



Talent Mobility Industry Market Sizing & Economic Impact Corporate Survey 2025

THIS DOCUMENT IS INTENDED TO PROVIDE TALENT MOBILITY PRACTITIONERS A SAMPLE SURVEY TO ALLOW FOR COMPILING DATA TO SUBMIT VIA THE ONLINE SURVEY TOOL. ONLY SURVEYS COMPLETED BY THE ONLINE SURVEY WILL BE ACCEPTED. INDIVIDUALS NEEDING THE SURVEY LINK CAN EMAIL RESEARCH@TALENTEVERYWHERE.ORG.

WERC has commissioned Rockport Analytics, a leading market research firm, to conduct the first-of-its-kind research study to:

- identify the market size of the talent mobility industry globally
- analyze the direct and indirect economic impact of the talent mobility industry in the United States

As part of this study, WERC - *your not-for-profit global trade association* – is surveying corporate talent mobility and human resources practitioners across the globe to ascertain how companies are moving their workforces and the financial resources being allocated to support the employees being moved.

This survey should take 15 minutes or so to complete and its highly focused 29 questions have been designed in conjunction with corporate mobility leaders from WERC's Corporate Advisory Council Benchmarking Subcommittee. It represents the largest and boldest ever industry-led initiative to scope the impact of talent mobility.

All submitted responses will be kept completely confidential and individual responses will only be accessible by the designated study research team and not by any other entity, including sponsors of the study. All results from the survey will be reported in aggregate form, and WERC expects to publish and release the full report in early 2026.

Thank you for your participation in this inaugural study and please contact WERC Research at research@talenteverywhere.org with any questions.

Organizational Demographics

1) What industry best describes your company/organization?*

- ☐ Agriculture, Forestry, Fishing, and Hunting
- ☐ Natural Resources, Oil and Gas Extraction, and Mining
- ☐ Construction
- ☐ Manufacturing
- ☐ Wholesale/Retail Trade/Utilities
- ☐ Transportation and Warehousing
- ☐ Information – incl: Publishing Industries & Technology Companies in Computing Infrastructure & Web Search Portals
- ☐ Finance and Insurance
- ☐ Real Estate and Rental and Leasing
- ☐ Professional & Business Services – incl: Scientific & Technical Services and Admin. Services
- ☐ Education Services
- ☐ Healthcare and Social Assistance
- ☐ Arts, Entertainment, and Recreation
- ☐ Accommodations and Food Services
- ☐ Public Administration
- ☐ Other Services – Repair & Maintenance, Personal Services, Religious/Non-Profit Organizations
- ☐ Government

2) Where is your organization's official headquarters located?*

- ☐ Afghanistan
- ☐ Albania
- ☐ Algeria
- ☐ Andorra
- ☐ Angola
- ☐ Antigua and Barbuda
- ☐ Argentina

- ☐ Armenia
- ☐ Australia
- ☐ Austria
- ☐ Azerbaijan
- ☐ Bahamas, The
- ☐ Bahrain
- ☐ Bangladesh
- ☐ Barbados
- ☐ Belarus
- ☐ Belgium
- ☐ Belize
- ☐ Benin
- ☐ Bermuda,
- ☐ Bhutan
- ☐ Bolivia
- ☐ Bosnia and Herzegovina
- ☐ Botswana
- ☐ Brazil
- ☐ Brunei
- ☐ Bulgaria
- ☐ Burkina Faso
- ☐ Burundi
- ☐ Cambodia
- ☐ Cameroon
- ☐ Canada
- ☐ Cape Verde
- ☐ Central African Republic
- ☐ Chad
- ☐ Chile
- ☐ China
- ☐ Colombia

- ☐ Comoros
- ☐ Congo, Democratic Republic of the
- ☐ Congo, Republic of the
- ☐ Costa Rica
- ☐ Cote d'Ivoire
- ☐ Croatia
- ☐ Cuba
- ☐ Curacao
- ☐ Cyprus
- ☐ Czech Republic
- ☐ Denmark
- ☐ Djibouti
- ☐ Dominica
- ☐ Dominican Republic
- ☐ East Timor (see Timor-Leste)
- ☐ Ecuador
- ☐ Egypt
- ☐ El Salvador
- ☐ Equatorial Guinea
- ☐ Eritrea
- ☐ Estonia
- ☐ Ethiopia
- ☐ Fiji
- ☐ Finland
- ☐ France
- ☐ Gabon
- ☐ Gambia, The
- ☐ Georgia
- ☐ Germany
- ☐ Ghana
- ☐ Greece

- ☐ Grenada
- ☐ Guatemala
- ☐ Guinea
- ☐ Guinea-Bissau
- ☐ Guyana
- ☐ Haiti
- ☐ Holy See
- ☐ Honduras
- ☐ Hong Kong
- ☐ Hungary
- ☐ Iceland
- ☐ India
- ☐ Indonesia
- ☐ Iran
- ☐ Iraq
- ☐ Ireland
- ☐ Israel
- ☐ Italy
- ☐ Jamaica
- ☐ Japan
- ☐ Jordan
- ☐ Kazakhstan
- ☐ Kenya
- ☐ Kiribati
- ☐ Kosovo
- ☐ Kuwait
- ☐ Kyrgyzstan
- ☐ Laos
- ☐ Latvia
- ☐ Lebanon
- ☐ Lesotho

- ☐ Liberia
- ☐ Libya
- ☐ Liechtenstein
- ☐ Lithuania
- ☐ Luxembourg
- ☐ Macau
- ☐ Macedonia
- ☐ Madagascar
- ☐ Malawi
- ☐ Malaysia
- ☐ Maldives
- ☐ Mali
- ☐ Malta
- ☐ Marshall Islands
- ☐ Mauritania
- ☐ Mauritius
- ☐ Mexico
- ☐ Micronesia
- ☐ Moldova
- ☐ Monaco
- ☐ Mongolia
- ☐ Montenegro
- ☐ Morocco
- ☐ Mozambique
- ☐ Myanmar
- ☐ Namibia
- ☐ Nauru
- ☐ Nepal
- ☐ Netherlands
- ☐ Netherlands Antilles
- ☐ New Zealand

- ☐ Nicaragua
- ☐ Niger
- ☐ Nigeria
- ☐ North Korea
- ☐ Norway
- ☐ Oman
- ☐ Pakistan
- ☐ Palau
- ☐ Palestinian Territories
- ☐ Panama
- ☐ Papua New Guinea
- ☐ Paraguay
- ☐ Peru
- ☐ Philippines
- ☐ Poland
- ☐ Portugal
- ☐ Qatar
- ☐ Romania
- ☐ Russia
- ☐ Rwanda
- ☐ Saint Kitts and Nevis
- ☐ Saint Lucia
- ☐ Saint Vincent and the Grenadines
- ☐ Samoa
- ☐ San Marino
- ☐ Sao Tome and Principe
- ☐ Saudi Arabia
- ☐ Senegal
- ☐ Serbia
- ☐ Seychelles
- ☐ Sierra Leone

- ☐ Singapore
- ☐ Slovakia
- ☐ Slovenia
- ☐ Solomon Islands
- ☐ Somalia
- ☐ South Africa
- ☐ South Korea
- ☐ South Sudan
- ☐ Spain
- ☐ Sri Lanka
- ☐ Sudan
- ☐ Suriname
- ☐ Swaziland
- ☐ Sweden
- ☐ Switzerland
- ☐ Syria
- ☐ Taiwan
- ☐ Tajikistan
- ☐ Tanzania
- ☐ Thailand
- ☐ Timor-Leste
- ☐ Togo
- ☐ Tonga
- ☐ Trinidad and Tobago
- ☐ Tunisia
- ☐ Turkey
- ☐ Turkmenistan
- ☐ Tuvalu
- ☐ Uganda
- ☐ Ukraine
- ☐ United Arab Emirates

- ☐ United Kingdom
- ☐ United States
- ☐ Uruguay
- ☐ Uzbekistan
- ☐ Vanuatu
- ☐ Venezuela
- ☐ Vietnam
- ☐ Yemen
- ☐ Zambia
- ☐ Zimbabwe

Employment and Sales Size

3) What is the estimated global annual revenue for your organization (in U.S. Dollars, 2024)?*

- ☐ Under \$10 million
- ☐ \$10 to \$100 million
- ☐ \$101 to \$500 million
- ☐ \$501 to \$999 million
- ☐ \$1.0 to \$4.99 billion
- ☐ \$5.0 to \$9.9 billion
- ☐ \$10.0 to \$49.9 billion
- ☐ \$50 billion or more

4) What is the estimated global full-time employee headcount of your organization (2024)?*

- ☐ 1 to 100 employees
- ☐ 101 to 500 employees
- ☐ 501 to 1000 employees
- ☐ 1,001 to 5,000 employees
- ☐ 5,001 to 10,000 employees
- ☐ 10,001 to 50,000 employees

- ☐ 50,001 to 100,000 employees
 - ☐ 100,001 to 250,000 employees
 - ☐ Over 250,000 employees
-

Mobility Initiations

5) How many talent mobility program initiations did your organization have enterprise wide in 2024?*

For purposes of this survey, include in the total count selected below: initiations that involved intra-country and/or cross-border assignments and one-way permanent moves, as well as any immigration-only cases.

- ☐ Under 10
 - ☐ 10 to 25
 - ☐ 26 to 50
 - ☐ 51 to 100
 - ☐ 101 to 500
 - ☐ 501 to 1,000
 - ☐ 1,001 to 5,000
 - ☐ 5,001 to 10,000
 - ☐ Over 10,000
-

Types of Moves

6) What percentage of the talent mobility program initiations in 2024 were?

Cross-border (i.e. movement of an employee across an internationally recognized border)

Domestic intra-country (within the country where your organization is headquartered)

Domestic intra-country (outside of the country where your organization is headquartered)_____

Cross Border Moves

7) OF YOUR 2024 CROSS BORDER MOVES (i.e. movement of an employee across an internationally recognized border), what percentage of them were moves with individuals moving from the regions/countries listed below:

(If none, please enter zero, percentages in the column should add up to 100%.)

United States: _____

North America - excluding U.S.: _____

Europe: _____

Middle East: _____

Africa: _____

Asia - including Oceania: _____

South America: _____

8) OF YOUR 2024 CROSS BORDER MOVES (i.e. movement of an employee across an internationally recognized border), what percentage of them were moves with individuals moving to the regions/countries listed below:

(If none, please enter zero, percentages in the column should add up to 100%.)

United States: _____

North America - excluding U.S.: _____

Europe: _____

Middle East: _____

Africa: _____

Asia - including Oceania: _____

South America: _____

US Moves by Foreign Organization

9) Of the domestic intra-country moves within a country outside of where your organization is headquartered, what percentage of them were done within the United States?

(If none, please enter zero) _____

Employee level of organizational moves

10) What percentage of your organization's talent mobility programs in 2024 corresponded to the following types of employees?

Top-level/Executive: _____

Mid-level: _____

Entry-level: _____

New Hire: _____

Intern: _____

2025 Mobility Trends

11) In 2025, how are your organization's total talent mobility initiation levels (actual and anticipated) trending compared to 2024:

- () up more than 10%
 - () up between 5 and 10%
 - () up between 0 and 5%
 - () consistent with 2024
 - () down between 0 and 5%
 - () down between 5 and 10%
 - () down more than 10%
-

Mobility Spending

12) What is the total estimated amount that your organization spent in U.S. Dollars enterprise-wide on talent mobility in 2024?

Include any benefits and compliance spend but exclude transferee/assignee salaries and direct salary/benefits for covering internal mobility team headcount.*

- ☐ Under \$250,000
- ☐ \$250,000 to \$999,000
- ☐ \$1 to \$4.99 million
- ☐ \$5.0 to \$9.99 million
- ☐ \$10.0 to \$24.99 million
- ☐ \$25.0 million to \$49.99 million
- ☐ \$50 million to \$100 million
- ☐ Over \$100 million

13) How much did your organization spend on cross-border mobility programs (excluding any direct organizational headcount for your internal mobility team) in 2024 (U.S. Dollars)?*

- ☐ Under \$250,000
 - ☐ \$250,000 to \$999,000
 - ☐ \$1 to \$4.99 million
 - ☐ \$5.0 to \$9.99 million
 - ☐ \$10.0 to \$24.99 million
 - ☐ \$25 million to \$49.99 million
 - ☐ \$50 million to \$100 million
 - ☐ Over \$100 million
-

Mobility Type of Spending

14) How much, in U.S. Dollars, do you estimate your organization spent on each of the following talent mobility benefits/services in 2024? If not applicable, please enter \$0.

Travel-related benefits and services: Covers travel costs for employees and eligible family members, including transportation, temporary housing, meals, per diems, and pre- and final relocation trips and home leave.:

Real estate-related benefits and services: Benefits and services for buying, selling, or renting a home, such as home sale/purchase assistance, loss on sale assistance, closing costs, lease cancellations, and duplicate housing.:

Moving and shipping-related benefits and services: Covers the transport and/or storage of personal belongings, including household goods, vehicles, and pets.:

Destination/host location-related benefits and services: Non-housing or moving/shipping services at the destination/host location, including destination services, cultural/language training, and family/spousal assistance.:

Immigration-related benefits and services: Legal and filing fees and services for securing and maintaining visas, work permits/authorizations, and other required immigration documents.:

Tax-related benefits and services: Support for tax obligations and compliance, including tax services for filings and briefings and gross-ups for mobility-related tax liabilities.:

Other non-lump-sum-related allowances/adjustments: Additional support for mobility-specific needs, such as cost of living, mobility premiums, danger/hardship support, or miscellaneous expense allowances—excluding lump sum payments.:

Lump sum cash/financial payments to transferee/assignees for mobility benefits and services: A one-time payment to cover relocation-related expenses.:

2025 Talent Mobility Spending Trends

15) In 2025, how is total spending by your organization on talent mobility (excluding any direct organizational headcount for your internal mobility team) trending compared to 2024?

- () up more than 10%
- () up between 5 and 10%
- () up between 0 and 5%

- ☐ consistent with 2024
 - ☐ down between 0 and 5%
 - ☐ down between 5 and 10%
 - ☐ down more than 10%
-

Mobility Team Structure

16) In your organization, do you have internal individual(s) and/or team dedicated to supporting talent mobility?

- ☐ Yes
- ☐ No

17) What is the internal budget for your team (US\$, 2024)? Exclude any initiation-specific benefit or service-related spending but include, as applicable, headcount, general vendor/compliance management, and program design costs.

- ☐ Under \$100,000
- ☐ \$100,000 to \$499,999
- ☐ \$500,000 to \$999,000
- ☐ \$1.0 to \$4.9 million
- ☐ \$5.0 to \$9.9 million
- ☐ \$10 million or more

18) How many full-time equivalent employees/consultants are part of the talent mobility team across the organization? Include in the count any internal individuals that may focus on one particular component of the mobility process, such as immigration or tax.

- ☐ 1
- ☐ 2 to 5
- ☐ 6 to 10
- ☐ 11 to 25

- ☐ 26 to 50
- ☐ 51 to 100
- ☐ Over 100

19) What business function does your talent mobility team predominantly reside in within your organization?

- ☐ Human resources – talent acquisition
- ☐ Human resources – compensation/benefits/total rewards
- ☐ Human resources – learning and development
- ☐ Human resources – employee relations/engagement
- ☐ Human resources – HR business partners
- ☐ Human resources – chief human resources officer
- ☐ Procurement
- ☐ Legal
- ☐ Finance
- ☐ International services (including student and scholar services, visa and immigration)
- ☐ Travel
- ☐ Administration/operations
- ☐ Executive Office
- ☐ Other - Write In: _____

External Vendors

20) What percentage of your organization’s mobility programs in 2024 were predominantly or in whole managed by an external service provider business.

Include in the percentage below any external vendor businesses that provided overall management of the initiation’s implementation. Depending on your program, such providers could include relocation management companies (RMC), destination services providers (DSP), and/or immigration law firms. _____

Type of Vendor

21) Select all of the following types of external service provider businesses that your organization leveraged for external management of initiated talent mobility cases in 2024.

- ☐ Destination service provider (DSP)
 - ☐ Immigration law firm
 - ☐ Moving and shipping provider
 - ☐ Relocation management company (RMC)
 - ☐ Tax firm
 - ☐ Other: _____
-
-

Mobility Policies - Number

22) How many mobility and/or travel-related policies, tiers, segments, or guidelines does your organization currently have? (If none, enter zero)

Mobility Policies - Type

23) What type of assignment/transfer/travel are covered under your organization's policies?

Select all that apply.

- ☐ Long term
- ☐ Short term
- ☐ Permanent or one-way transfer
- ☐ Local plus
- ☐ Talent development
- ☐ Repeat transferee, assignee, or global nomad
- ☐ Commuter

- ☐ Rotational
- ☐ Intra-regional
- ☐ Project based
- ☐ Compliance only
- ☐ Internship
- ☐ Business travel
- ☐ Extended business travel
- ☐ Employee initiated self-assignment (including new global nomad)
- ☐ Other - Write In: _____

24) What are the most common reasons a mobility program is initiated within your organization.

Select up to 5 reasons.

- ☐ Executive/leadership deployment
 - ☐ Skills transfer
 - ☐ Technology implementation
 - ☐ Opening/launching new facilities
 - ☐ Position/candidate-focused rotational programs
 - ☐ Early career onboarding/development
 - ☐ Talent retention
 - ☐ Addressing internal talent skills gaps
 - ☐ Internship programs
 - ☐ Employee-driven circumstances
 - ☐ Intra-company talent transfer
 - ☐ Short-term business needs, including meetings/conferences
 - ☐ Expanding and/or updating existing facilities
 - ☐ Downsizing and/or closing existing facilities
 - ☐ Other - Write In: _____
-

Policy Factors

25) How important are the following factors in determining what policies to have for your organization?

Select value from 1 (not important) to 6 (very important). If not applicable for your organization, select not applicable.

	1 (not important)	2	3	4	5	6 (very important)	Not applicable
Cost savings	()	()	()	()	()	()	()
Attracting talent	()	()	()	()	()	()	()
Retaining talent	()	()	()	()	()	()	()
Talent development	()	()	()	()	()	()	()
Meeting regional needs	()	()	()	()	()	()	()
Facilitating executive/leadership moves	()	()	()	()	()	()	()
Engaging contractors/gig workers	()	()	()	()	()	()	()
Remote/hybrid work considerations/compliance	()	()	()	()	()	()	()
Immigration compliance	()	()	()	()	()	()	()
Tax compliance	()	()	()	()	()	()	()

Company Name & Respondent Email

27) Please write in your name.

Note – this field is required if: 1) you wish to receive credit for completing the survey and fulfilling the survey requirement that is part of the Global 25 Corporate Access Program for complimentary registrations; 2) you wish to be entered into the gift card drawing for respondent completions; or 3) you are a service provider completing the survey on behalf of a corporate client (if so, also include your organization name).

27) Please write in your organization name.

Note - this will only be used to track multiple responses by company, not to be tied to specific responses. All data will be aggregated to avoid any organizational characteristics.

28) Please write in your email address.

Note – this will only be used to send you the results overview once the analysis has been completed.

29) Would you like to be entered into the drawing to receive one of twenty \$25 USD gift cards?

(Only corporate practitioners are eligible for consideration and individuals must opt-in and provide their email address and name above to be entered into the drawing.)

☐ Yes

☐ No
