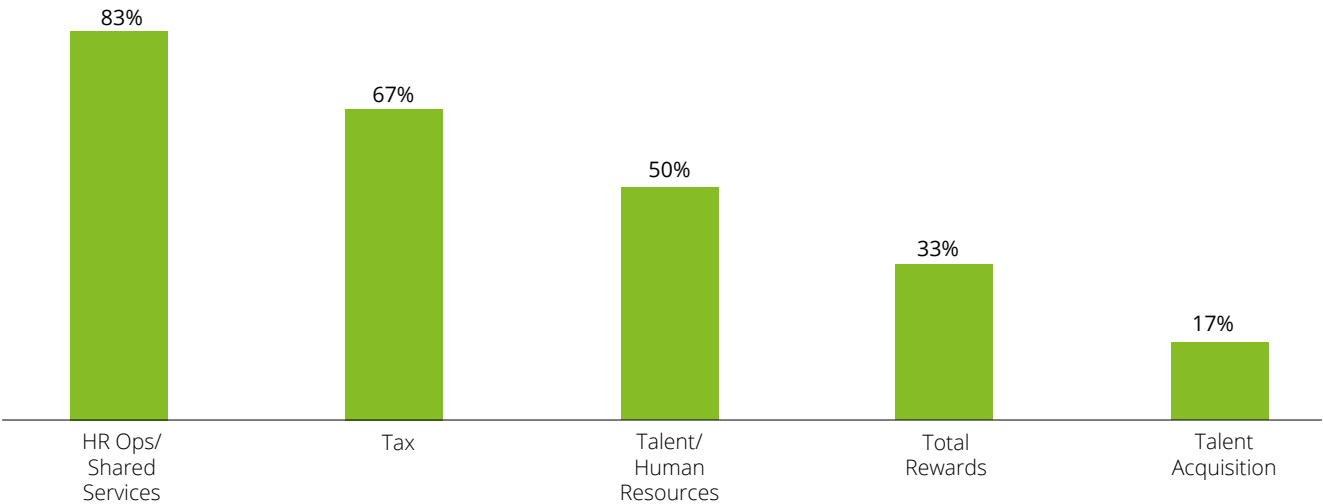
2.1 In which function does your Global Talent Mobility team (team responsible for your organization’s globally mobile workforce) primarily sit?

Most of the respondents reported that their Global Talent Mobility team sits primarily within their "Total Rewards" function (43%).



2.1a For those who indicated their team is divided across more than one function, across which functions does your team sit?—(Multiple choice)

Where Global Talent Mobility teams are divided across multiple functions, these are primarily divided between "HR Ops/Shared Services" (83%), "Tax" (67%), and "Talent/HR" (50%).



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories

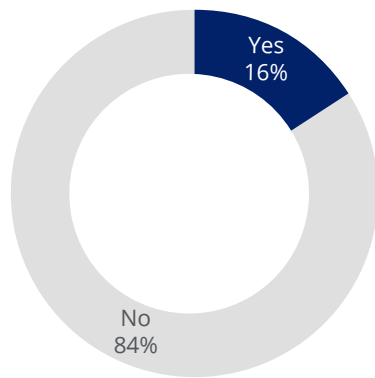


Functional roles and responsibilities (cont.)

Team composition and alignment

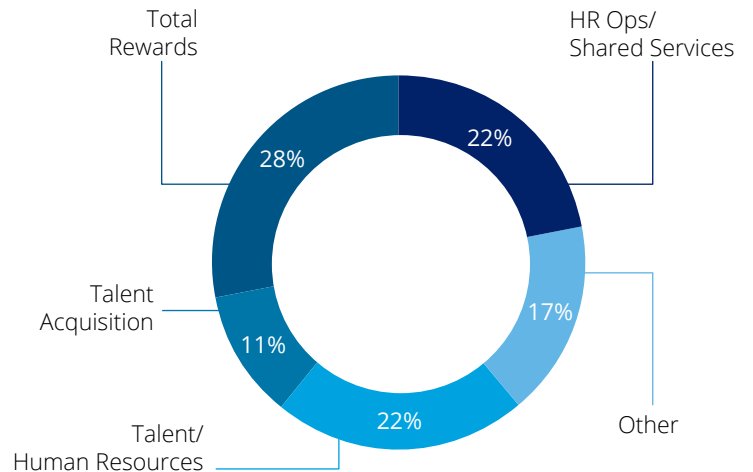
2.2 Has your Global Talent Mobility function recently been realigned to another part of the organization, or do you anticipate that it will be?

Most the respondents reported that their Global Talent Mobility function has not been recently realigned to another part of the business (84%).



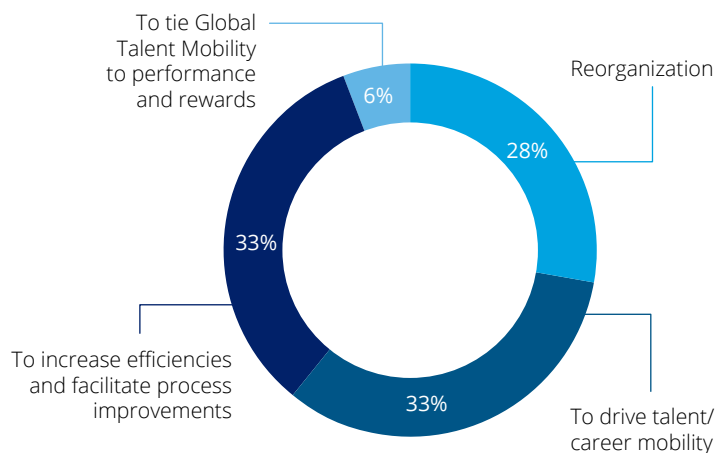
2.2a For those who indicated an organizational alignment has recently occurred or is anticipated, to which function has/will Global Talent Mobility become aligned?

Where organizational realignment has occurred or is anticipated, most organizations have (or plan to) align their function with "Total Rewards" (28%), "Talent/HR" (22%), or "HR Ops/Shared Services" (22%).



2.2b Why did this change occur?

Organizational realignment took place most often to either "Increase Efficiencies and Facilitate Process Improvements" (33%), or "To Drive Talent/Career Mobility" (33%).



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories

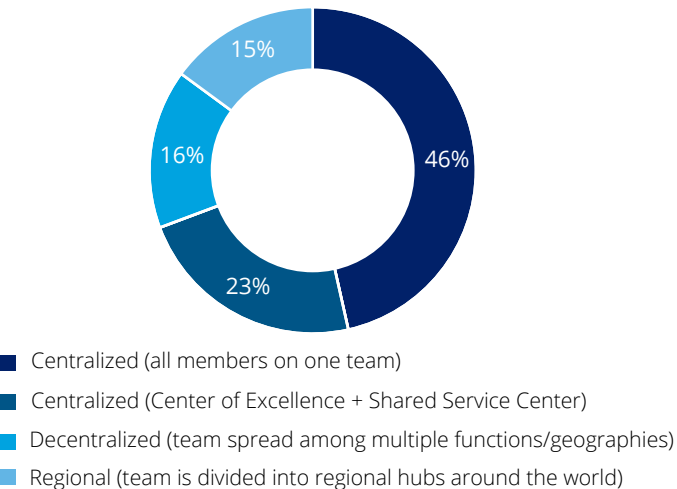


Functional roles and responsibilities (cont.)

Service delivery model (SDM)

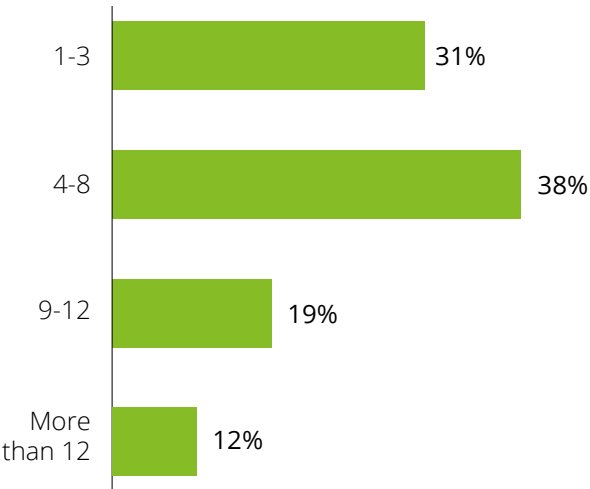
2.3 Which best describes the service delivery model (SDM) of the Global Talent Mobility team?

The most commonly reported SDM was "Centralized" (46%), with all members in one team, with an additional 23% reporting a Centralized team which comprises of a Center of Excellence and a Shared Service Center.



2.3a If Centralized (Center of Excellence + Shared Service Center) was chosen, then how many full-time equivalents (FTEs) are in the Center of Excellence versus a Shared Service Center? —(Multiple choice)

Most organizations had 8 or fewer FTEs in their Center of Excellence (69%), with the most commonly reported FTE number being between 4 and 8 (38%).



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories



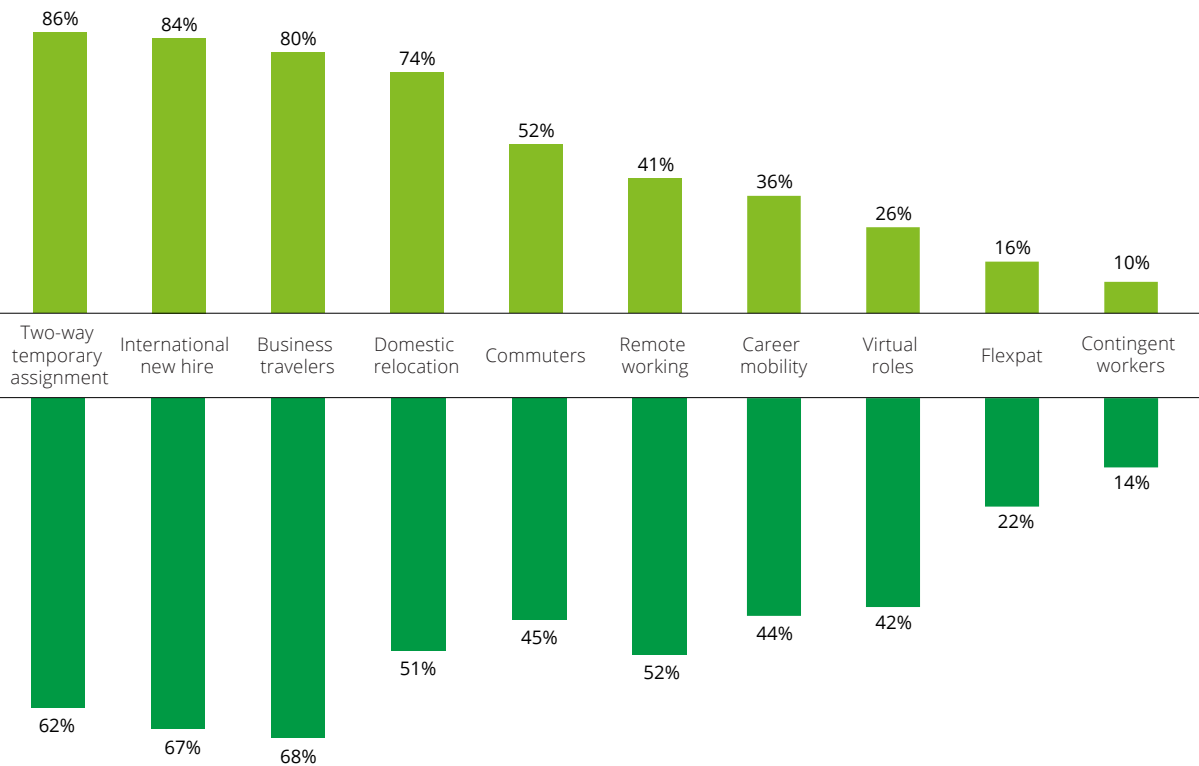
Travel patterns

Temporary assignments, international new hires, business travel, and relocations

The survey touched on current and future travel patterns related to the growing distributed workforce. Two-way temporary assignments, defined as international moves from one country to another for a set period, remain the primary travel pattern. When asked which future travel pattern their organization is most likely to focus on, most respondents (68%) indicated Business Travelers, with International New Hires closely behind. This aligns with the gradual uptick seen since the COVID-19 pandemic as more companies encourage face-to-face interactions and are willing to make supporting investments.

3.1 Which of the below are existing travel patterns in your organization that fit the needs of your global workforce? (Select all that apply)—(Multiple choice)

When asked which existing travel patterns fit the needs of their global workforce, the most commonly reported move types by respondents were "Two-Way Temporary Assignment" (86%), "International New Hires" (84%), and "Business Travelers" (80%).



3.2 Which of the above travel patterns will your organization focus on in the future to fit the anticipated needs of your global workforce? (Select all that apply)—(Multiple choice)

Most respondents stated that they plan to focus on "Business Travel" (68%) and "International New Hires" (67%) in the future.

Note: Percentages may exceed 100% in some cases as respondents chose one or more categories



Vendor support

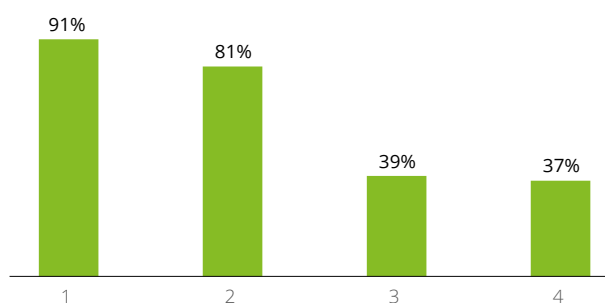
Evolving dynamics and levels of activity third-party provider support

The following data focuses on the role of vendor support in Global Talent Mobility. 44% of respondents are content with their current model— only 18% are predicting an increase in outsourced support over the next two years. For Global Talent Mobility teams that currently outsource vendors, 63% seek out technical expertise in the areas of tax and immigration*.

4.1 Which function primarily performs the following activities?

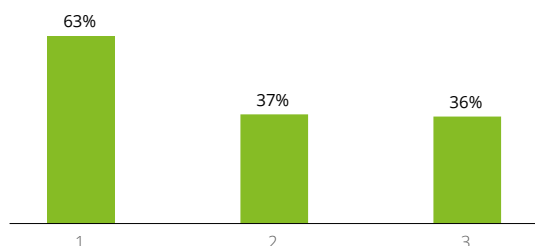
Global Talent Mobility/Centers of Excellence were most commonly reported to be responsible for program strategy and governance (91%) and business advisory (81%), with external vendors most commonly being used to supply technical expertise (63%).

Global Talent Mobility/Center of Excellence



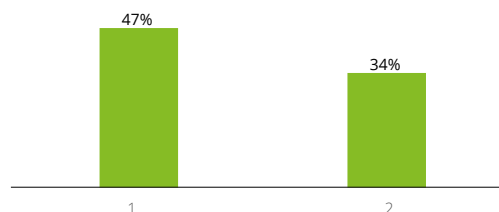
- 1 – **Program strategy and governance:** set vision and strategy. Oversee and manage program controls and performance and ongoing enhancements of the Global Talent Mobility function.
- 2 – **Business advisory:** engage with the business on planning and execution of moves, and advise on decision making, implications and budgeting considerations.
- 3 – **Operational delivery:** day-to-day activities to deliver services to employees, business, and company.
- 4 – **Employee support:** coordinate end-to-end services for employee and their partner/family

External vendor



- 1 – **Technical expertise:** such as immigration and tax.
- 2 – **Employee support:** coordinate end-to-end services for employee and their partner/family.
- 3 – **Travel services:** booking and services management for business related travel.

Internal process partner



- 1 – **Internal mobility:** moving jobs within the organization.
- 2 – **Travel services:** booking and services management for business related travel.

Note: Percentages may exceed 100% in some cases as respondents chose one or more categories

*For legal and regulatory reasons, some of the Deloitte Touche Tohmatsu Limited (DTTL) member firms, including the US member firm, do not provide immigration or employment law services. Such services are provided by the legal and immigration practices of DTTL Member Firms outside of the United States and their alliance partners. The Deloitte US firms do not practice law nor provide legal advice.

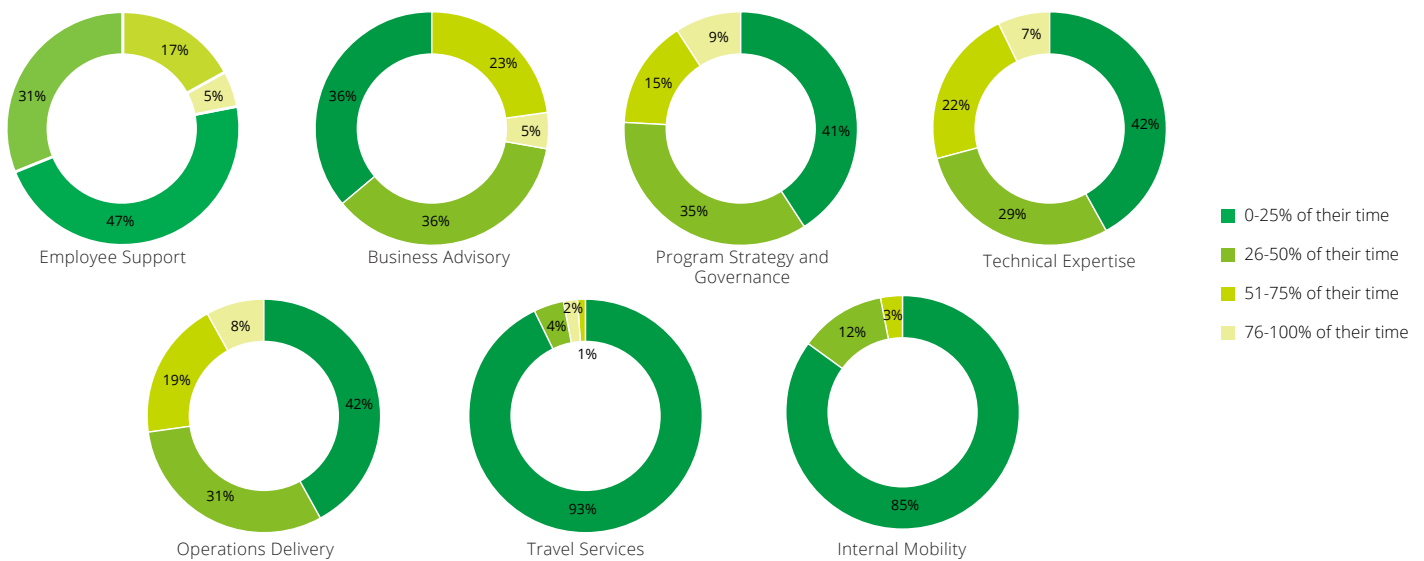


Vendor support (cont.)

Evolving dynamics and levels of activity third-party provider support

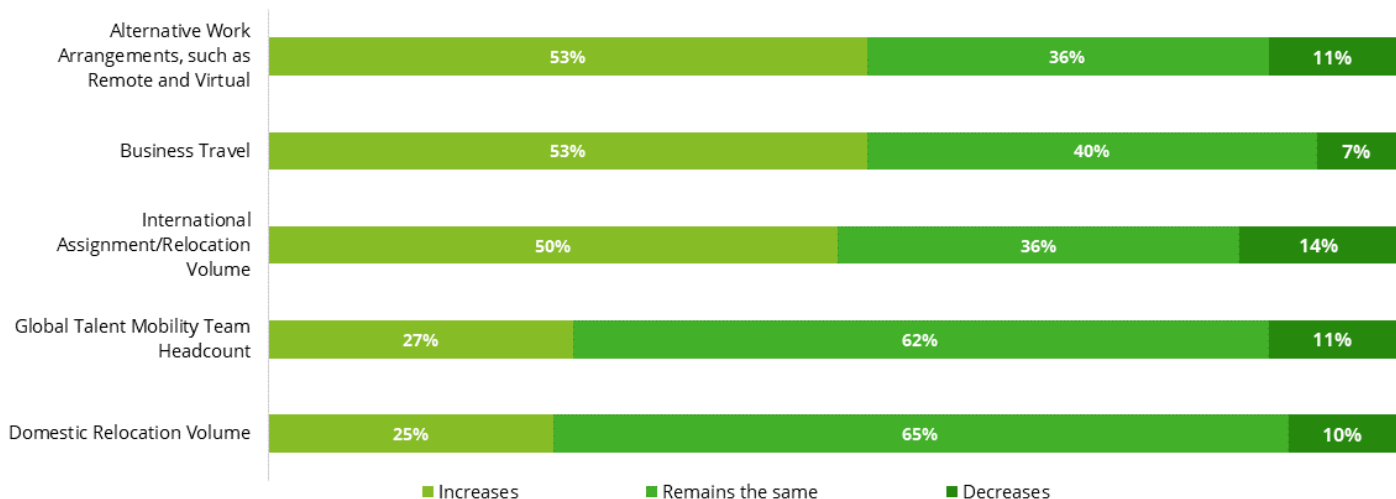
4.2 What percentage of time does your team, as a whole, spend on the following?

While few respondents reported their Global Talent Mobility teams spent more than 75% of their time on one area, those that did were most likely to report their teams spending between 76-100% of their time on providing "Program Strategy and Governance" (9%). Respondents also reported their teams spending minimal time on "Provision of Travel Services" and "Internal Mobility".



4.3 Which option best describes your organization's predicted activity over the next two years? (Select one per category)

Most respondents predicted an increase in "Business Travel" (53%), "Alternative Work Arrangements, such as Remote and Virtual" (53%) and "International Assignment/Relocation Volume" (50%) over the next two years. Few respondents identified that their predicted activity across any of these areas would decrease.



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories

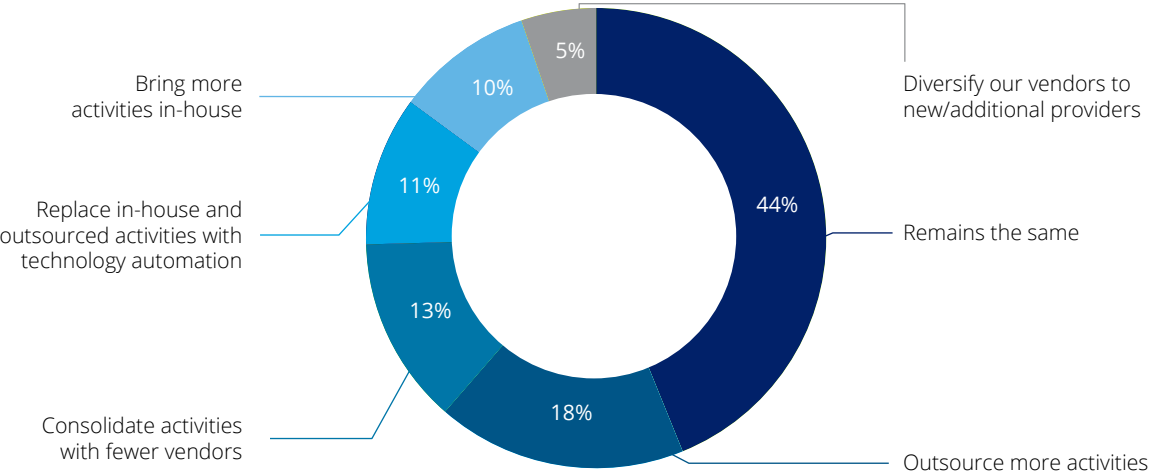


Vendor support (cont.)

Evolving dynamics and levels of activity third-party provider support

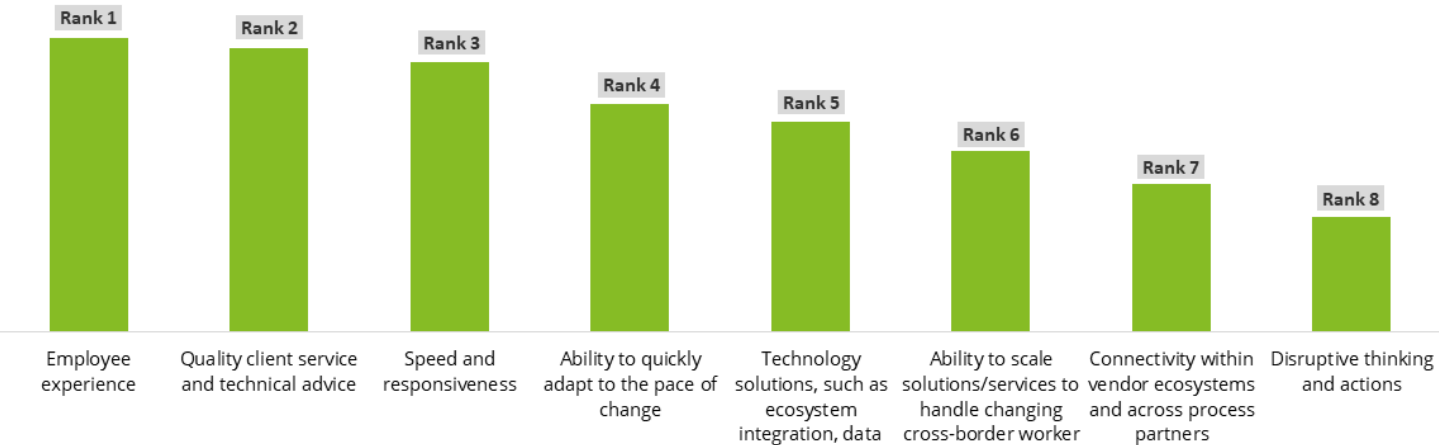
4.4 What is your predicted activity regarding degree of insourcing vs. outsourcing over the next two years?

Most respondents stated that the degree of insourcing vs outsourcing will "Remain the Same" over the next two years (44%), with 18% stating that they expect to "Outsource More Activities" versus 10% who expect to "Bring More activities In-House".



4.5 As the Global Talent Mobility landscape continues to expand, evolve and digitize, please rank the attributes you seek from your third-party providers to support your future strategic objectives.

"Employee Experience" and "Quality Client Service and Technical Advice" the the top 2 ranked attributes that the organizations seek from their third-party providers.



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories



Program priorities

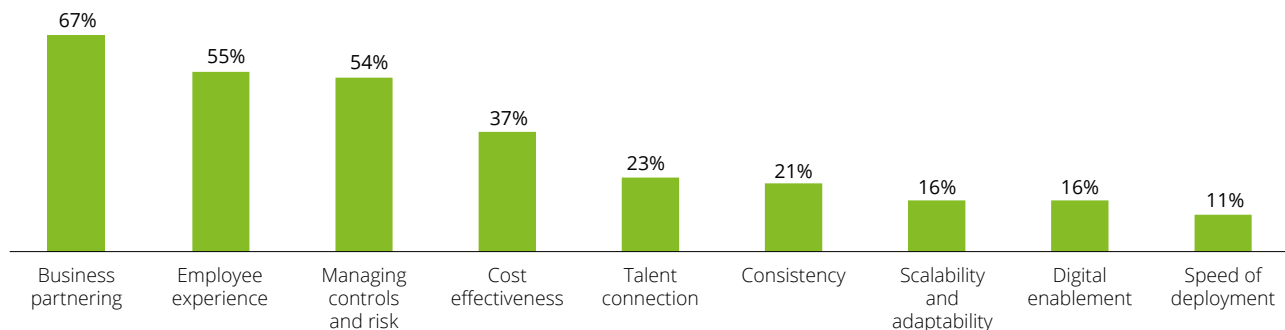
Elevating business partnering, employee experience, well-being, and risk management

When asked which priorities are key to shaping Global Talent Mobility programs, business partnering emerged as the most important, reflecting the increasingly strategic role of Global Talent Mobility teams in achieving business objectives. As businesses operate in an increasingly global environment, the need for effective collaboration and alignment between different parts of the organization becomes crucial.

More than half of respondents chose operational excellence and efficiencies as the strategic initiative they most want to advance, as organizations are continuously seeking ways to improve performance, reduce costs, and streamline processes.

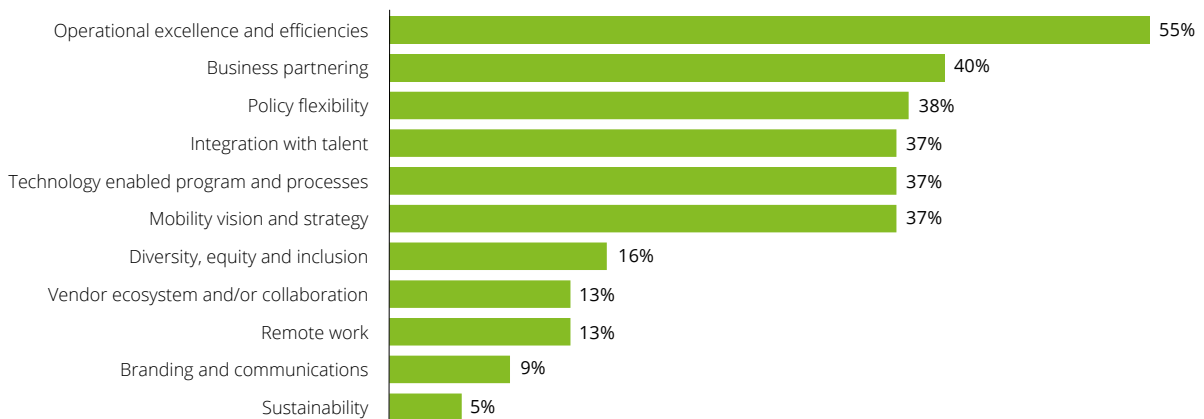
5.1 What are your top three priorities in terms of importance for Global Talent Mobility? (Select top three)—(Multiple choice)

The top three priorities in terms of importance for Global Talent Mobility selected by respondents are "Business Partnering" (67%) "Employee Experience" (55%), and "Managing Controls and Risk" (54%).



5.2 Looking forward, what are the top three strategic initiatives you are looking to advance? (Select top three)—(Multiple choice)

The top strategic initiative identified by respondents as something they are looking to advance is "Operational Excellence and Efficiencies". "Business Partnering" (40%) and "Integration with Talent" (37%) were both identified as a key challenge by a large number of respondents, indicating that supporting the organization's talent agenda continues to be a priority for businesses.



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories

Technology enablement

Optimizing existing technologies with an eye toward optimization and efficiency

In taking a closer look at the technology that powers Global Talent Mobility, the survey highlights the prevalent use of vendor and HRIS systems. With a strategic eye on the next two years, our results showed organizations aim to refine existing technologies, fitting the overarching trend of ecosystem optimization. An increasingly dispersed workforce brings new complexities, driving the need for an integrated and nimble technology ecosystem. Respondents indicated a focus on supplementing, connecting, and optimizing their existing tech with the aim of crafting curated, flexible environments that serve diverse fact patterns.

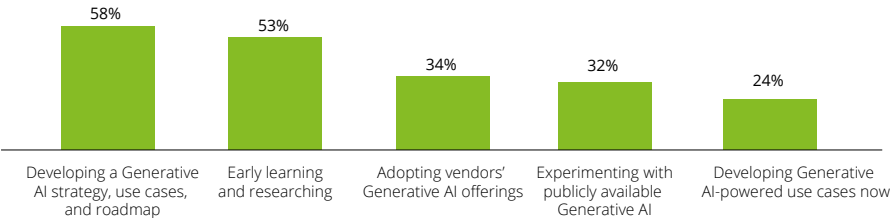
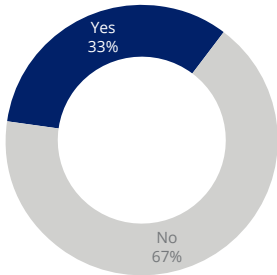
Generative AI emerges as a noteworthy investment for future Global Talent Mobility enablement, with 33% of organizations confirming plans to invest in GenAI over the next two years. This technology can be pivotal in creating efficiencies and enhancing the employee experience, which respondents indicated are two top priorities. It is important note this is a rapidly evolving area, and these results are changing on a frequent basis.

Technology can humanize and digitize Global Talent Mobility in innovative ways. Organizations that effectively leverage technology within their Global Talent Mobility strategies can gain a competitive edge, unlocking new growth avenues, enhancing workforce agility, and nurturing an innovative organizational culture.

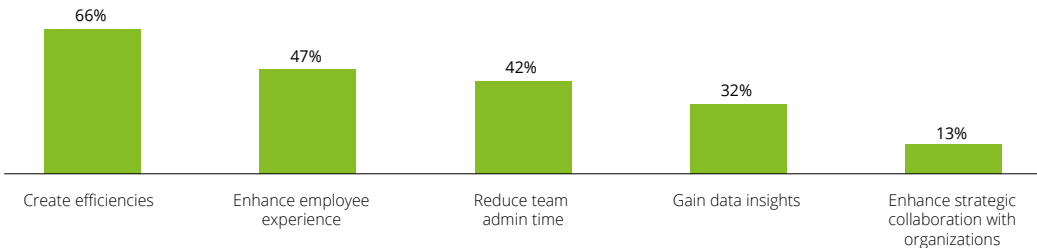
6.1 Is your company looking to invest in/evolve Generative AI over the next two years to enable your Global Talent Mobility program?

Organizations who are looking to invest in Generative AI in the next two years most commonly reported that they will seek to "Develop a Generative AI Strategy, Use Cases and Roadmap" (58%), and that their top priority for leveraging Generative AI within the Global Talent Mobility program was to "Create Efficiencies" (66%).

6.1a For those who indicated yes, their company is looking to invest/evolve Generative AI, in what ways will your company invest in/evolve Generative AI over the next two years? (Select top two)—(Multiple choice)



6.1b What are your priorities for leveraging Generative AI for your Global Talent Mobility program? (Select top two)—(Multiple choice)



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories

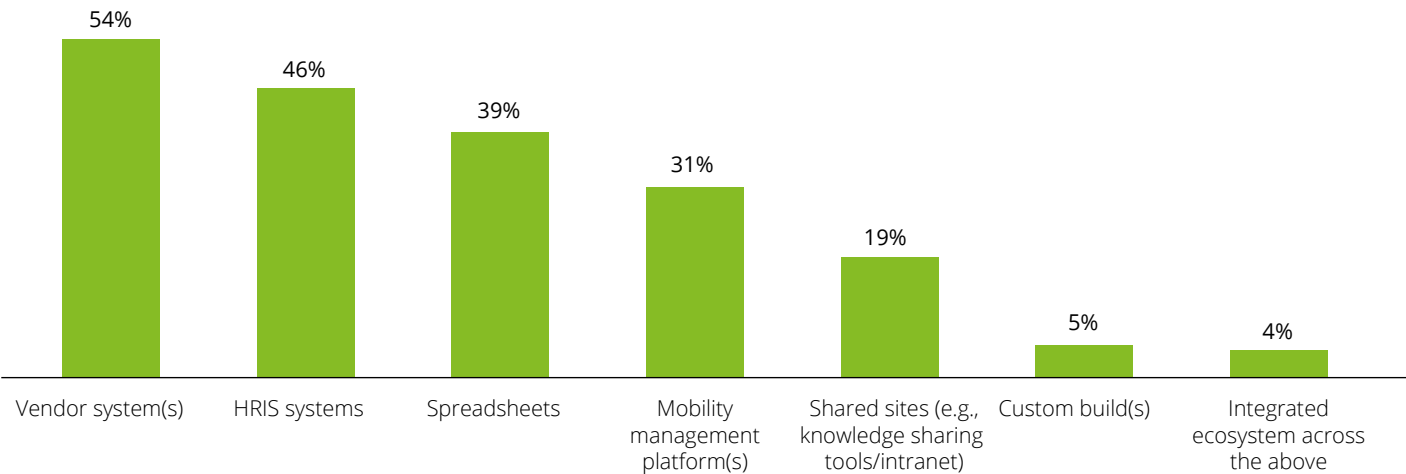


Technology enablement (cont.)

Optimizing existing technologies with an eye toward optimization and efficiency

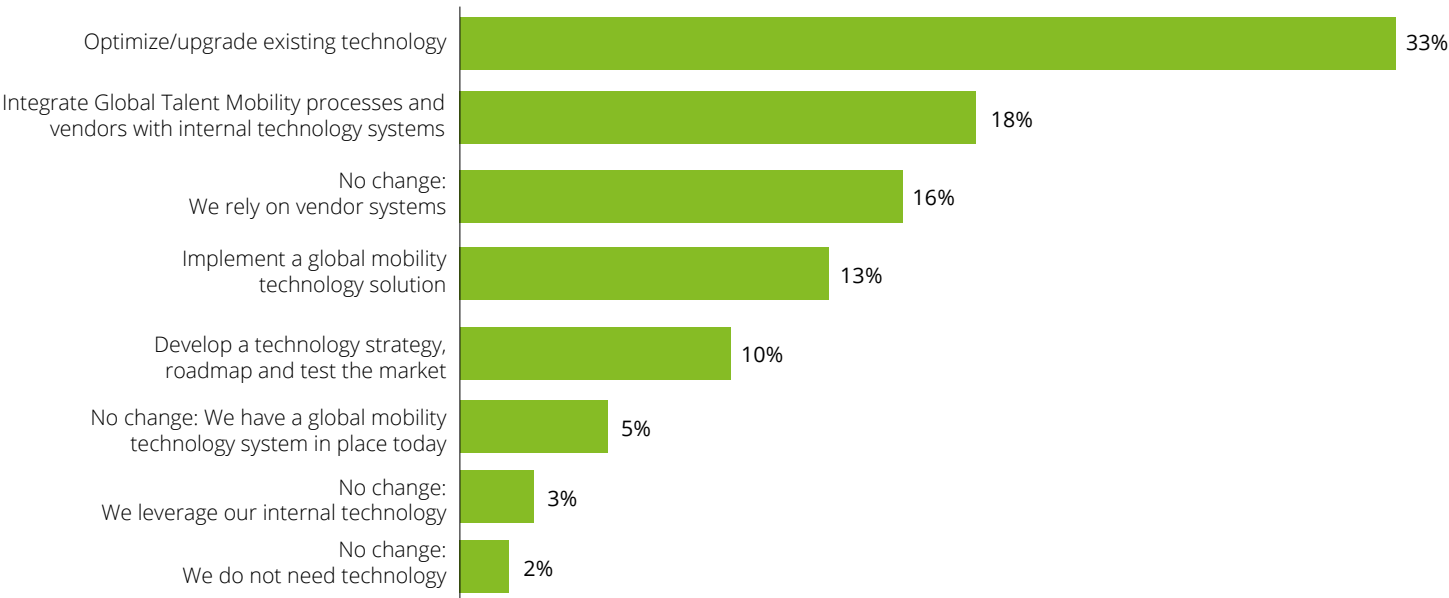
6.2 When managing your global workforce, what are the top two most frequently used enabling technology solutions? (Select top two)—(Multiple choice)

Top two most frequently used enabling technology solutions for managing the global workforce are "Vendor System(s)" (54%) and "HRIS systems" (46%), with only 4% of organizations reporting use of an "Integrated Ecosystem of the Above".




6.3 Which approach best describes your Global Talent Mobility technology strategy over the next two years?

Most organizations reported that their Global Talent Mobility technology strategy over the next two years was to "Optimize/Upgrade Existing Technology" (33%).



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories

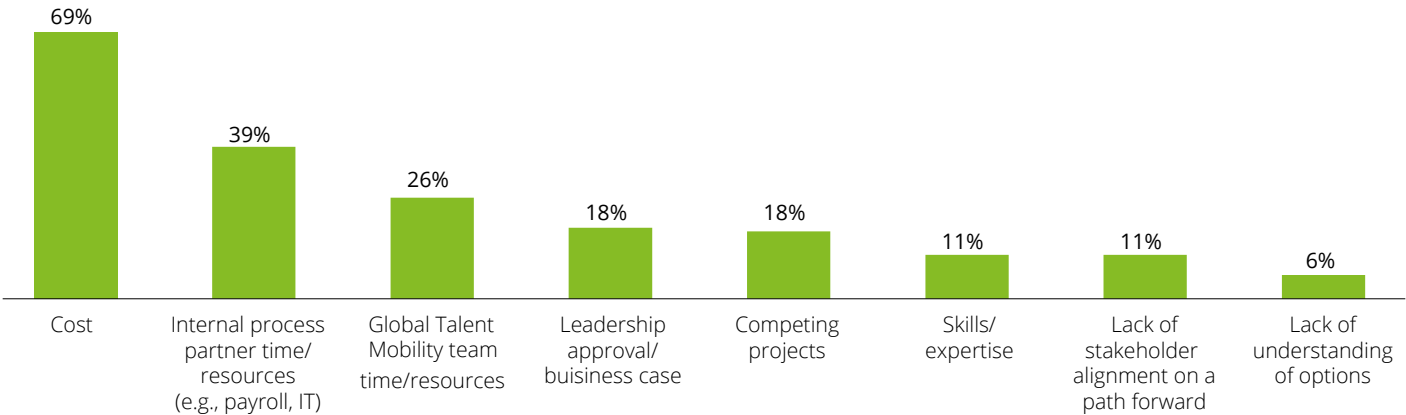


Technology enablement (cont.)

Optimizing existing technologies with an eye toward optimization and efficiency

6.4 What are the top two barriers to full technology enablement? (Please select top two)

The top three barriers to full technology enablement by respondents were all focused around resource limitation, with "Cost" being considered the top-most barrier (69%), followed by "Internal Process Partner Time/Resources (e.g., Payroll, IT)" (39%), and "Global Talent Mobility Team Time/Resources" (26%).



Note: Percentages may exceed 100% in some cases as respondents chose one or more categories



In summary

Deloitte's survey findings underscore the increasingly integral role of Global Talent Mobility teams in molding the future of work and business. In an age where talent markets are inherently global and the advent of a boundaryless HR is upon us, many teams are transitioning from an operations function to a cross-functional discipline. Many teams are taking a more collaborative approach, steering Global Talent Mobility management towards becoming a strategic function of the business expanding on a primarily operational or reactive one. *This shift emphasizes the pivotal role of Global Talent Mobility teams in driving the progression towards a more interconnected, global work environment.*

A key takeaway from the survey centers on the rapid transformation taking place within the function itself. Transformation doesn't just create greater efficiencies, as it can also create greater data insights that Global Talent Mobility teams can use to hone their performance and add broader organizational value. Additionally, leveraging integrated technologies, including AI-enabled tools and techniques, can automate and reduce administrative burden. Where operations are concerned, reviewing the vendor landscape to enhance economies of scale can be a great place to start, as is rethinking where work sits within the organization.





Deloitte Global Employer Services

About us

Moving talent around the world remains a business imperative. Many companies are mobilizing talent to fuel opportunities in an intensely competitive global landscape. And yet, global mobility can be complex and costly. Fortunately, a digital revolution has unlocked new global mobility opportunities that enable a frictionless, simple, predictive, and personal experience.

Deloitte collaborates with clients to help them as they transform the global move experience for their employees and businesses, simplifying mobility operations to free up valuable resources for higher-value work. Deloitte helps organizations unlock the power of technology, explore innovative insights, and develop a culture of agility.





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