



56TH ANNUAL

Atlas[®] Corporate Relocation Survey

CROSSTABS AND CHARTS



QUESTION 3

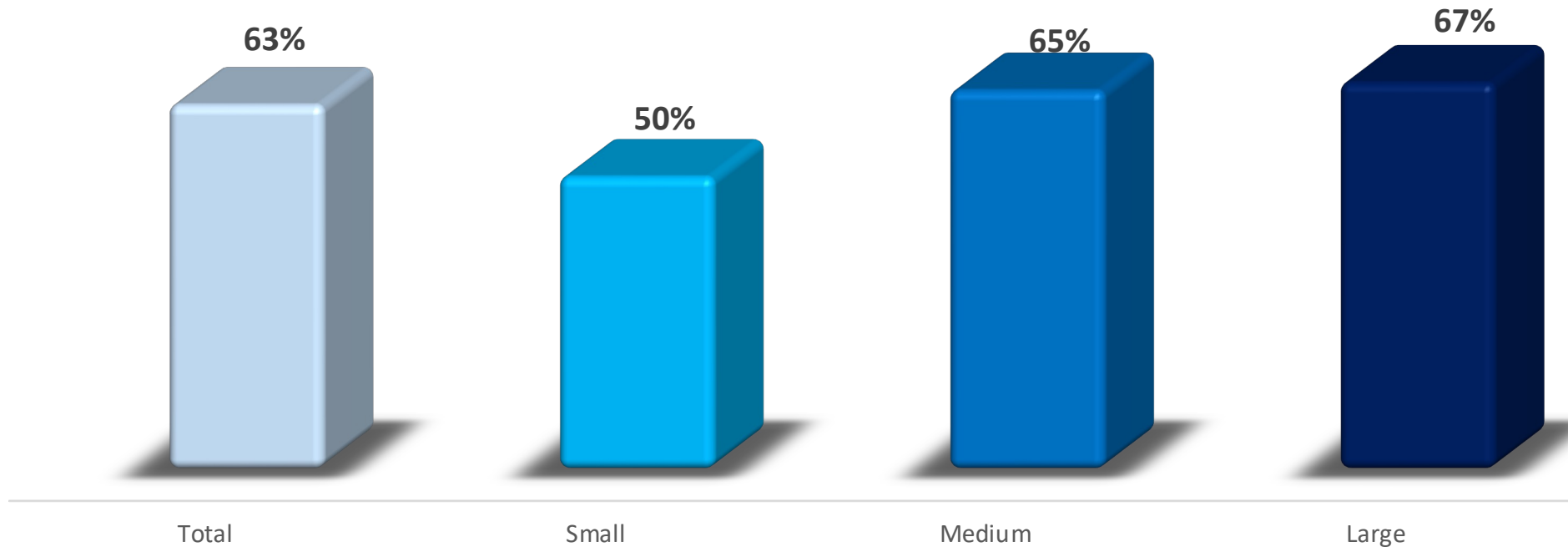
Q3. How many employees did your company relocate in 2022? (total amount of moves overall - including international relocations)
By Company Size (Salaried Employees)

Relocations	Total	Small	Medium	Large
None	1%	4%	0%	0%
1 - 9	11%	24%	8%	7%
10 - 19	12%	17%	11%	5%
20 - 49	15%	15%	15%	11%
50 - 99	13%	12%	15%	5%
100 - 199	19%	18%	18%	22%
200 - 399	14%	6%	17%	12%
400 or more	16%	3%	16%	35%
Median	200-399	20-49	50-99	20 - 49

* excludes those who don't know

QUESTION 4

Q4. Do you ever relocate employees between countries? (i.e., do you move employees across borders/internationally to work for or in service of your organization?)
By Company Size (Salaried Employees)



* % of companies answering "Yes"

QUESTION 5

Q5. Is your company... (i.e., boundaries of your company's operations)

By Company Size (Salaried Employees)	Total	Small	Medium	Large
Regional	29%	44%	27%	14%
National	38%	44%	39%	27%
International	34%	12%	34%	59%

QUESTION 6a

Q6. Compared to 2021, what occurred for the following categories for your company?
Q6a. Number of employees relocated in 2022 (overall)

<div>↑</div> <div>↑</div> <div>—</div> <div>↓</div> <div>↓</div>	Total	Small	Medium	Large	
	Increase Significantly	27%	24%	25%	37%
	Increase Somewhat	41%	39%	45%	28%
	Stay About the Same	21%	24%	21%	20%
	Decrease Somewhat	8%	8%	7%	14%
	Decrease Significantly	2%	6%	1%	1%

QUESTION 6b

Q6. Compared to 2021, what occurred for the following categories for your company?

Q6b. 2022 Relocation budget

<div>↑</div> <div>↑</div> <div>—</div> <div>↓</div> <div>↓</div>	Total				Small	Medium	Large
	Increase Significantly	25%	17%	26%	31%		
	Increase Somewhat	39%	39%	41%	30%		
	Stay About the Same	26%	29%	25%	28%		
	Decrease Somewhat	8%	9%	7%	10%		
	Decrease Significantly	2%	5%	1%	1%		

QUESTION 6c

Q6. Compared to 2021, what occurred for the following categories for your company?

Q6c. Number of employees relocated in 2022 (internationally)



	Total	Small	Medium	Large
Increase Significantly	23%	19%	24%	23%
Increase Somewhat	28%	23%	30%	26%
Stay About the Same	38%	45%	37%	36%
Decrease Somewhat	7%	6%	7%	11%
Decrease Significantly	4%	7%	3%	4%

QUESTION 7a

Q7. Compared to 2022, what do you anticipate will occur for the following categories within your company?

Q7a. Number of employees relocated in 2023 (overall)

	Total	Small	Medium	Large	
↑	Increase Significantly	24%	14%	27%	25%
↑	Increase Somewhat	36%	35%	38%	35%
—	Stay About the Same	31%	36%	28%	32%
↓	Decrease Somewhat	7%	12%	5%	6%
↓	Decrease Significantly	2%	3%	2%	2%

QUESTION 7b

Q7. Compared to 2022, what do you anticipate will occur for the following categories within your company?

Q7b. 2023 relocation budget

	Total	Small	Medium	Large	
↑	Increase Significantly	20%	10%	22%	19%
↑	Increase Somewhat	39%	38%	40%	39%
—	Stay About the Same	30%	38%	28%	33%
↓	Decrease Somewhat	9%	12%	7%	10%
↓	Decrease Significantly	2%	3%	2%	0%

QUESTION 7c

Q7. Compared to 2022, what do you anticipate will occur for the following categories within your company?
Q7c. Number of employees relocated in 2023 (internationally)

<div>↑</div> <div>↑</div> <div>—</div> <div>↓</div> <div>↓</div>	Total		Small		Medium		Large	
	Increase Significantly	19%	11%		21%		19%	
	Increase Somewhat	30%	26%		32%		31%	
	Stay About the Same	39%	48%		36%		39%	
	Decrease Somewhat	8%	10%		8%		9%	
	Decrease Significantly	4%	6%		3%		3%	

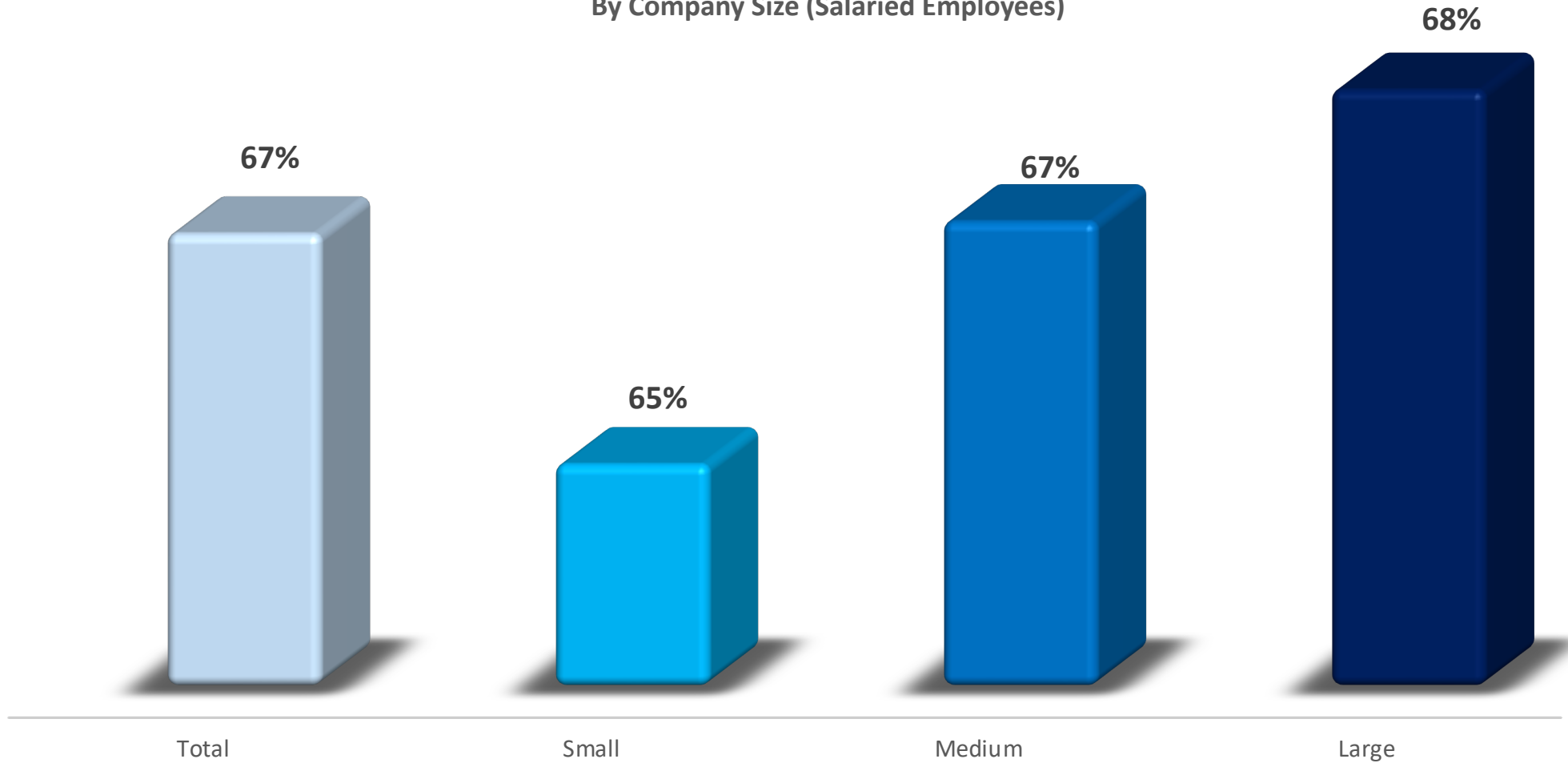
QUESTION 8

Q8. In 2022, what approximate percentage of your total relocations were...
By Company Size (Salaried Employees)

Relocations	Total	Small	Medium	Large
Intrastate	27%	37%	35%	27%
Interstate	48%	34%	32%	48%
Between The US and another country	18%	16%	19%	18%
Between two foreign countries	11%	18%	17%	11%

QUESTION 9

Q9. Did any employees decline the opportunity to relocate in 2022?
By Company Size (Salaried Employees)

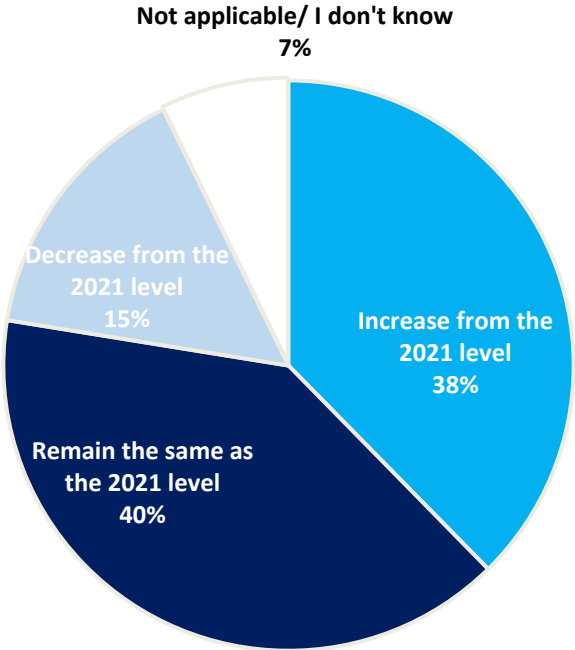


* % of companies answering "Yes" / excludes those who don't know

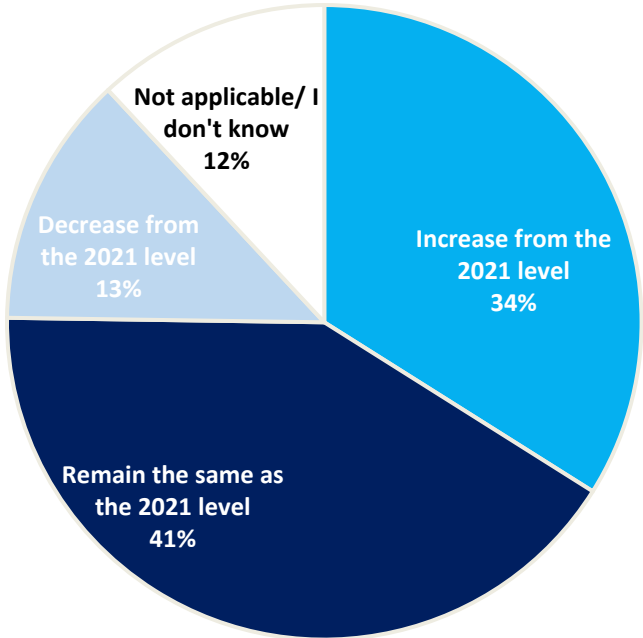
QUESTION 10

Q10. Did the number of employees declining relocation in 2022...

TOTAL



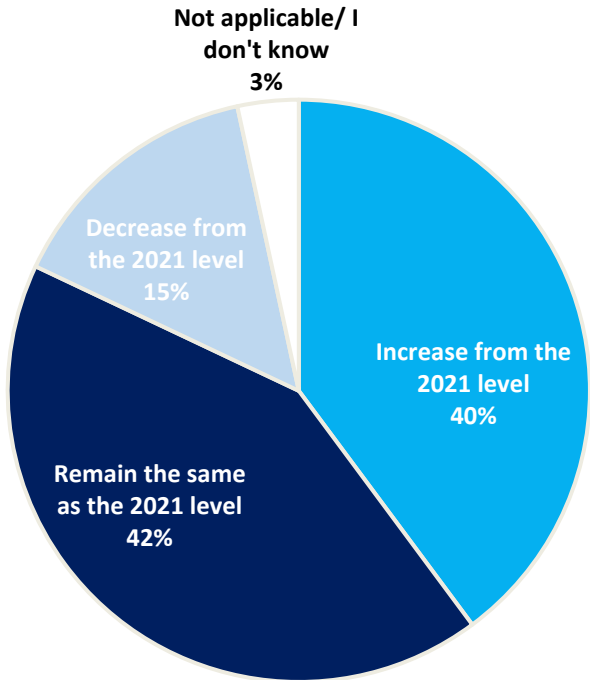
SMALL



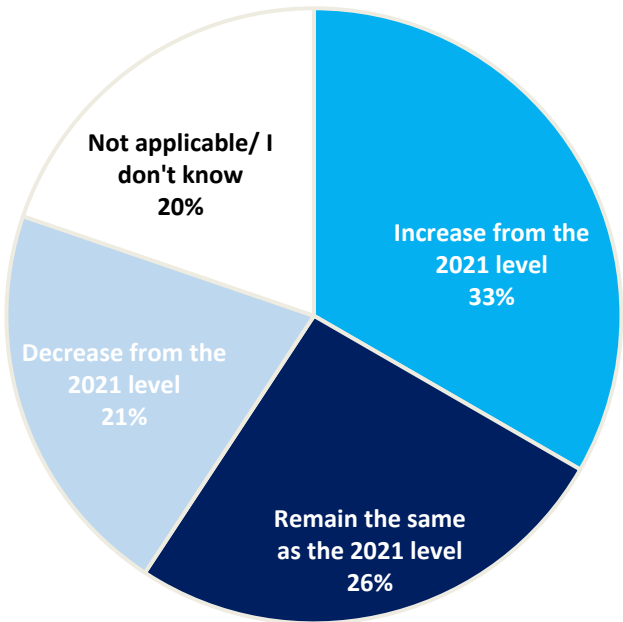
QUESTION 10

Q10. Did the number of employees declining relocation in 2022...

MEDIUM

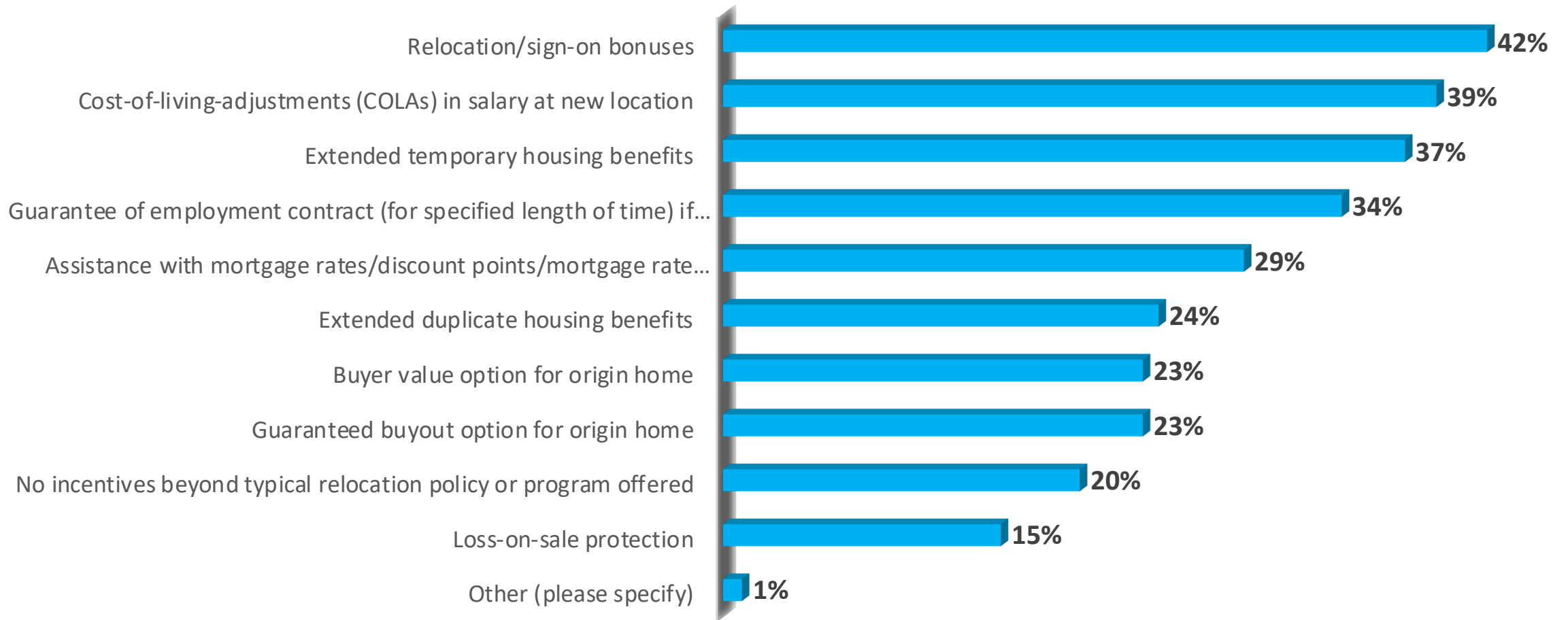


LARGE



QUESTION 11

Q11. Did your company offer any of the following additional non-standard incentives or exceptions to encourage employee relocations over the past year?



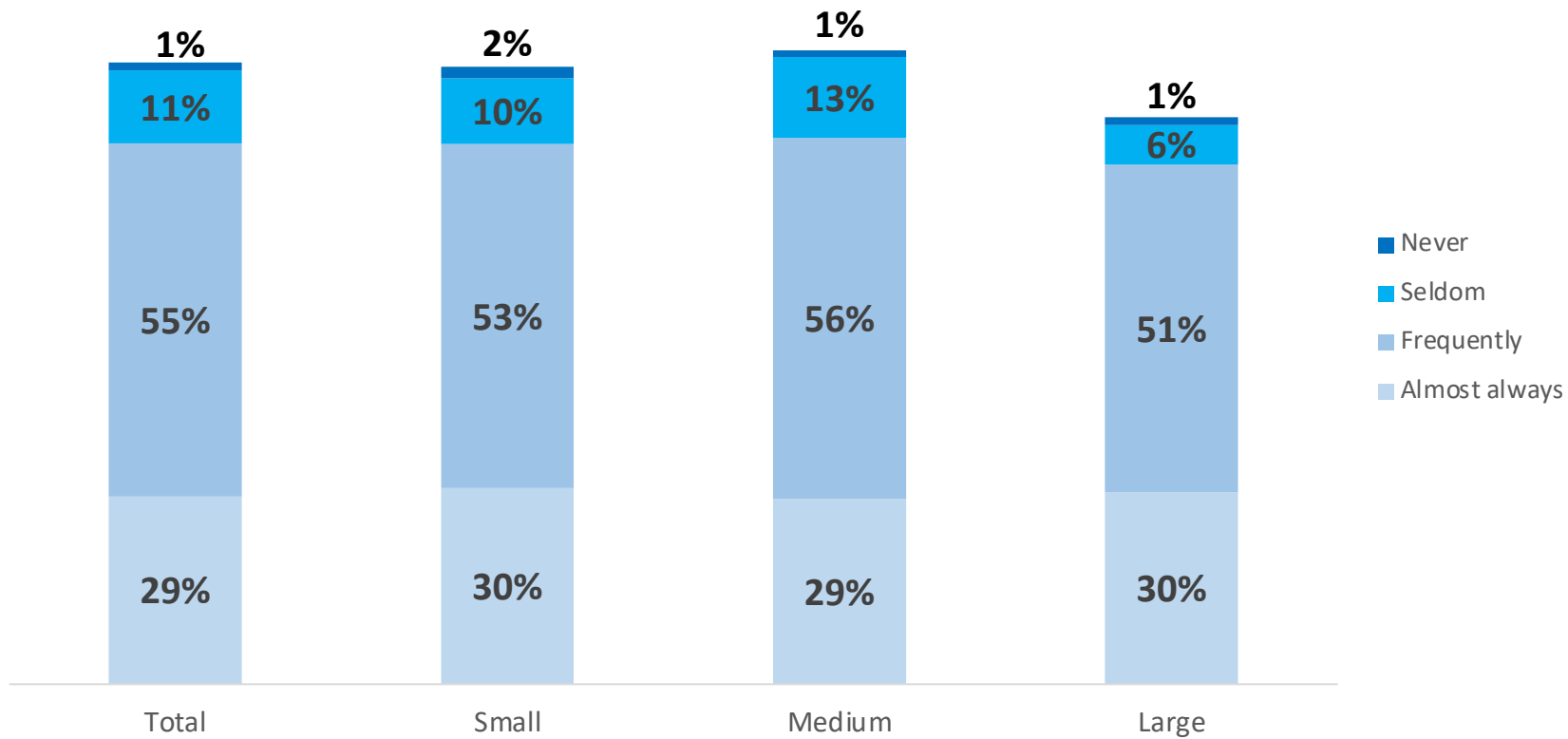
QUESTION 11

Q11. Did your company offer any of the following additional non-standard incentives or exceptions to encourage employee relocations over the past year?
By Company Size (Salaried Employees)

Additional Incentive or Exception Offered	Total	Small	Medium	Large
Relocation/sign-on bonuses	42%	39%	41%	48%
Loss-on-sale protection	15%	14%	16%	16%
Assistance with mortgage rates/discount points/mortgage rate differentials	29%	25%	30%	26%
Guaranteed buyout option for origin home	23%	22%	23%	22%
Buyer value option for origin home	23%	19%	24%	21%
Cost-of-living-adjustments (COLAs) in salary at new location	39%	34%	39%	44%
Extended duplicate housing benefits	24%	11%	28%	21%
Extended temporary housing benefits	37%	41%	36%	36%
Guarantee of employment contract (for specified length of time) if relocation accepted	34%	26%	38%	30%
No incentives beyond typical relocation policy or program offered	20%	24%	18%	19%
Other (please specify)	1%	2%	1%	1%

QUESTION 12

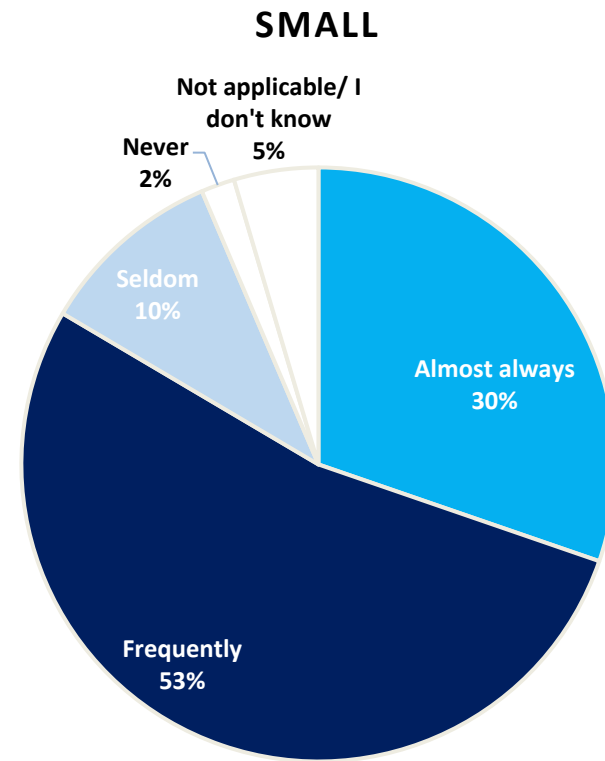
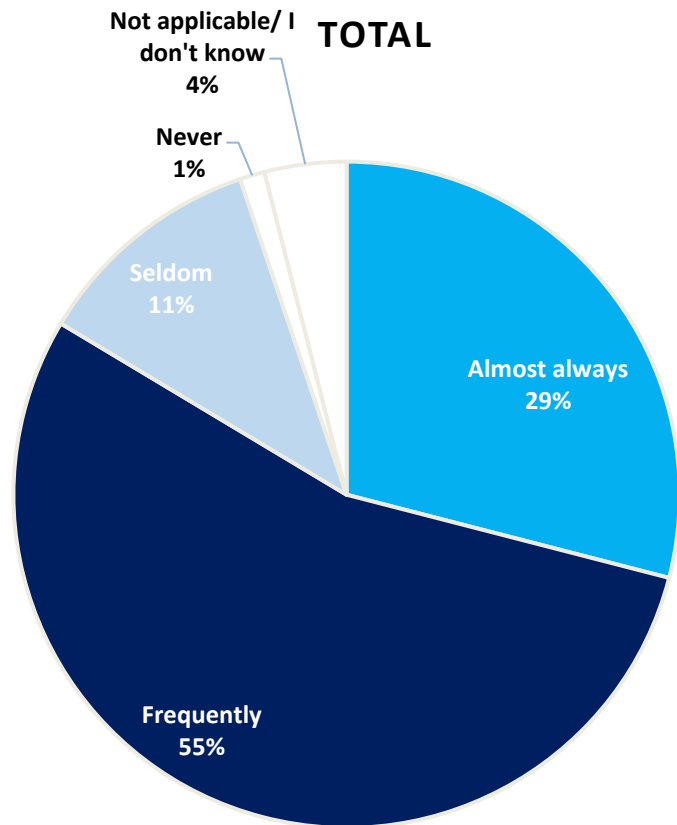
Q12. How often did offering the above incentives or exceptions prove successful in convincing an employee to relocate?



* excludes not applicable / don't know responses

QUESTION 12

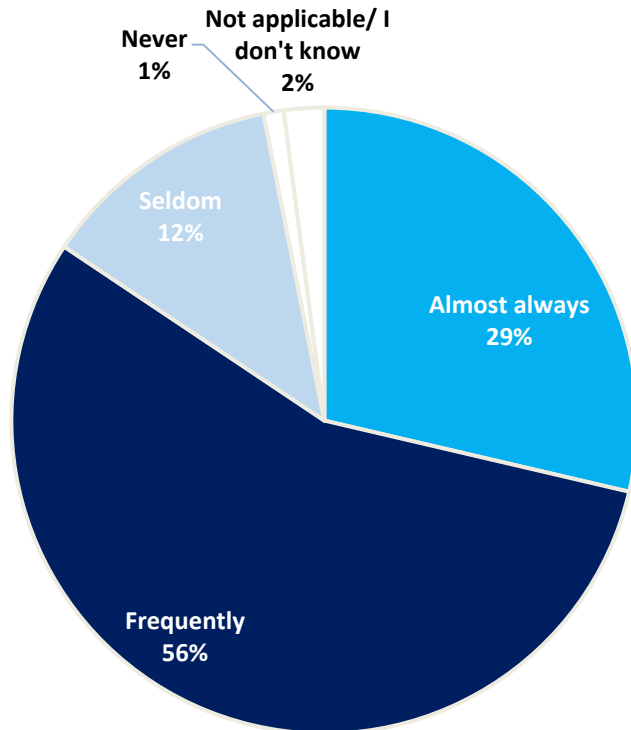
Q12. How often did offering the above incentives or exceptions prove successful in convincing an employee to relocate?



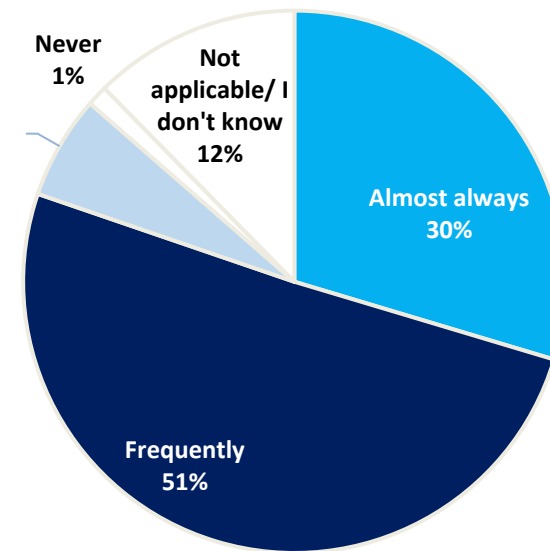
QUESTION 12

Q12. How often did offering the above incentives or exceptions prove successful in convincing an employee to relocate?

MEDIUM

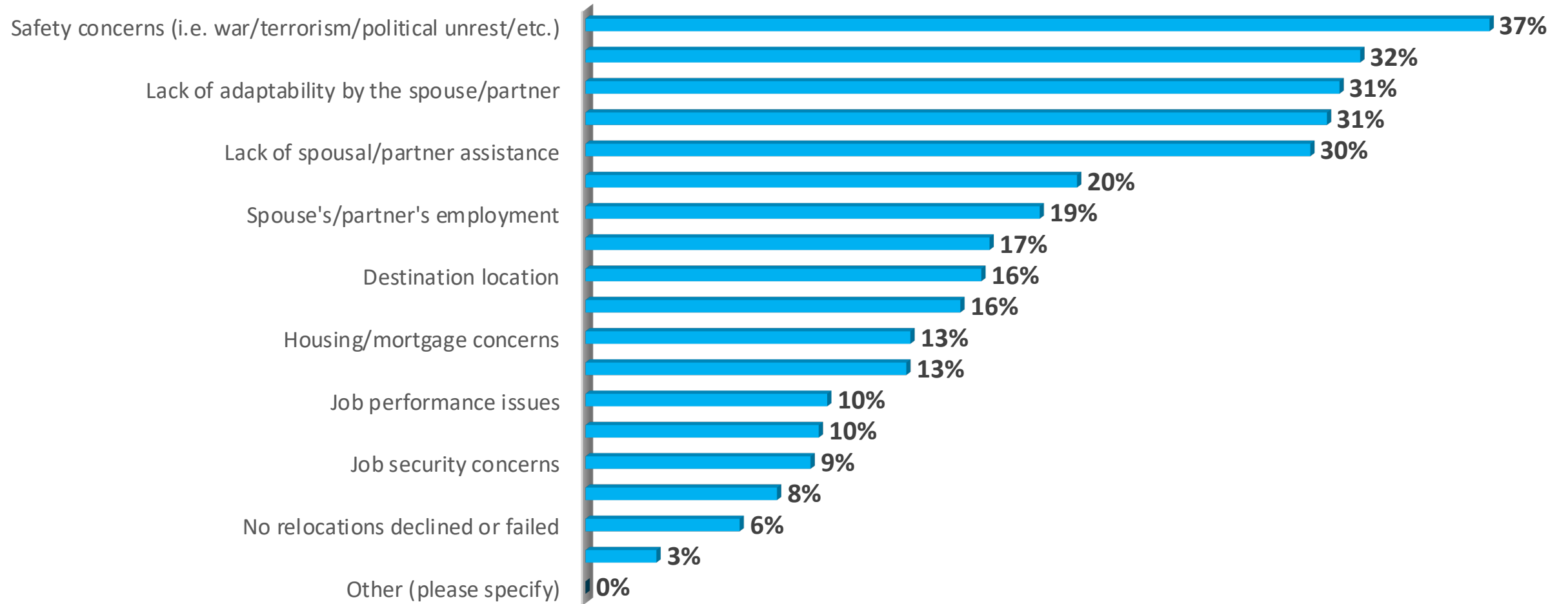


LARGE



QUESTION 13

Q13. What reasons did employees give for declining relocation?



QUESTION 13

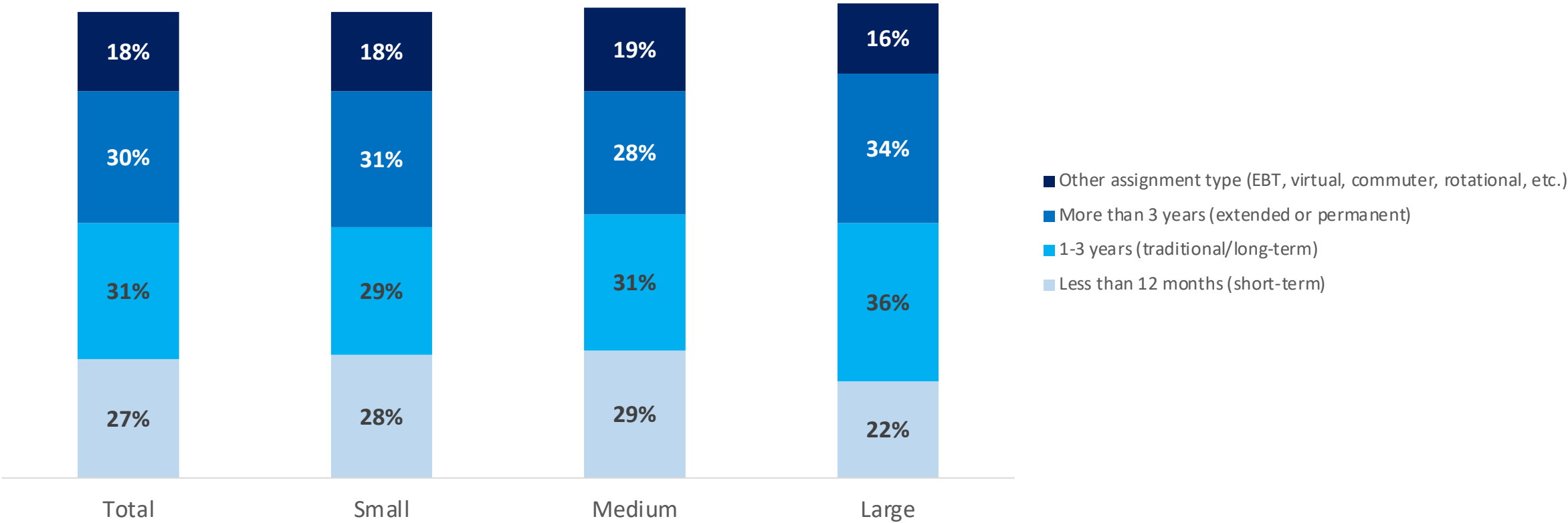
Q13. What reasons did employees give for declining relocation?
By Company Size (Salaried Employees)

Reasons for Declined Relocation	Total	Small	Medium	Large
Lack of spousal/partner assistance	30%	30%	30%	31%
Safety concerns (i.e., war/terrorism/political unrest/etc.)	37%	34%	42%	23%
Lack of adaptability by the spouse/partner	31%	27%	32%	35%
Health concerns/illness/COVID-19 pandemic	31%	27%	33%	30%
Family issues/ties	32%	37%	30%	35%
Personal reason (non-disclosed)	20%	15%	21%	23%
Job performance issues	10%	12%	10%	9%
Lack of family support services	13%	13%	14%	11%
Host country infrastructure inadequacies	8%	4%	9%	9%
Financial issues/concerns	16%	14%	15%	19%
Housing/mortgage concerns	13%	15%	13%	15%
Spouse's/partner's employment	19%	23%	17%	22%
Destination location	16%	17%	16%	19%
Job security concerns	9%	8%	10%	7%
No desire to relocate	17%	13%	16%	26%
Desire to work remotely	10%	9%	8%	21%
No relocations declined or failed	6%	6%	6%	10%
Other (please specify)	0%	0%	0%	0%

* excludes those who don't know

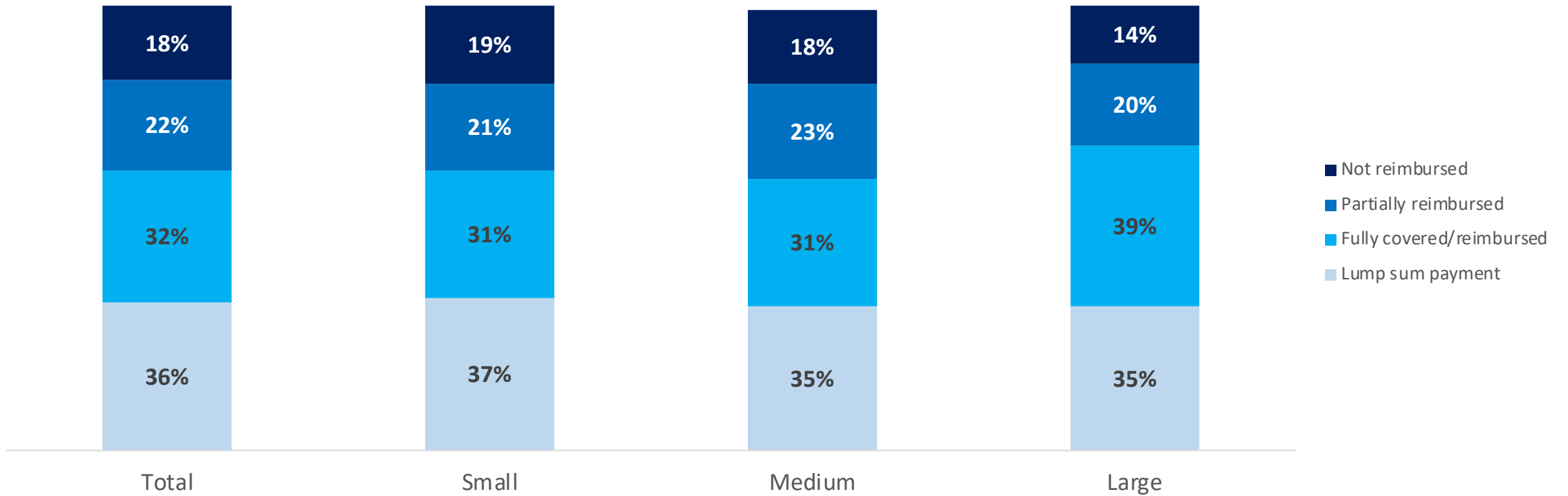
QUESTION 14

Q14. In 2022, what approximate percentage of your total relocations were...
By Company Size (Salaried Employees)



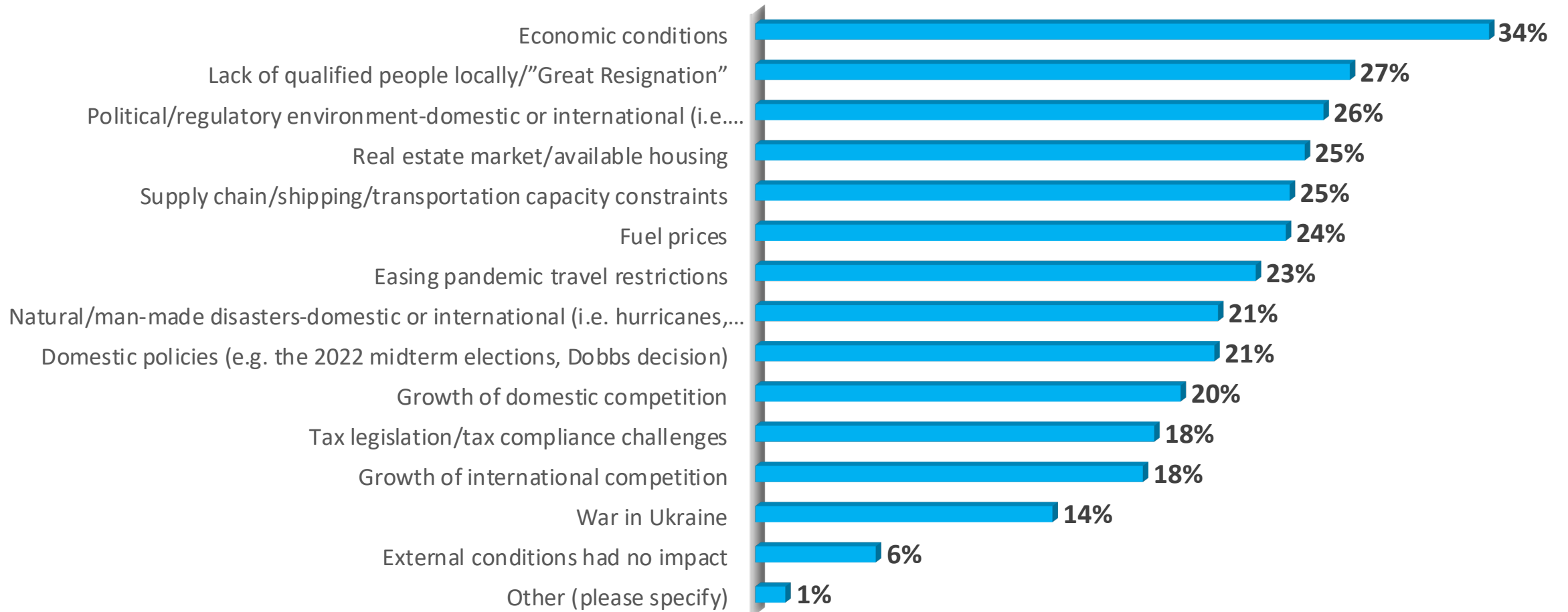
QUESTION 15

Q15. In 2022, what approximate percentage of your relocations were...
By Company Size (Salaried Employees)



QUESTION 16

Q16. What external factors had the most significant impact on the number of your employee relocations in 2022?



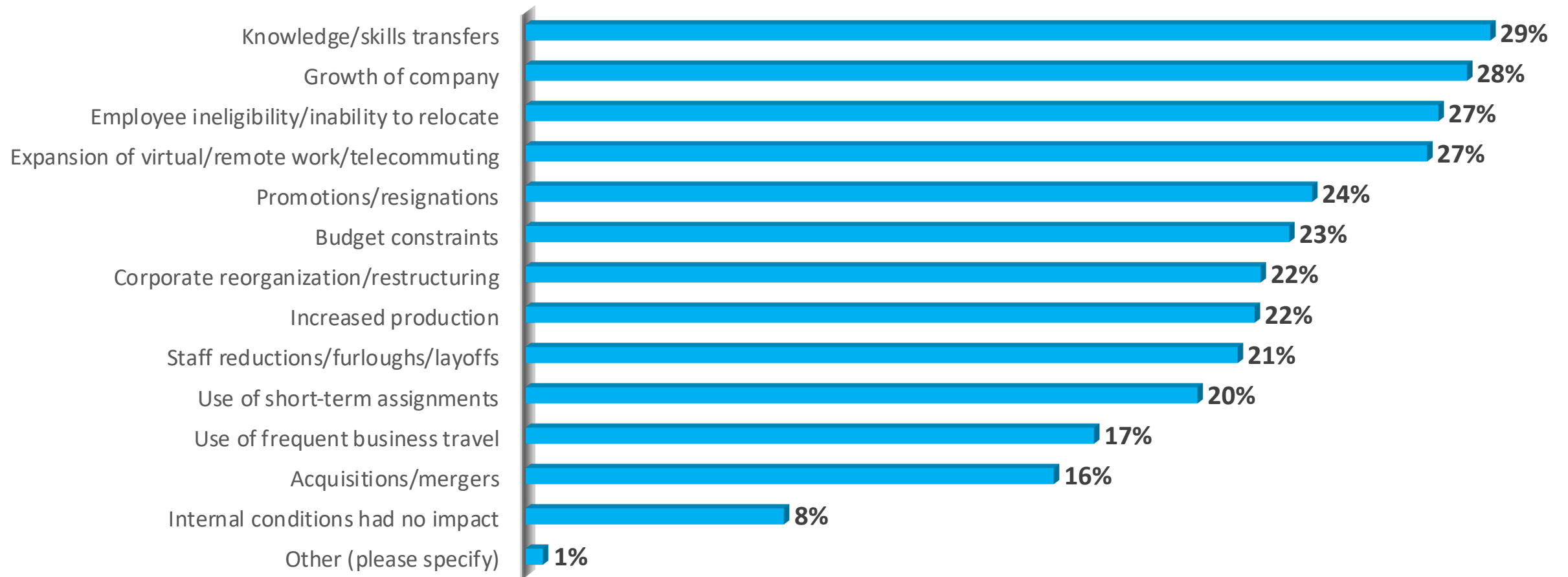
QUESTION 16

Q16. What external factors had the most significant impact on the number of your employee relocations in 2022?
By Company Size (Salaried Employees)

External Factor Impacting Relocating	Total	Small	Medium	Large
Economic conditions	34%	32%	34%	37%
Lack of qualified people locally/"Great Resignation"	27%	30%	25%	36%
Real estate market/available housing	25%	30%	23%	30%
Easing pandemic travel restrictions	23%	17%	24%	27%
Growth of domestic competition	20%	18%	21%	14%
Growth of international competition	18%	19%	18%	16%
Natural/man-made disasters-domestic or international (i.e., hurricanes, earthquakes, wildfires, etc.)	21%	20%	24%	10%
Political/regulatory environment-domestic or international (i.e., visa/immigration restrictions, travel bans/closed borders, trade agreement changes, etc.)	26%	24%	27%	23%
Tax legislation/tax compliance challenges	18%	23%	19%	10%
Supply chain/shipping/transportation capacity constraints	25%	21%	24%	28%
War in Ukraine	14%	14%	14%	11%
Fuel prices	24%	29%	23%	23%
Domestic policies (e.g., the 2022 midterm elections, Dobbs decision)	21%	16%	22%	22%
External conditions had no impact	6%	8%	5%	5%
Other (please specify)	1%	2%	1%	5%

QUESTION 17

Q17. What internal company conditions had the most significant impact on the number of your employee relocations in 2021?



QUESTION 17

**Q17. What internal company conditions had the most significant impact on the number of your employee relocations in 2021?
By Company Size (Salaried Employees)**

Internal Factor Impacting Relocations	Total	Small	Medium	Large
Growth of company	28%	29%	28%	31%
Increased production	22%	19%	24%	16%
Budget constraints	23%	23%	23%	20%
Acquisitions/mergers	16%	18%	15%	16%
Corporate reorganization/restructuring	22%	17%	23%	23%
Promotions/resignations	24%	27%	22%	26%
Knowledge/skills transfers	29%	29%	29%	30%
Use of short-term assignments	20%	21%	21%	16%
Expansion of virtual/remote work/telecommuting	27%	22%	28%	31%
Use of frequent business travel	17%	12%	19%	12%
Staff reductions/furloughs/layoffs	21%	20%	22%	22%
Employee ineligibility/inability to relocate	27%	28%	28%	25%
Internal conditions had no impact	8%	10%	7%	7%
Other (please specify)	1%	1%	0%	2%

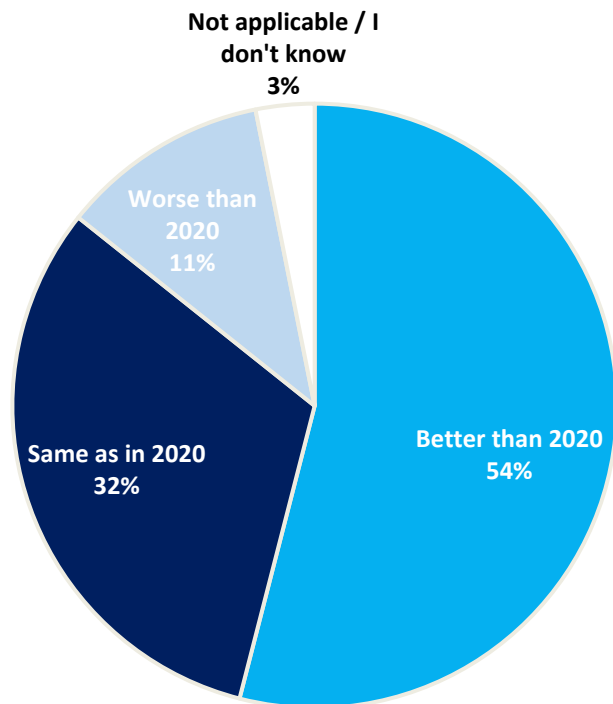
QUESTION 18a

Q18 Compared to 2021, from your company's perspective, please rate the following in 2022.

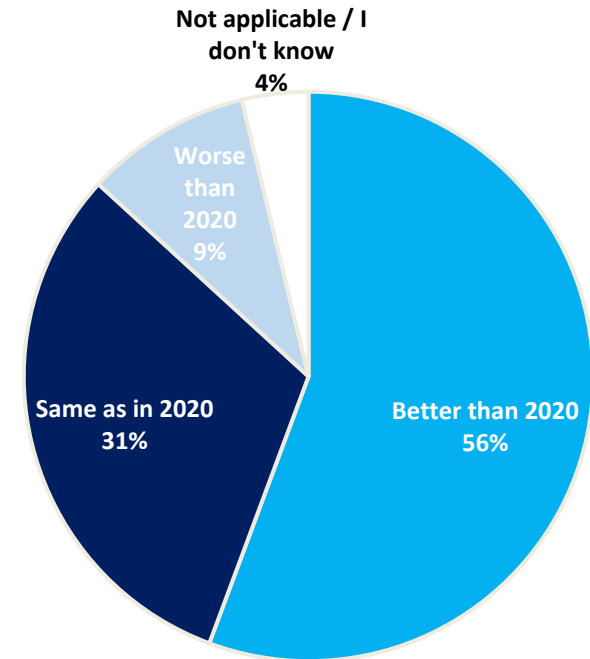
Q18a The state of the global economy

By Company Size (Salaried Employees)

TOTAL



SMALL



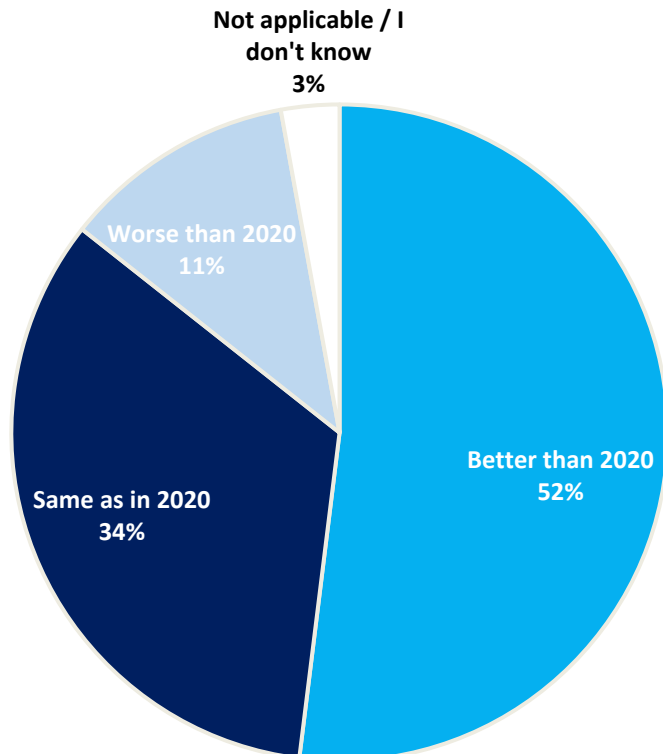
QUESTION 18a

Q18 Compared to 2021, from your company's perspective, please rate the following in 2022.

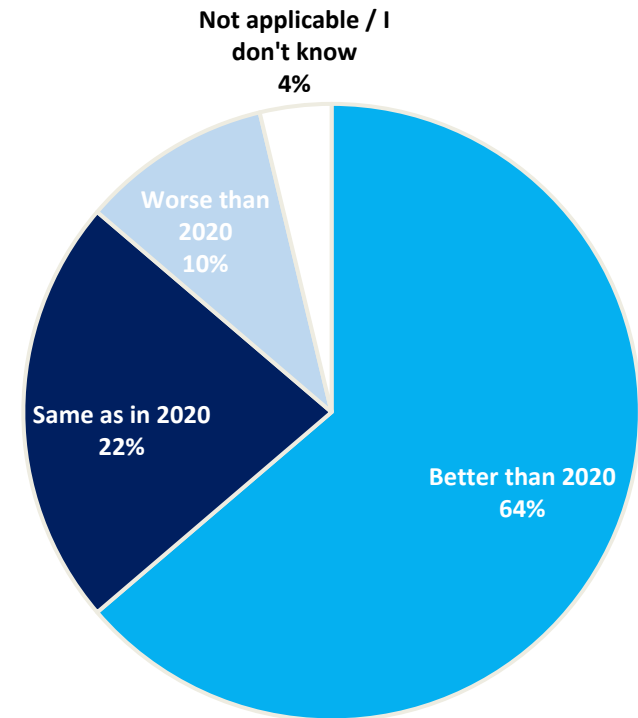
Q18a The state of the global economy

By Company Size (Salaried Employees)

MEDIUM



LARGE



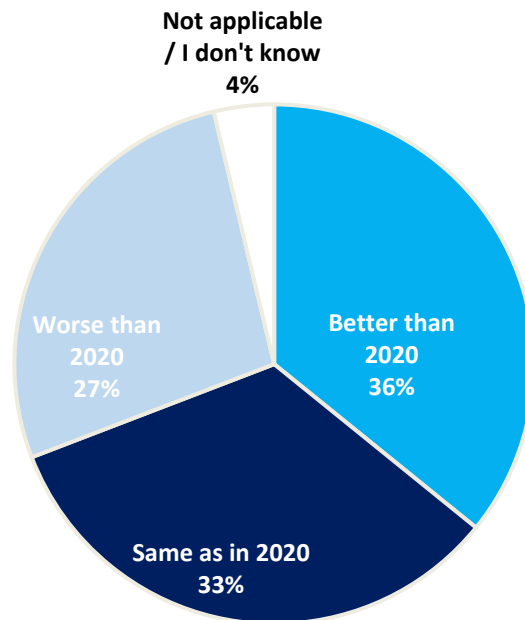
QUESTION 18b

Q18b Compared to 2021, from your company's perspective, please rate the following in 2022.

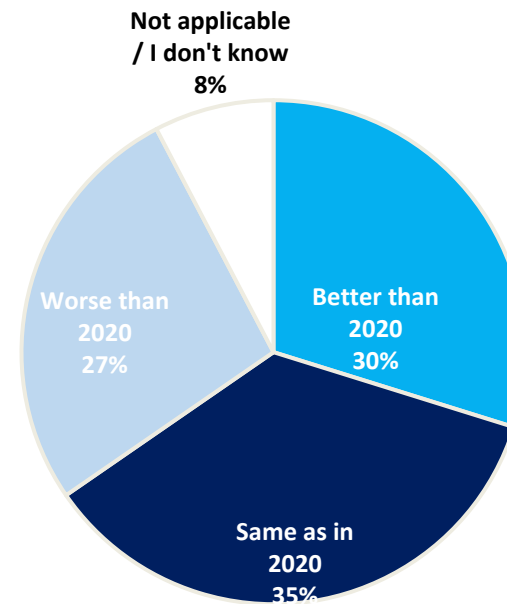
Q18b The state of the global economy

By Company Size (Salaried Employees)

TOTAL



SMALL



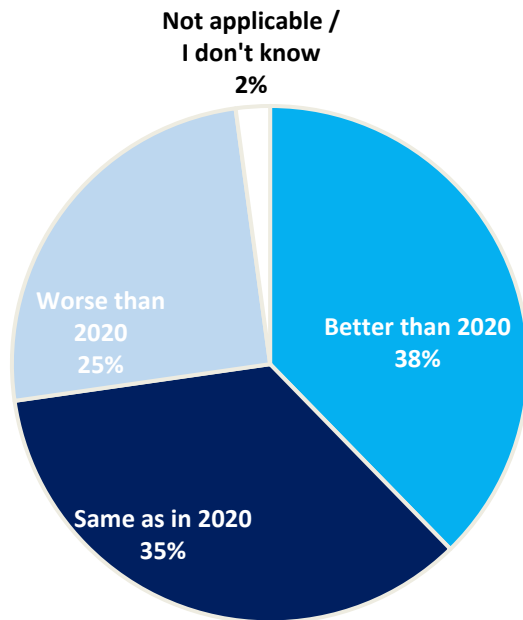
QUESTION 18b

Q18b Compared to 2021, from your company's perspective, please rate the following in 2022.

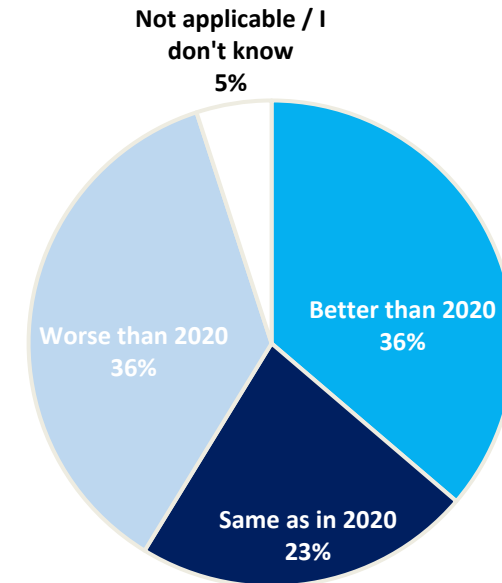
Q18b The state of the global economy

By Company Size (Salaried Employees)

MEDIUM



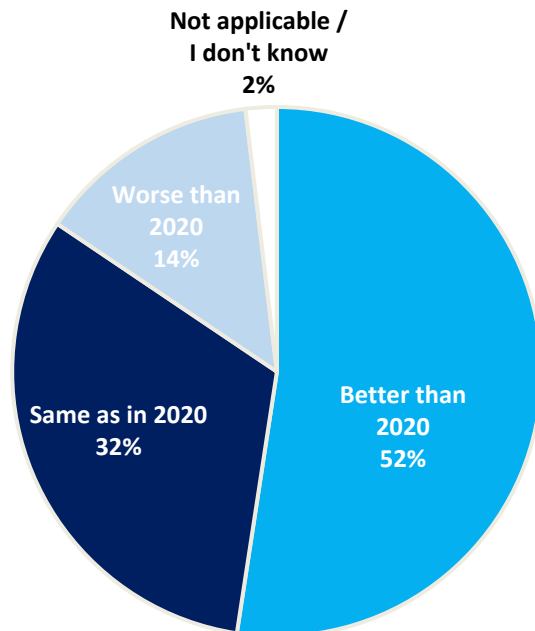
LARGE



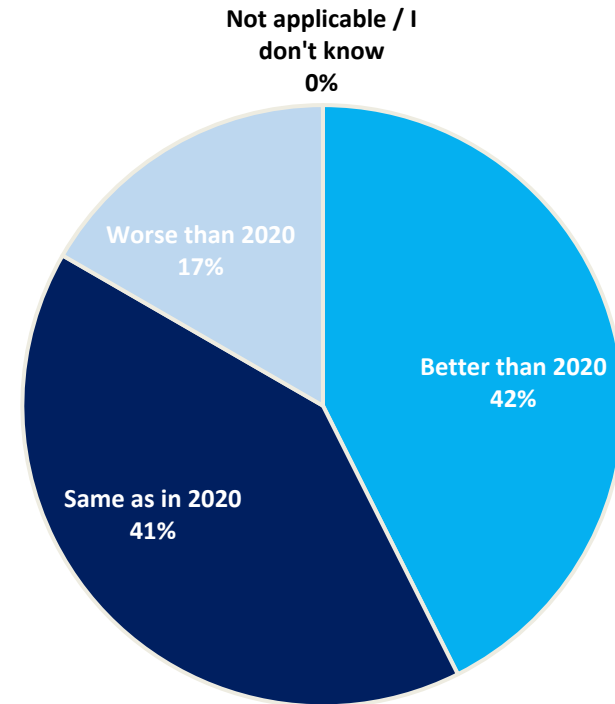
QUESTION 19a

Q19. Compared to 2022, please indicate what you anticipate for 2023.
19a Company's performance By Company Size (Salaried Employees)

TOTAL



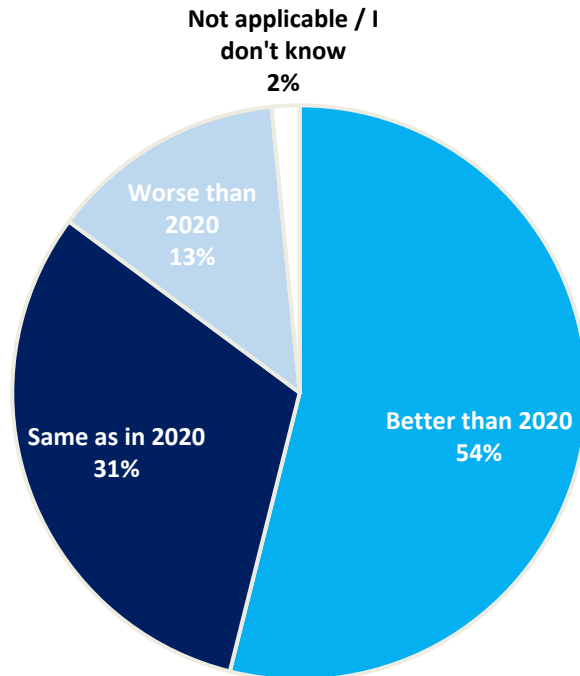
SMALL



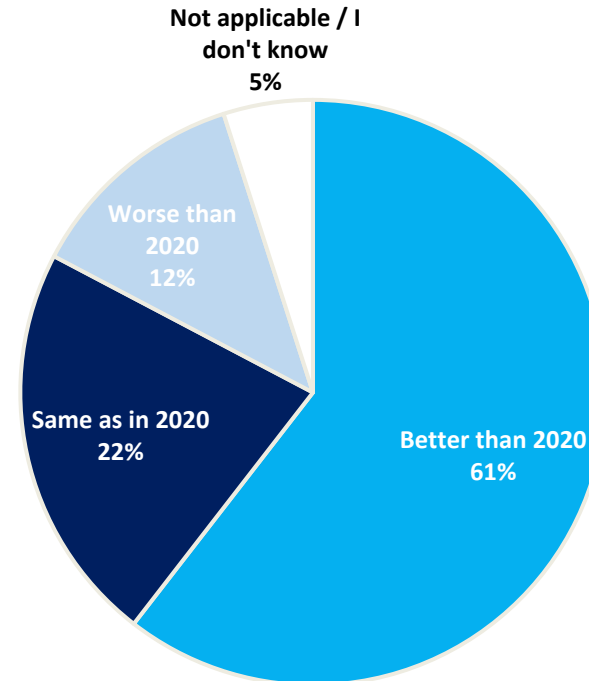
QUESTION 19a

Q19. Compared to 2022, please indicate what you anticipate for 2023.
19a Company's performance By Company Size (Salaried Employees)

MEDIUM



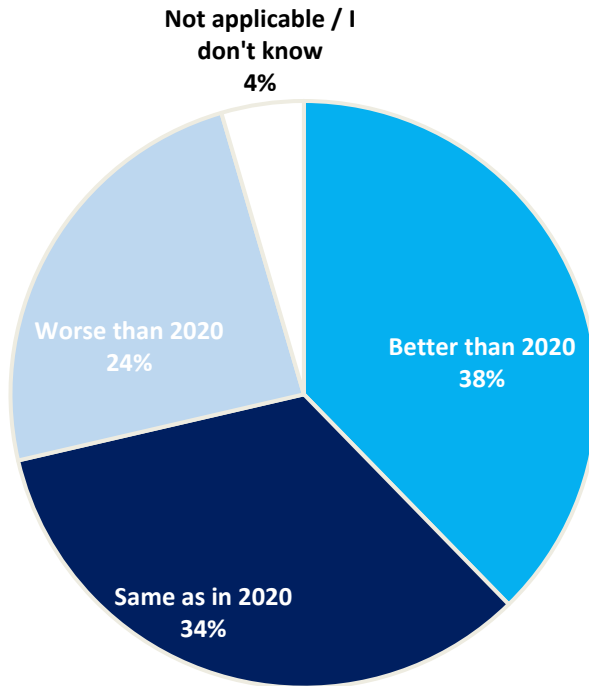
LARGE



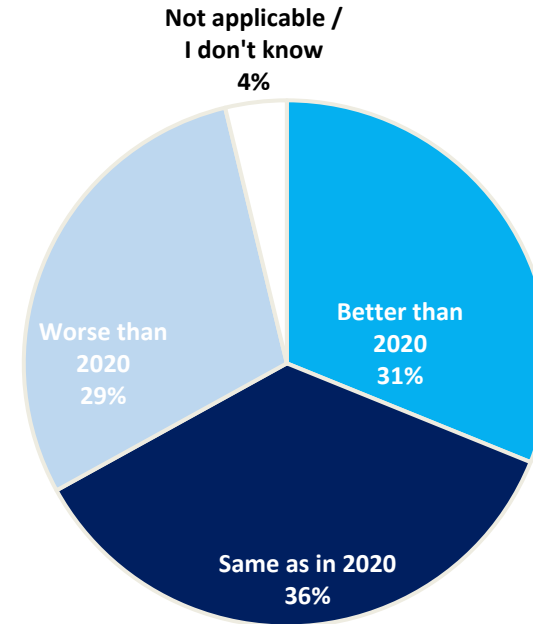
QUESTION 19b

Q19. Compared to 2022, please indicate what you anticipate for 2023.
19b The state of the global economy By Company Size (Salaried Employees)

TOTAL

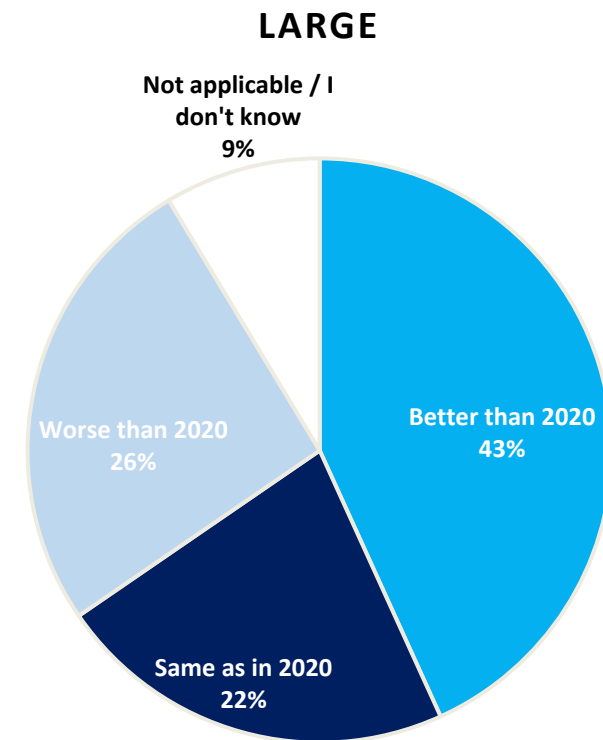
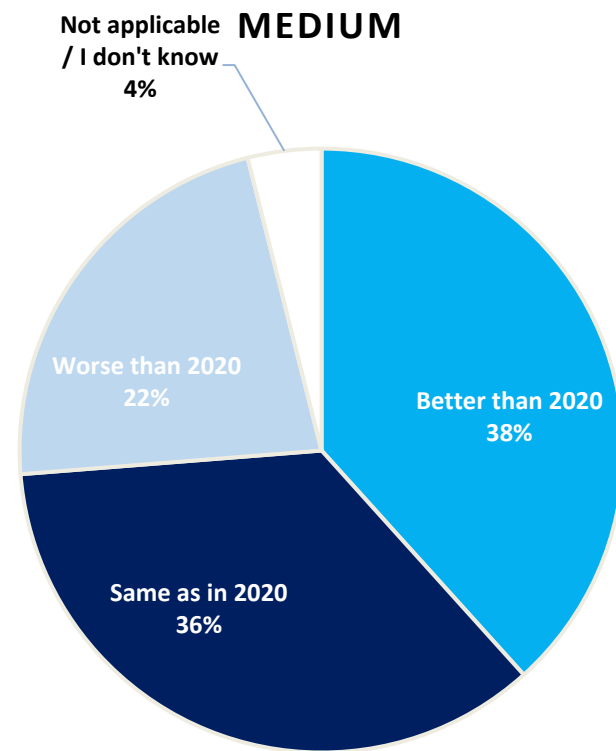


SMALL



QUESTION 19b

Q19. Compared to 2022, please indicate what you anticipate for 2023.
19b The state of the global economy By Company Size (Salaried Employees)



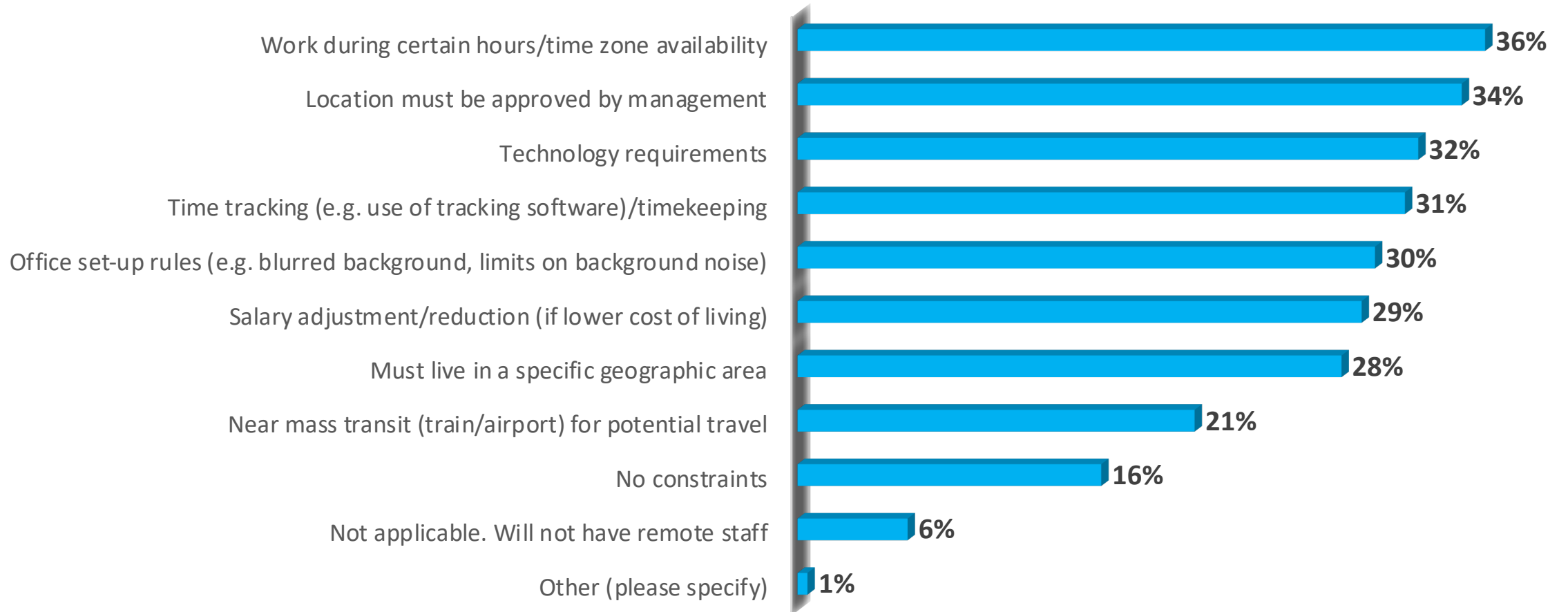
QUESTION 20

Q20. Which of the following accommodations are part of your current or 2023 workplace management policy? (Check all that apply)
By Company Size (Salaried Employees)

Workforce Management Plan	Total	Small	Medium	Large
Full on-site return to work plan (office/location-based)	48%	49%	47%	48%
Hybrid (combination of office and remote) arrangements for all employees	55%	48%	57%	60%
Allow specific areas of company to remain remote, others must return to office/location-based work	42%	41%	41%	47%
Allow employees option to choose to work remotely or return to office/location-based work	32%	30%	32%	35%
Fully remote workforce (100%)	9%	12%	8%	9%
Other (please specify)	1%	3%	0%	1%

QUESTION 21

Q21. What constraints are/will be in place for employees that are fully remote?



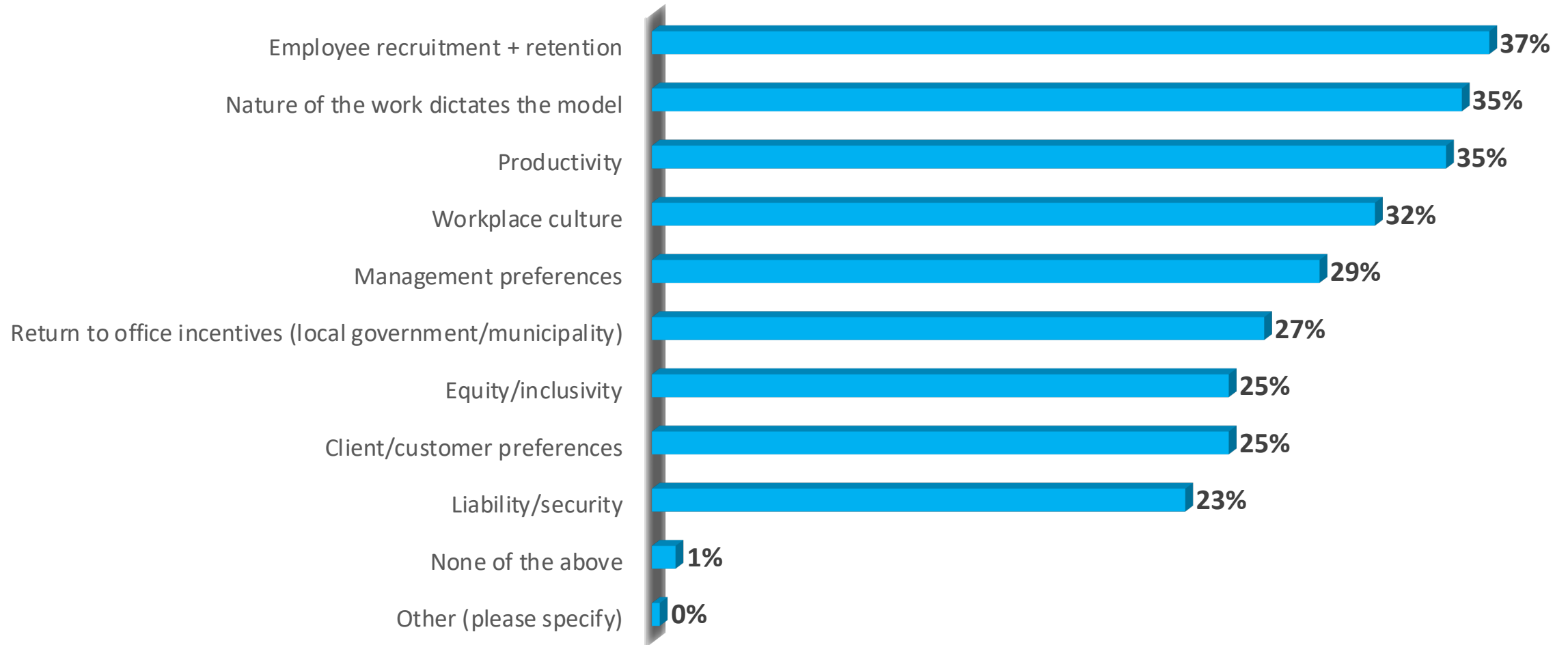
QUESTION 21

Q21. What constraints will be in place for employees that are fully remote? (Check all that apply)
By Company Size (Salaried Employees)

Remote Employees Constraints	Total	Small	Medium	Large
Must live in a specific geographic area	28%	31%	27%	28%
Work during certain hours/time zone availability	36%	38%	34%	41%
Salary adjustment/reduction (if lower cost of living)	29%	29%	30%	22%
Near mass transit (train/airport) for potential travel	21%	19%	22%	15%
Location must be approved by management	34%	30%	33%	51%
Office set-up rules (e.g., blurred background, limits on background noise)	30%	36%	30%	21%
Technology requirements	32%	25%	32%	42%
Time tracking (e.g., use of tracking software)/timekeeping	31%	28%	31%	36%
No constraints	16%	12%	17%	11%
Not applicable. Will not have remote staff	6%	7%	5%	5%
Other	1%	2%	0%	0%

QUESTION 22

Q22. Which considerations had the greatest impact on informing your workplace model (remote, hybrid, in-person)? (Check all that apply)



QUESTION 22

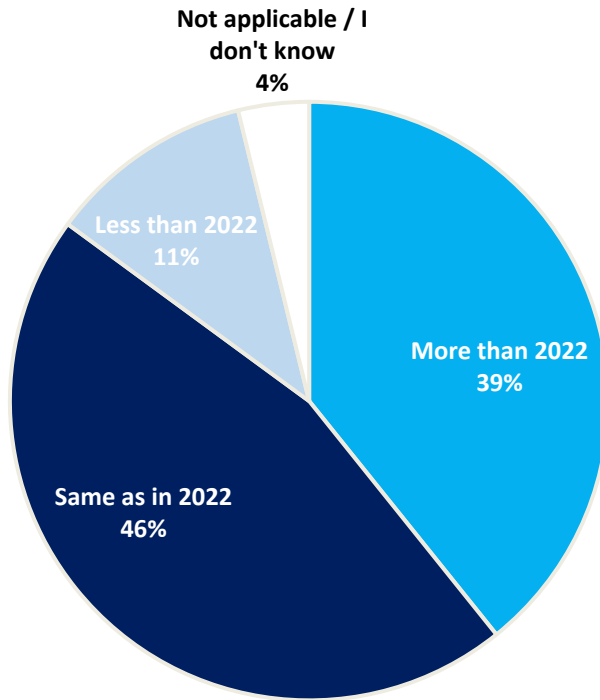
Q22. Which considerations had the greatest impact on informing your workplace model (remote, hybrid, in-person)? (Check all that apply)

Changes made in 2021	Total	Small	Medium	Large
Nature of the work dictates the model	35%	37%	34%	40%
Employee recruitment + retention	37%	41%	35%	38%
Workplace culture	32%	30%	30%	41%
Productivity	35%	25%	35%	51%
Liability/security	23%	21%	24%	22%
Client/customer preferences	25%	23%	25%	27%
Return to office incentives (local government/municipality)	27%	28%	28%	19%
Management preferences	29%	28%	28%	36%
Equity/inclusivity	25%	18%	26%	28%
Other (please specify)	0%	0%	1%	0%
None of the above	1%	0%	2%	0%

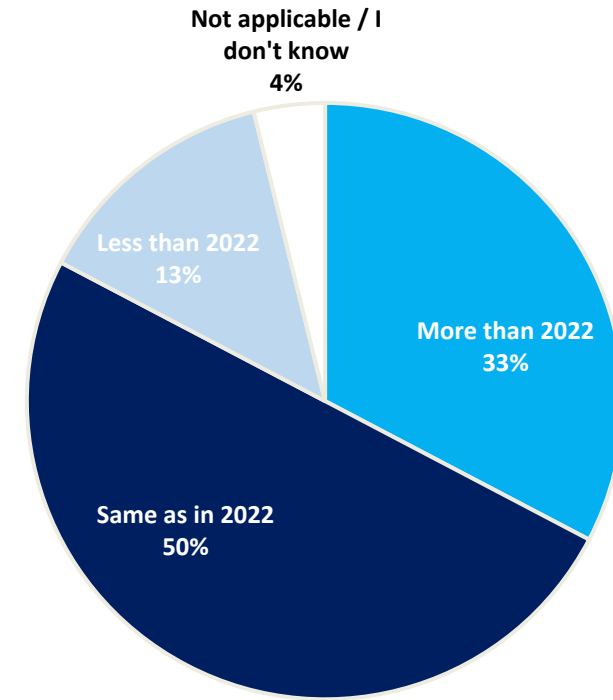
QUESTION 23a

Q23. Compared to 2022, please indicate what you anticipate for 2023.
Q23a Number of permanent voluntary/personal moves
By Company Size (Salaried Employees)

TOTAL



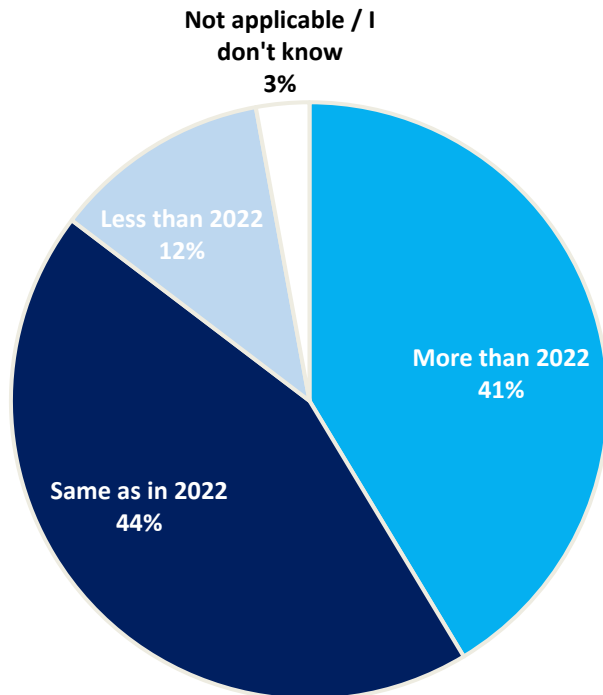
SMALL



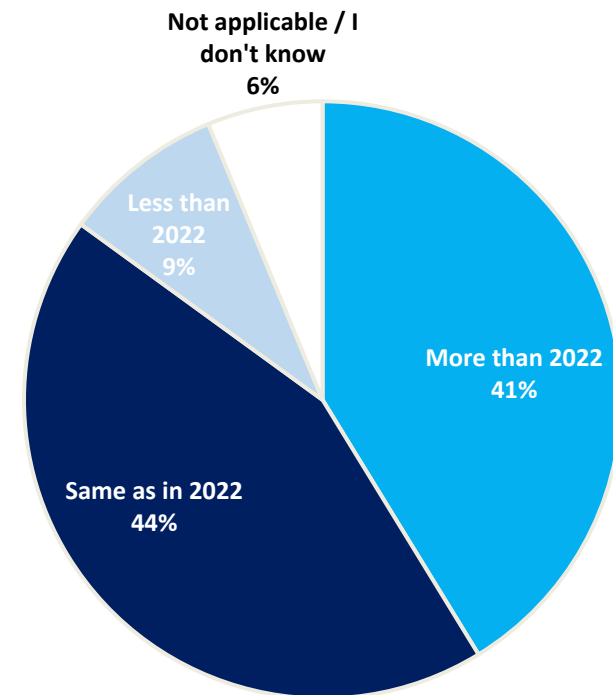
QUESTION 23a

Q23. Compared to 2022, please indicate what you anticipate for 2023.
Q23a Number of permanent voluntary/personal moves
By Company Size (Salaried Employees)

MEDIUM



LARGE



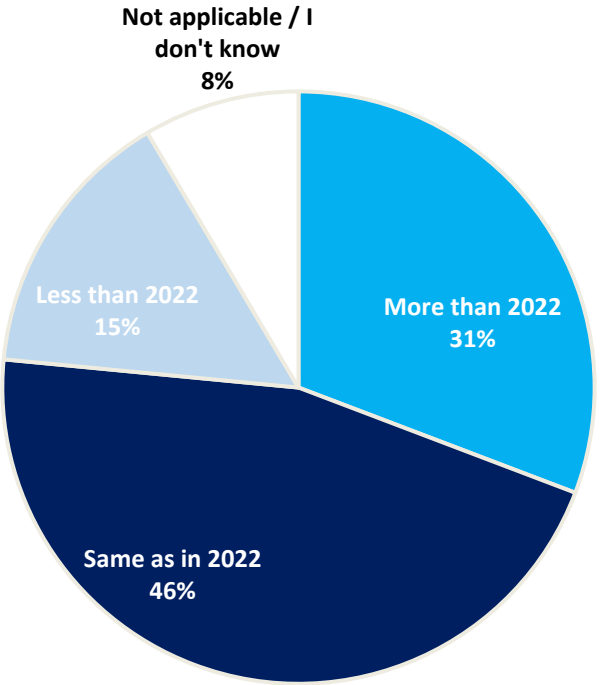
QUESTION 23b

Q23. Compared to 2022, please indicate what you anticipate for 2023.

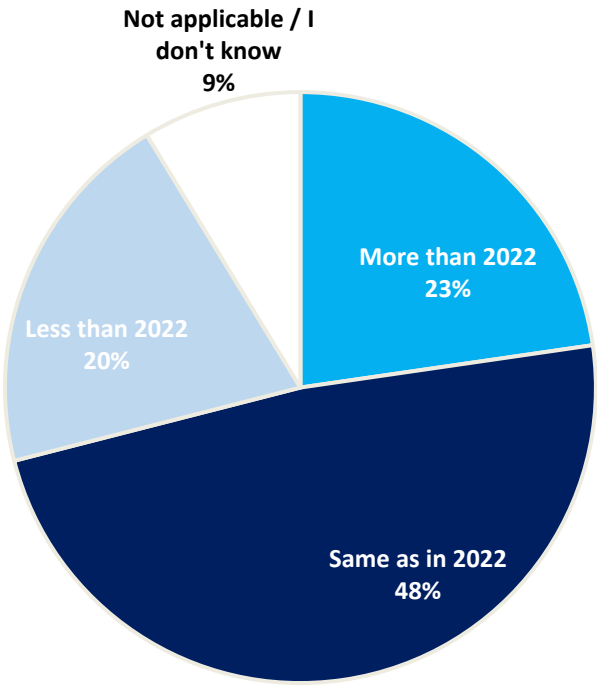
Q23b Number of temporary voluntary/personal moves (e.g., spending winter months working from Belize)

By Company Size (Salaried Employees)

TOTAL



SMALL



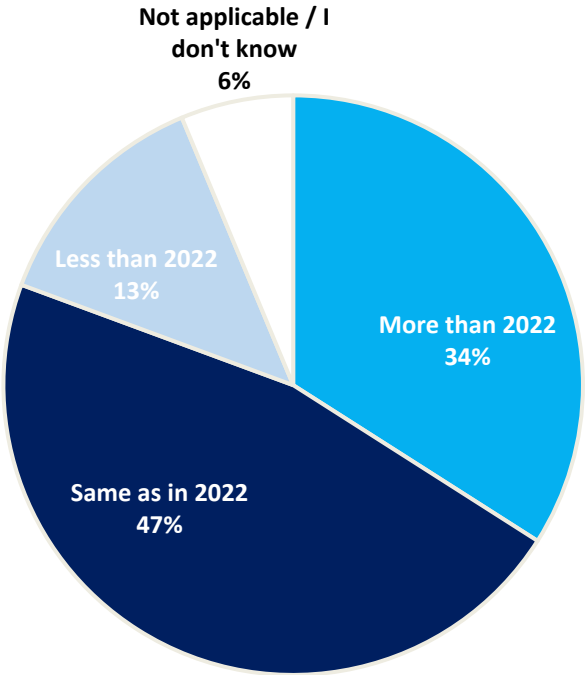
QUESTION 23b

Q23. Compared to 2022, please indicate what you anticipate for 2023.

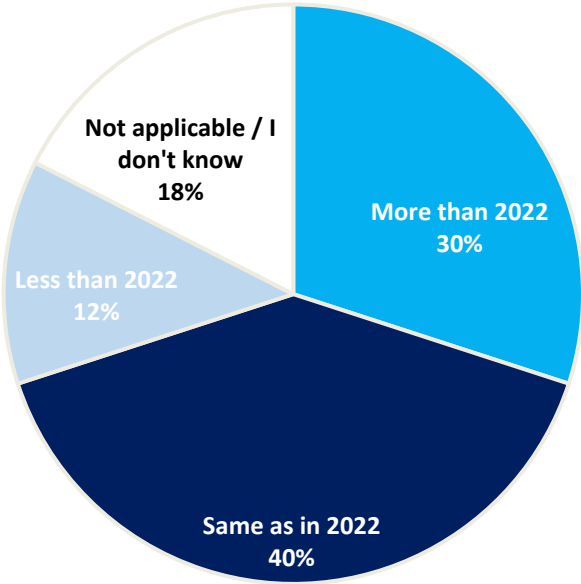
Q23b Number of temporary voluntary/personal moves (e.g., spending winter months working from Belize)

By Company Size (Salaried Employees)

MEDIUM

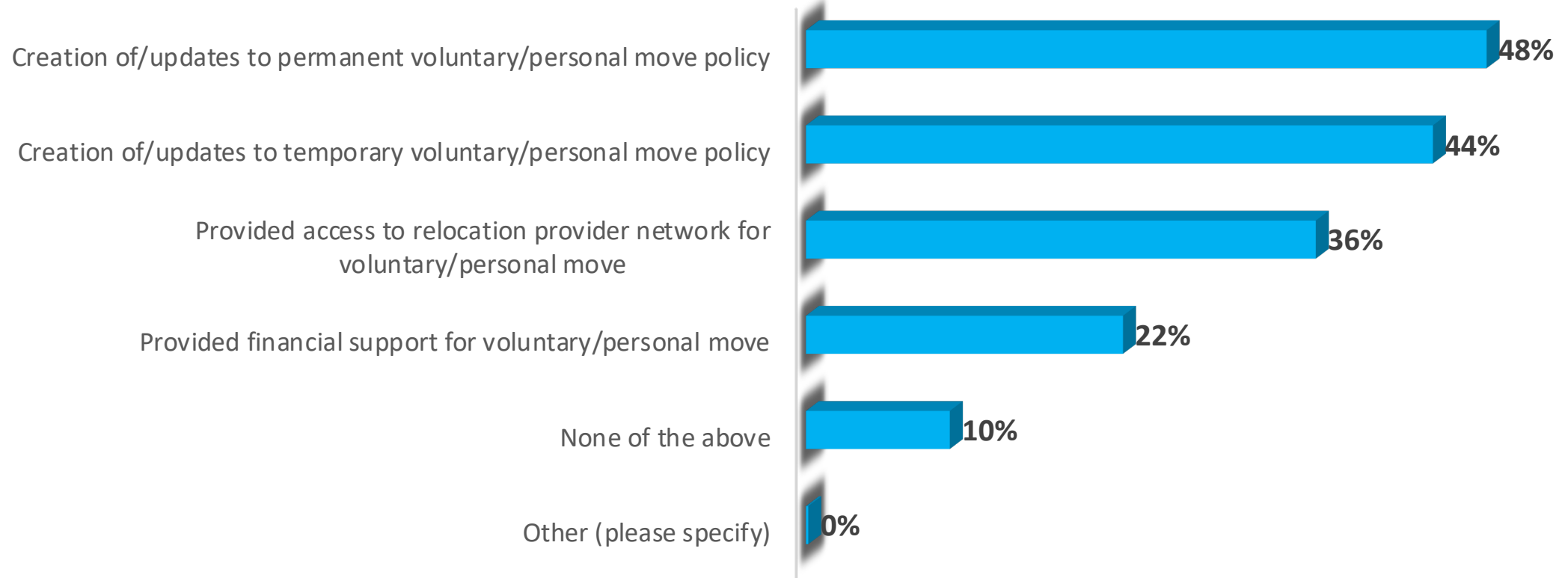


LARGE



QUESTION 24

Q24. Identify the actions taken in relation to voluntary/personal moves? (Check all that apply)



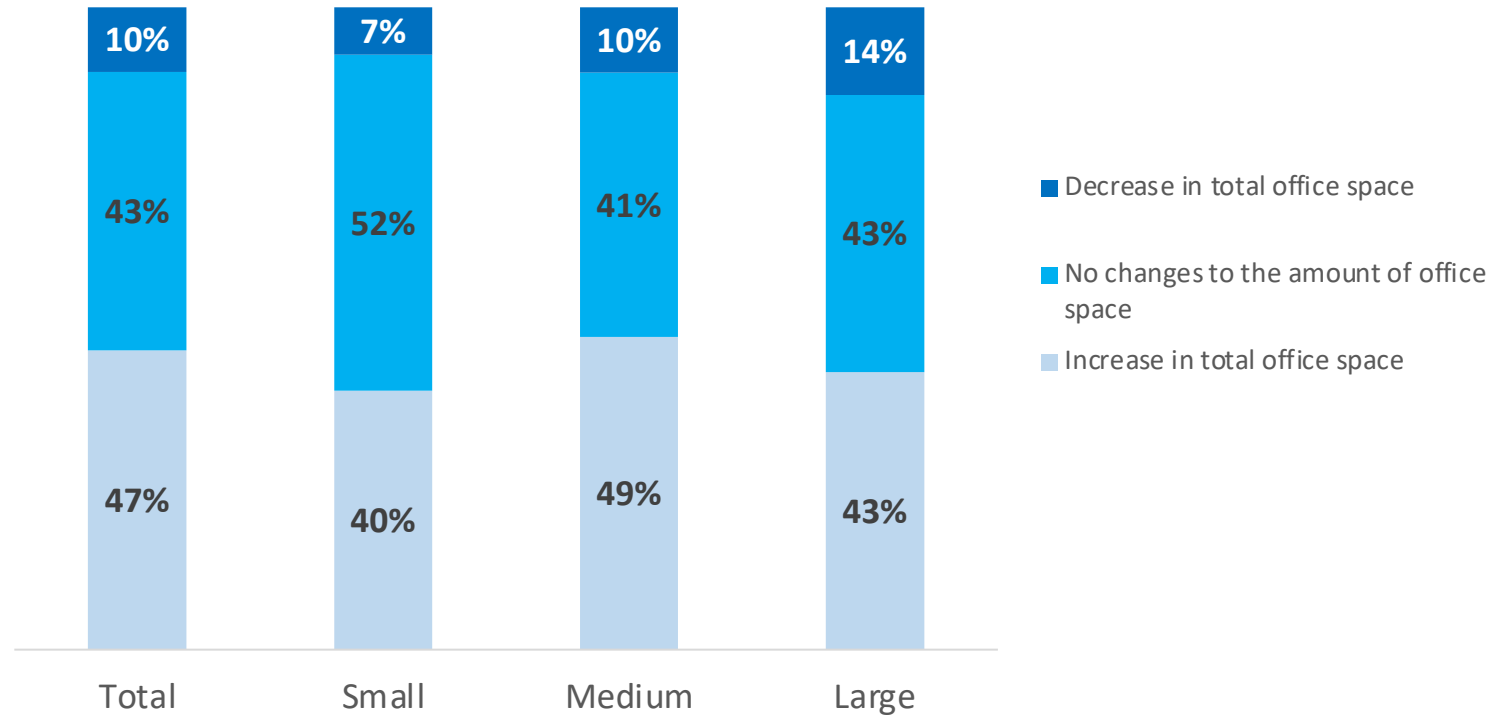
QUESTION 24

Q24. Identify the actions taken in relation to voluntary/personal moves? (Check all that apply)

Voluntary / Personal Moves	Total	Small	Medium	Large
None of the above	10%	16%	7%	20%
Creation of/updates to permanent voluntary/personal move policy	48%	45%	50%	44%
Creation of/updates to temporary voluntary/personal move policy	44%	40%	47%	36%
Provided access to relocation provider network for voluntary/personal move	36%	31%	38%	37%
Provided financial support for voluntary/personal move	22%	21%	22%	21%
Other (please specify)	0%	0%	0%	0%

QUESTION 25

Q25. In 2022, how did your physical office footprint change? NOTE: viewed in total office space across all locations



QUESTION 26

Q26. Identify the actions taken in 2022, in relation to physical office space? (Check all that apply)

Physical Office Space	Total	Small	Medium	Large
None of the above	8%	13%	5%	14%
Purchase of additional office space	22%	19%	22%	21%
Lease of additional office space	16%	18%	17%	10%
Sale/leasing of existing office space	20%	20%	20%	19%
Renovation of office space	25%	26%	24%	25%
Increase in shared/communal office accommodations	27%	21%	29%	26%
Decrease in shared/communal office accommodations	19%	13%	22%	14%
Incentivizing employees to return to physical office space (e.g., free lunch)	26%	29%	24%	26%
Acceptance of incentives from local government for return to office efforts	24%	25%	24%	19%
Exploration of office relocation to another city	23%	17%	27%	14%
Exploration of office space downsizing	21%	20%	22%	17%
Other (please specify)	0%	0%	0%	0%

QUESTION 28

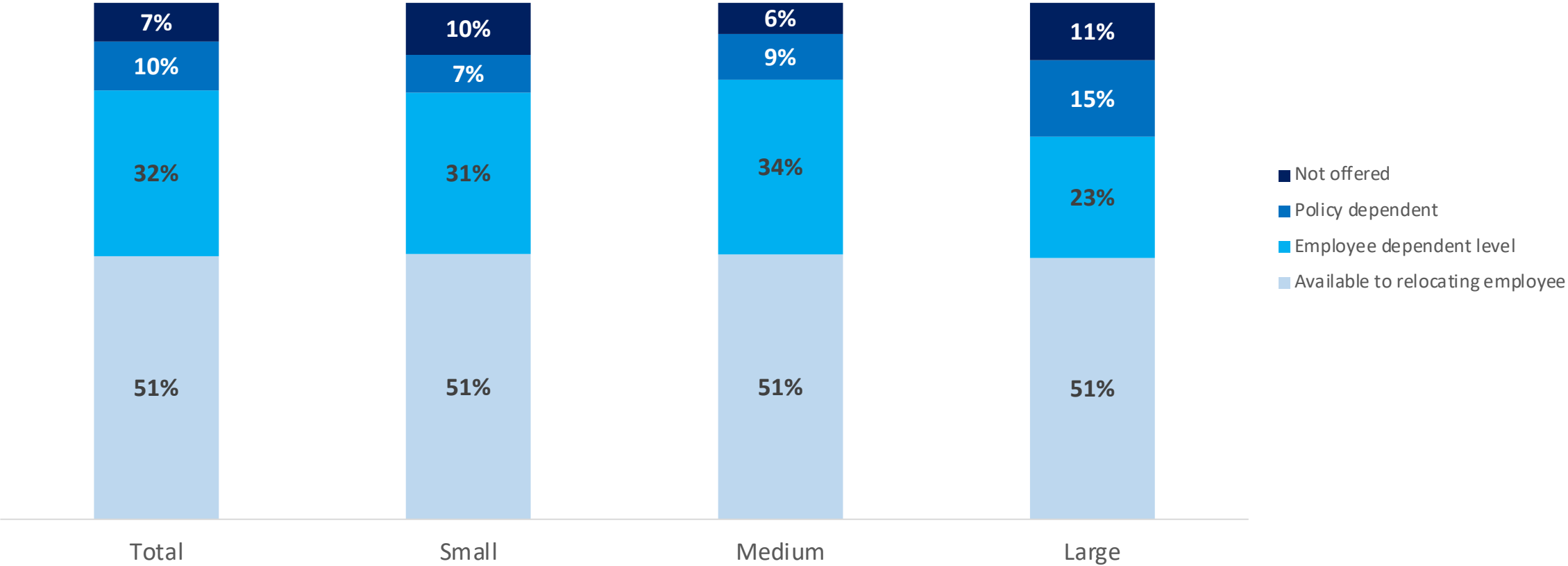
Q28. Does your company have a formal policy for the following types of relocation?

Relocation Policy	Total	Small	Medium	Large
Domestic relocations	77%	77%	75%	86%
International relocation assignments (1-3 years)	52%	52%	53%	63%
Short-term/temporary assignments (less than 12 months)	60%	53%	60%	70%
Permanent transfers (international)	53%	41%	51%	58%
Localization (international)	50%	41%	51%	58%
Long-distance commuter	54%	36%	57%	55%
Intra-regional (international)	46%	36%	49%	49%
Extended business travel	55%	50%	53%	70%

* % of companies answering “Yes”

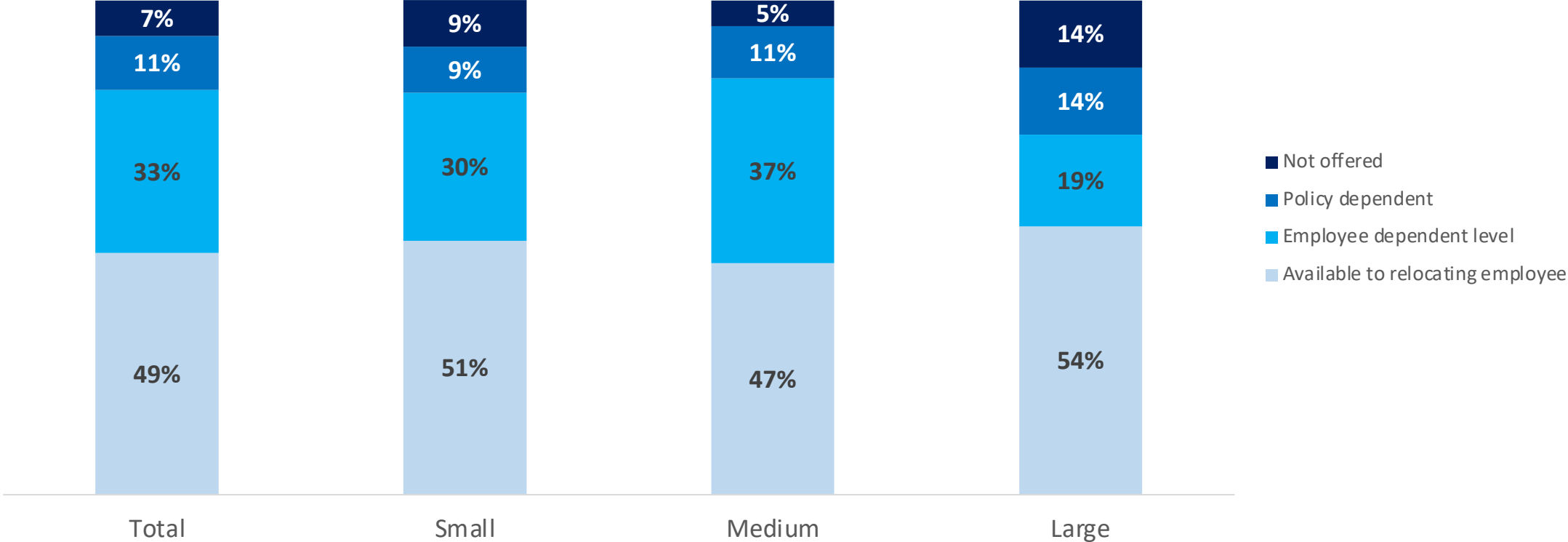
QUESTION 29a

Q29. Does your relocation policy incorporate any of the following aspects of a core/flex, fixed benefits/flexible benefits, list-driven policy (i.e., structured flexibility)?
Q29a Relocation benefit coverage of specific items (i.e., fixed components/core c



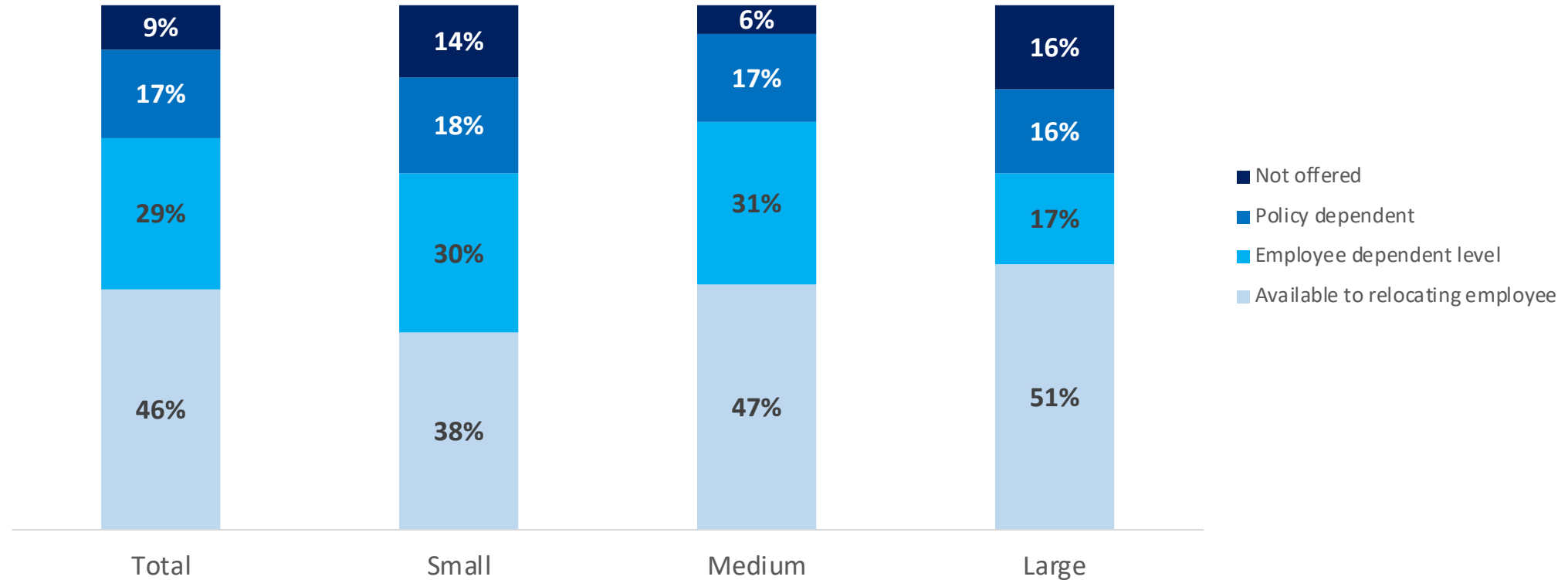
QUESTION 29b

Q29. Does your relocation policy incorporate any of the following aspects of a core/flex, fixed benefits/flexible benefits, list-driven policy (i.e., structured flexibility)?
Q29b Flexible use of full relocation benefit coverage amount applicable to a list



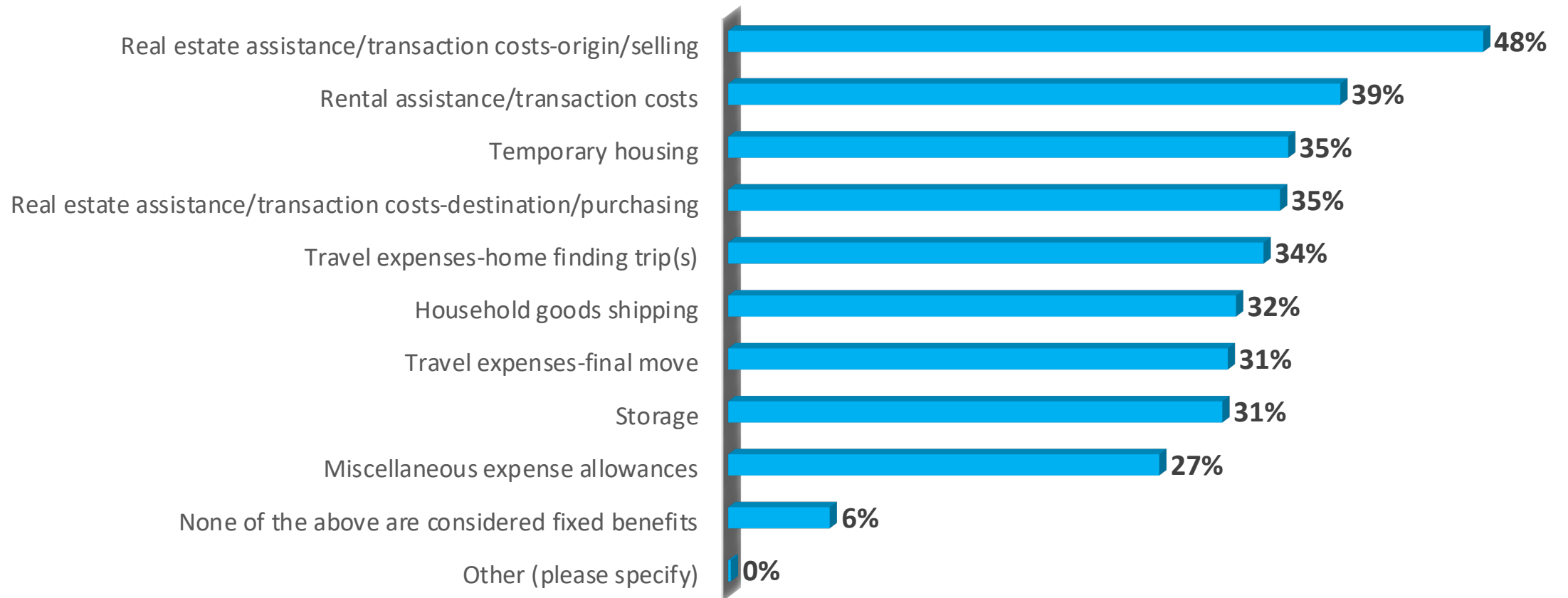
QUESTION 29c

Q29. Does your relocation policy incorporate any of the following aspects of a core/flex, fixed benefits/flexible benefits, list-driven policy (i.e., structured flexibility)?
Q29c Flexible use of a portion of relocation benefit coverage applicable to list



QUESTION 30

Q30. What type(s) of relocation components are considered fixed benefits within your company?



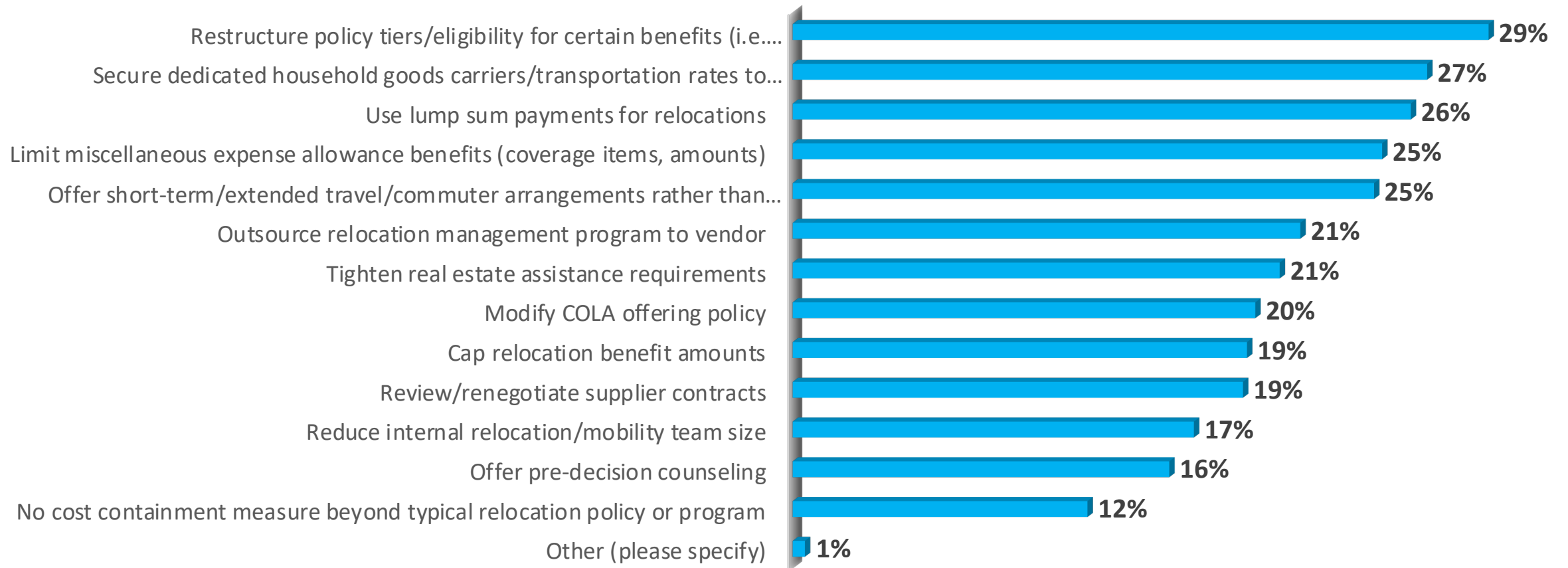
QUESTION 30

**Q30. What type(s) of relocation components are considered
fixed benefits within your company?
By Company Size (Salaried Employees)**

Relocation Components Considered Fixed Benefits	Total	Small	Medium	Large
Real estate assistance/transaction costs-origin/selling	48%	42%	51%	41%
Rental assistance/transaction costs	39%	37%	38%	42%
Real estate assistance/transaction costs-destination/purchasing	35%	21%	37%	41%
Storage	31%	32%	30%	36%
Household goods shipping	32%	32%	30%	44%
Temporary housing	35%	37%	32%	49%
Travel expenses-home finding trip(s)	34%	36%	32%	40%
Travel expenses-final move	31%	33%	29%	38%
Miscellaneous expense allowances	27%	25%	26%	37%
None of the above are considered fixed benefits	6%	6%	7%	6%
Other	0%	0%	0%	1%

QUESTION 31

Q31. Is your company planning to use any of the following cost containment measures in relocation policy/practice in 2023?
(Check all that apply)



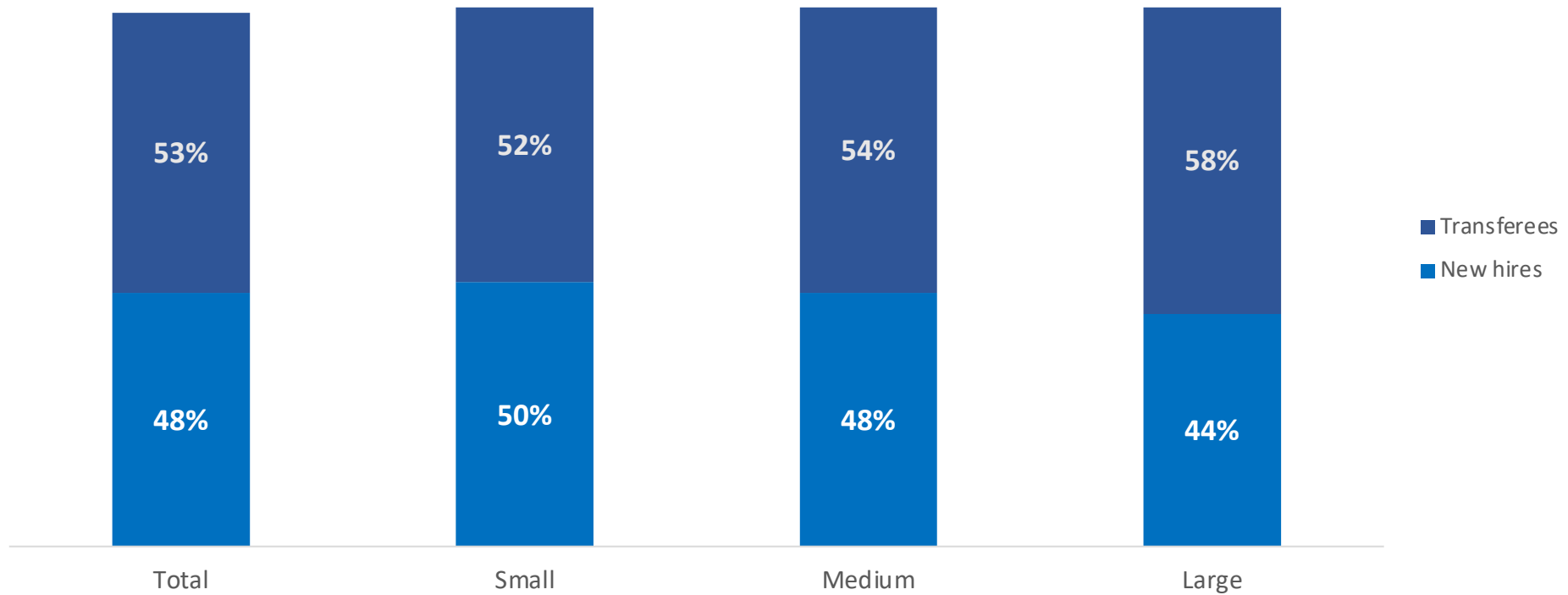
QUESTION 31

Q31. Does your company's centralized relocation/mobility department/team...
By Company Size (Salaried Employees)

Centralized Relocation/Mobility Department/Team	Total	Small	Medium	Large
Cap relocation benefit amounts	19%	20%	21%	11%
Limit miscellaneous expense allowance benefits (coverage items, amounts)	25%	26%	25%	22%
Review/renege supplier contracts	19%	17%	20%	20%
Offer pre-decision counseling	16%	13%	16%	17%
Offer short-term/extended travel/commuter arrangements rather than relocate employees	25%	21%	26%	26%
Restructure policy tiers/eligibility for certain benefits (i.e., add/reduce/redefine tiers, implement flexible policy, etc.)	29%	22%	31%	31%
Tighten real estate assistance requirements	21%	19%	21%	20%
Modify COLA offering policy	20%	15%	22%	16%
Use lump sum payments for relocations	26%	30%	24%	27%
Secure dedicated household goods carriers/transportation rates to streamline lump sum relocations	27%	25%	28%	23%
Reduce internal relocation/mobility team size	17%	15%	18%	14%
Outsource relocation management program to vendor	21%	22%	22%	17%
No cost containment measure beyond typical relocation policy or program	12%	20%	8%	22%
Other (please specify)	1%	1%	0%	2%

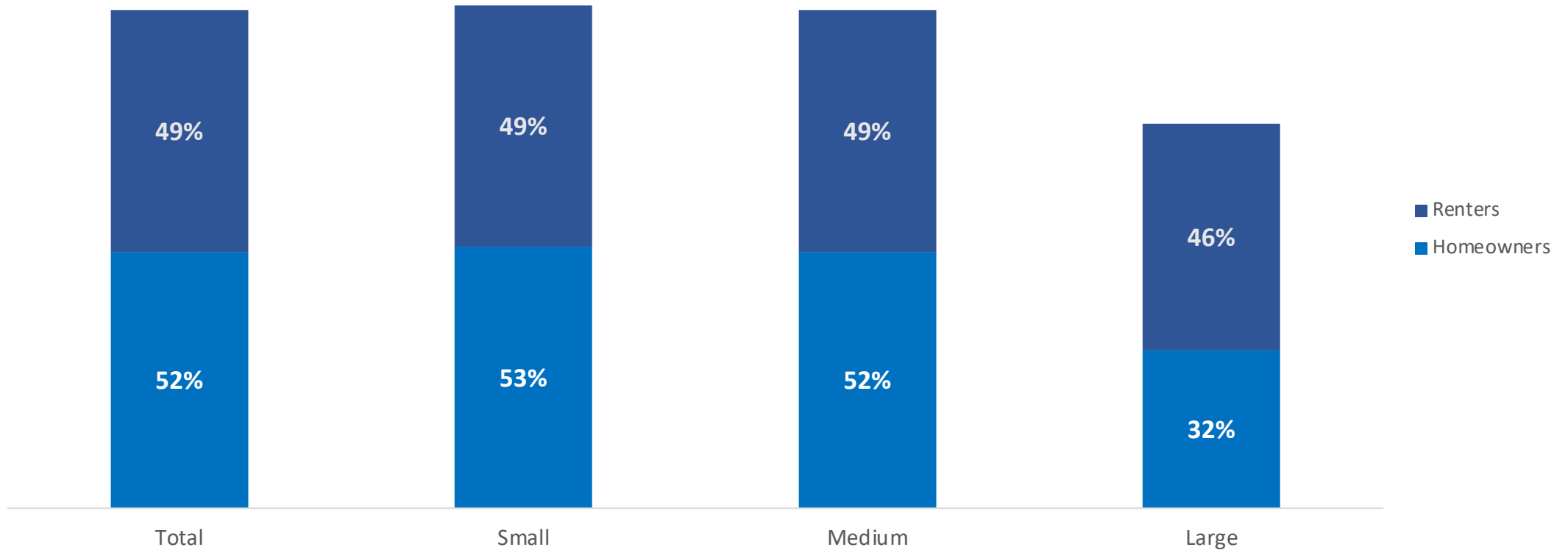
QUESTION 32

Q32. In 2022, what approximate percentage of your company's relocating employees were classified (at origin) as...
By Company Size (Salaried Employees)
(Average Percent)



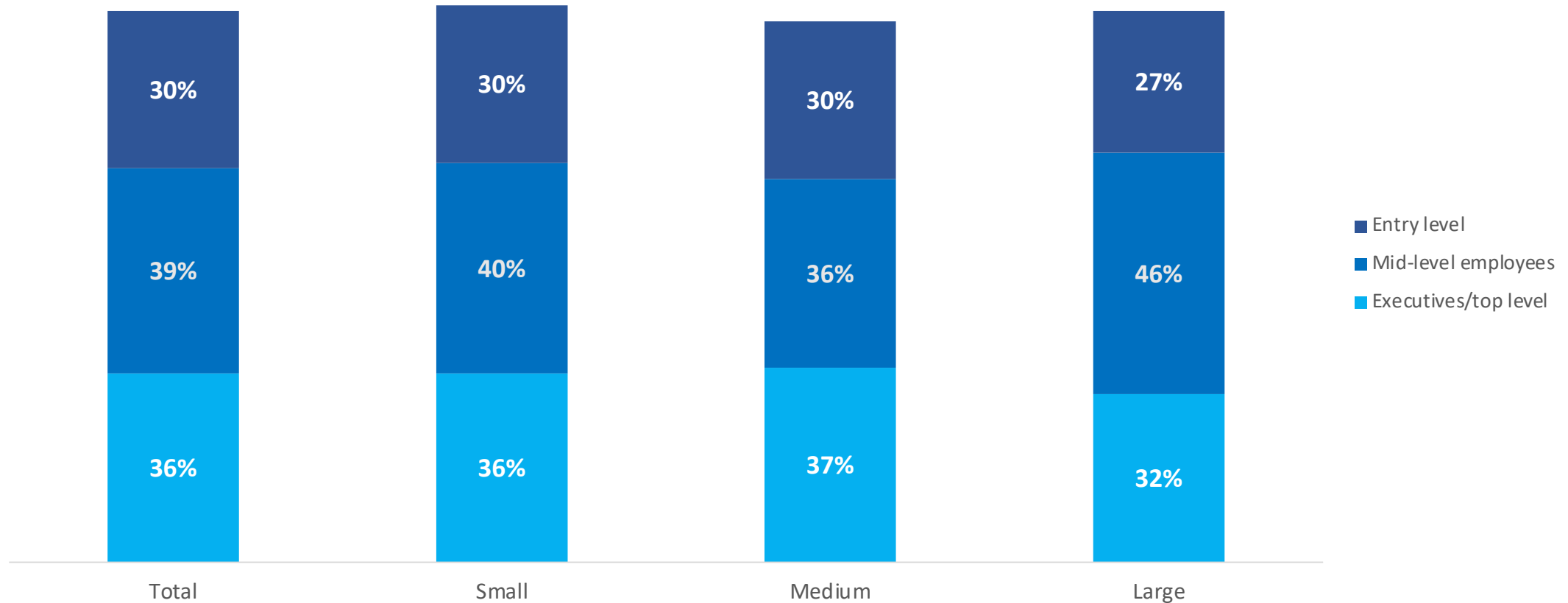
QUESTION 33

Q33. In 2022, what approximate percentage of your company's relocating employees were classified (at origin) as...
By Company Size (Salaried Employees)
(Average Percent)



QUESTION 34

Q34. In 2022, what approximate percentage of your company's relocating employees were classified (at origin) as...
By Company Size (Salaried Employees)
(Average Percent)



QUESTION 35a

Q35. How long does an employee have to...

Q35a. Accept a relocation offer

	Total	Small	Medium	Large
1 week or less	8%	8%	7%	12%
Up to 2 weeks	23%	32%	21%	22%
Up to 3 weeks	19%	15%	20%	17%
Up to 1 month	25%	26%	25%	23%
Up to 2 months	12%	9%	14%	7%
Up to 3 months	6%	4%	7%	6%
More than 3 months	5%	3%	5%	6%

*excludes those who don't know

QUESTION 35b

Q35. How long does an employee have to...

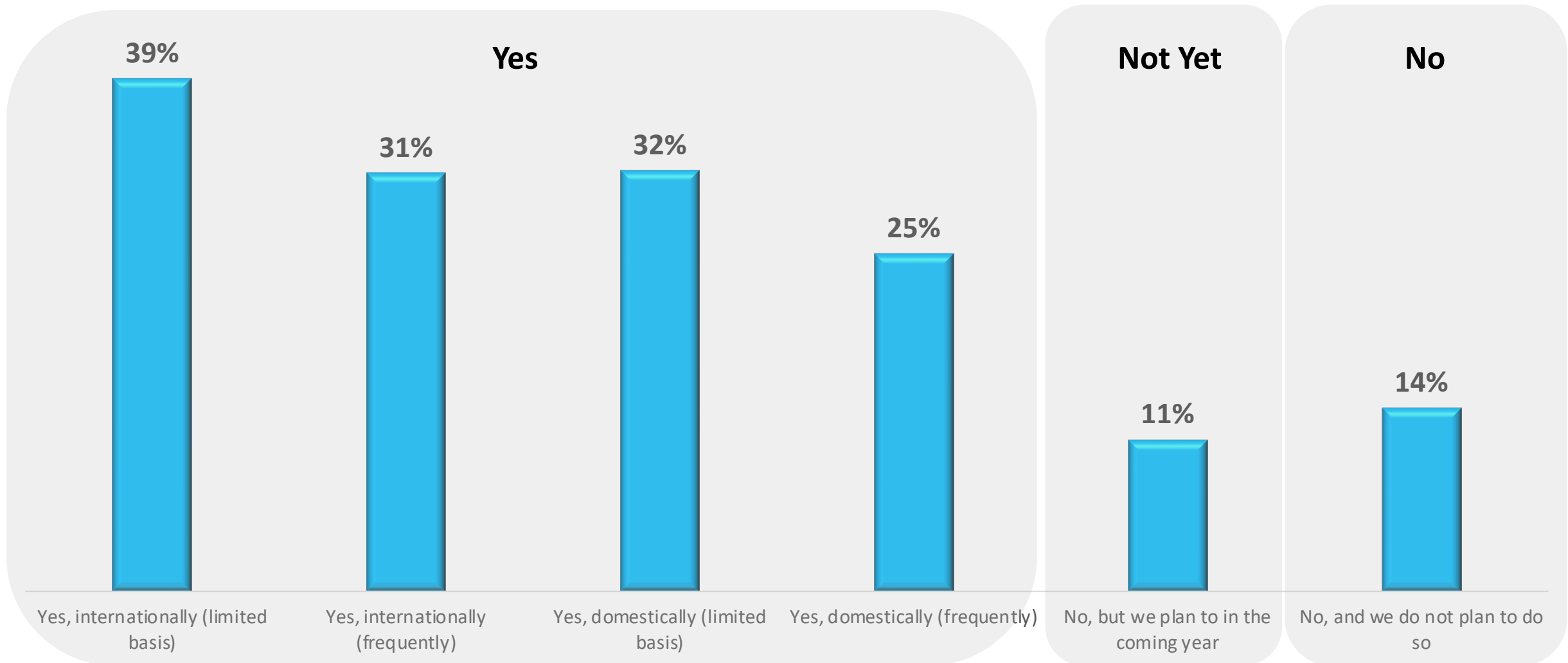
Q35b. Report to work at the new location

	Total	Small	Medium	Large
1 week or less	6%	7%	6%	5%
Up to 2 weeks	14%	18%	13%	13%
Up to 3 weeks	14%	10%	17%	4%
Up to 1 month	23%	27%	19%	34%
Up to 2 months	15%	15%	16%	11%
Up to 3 months	16%	10%	17%	19%
More than 3 months	9%	10%	10%	8%

*excludes those who don't know

QUESTION 36

Q36. Is your company utilizing “alternative assignments”



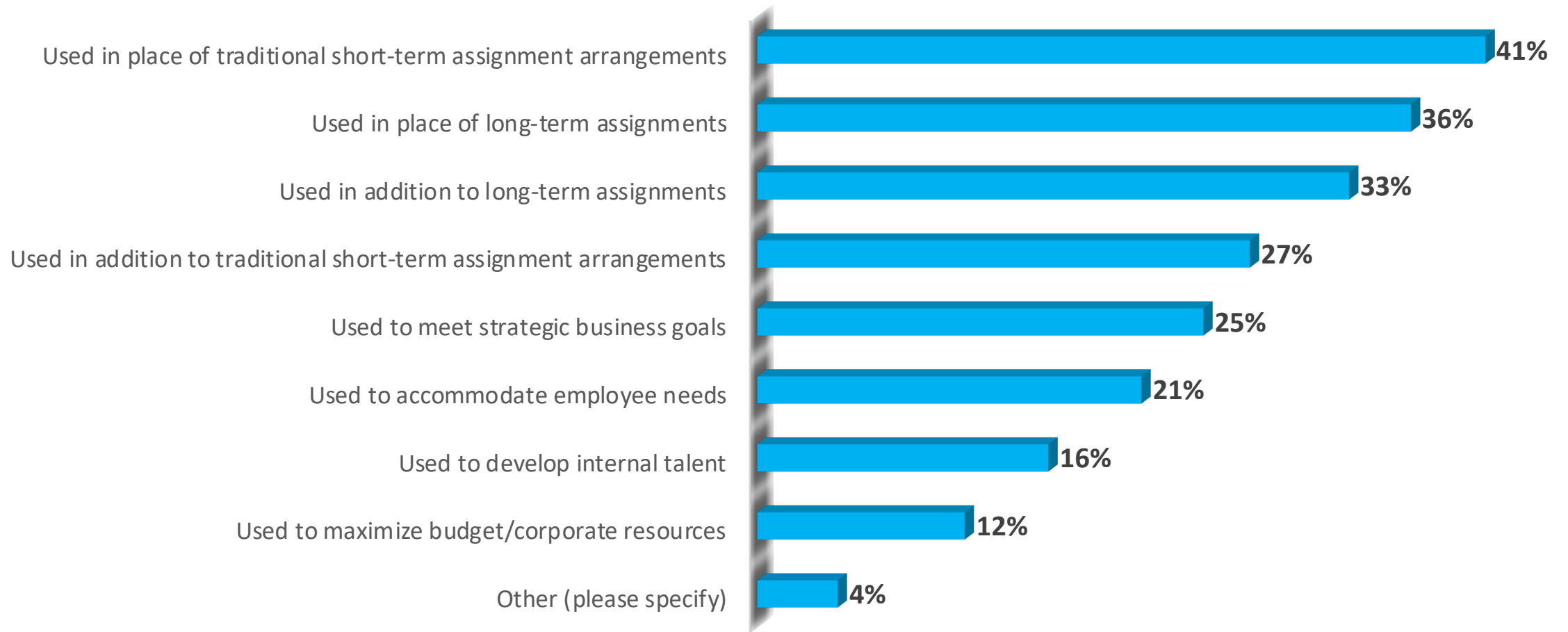
QUESTION 36

Q36. Is your company utilizing , "alternative assignments", (i.e., extended business travel, cross-border commuting, rotational, localization, permanent international transfers, etc.)?

Alternate Assignment Used	Total	Small	Medium	Large
Yes, internationally (limited basis)	39%	30%	42%	32%
Yes, internationally (frequently)	31%	28%	35%	21%
Yes, domestically (limited basis)	32%	25%	33%	32%
Yes, domestically (frequently)	25%	18%	26%	31%
No, but we plan to in the coming year	11%	12%	11%	11%
No, and we do not plan to do so	14%	24%	10%	19%
Other	0%	0%	0%	1%

QUESTION 37

Q37. How are these "alternative assignment" arrangements incorporated into your organization's overall employee mobility strategy?



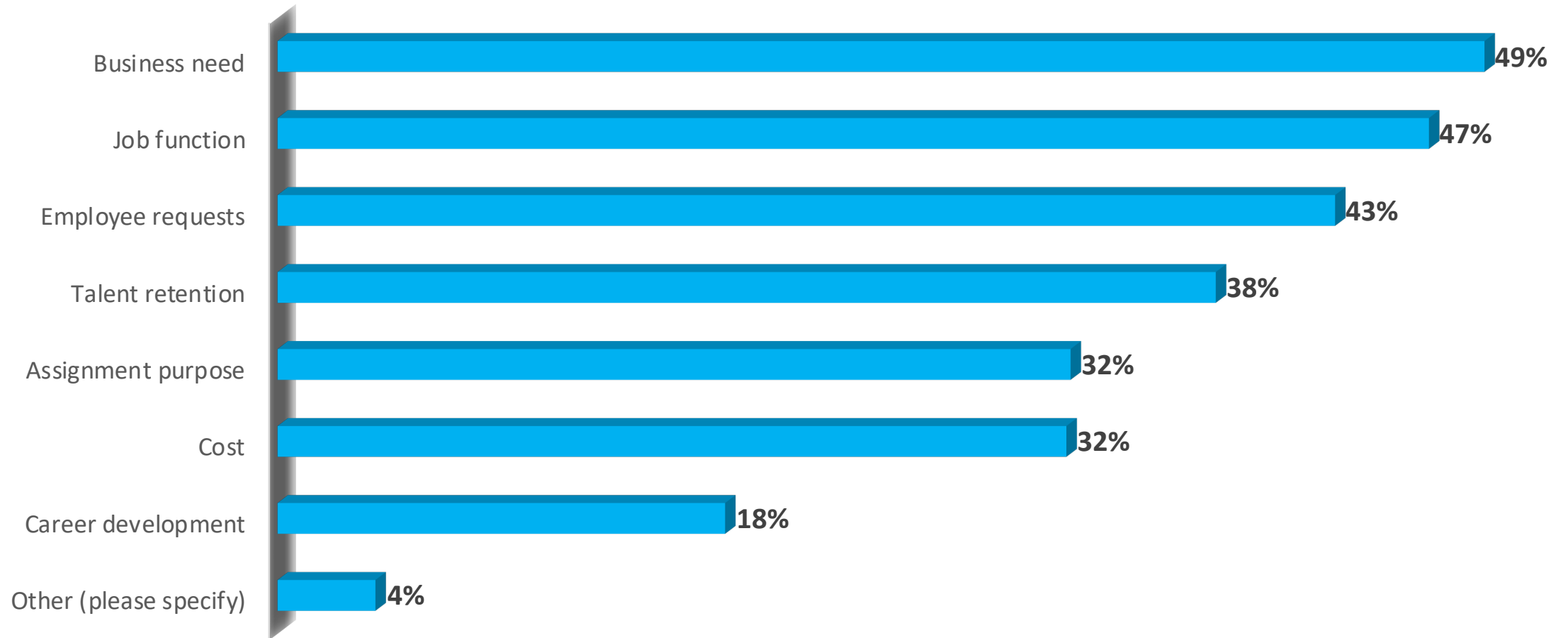
QUESTION 37

Q37. How are these "alternative assignment" arrangements incorporated into your organization's overall employee mobility strategy?
By Company Size (Salaried Employees)

Alternate Assignment Incorporation	Total	Small	Medium	Large
Used in place of long-term assignments	36%	32%	38%	35%
Used in place of traditional short-term assignment arrangements	41%	33%	45%	28%
Used in addition to long-term assignments	33%	35%	34%	28%
Used in addition to traditional short-term assignment arrangements	27%	28%	29%	21%
Used to meet strategic business goals	25%	20%	24%	36%
Used to develop internal talent	16%	14%	16%	21%
Used to accommodate employee needs	21%	21%	21%	25%
Used to maximize budget/corporate resources	12%	7%	12%	15%
Other	4%	8%	3%	7%

QUESTION 38

Q38. What are the key factors that determine if an "alternative assignment" method will be used?



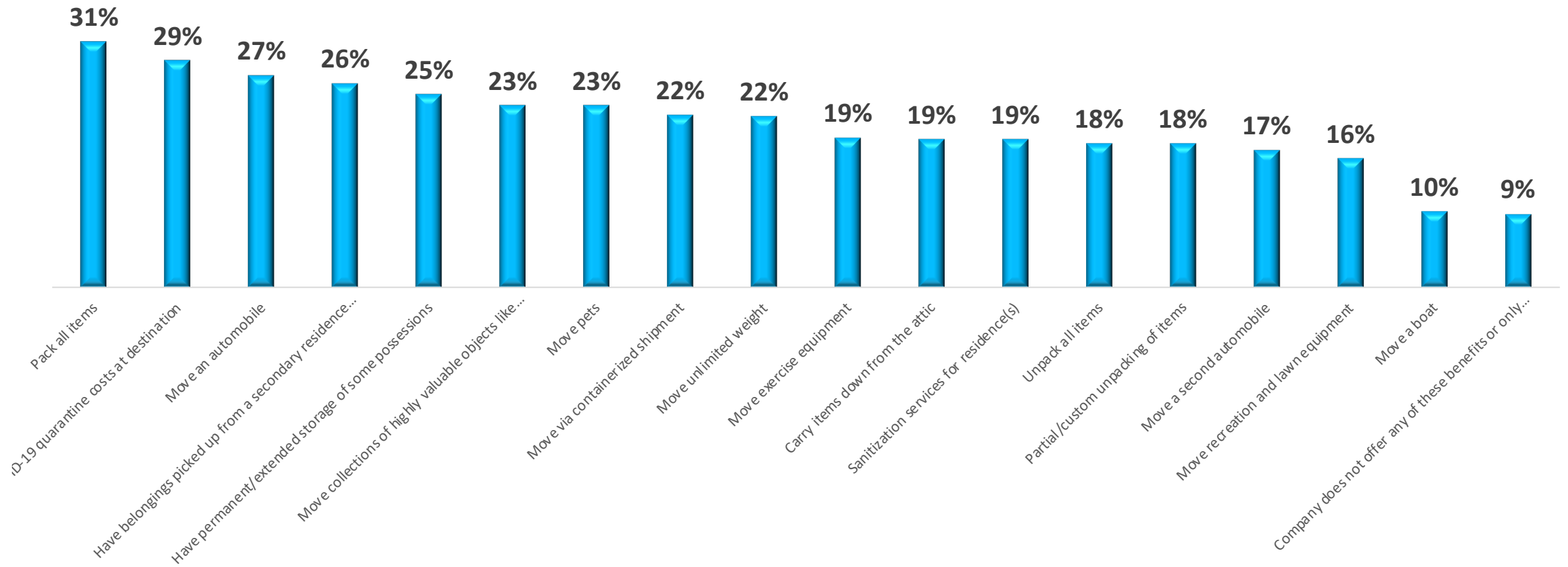
QUESTION 38

Q38. What are the key factors that determine if an "alternative assignment" method will be used?
By Company Size (Salaried Employees)

Key Factors Determining "Alternate Assignment" Used	Total	Small	Medium	Large
Job function	47%	48%	46%	48%
Business need	49%	44%	48%	58%
Employee requests	43%	49%	44%	30%
Talent retention	38%	32%	40%	37%
Cost	32%	31%	32%	32%
Assignment purpose	32%	28%	32%	36%
Career development	18%	16%	17%	23%
Other	4%	8%	2%	6%

QUESTION 39

Q39. For relocating employees, for your most commonly used domestic policy, does your company reimburse/pay to...(Check all that apply)



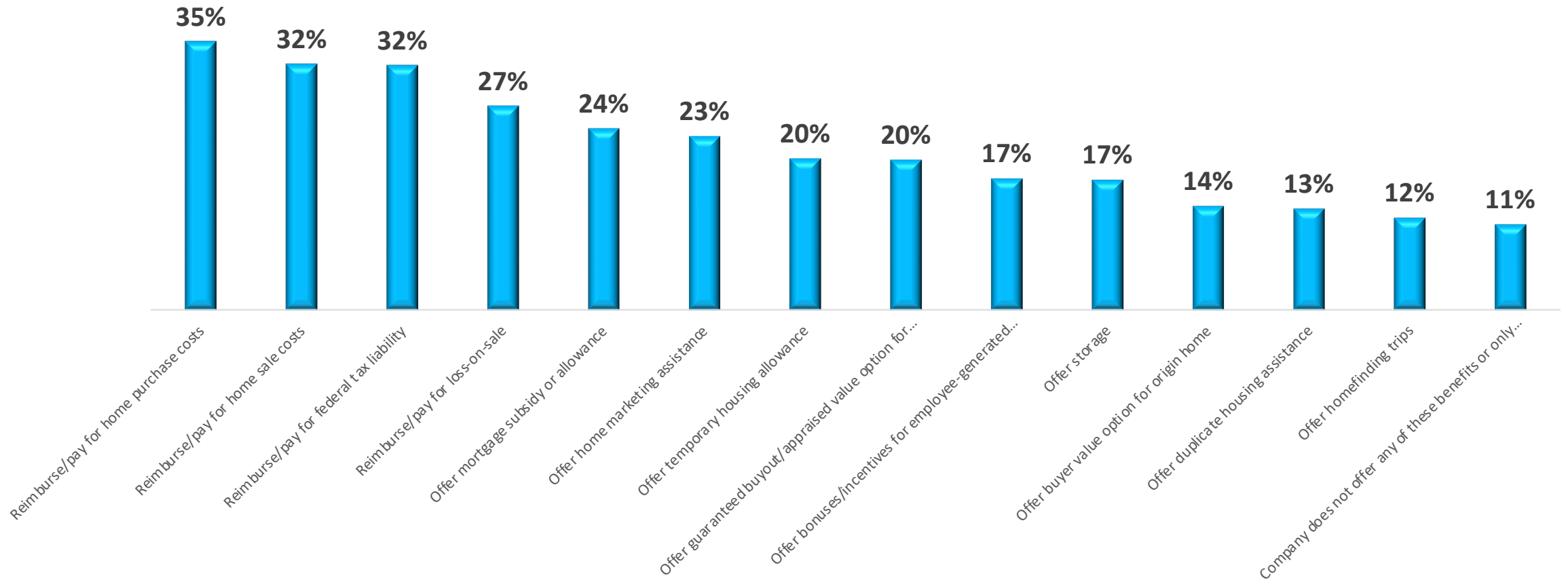
QUESTION 39

Q39. For relocating employees (transferees or new hires), does your company
reimburse/pay to...
By Company Size (Salaried Employees)

Covered Relocation Expenses - Composite	Total	Small	Medium	Large
Move unlimited weight	22%	20%	21%	26%
Move an automobile	27%	25%	24%	43%
Move a second automobile	17%	14%	16%	27%
Move a boat	10%	7%	10%	10%
Have belongings picked up from a secondary residence (summer home, relative's home, etc.)	26%	28%	27%	21%
Pack all items	31%	36%	28%	41%
Unpack all items	18%	20%	17%	19%
Partial/custom unpacking of items	18%	14%	16%	31%
Have permanent/extended storage of some possessions	25%	23%	24%	30%
Move via containerized shipment	22%	18%	22%	25%
Move collections of highly valuable objects like statuary, paintings, antiques	23%	13%	26%	22%
Move pets	23%	18%	24%	22%
Move recreation and lawn equipment	16%	11%	17%	19%
Carry items down from the attic	19%	20%	18%	19%
Move exercise equipment	19%	18%	18%	23%
Sanitization services for residence(s)	19%	17%	21%	14%
Cover required COVID-19 quarantine costs at destination	29%	37%	28%	25%
Company does not offer any of these benefits or only offers lump sum	9%	15%	7%	16%

QUESTION 40

Q40. When a relocating employee (transferee OR new hire) is a current homeowner who will be buying (not renting), does your company... (Check all that apply)



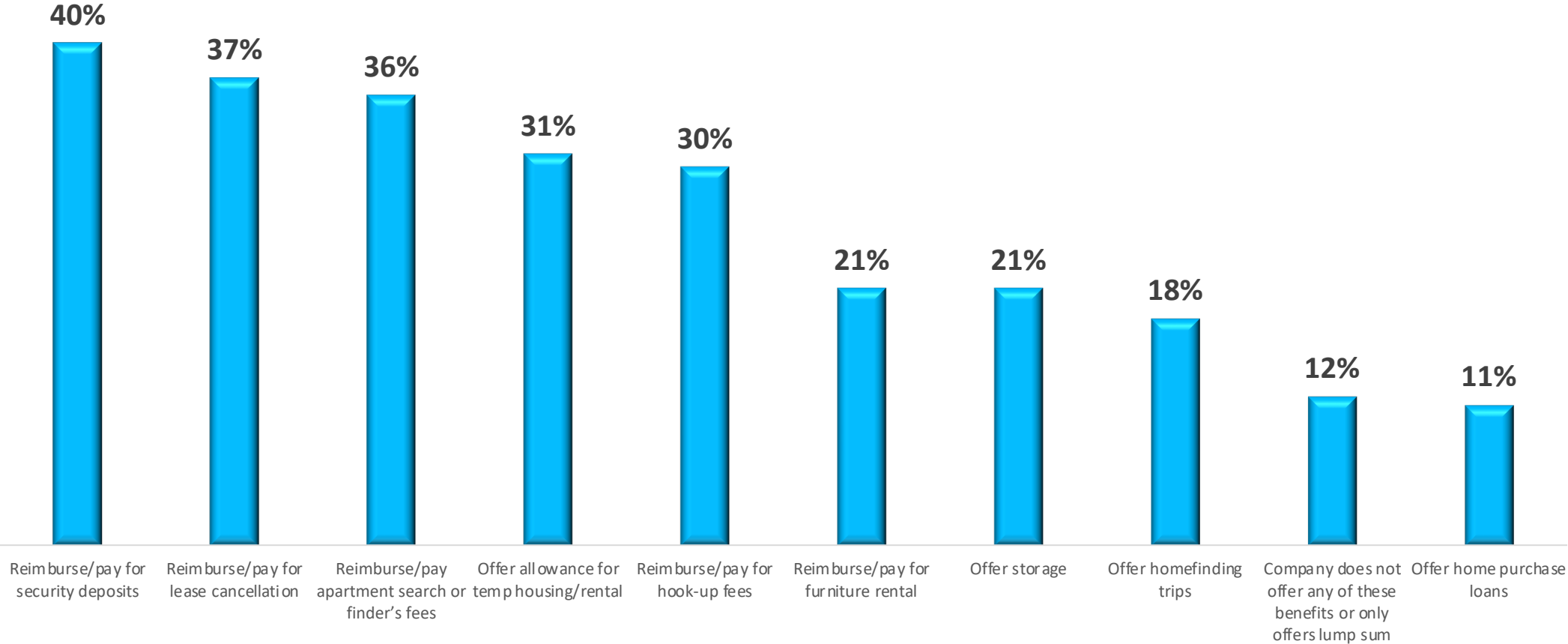
QUESTION 40

Q40. When a relocating employee (transferee OR new hire) is a current homeowner who will be buying (not renting), does your company...
By Company Size (Salaried Employees)

Covered Relocation Expense: Employee Buying - Composite	Total	Small	Medium	Large
Reimburse/pay for home sale costs	32%	28%	30%	48%
Reimburse/pay for home purchase costs	35%	33%	35%	38%
Reimburse/pay for loss-on-sale	27%	20%	28%	30%
Reimburse/pay for federal tax liability	32%	33%	32%	32%
Offer mortgage subsidy or allowance	24%	28%	24%	19%
Offer home marketing assistance	23%	16%	22%	35%
Offer guaranteed buyout/appraised value option for origin home	20%	14%	21%	20%
Offer buyer value option for origin home	14%	10%	13%	22%
Offer bonuses/incentives for employee-generated home-sale	17%	15%	17%	23%
Offer duplicate housing assistance	13%	17%	12%	16%
Offer temporary housing allowance	20%	19%	18%	28%
Offer storage	17%	18%	16%	22%
Offer home finding trips	12%	12%	10%	19%
Company does not offer any of these benefits or only offers lump sum	11%	14%	9%	17%

QUESTION 41

Q41. When a relocating employee (transferee OR new hire) is a current renter, does your company...
Total



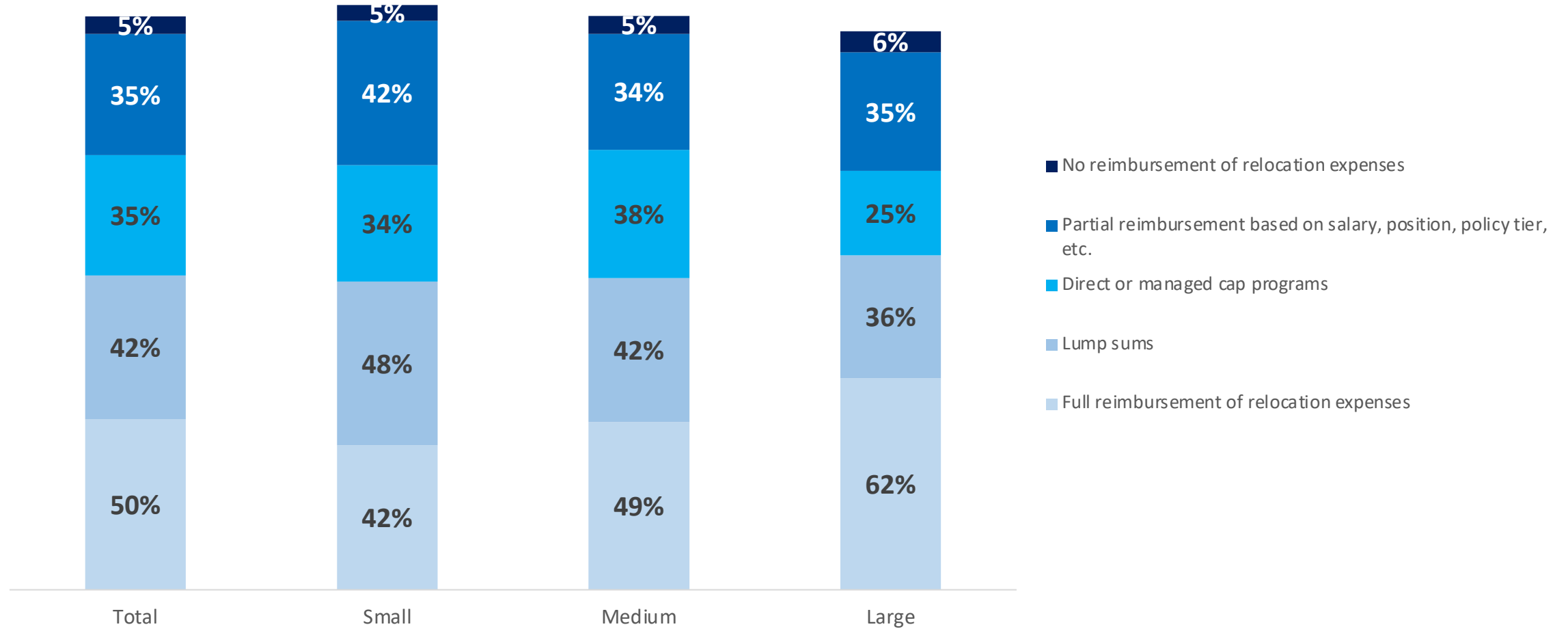
QUESTION 41

Q41. When a relocating employee (transferee OR new hire) is a current renter,
does your company...
By Company Size (Salaried Employees)

Covered Relocation Expense: Renter	Total	Small	Medium	Large
Reimburse/pay for lease cancellation	37%	34%	35%	52%
Reimburse/pay for hook-up fees	30%	31%	32%	21%
Reimburse/pay for security deposits	40%	39%	42%	28%
Reimburse/pay apartment search or finder's fees	36%	33%	36%	37%
Reimburse/pay for furniture rental	21%	16%	23%	16%
Offer allowance for temp housing/rental	31%	39%	29%	33%
Offer storage	21%	16%	21%	22%
Offer home finding trips	18%	12%	19%	22%
Offer home purchase loans	11%	11%	10%	14%
Company does not offer any of these benefits or only offers lump sum	12%	11%	11%	16%

QUESTION 42

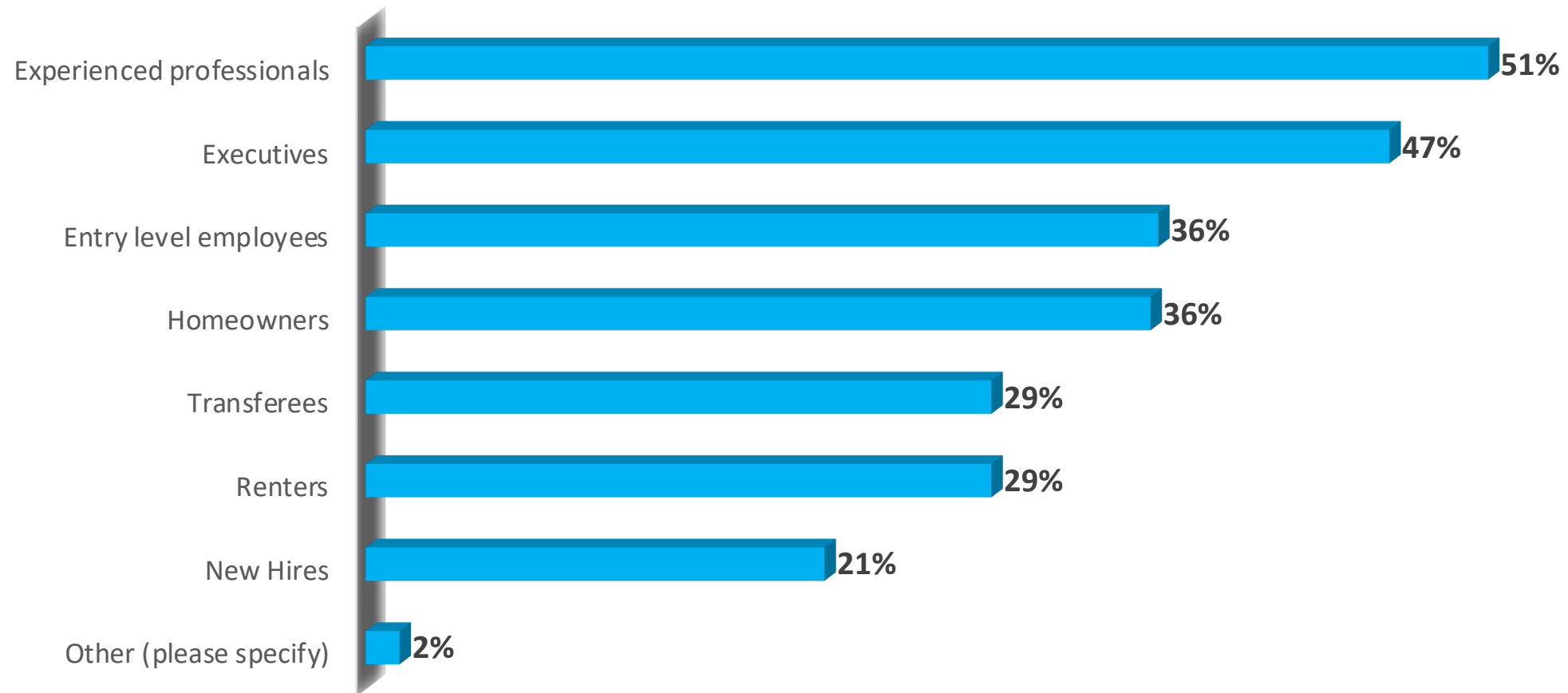
Q42. To what extent does your company reimburse relocation expenses:



QUESTION 43

Q43. What types of relocating employees most commonly receive lump sum payments?

Total



QUESTION 43

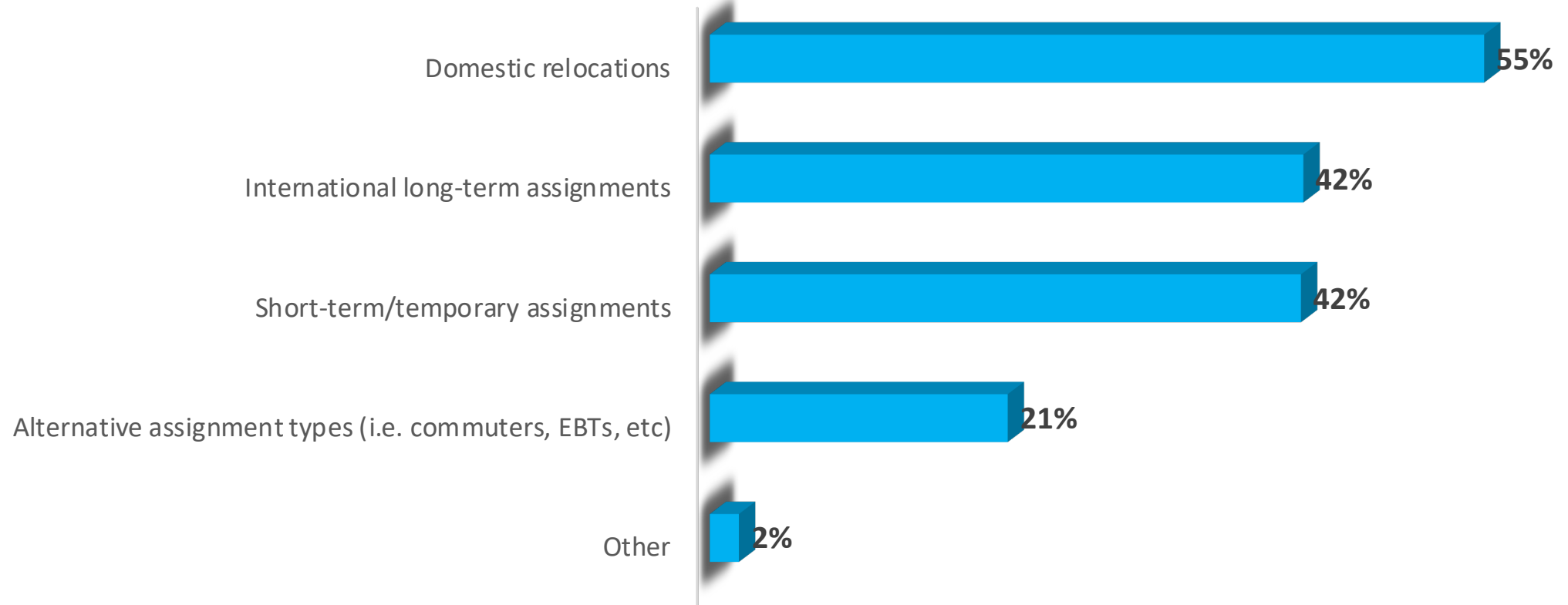
Q43. What types of relocating employees most commonly receive lump sum payments?
By Company Size (Salaried Employees)

Employees Most Commonly Receiving Lump Sums	Total	Small	Medium	Large
Executives	47%	42%	47%	53%
Experienced professionals	51%	61%	48%	51%
Entry level employees	36%	37%	37%	32%
Homeowners	36%	31%	38%	33%
Renters	29%	33%	28%	26%
Transferees	29%	21%	29%	33%
New Hires	21%	20%	20%	26%
Other	2%	5%	0%	4%

QUESTION 44

Q44. What types of relocation types most commonly receive lump sum payments?

Total



QUESTION 44

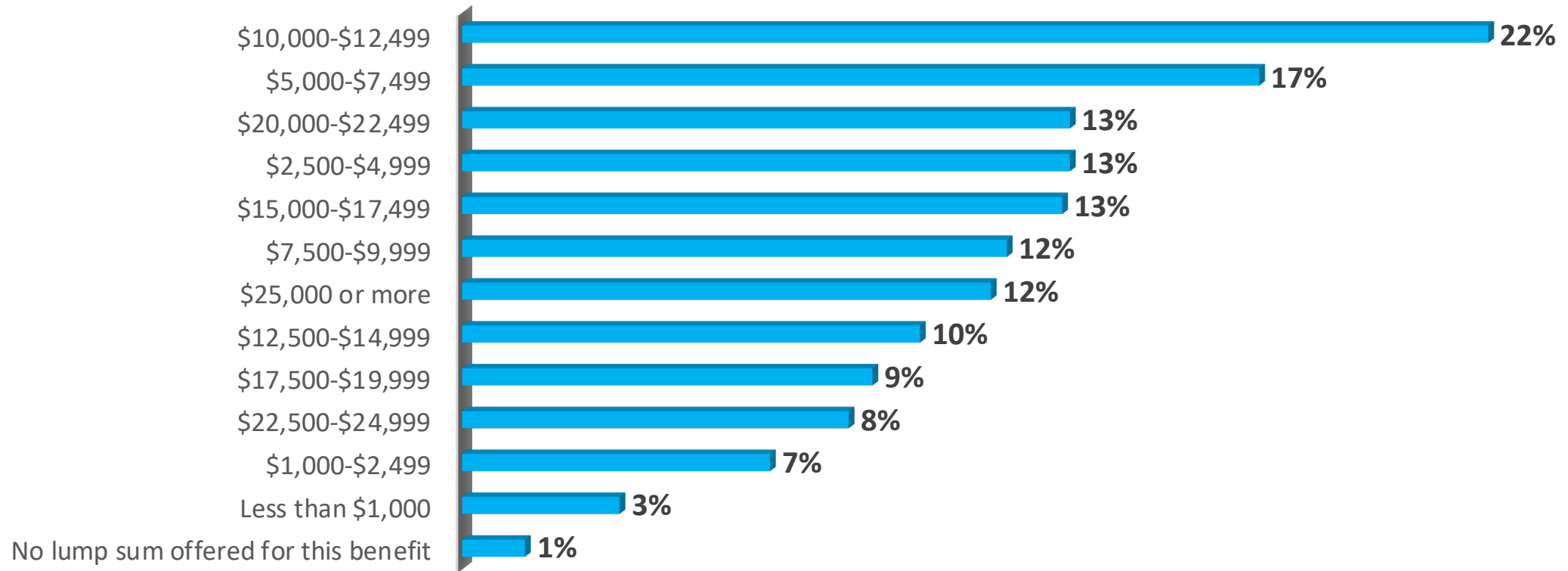
Q44. What types of relocation types most commonly receive lump sum payments?
By Company Size (Salaried Employees)

Relocations Most Commonly Receiving Lump Sums	Total	Small	Medium	Large
Domestic relocations	55%	54%	55%	56%
Short-term/temporary assignments	42%	43%	44%	30%
International long-term assignments	42%	37%	44%	40%
Alternative assignment types (i.e., commuters, EBTs, etc.)	21%	16%	23%	17%
Other	2%	4%	1%	5%

QUESTION 45

Q45. What is the typical range of lump sums offered?

Total



* excludes those who don't know

QUESTION 45

Q45. What is the typical range of lump sums offered?
By Company Size (Salaried Employees)

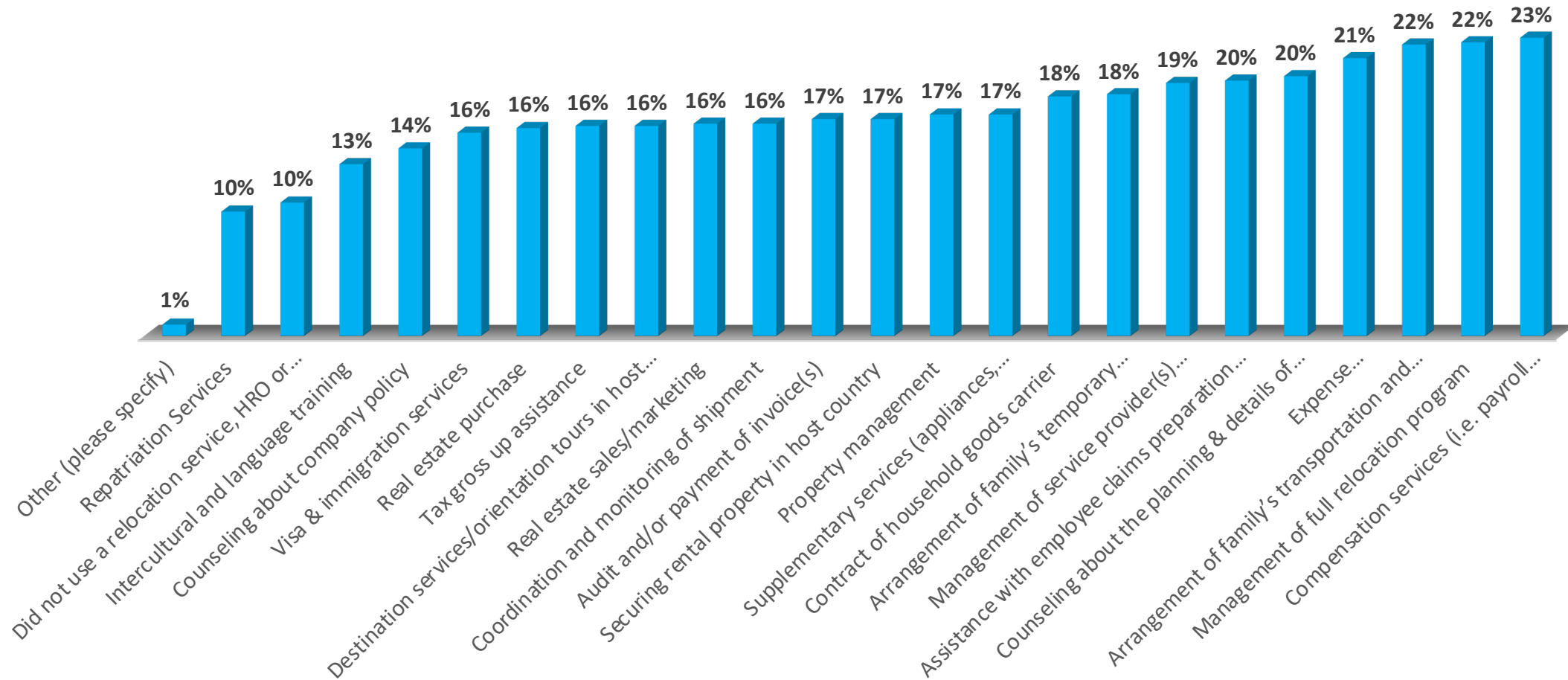
Lump Sums Offered	Total	Small	Medium	Large
Less than \$1,000	3%	6%	3%	4%
\$1,000-\$2,499	7%	13%	4%	10%
\$2,500-\$4,999	13%	15%	12%	20%
\$5,000-\$7,499	17%	12%	18%	20%
\$7,500-\$9,999	12%	12%	13%	10%
\$10,000-\$12,499	22%	18%	24%	21%
\$12,500-\$14,999	10%	8%	11%	9%
\$15,000-\$17,499	13%	12%	13%	16%
\$17,500-\$19,999	9%	5%	11%	5%
\$20,000-\$22,499	13%	15%	13%	14%
\$22,500-\$24,999	8%	5%	10%	9%
\$25,000 or more	12%	1%	13%	21%
No lump sum offered for this benefit	1%	3%	1%	1%

* excludes those who don't know

QUESTION 46

Q46. Which of the following services did your company outsource to a relocation service, HERO or brokerage firm in 2022?

Total



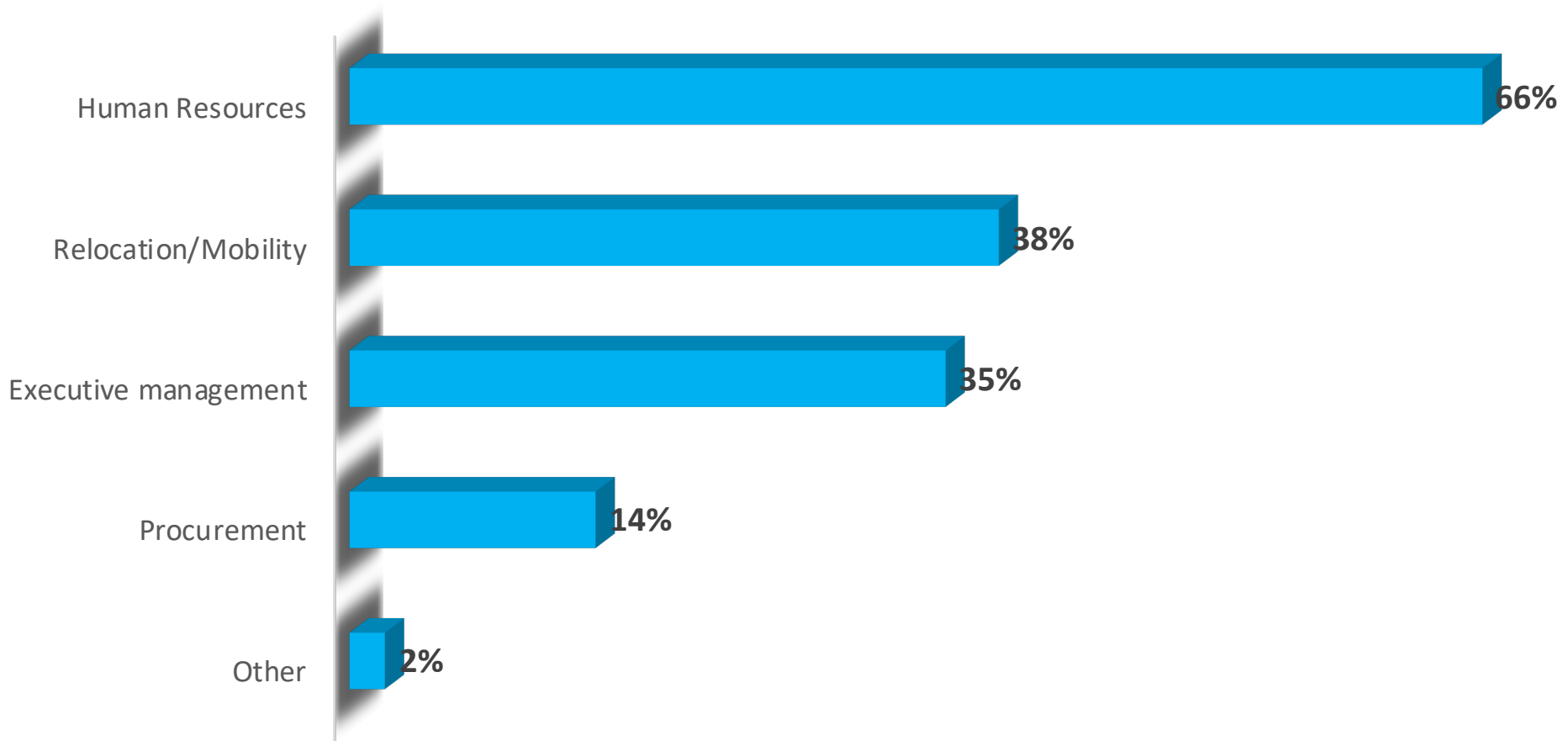
QUESTION 46

**Q46. Which of the following services did your company outsource to a relocation service, HERO or brokerage firm in 2022?
By Company Size (Salaried Employees)**

Services Outsourced in 2021	Total	Small	Medium	Large
Management of full relocation program	22%	22%	19%	37%
Counseling about the planning & details of relocation	20%	15%	19%	31%
Counseling about company policy	14%	11%	14%	22%
Real estate sales/marketing	16%	16%	14%	28%
Real estate purchase	16%	13%	16%	20%
Property management	17%	17%	17%	16%
Arrangement of family's transportation and accommodations	22%	20%	23%	21%
Contract of household goods carrier	18%	13%	18%	28%
Coordination and monitoring of shipment	16%	18%	14%	23%
Expense management/tracking/reimbursement services	21%	15%	22%	26%
Tax gross up assistance	16%	14%	16%	21%
Audit and/or payment of invoice(s)	17%	17%	17%	16%
Assistance with employee claims preparation and submission	20%	17%	21%	16%
Supplementary services (appliances, cleaning, etc.)	17%	16%	17%	19%
Compensation services (i.e., payroll arrangements, tax compliance, etc.)	23%	20%	24%	19%
Management of service provider(s) GDPR/data privacy law compliance	19%	18%	20%	16%
Repatriation Services	10%	6%	10%	14%
Visa & immigration services	16%	12%	15%	21%
Securing rental property in host country	17%	14%	16%	23%
Intercultural and language training	13%	11%	11%	27%
Destination services/orientation tours in host country	16%	13%	16%	20%
Arrangement of family's temporary accommodations	18%	15%	17%	28%
Did not use a relocation service, HRO or brokerage firm in 2022	10%	20%	7%	11%
Other (please specify)	1%	0%	1%	2%

QUESTION 47

Q47. Which department(s) at your company select a relocation service, HERO or brokerage firm?



QUESTION 47

Q47. Which department(s) at your company select a relocation service, HERO or brokerage firm?
By Company Size (Salaried Employees)

Department(s)Selecting Outsourcing Vendor	Total	Small	Medium	Large
Executive management	35%	31%	37%	30%
Human Resources	66%	72%	66%	57%
Relocation/Mobility	38%	26%	40%	42%
Procurement	14%	13%	16%	9%
Other	2%	5%	2%	1%

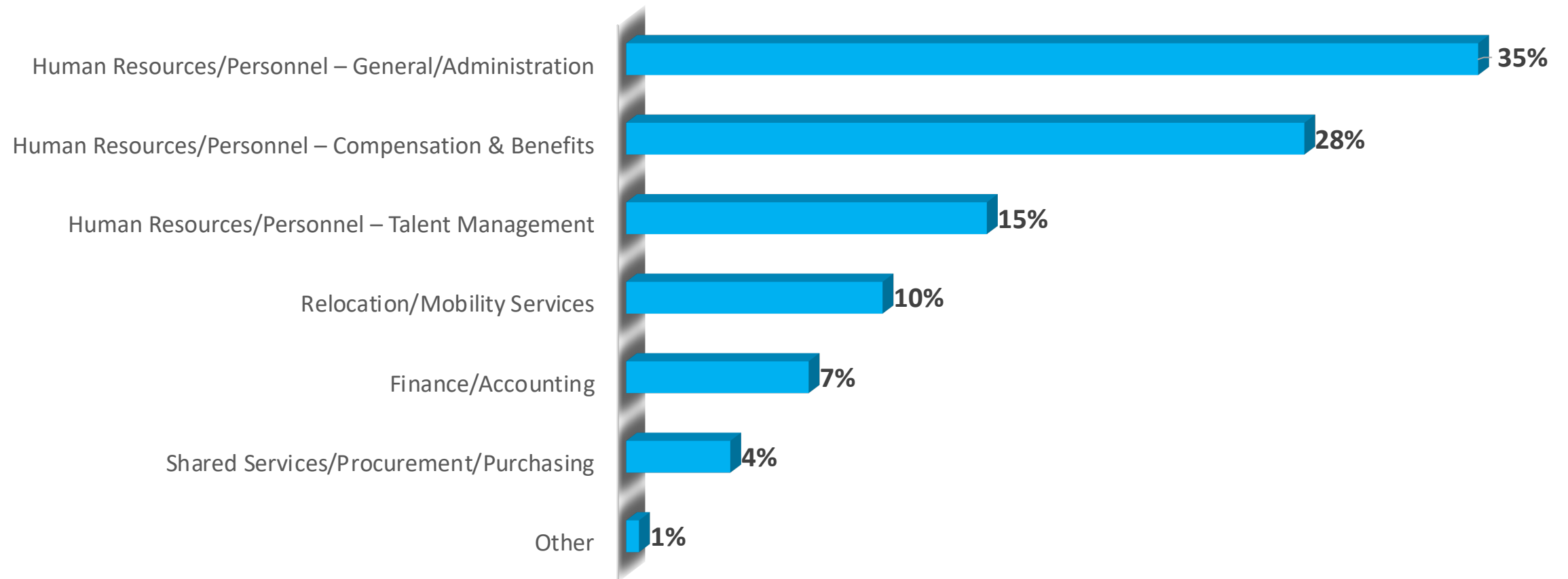
QUESTION 48

Q48. Are carrier transportation expenses paid directly by the company or paid by the employee and then reimbursed?

Department(s)Selecting Outsourcing Vendor	Total	Small	Medium	Large
Paid directly by the company	60%	49%	60%	72%
Paid by the employee then reimbursed	35%	43%	35%	23%
Paid by the employee and not reimbursed	6%	8%	5%	5%

QUESTION 49

Q49. What is your department's function?



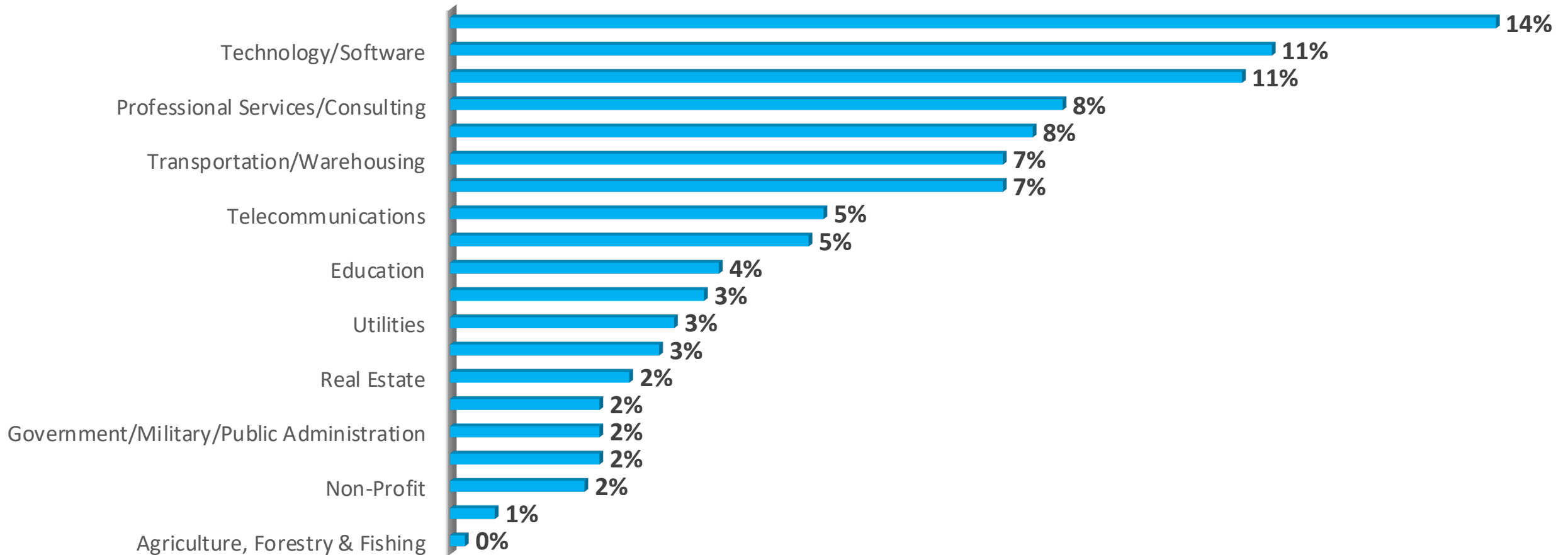
QUESTION 49

Q49. What is your department's function?
By Company Size (Salaried Employees)

Department Function	Total	Small	Medium	Large
Human Resources/Personnel - General/Administration	35%	34%	36%	33%
Human Resources/Personnel - Compensation & Benefits	28%	27%	28%	26%
Human Resources/Personnel - Talent Management	15%	18%	14%	15%
Relocation/Mobility Services	10%	7%	11%	14%
Shared Services/Procurement/Purchasing	4%	7%	4%	4%
Finance/Accounting	7%	7%	8%	6%
Other	1%	1%	0%	1%

QUESTION 50

Q50. Which one of the following industry categories most accurately fits your company's business classification?



QUESTION 50

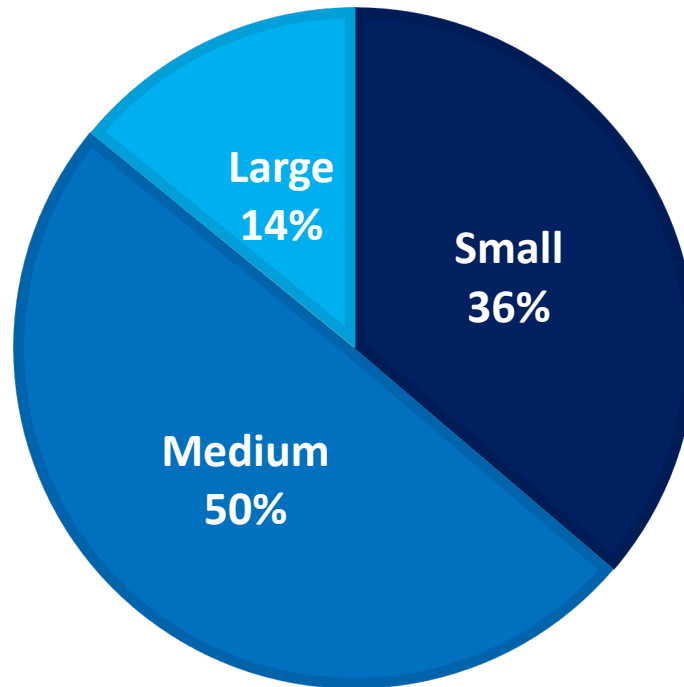
Q50. Which one of the following industry categories most accurately fits your company's business classification?

By Company Size (Salaried Employees)

Business Classification	Total	Small	Medium	Large
Manufacturing/Processing	11%	9%	9%	19%
Pharmaceutical	2%	1%	2%	1%
Energy/Mining	3%	5%	2%	4%
Construction	7%	3%	8%	10%
Transportation/Warehousing	7%	8%	8%	4%
Technology/Software	11%	11%	12%	8%
Telecommunications	5%	7%	5%	1%
Utilities	3%	1%	3%	4%
Professional Services/Consulting	8%	8%	8%	8%
Education	4%	9%	2%	3%
Health Care	8%	7%	8%	8%
Hospitality/Food	3%	4%	3%	4%
Non-Profit	2%	3%	2%	1%
Wholesale/Retail	5%	8%	4%	5%
Finance/Insurance	14%	10%	16%	11%
Real Estate	2%	2%	3%	1%
Media/Entertainment	1%	0%	1%	0%
Agriculture, Forestry & Fishing	0%	0%	0%	0%
Government/Military/Public Administration	2%	2%	2%	4%
Other	2%	2%	2%	1%

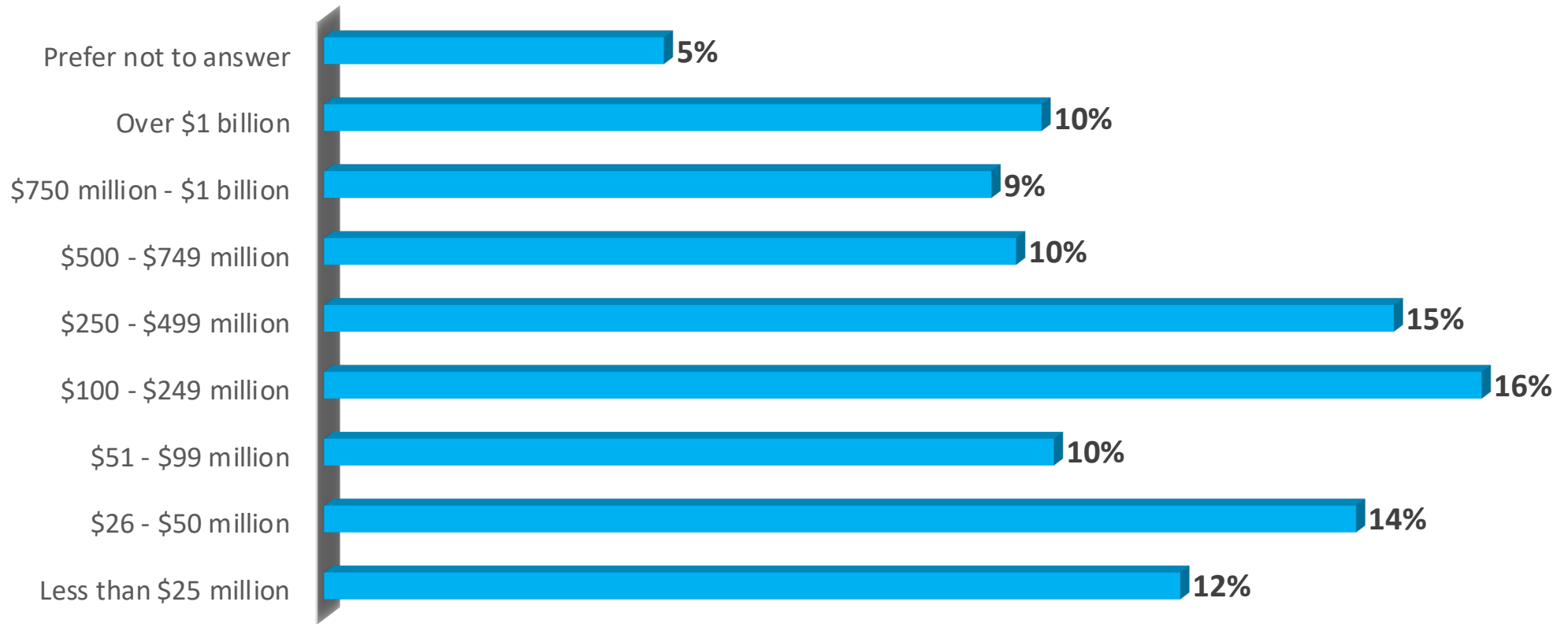
QUESTION 51

**Q51. HOW MANY SALARIED (NON-HOURLY) EMPLOYEES WORK FOR YOUR COMPANY?
BY COMPANY SIZE (SALARIED EMPLOYEES)**



QUESTION 52

Q52. What were your company's annual sales for 2021?



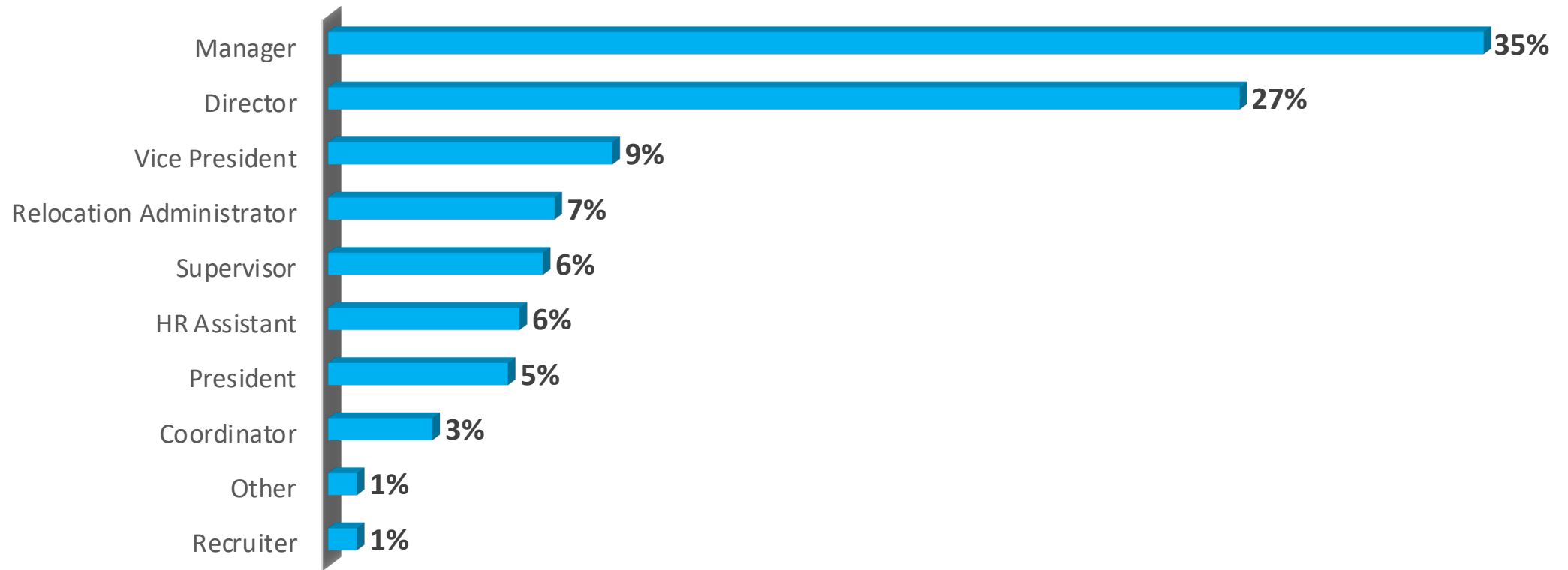
QUESTION 52

Q52. What were your company's annual sales for 2021?
By Company Size (Salaried Employee)

2021 Annual Sales	Total	Small	Medium	Large
Less than \$25 million	12%	29%	8%	6%
\$26 - \$50 million	14%	19%	14%	10%
\$51 - \$99 million	10%	9%	11%	5%
\$100 - \$249 million	16%	12%	20%	2%
\$250 - \$499 million	15%	15%	16%	5%
\$500 - \$749 million	10%	7%	10%	9%
\$750 million - \$1 billion	9%	4%	10%	14%
Over \$1 billion	10%	1%	7%	35%
Prefer not to answer	5%	4%	3%	15%

QUESTION 53

Q53. What is your position within the company?



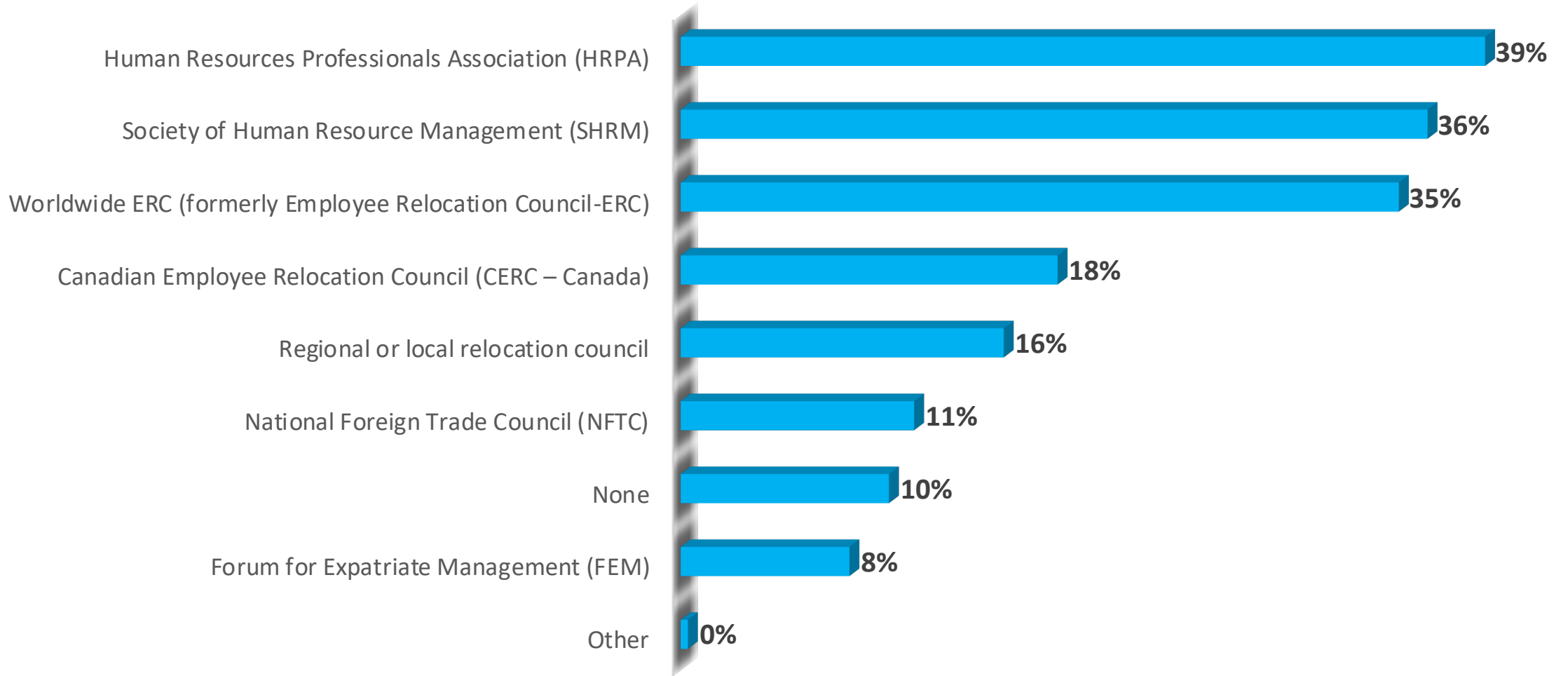
QUESTION 53

Q53. What is your position within the company?
By Company Size (Salaried Employees)

Respondent's Position	Total	Small	Medium	Large
President	5%	5%	5%	9%
Vice President	9%	12%	7%	11%
Director	27%	24%	30%	17%
Manager	35%	35%	34%	40%
Supervisor	6%	7%	6%	5%
Relocation Administrator	7%	7%	7%	7%
Coordinator	3%	2%	3%	4%
Recruiter	1%	3%	1%	0%
HR Assistant	6%	5%	6%	5%
Other	1%	1%	1%	2%

QUESTION 54

Q54. To what relocation-related associations do you currently belong?



QUESTION 54

Q54. To what relocation-related associations do you currently belong?
By Company Size (Salaried Employees)

Relocation – Related Association Membership	Total	Small	Medium	Large
Worldwide ERC (formerly Employee Relocation Council-ERC)	35%	28%	34%	47%
Canadian Employee Relocation Council (CERC - Canada)	18%	17%	20%	11%
Society of Human Resource Management (SHRM)	36%	41%	35%	33%
Human Resources Professionals Association (HRPA)	39%	33%	44%	20%
Regional or local relocation council	16%	13%	16%	16%
National Foreign Trade Council (NFTC)	11%	15%	12%	4%
Forum for Expatriate Management (FEM)	8%	6%	8%	12%
None	10%	11%	8%	17%
Other	0%	0%	0%	1%