



55th Annual

ATLAS[®] CORPORATE RELOCATION SURVEY

CROSSTABS AND CHARTS



Relocation Volumes & Budgets

Relocation Volumes & Budgets

Q3. How many employees did your company relocate in 2021? (total amount of moves overall - including international relocations)

By Company Size (Salaried Employees)

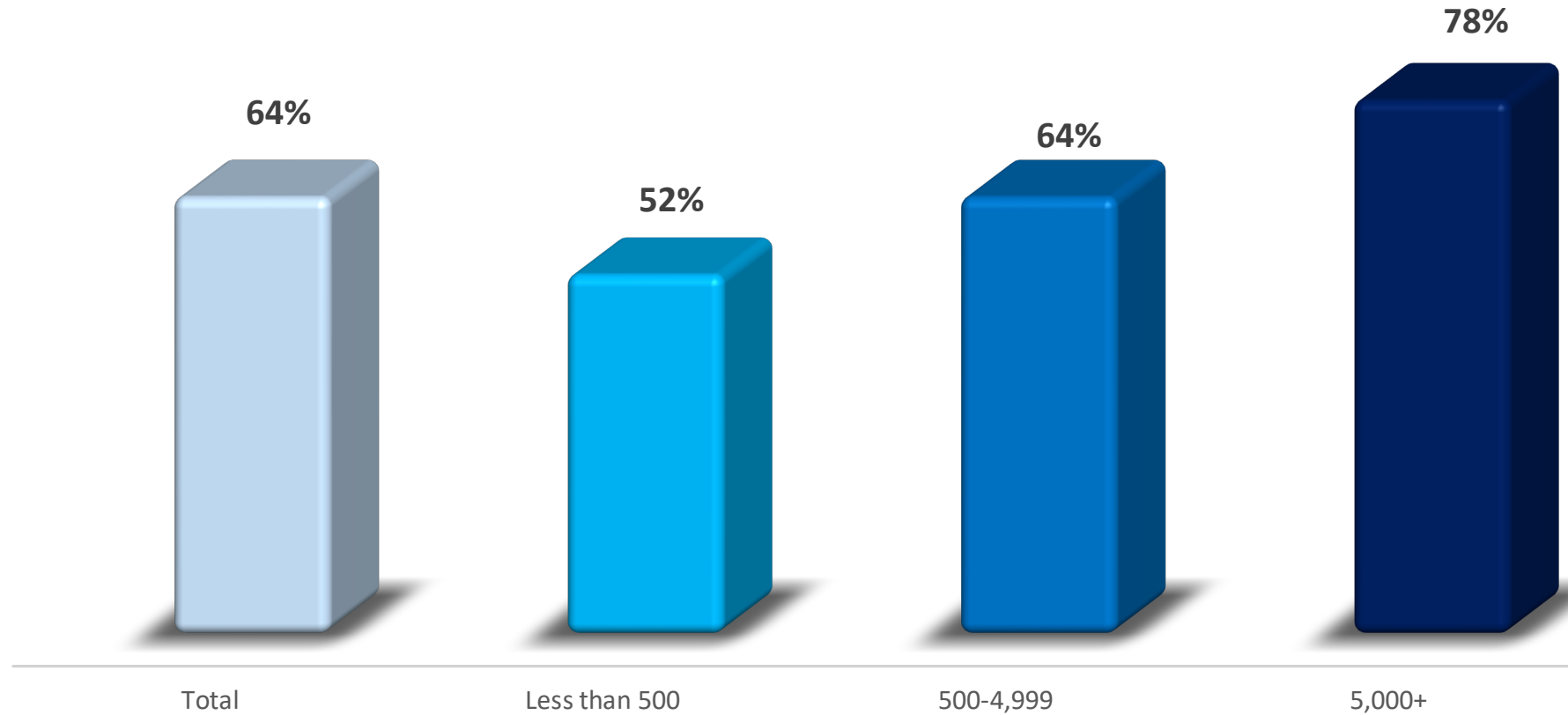
	Total	Less than 500	500-4,999	5,000+
None	1%	1%	0%	0%
1 - 9	13%	14%	7%	26%
10 - 19	10%	20%	7%	3%
20 - 49	15%	29%	11%	7%
50 - 99	15%	16%	20%	6%
100 - 199	18%	13%	23%	14%
200 - 399	13%	5%	16%	17%
400 or more	13%	1%	14%	26%
Median	200-399	10-19	50-99	100-199

* excludes those who don't know

Relocation Volumes & Budgets

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"

Relocation Volumes & Budgets

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

By Company Size (Salaried Employees)	Regional	National	International
Total	28%	36%	37%
Less than 500	38%	44%	17%
500 - 4,999	29%	40%	31%
5000+	12%	15%	74%

Relocation Volumes & Budgets

Q6. Compared to 2020, what occurred for the following categories for your company?
Q6a. Number of employees relocated in 2021 (overall)

	Total		Less than 500	500-4,999	5,000+
↑	27%	Increase Significantly	25%	34%	16%
↑	34%	Increase Somewhat	41%	32%	28%
—	22%	Stay About the Same	23%	20%	27%
↓	12%	Decrease Somewhat	10%	10%	20%
↓	5%	Decrease Significantly	1%	4%	9%

Relocation Volumes & Budgets

Q6. Compared to 2020, what occurred for the following categories for your company?

Q6b. 2021 relocation budget

	Total		Less than 500	500-4,999	5,000+
↑	22%	Increase Significantly	22%	28%	10%
↑	36%	Increase Somewhat	36%	37%	31%
—	29%	Stay About the Same	28%	25%	38%
↓	10%	Decrease Somewhat	12%	7%	16%
↓	3%	Decrease Significantly	1%	4%	5%

Relocation Volumes & Budgets

Q6. Compared to 2020, what occurred for the following categories for your company?
Q6c. Number of employees relocated in 2021 (internationally)

	Total		Less than 500	500-4,999	5,000+
↑	18%	Increased Significantly	16%	24%	9%
↑	31%	Increased Somewhat	25%	34%	32%
—	35%	Stayed About the Same	46%	29%	35%
↓	9%	Decreased Significantly	7%	8%	15%
↓	6%	Decreased Somewhat	6%	5%	9%

Relocation Volumes & Budgets

Q7. Compared to 2021, what do you anticipate will occur for the following categories within your company?
Q7a. Number of employees relocated in 2022 (overall)

	Total		Less than 500	500-4,999	5,000+
↑	23%	Increased Significantly	23%	32%	17%
↑	36%	Increased Somewhat	36%	36%	45%
—	27%	Stayed About the Same	32%	24%	27%
↓	6%	Decreased Significantly	6%	6%	7%
↓	2%	Decreased Somewhat	3%	2%	2%

Relocation Volumes & Budgets

Q7. Compared to 2021, what do you anticipate will occur for the following categories within your company?
Q7b. 2022 relocation budget

	Total		Less than 500	500-4,999	5,000+
↑	22%	Increased Significantly	21%	28%	12%
↑	36%	Increased Somewhat	32%	38%	37%
—	32%	Stayed About the Same	33%	26%	42%
↓	8%	Decreased Significantly	11%	7%	7%
↓	1%	Decreased Somewhat	2%	1%	2%

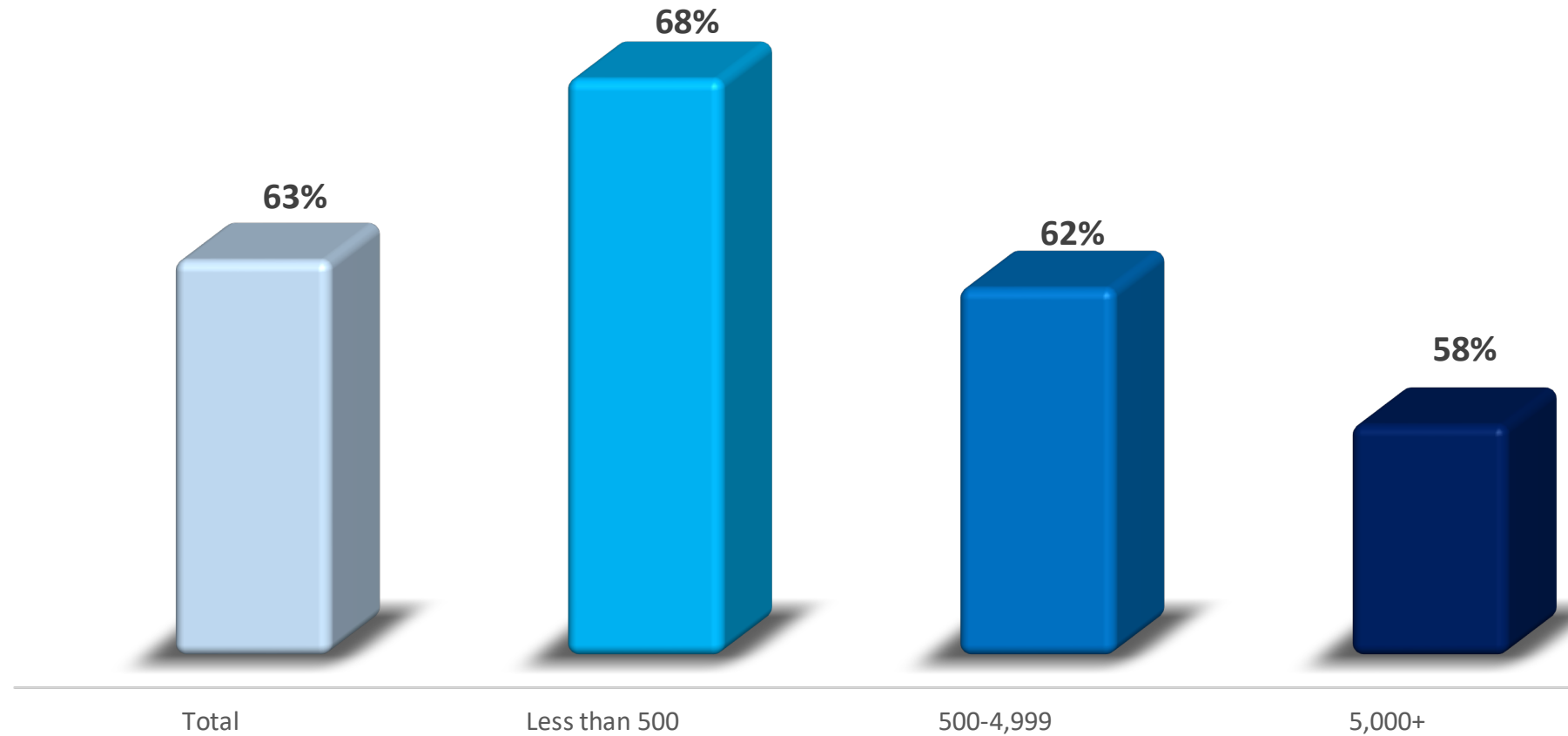
Relocation Volumes & Budgets

Q7. Compared to 2021, what do you anticipate will occur for the following categories within your company?
Q7c. Number of employees relocated in 2022 (internationally)

	Total		Less than 500	500-4,999	5,000+
↑	20%	Increased Significantly	17%	23%	12%
↑	33%	Increased Somewhat	24%	36%	39%
—	37%	Stayed About the Same	48%	32%	40%
↓	7%	Decreased Significantly	8%	6%	8%
↓	3%	Decreased Somewhat	3%	3%	2%

Relocation Volumes & Budgets

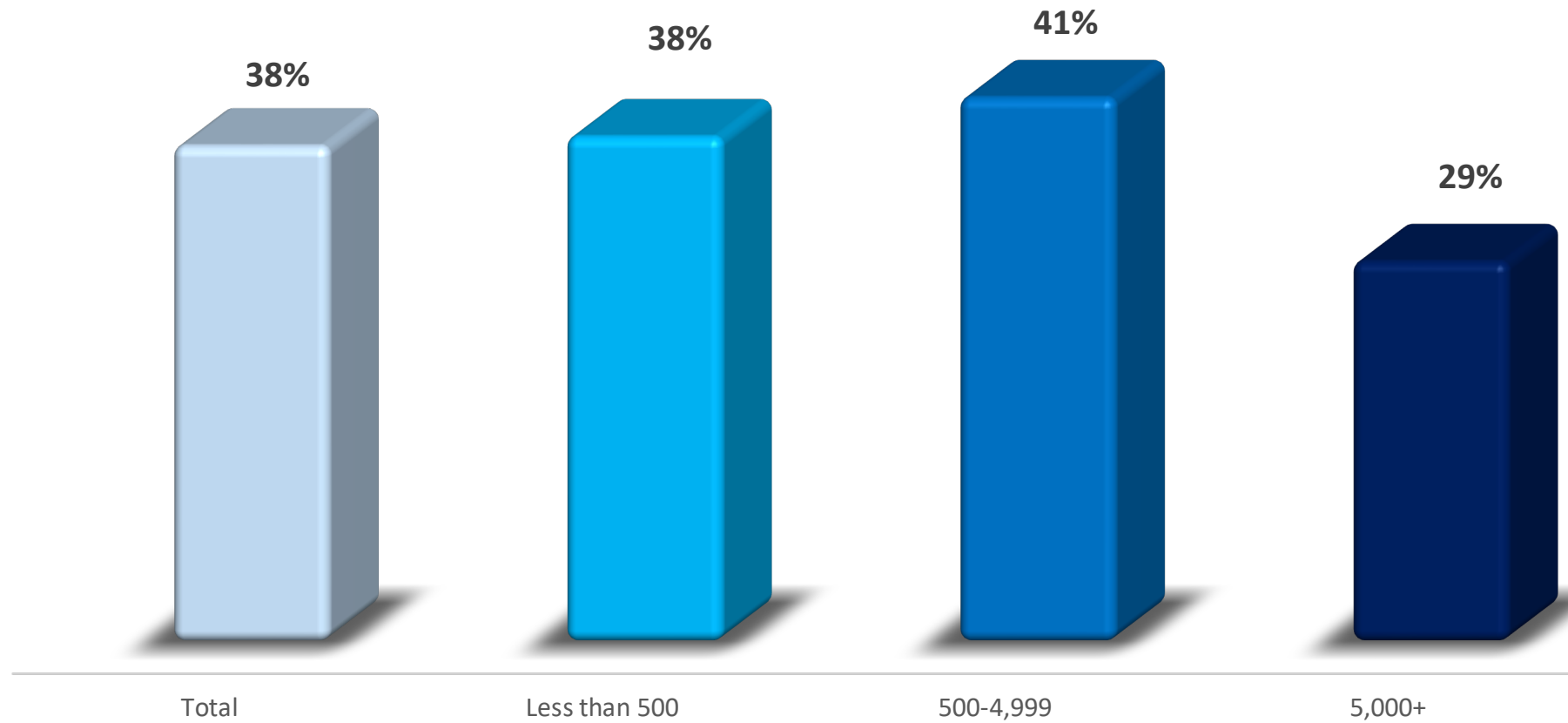
Q8. Did any employees decline the opportunity to relocate in 2021?
By Company Size (Salaried Employees)



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

Relocation Volumes & Budgets

Q9. Does declining the opportunity to relocate usually hinder an employee's career?
By Company Size (Salaried Employees)

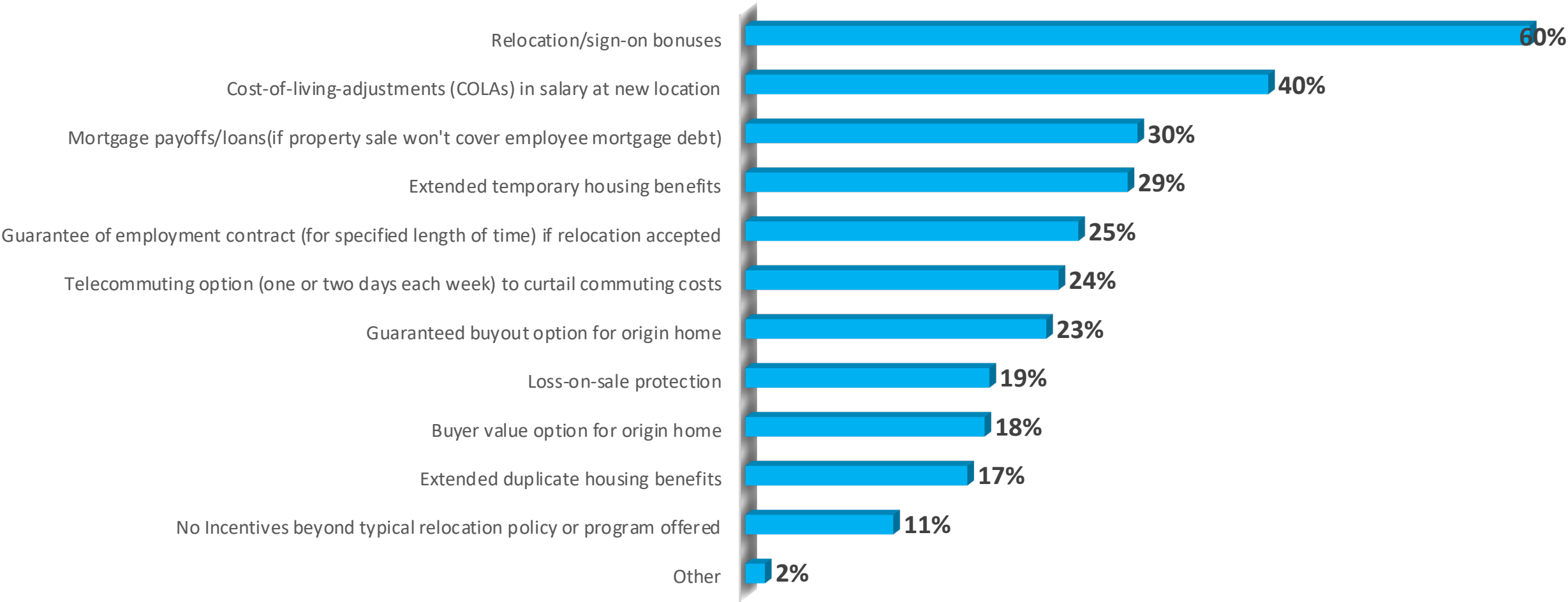


* % of companies answering "Yes"

Relocation Volumes & Budgets

Q10. Did your company offer any of the following additional non-standard incentives or exceptions to encourage employee relocations over the past year?

Total



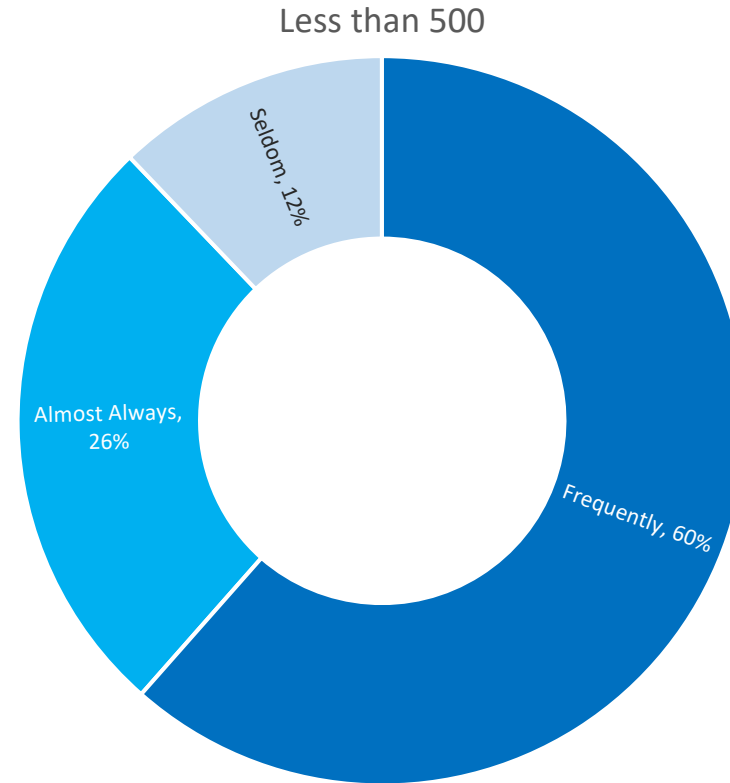
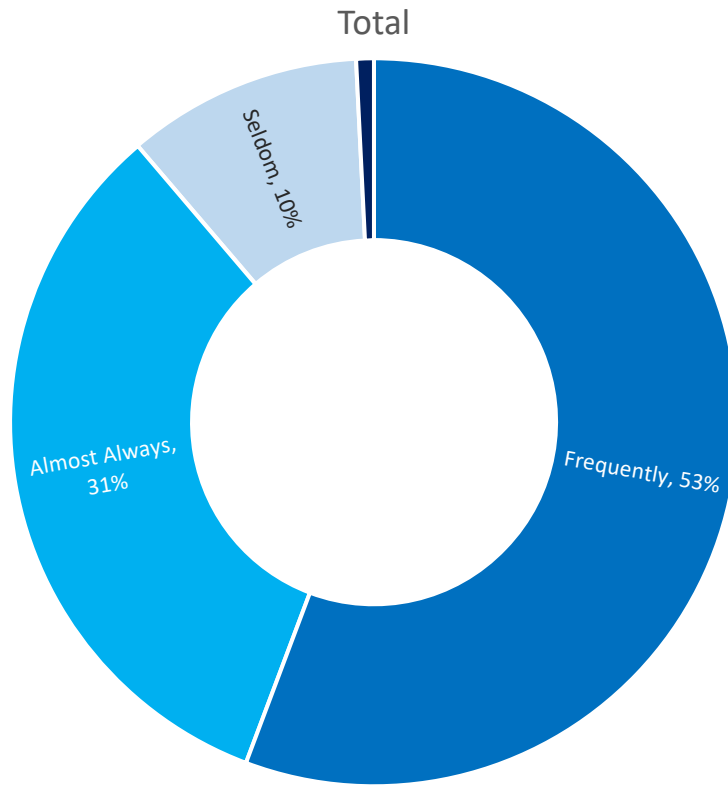
Relocation Volumes & Budgets

Q10. 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	Less than 500	500-4,999	5,000+
Relocation/sign-on bonuses	60%	64%	62%	50%
Loss-on-sale protection	19%	19%	22%	12%
Mortgage payoffs/loans(if property sale won't cover employee mortgage debt)	30%	27%	39%	12%
Guaranteed buyout option for origin home	23%	24%	26%	16%
Buyer value option for origin home	18%	18%	21%	13%
Cost-of-living-adjustments (COLAs) in salary at new location	40%	38%	44%	33%
Extended duplicate housing benefits	17%	17%	18%	14%
Extended temporary housing benefits	29%	30%	30%	26%
Guarantee of employment contract (for specified length of time) if relocation accepted	25%	26%	28%	19%
Telecommuting option (one or two days each week) to curtail commuting costs	24%	21%	27%	21%
No Incentives beyond typical relocation policy or program offered	11%	5%	4%	36%
Other	2%	3%	1%	2%

Relocation Volumes & Budgets

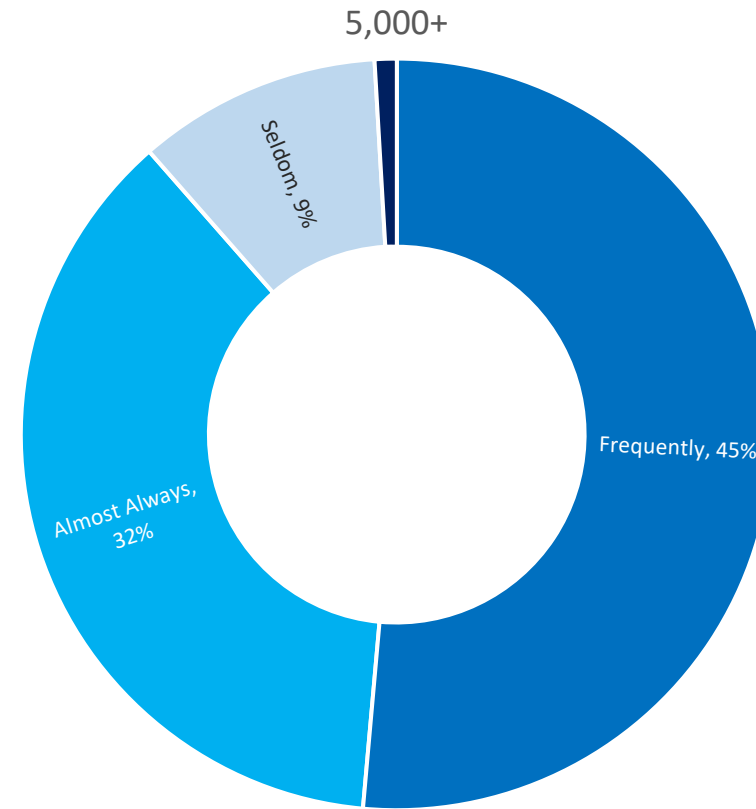
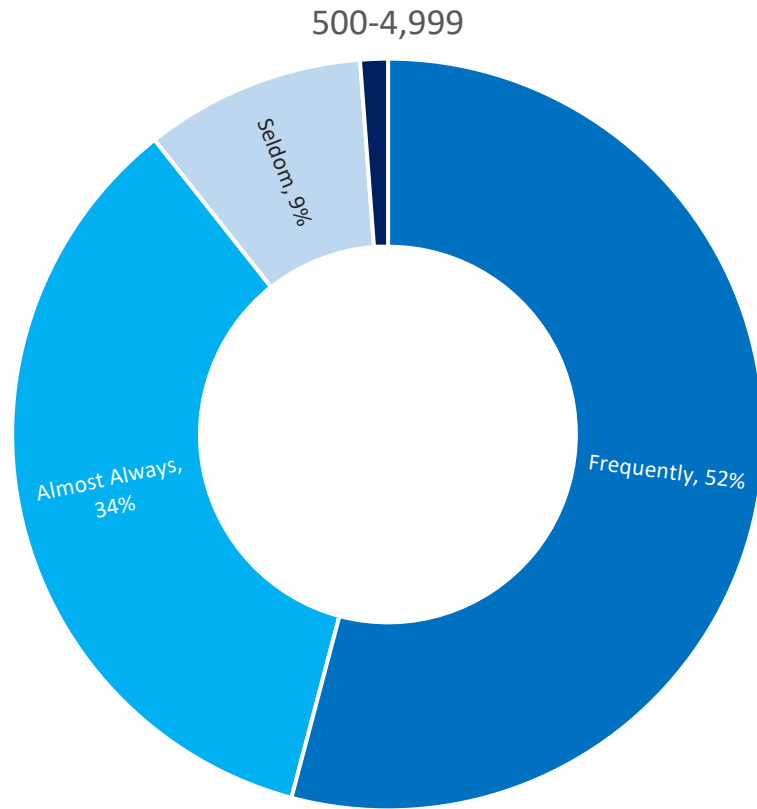
Q11. How often did offering the above incentives or exceptions prove successful in convincing an employee to relocate?



* excludes not applicable / don't know responses

Relocation Volumes & Budgets

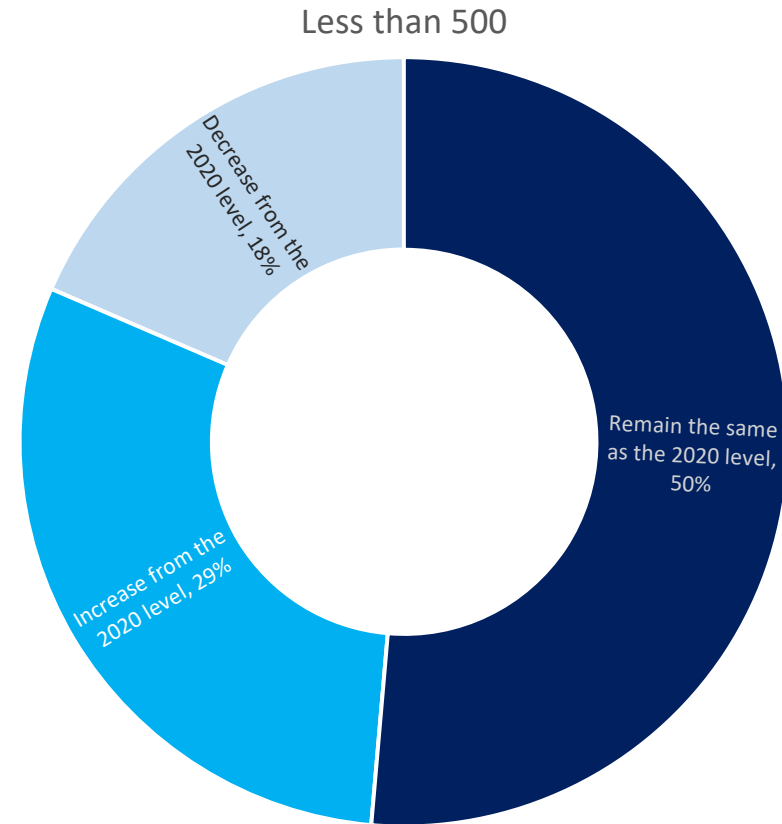
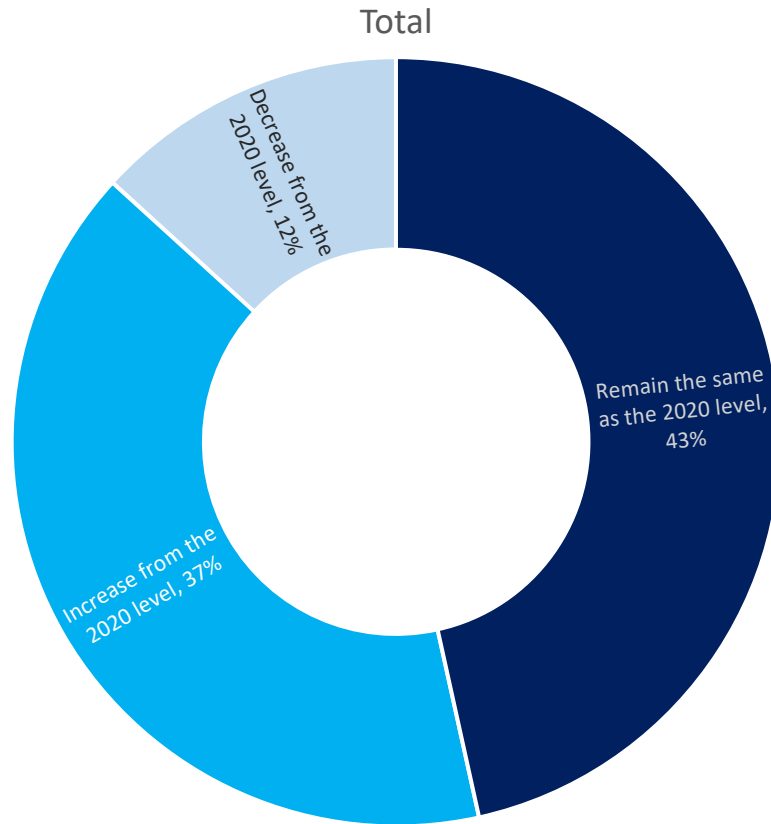
Q11. How often did offering the above incentives or exceptions prove successful in convincing an employee to relocate?



* excludes not applicable / don't know responses

Relocation Volumes & Budgets

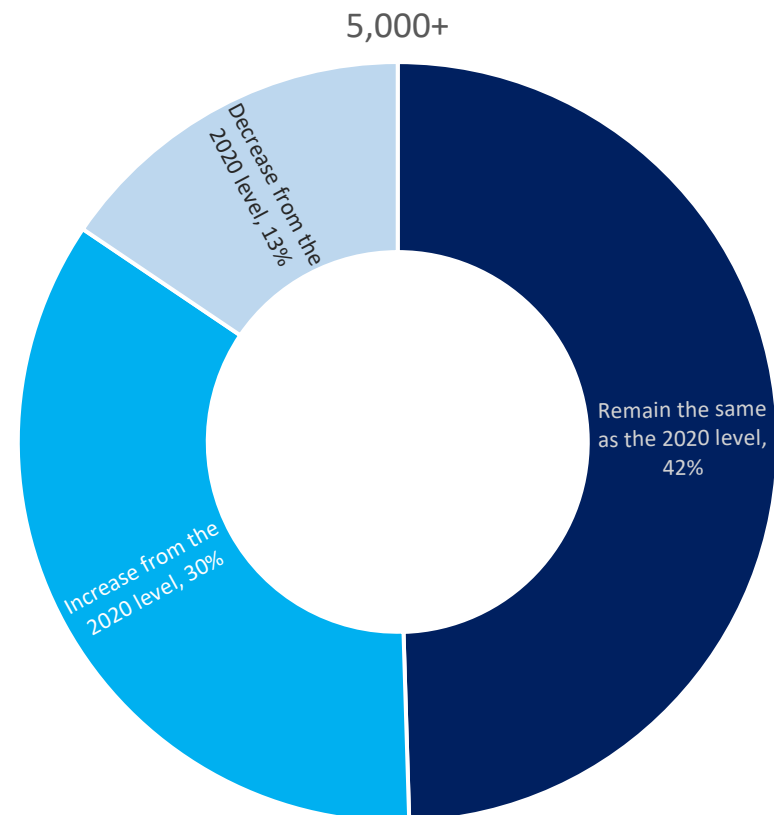
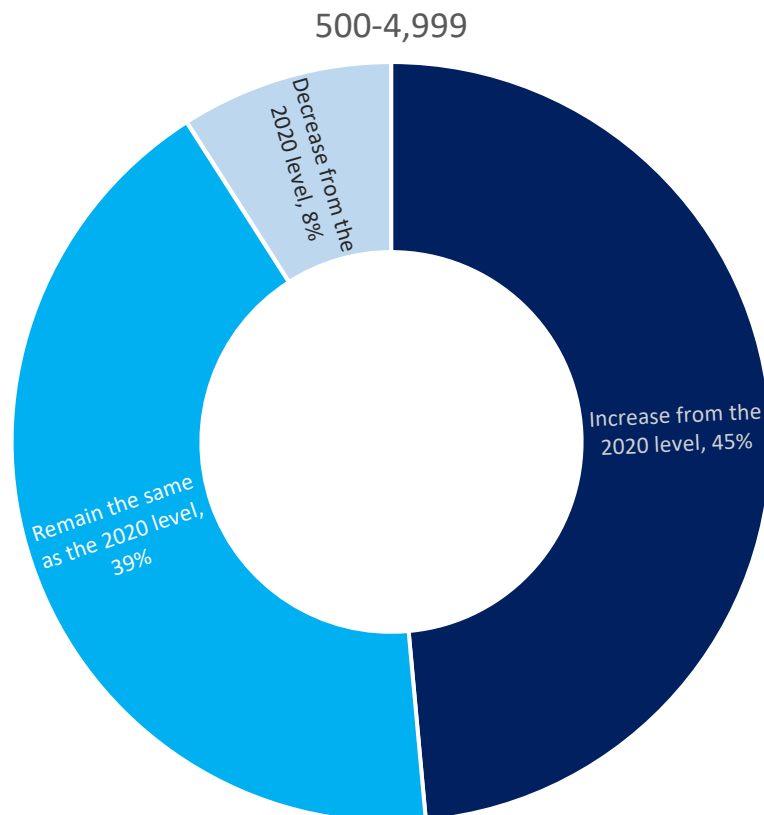
Q12. Did the number of employees declining relocation in 2021...



* excludes those who don't know

Relocation Volumes & Budgets

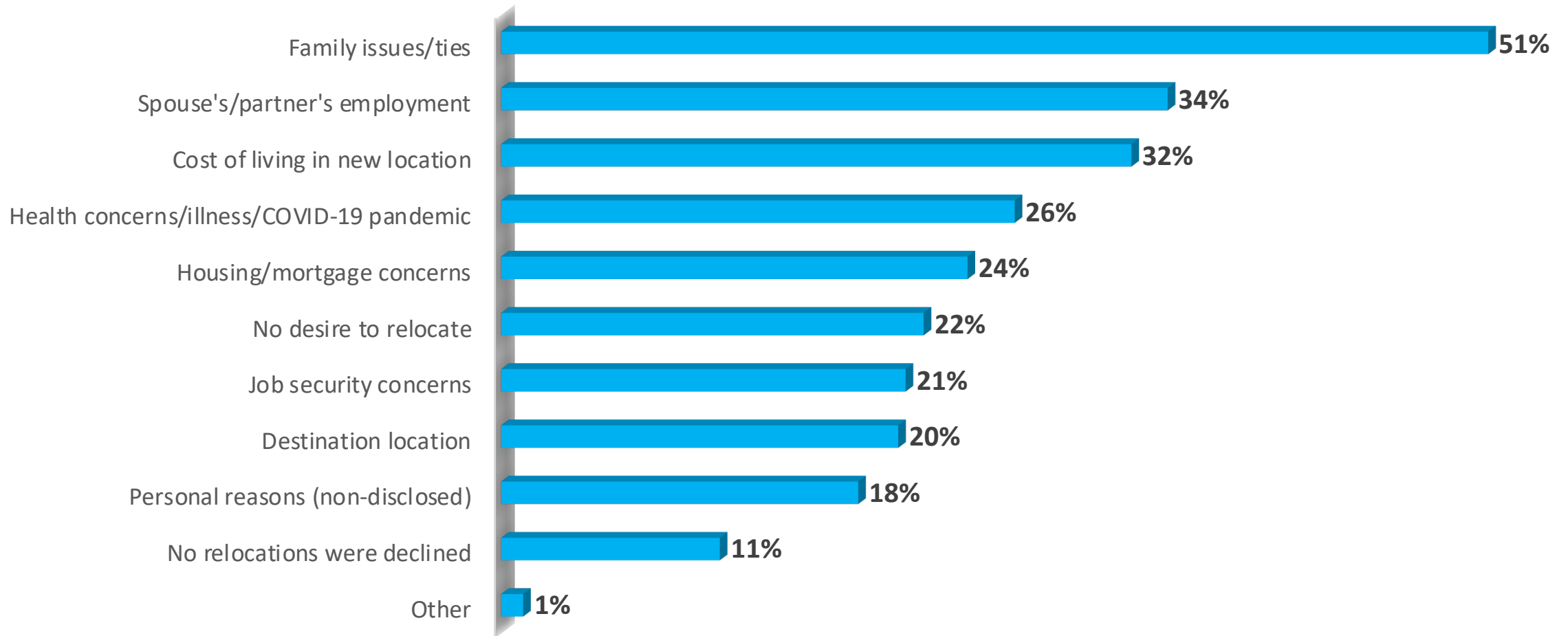
Q12. Did the number of employees declining relocation in 2021...



* excludes those who don't know

Relocation Volumes & Budgets

Q13. What reasons did employees give for declining relocation?
Total



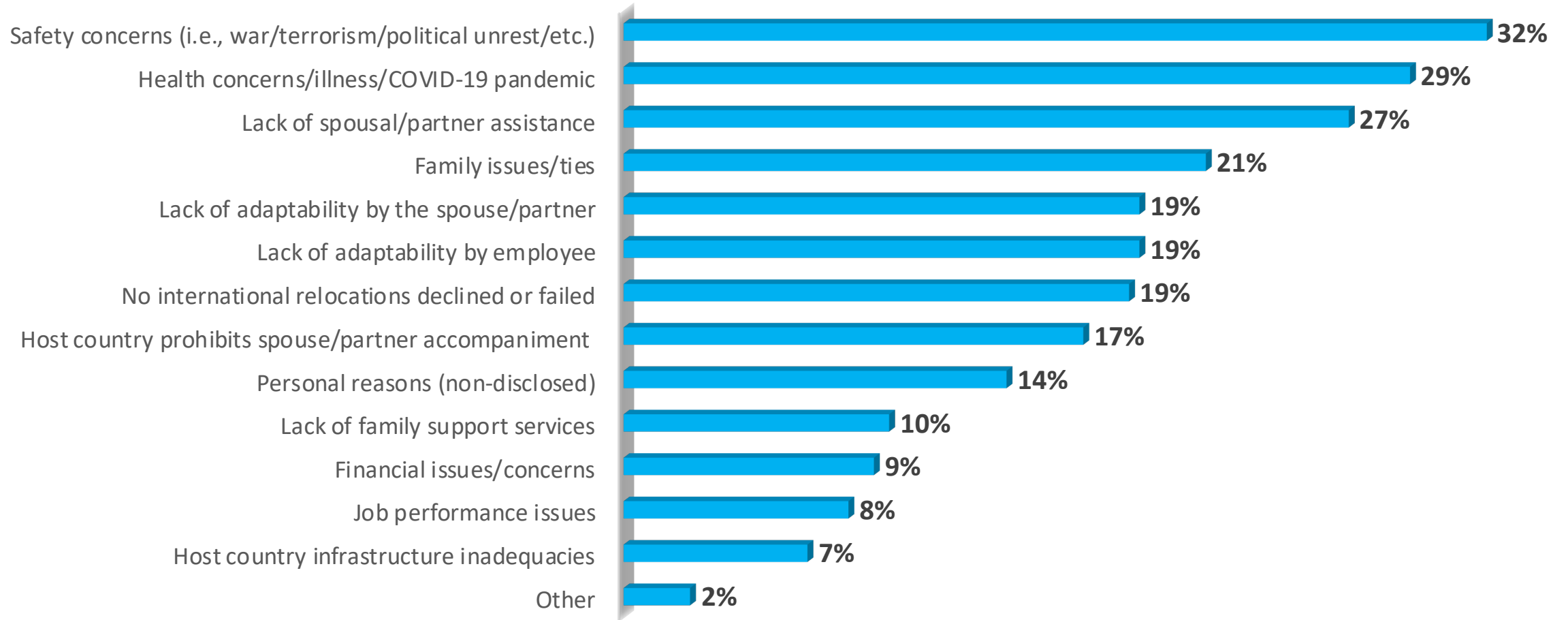
Relocation Volumes & Budgets

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

Reasons for Declined Relocation	Total	Less than 500	500-4,999	5,000+
Cost of living in new location	32%	24%	41%	26%
Family issues/ties	51%	54%	54%	41%
Housing/mortgage concerns	24%	25%	29%	12%
Spouse's/partner's employment	34%	40%	33%	30%
Destination location	20%	18%	23%	18%
Job security concerns	21%	15%	29%	12%
No desire to relocate	22%	25%	21%	20%
Health concerns/illness/COVID-19 pandemic	26%	26%	26%	28%
Personal reasons (non-disclosed)	18%	17%	20%	17%
No relocations were declined	11%	6%	7%	27%
Other	1%	0%	2%	2%

International

Q14. In 2021, what reasons were cited for an employee declining an international relocation or for an international relocation to fail?



International

Q14. In 2021, what reasons were cited for an employee declining an international relocation or for an international relocation to fail?
By Company Size (Salaried Employees)

Reason for Declined Relocation	Total	Less than 500	500-4,999	5,000+
Lack of spousal/partner assistance	27%	26%	30%	21%
Safety concerns (i.e., war/terrorism/political unrest/etc.)	32%	31%	37%	22%
Lack of adaptability by employee	19%	17%	25%	10%
Host country prohibits spouse/partner accompaniment	17%	19%	18%	12%
Lack of adaptability by the spouse/partner	19%	19%	21%	16%
Health concerns/illness/COVID-19 pandemic	29%	26%	33%	23%
Family issues/ties	21%	23%	23%	17%
Personal reasons (non-disclosed)	14%	7%	18%	15%
Job performance issues	8%	9%	9%	6%
Lack of family support services	10%	5%	14%	7%
Host country infrastructure inadequacies	7%	4%	8%	7%
Financial issues/concerns	9%	7%	13%	3%
No international relocations declined or failed	19%	19%	11%	34%
Other	2%	3%	2%	2%

Relocation Volumes & Budgets

Q15. What was the most frequent destination of transfer with the United States?
By Company Size (Salaried Employees)

Region	Total	Less than 500	500-4,999	5,000+
Northeast	25%	21%	20%	41%
Midwest	21%	21%	23%	17%
Central	6%	5%	8%	5%
South	22%	27%	23%	13%
Southwest	8%	8%	9%	6%
West	16%	18%	15%	16%

Relocation Volumes & Budgets

Q16. What were the most frequent destinations of transfer for the following relocations?
Q16a. Between the U.S. and another country region By Company Size (Salaried Employees)

International Region	Total	Less than 500	500-4,999	5,000+
Africa (North)	2%	2%	3%	0%
Africa (Sub-Saharan)	0%	0%	1%	0%
Asia	7%	8%	6%	7%
Australia/Pacific Rim	2%	2%	2%	2%
Canada	27%	23%	20%	37%
Central America/Caribbean	6%	6%	9%	4%
Europe (Eastern)	9%	8%	9%	11%
Europe (Western)	10%	4%	11%	16%
Middle East	3%	3%	2%	3%
Russia	0%	0%	0%	0%
South America	5%	4%	9%	0%
United Kingdom	7%	7%	8%	7%

Relocation Volumes & Budgets

Q16. What were the most frequent destinations of transfer for the following relocations?
 Q16b. Within a single foreign country/region
 By Company Size (Salaried Employees)

International Region	Total	Less than 500	500-4,999	5,000+
Africa (North)	1%	2%	0%	0%
Africa (Sub-Saharan)	1%	1%	2%	1%
Asia	5%	6%	5%	4%
Australia/Pacific Rim	2%	1%	2%	3%
Canada	24%	18%	17%	36%
Central America/Caribbean	5%	6%	6%	3%
Europe (Eastern)	11%	9%	16%	7%
Europe (Western)	8%	5%	7%	13%
Middle East	2%	2%	4%	2%
Russia	1%	1%	1%	0%
South America	4%	5%	7%	0%
United Kingdom	9%	9%	9%	9%

* excludes N/A answers

Relocation Volumes & Budgets

Q16. What were the most frequent destinations of transfer for the following relocations?

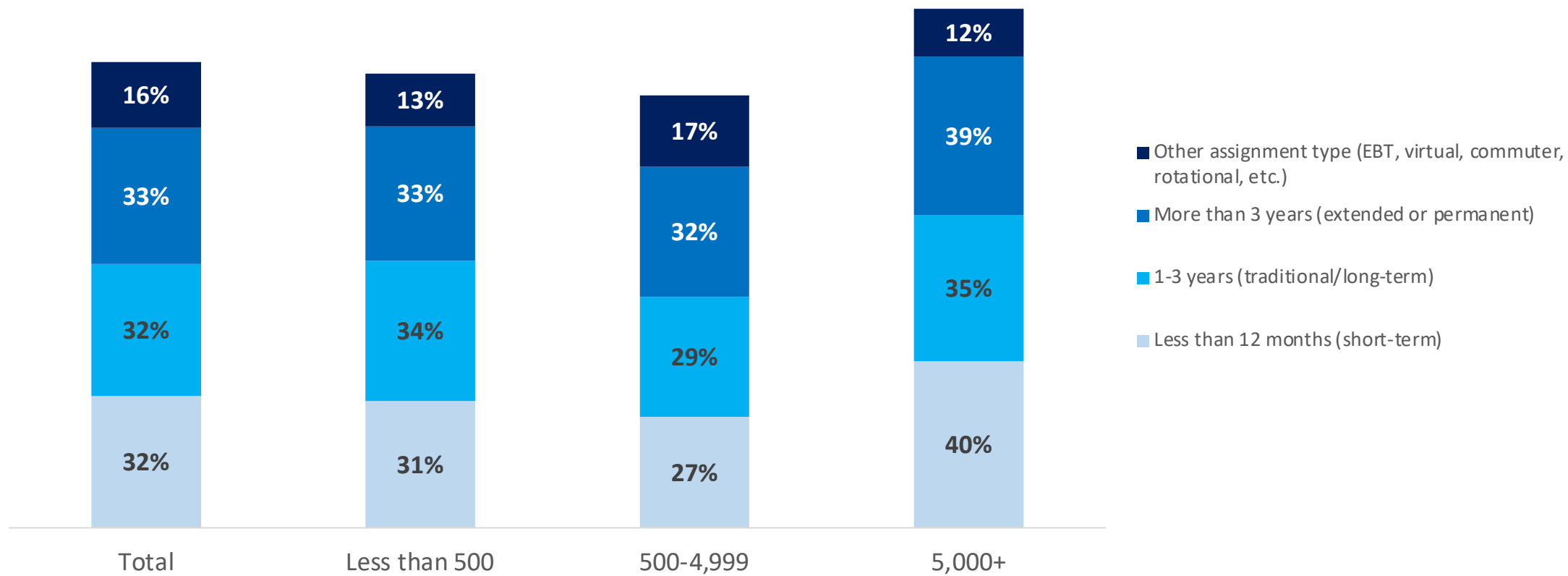
Q16c. Between two foreign countries
By Company Size (Salaried Employees)

International Region	Total	Less than 500	500-4,999	5,000+
Africa (North)	2%	1%	1%	2%
Africa (Sub-Saharan)	1%	0%	1%	1%
Asia	7%	7%	5%	4%
Australia/Pacific Rim	2%	3%	4%	4%
Canada	25%	18%	15%	31%
Central America/Caribbean	7%	7%	9%	4%
Europe (Eastern)	9%	7%	12%	5%
Europe (Western)	10%	4%	11%	14%
Middle East	3%	3%	3%	4%
Russia	0%	1%	2%	1%
South America	6%	5%	8%	2%
United Kingdom	8%	5%	6%	4%

* excludes N/A answers

Relocation Volumes & Budgets

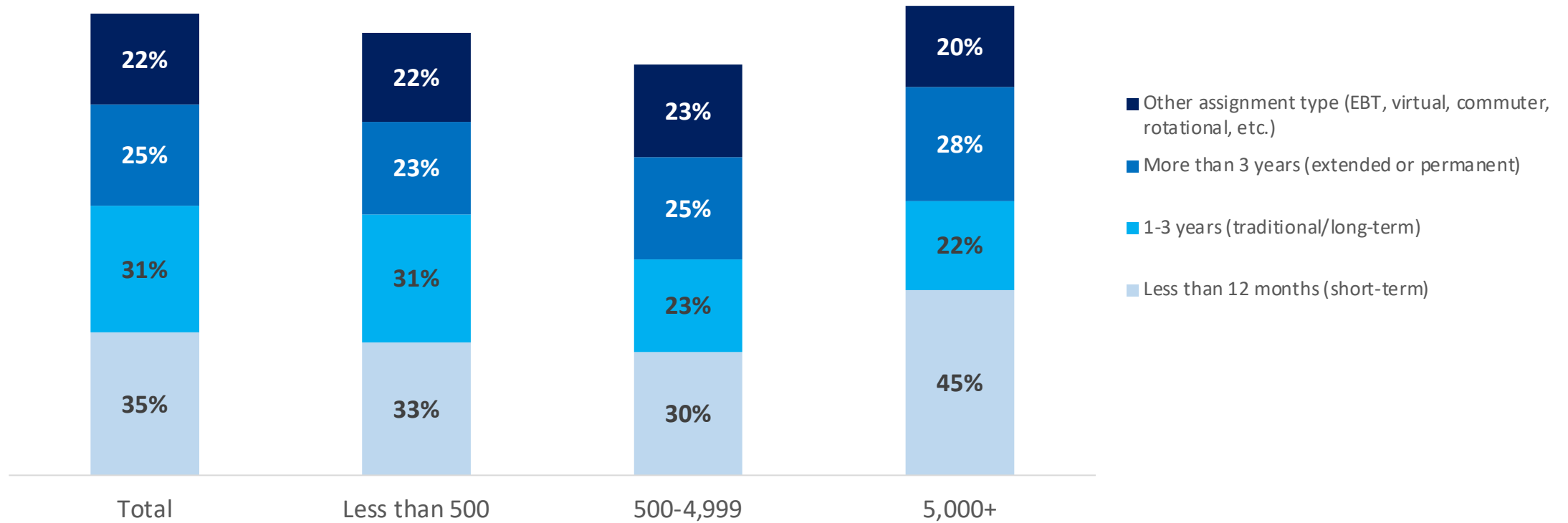
Q17. In 2021, what approximate percentage of your total relocations were...
By Company Size (Salaried Employees)



* excludes N/A answers

International

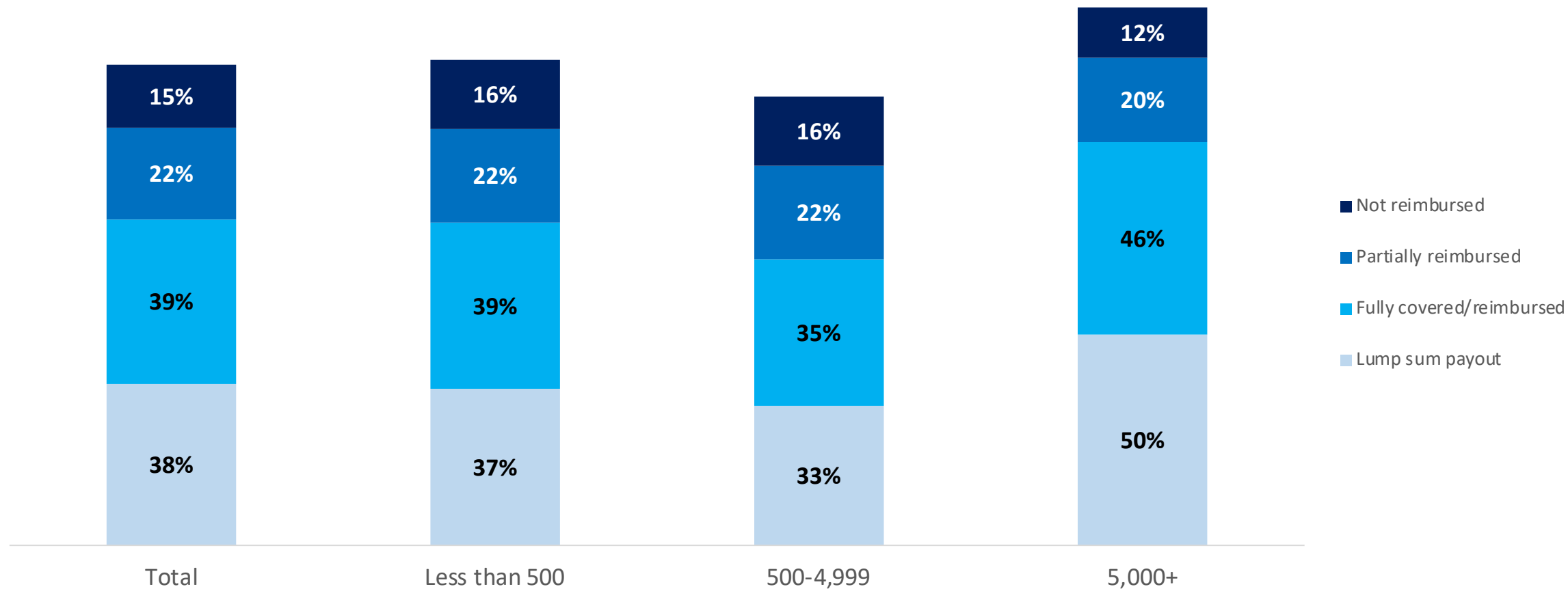
Q18. In 2021, what approximate percentage of your international relocations were...
By Company Size (Salaried Employees)



* excludes N/A answers

Relocation Volumes & Budgets

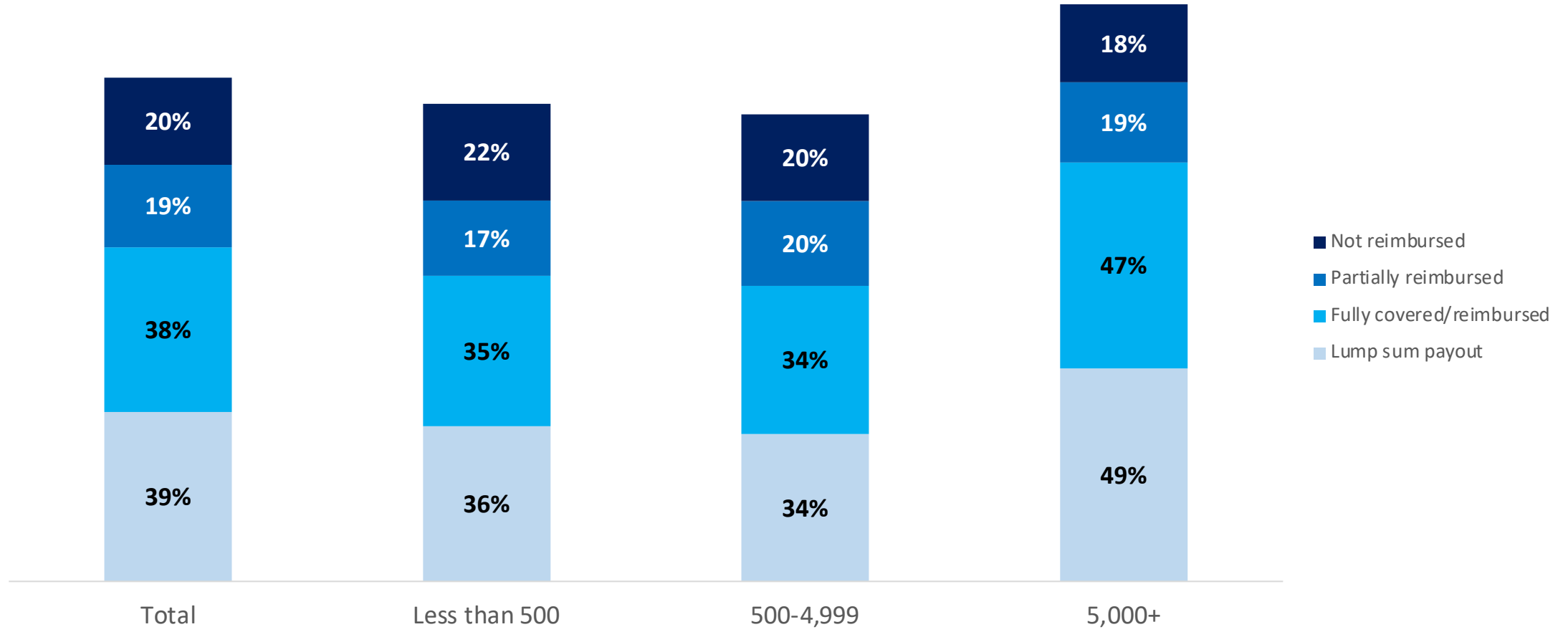
Q19. In 2021, what approximate percentage of your total relocations were...
By Company Size (Salaried Employees)



* excludes N/A answers

International

Q20. In 2021, what approximate percentage of your international relocations were...
By Company Size (Salaried Employees)



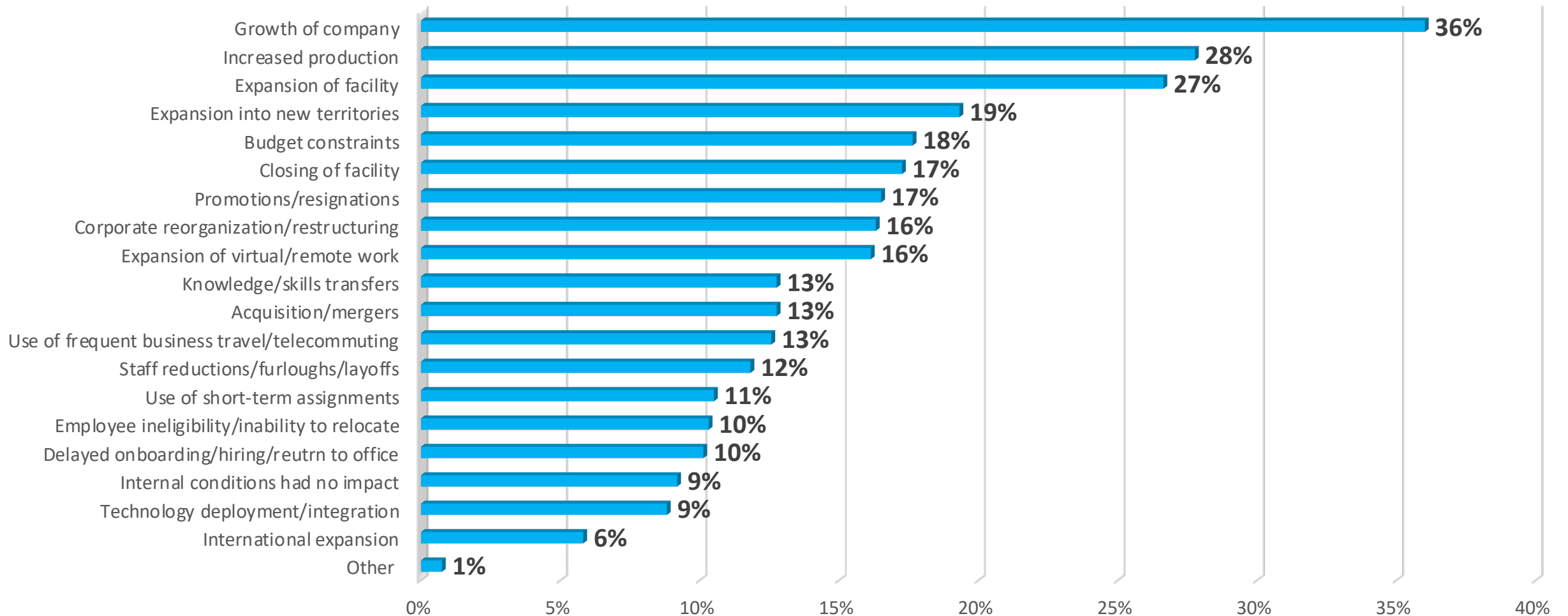
* excludes those who don't know

Factors Impacting Relocation

Factors Impacting Relocation

Q21. What external factors had the most significant impact on the number of your employee relocations in 2021?

Total



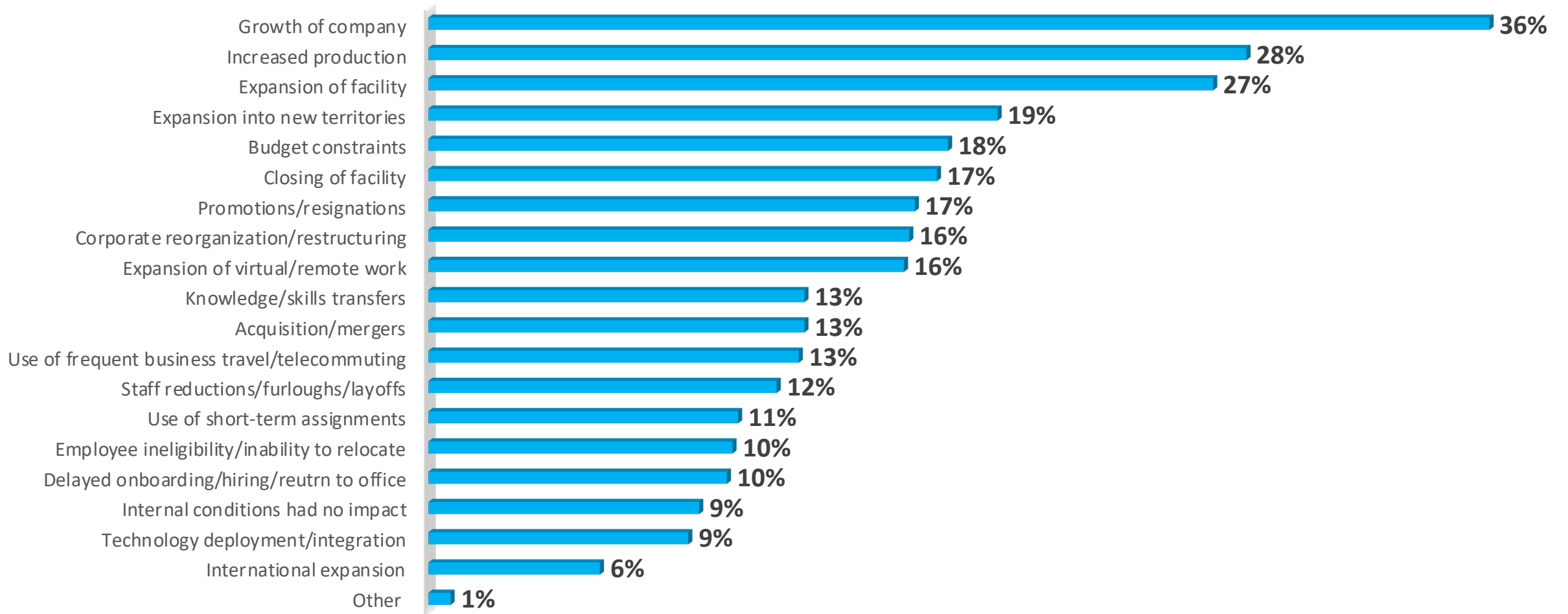
Factors Impacting Relocation

Q21. What external factors had the most significant impact on the number of your employee relocations in 2021?
By Company Size (Salaried Employees)

External Factor Impacting Relocating	Total	Less than 500	500-4,999	5,000+
Economic conditions	41%	36%	49%	31%
Lack of qualified people locally/"Great Resignation"	31%	30%	35%	25%
Real estate market/available housing	27%	28%	31%	20%
COVID-19 pandemic	56%	52%	58%	55%
Growth of domestic competition	22%	23%	23%	17%
Growth of international competition	17%	12%	22%	10%
Natural/man-made disasters-domestic or international (i.e., hurricanes, earthquakes, wildfires, war/civil unrest, etc.)	15%	16%	18%	8%
Political/regulatory environment-domestic or international (i.e., visa/immigration restrictions, travel bans/closed borders, trade agreement changes, Brexit, etc.)	18%	16%	18%	20%
Tax legislation/tax compliance challenges	11%	11%	13%	7%
Supply chain/shipping/transportation capacity constraints	12%	12%	12%	10%
External conditions had no impact	9%	3%	5%	28%

Factors Impacting Relocation

Q22. What internal company conditions had the most significant impact on the number of your employee relocations in 2021?
Total



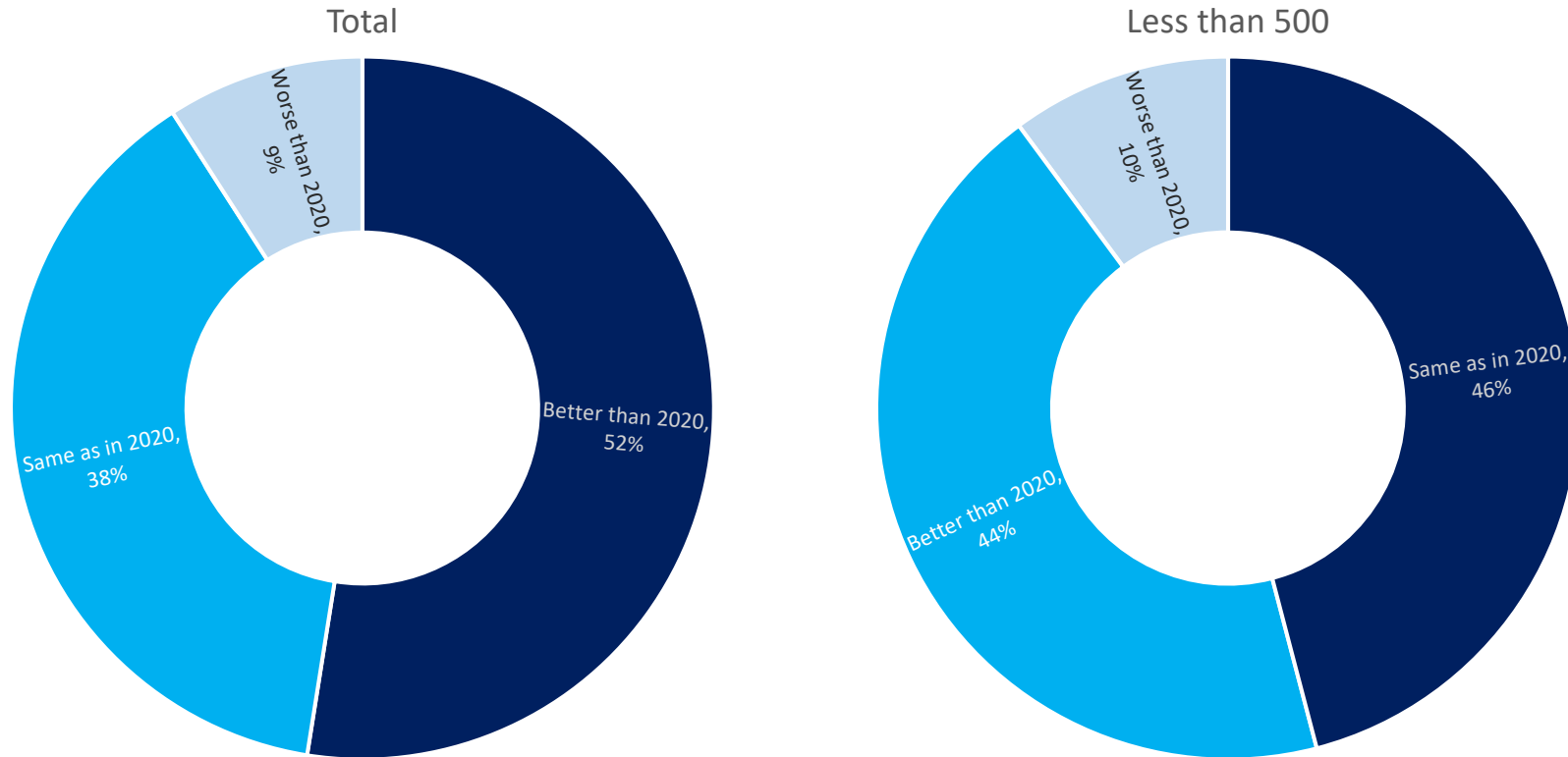
Factors Impacting Relocation

Q22. 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	Less than 500	500-4,999	5,000+
Growth of company	36%	29%	43%	29%
Increased production	28%	31%	30%	19%
Expansion of facility	27%	26%	31%	19%
Closing of facility	17%	19%	17%	15%
Budget constraints	18%	19%	21%	9%
Expansion into new territories	19%	15%	25%	12%
Acquisition/mergers	13%	10%	15%	12%
Corporate reorganization/restructuring	16%	14%	18%	16%
Promotions/resignations	17%	13%	18%	17%
Knowledge/skills transfers	13%	11%	13%	15%
Use of short-term assignments	11%	14%	12%	3%
Expansion of virtual/remote work	16%	14%	17%	17%
Use of frequent business travel/telecommuting	13%	13%	14%	10%
Staff reductions/furloughs/layoffs	12%	10%	13%	12%
Delayed onboarding/hiring/reutrn to office	10%	10%	8%	15%
Technology deployment/integration	9%	9%	10%	6%
Employee ineligibility/inability to relocate	10%	6%	14%	8%
International expansion	6%	6%	7%	3%
Internal conditions had no impact	9%	4%	3%	29%
Other	1%	0%	1%	1%

Factors Impacting Relocation

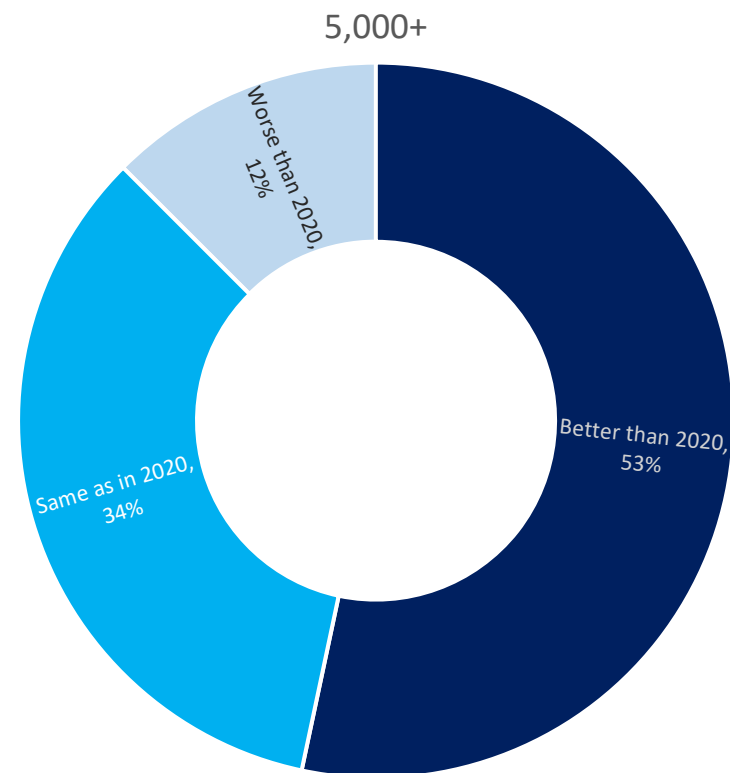
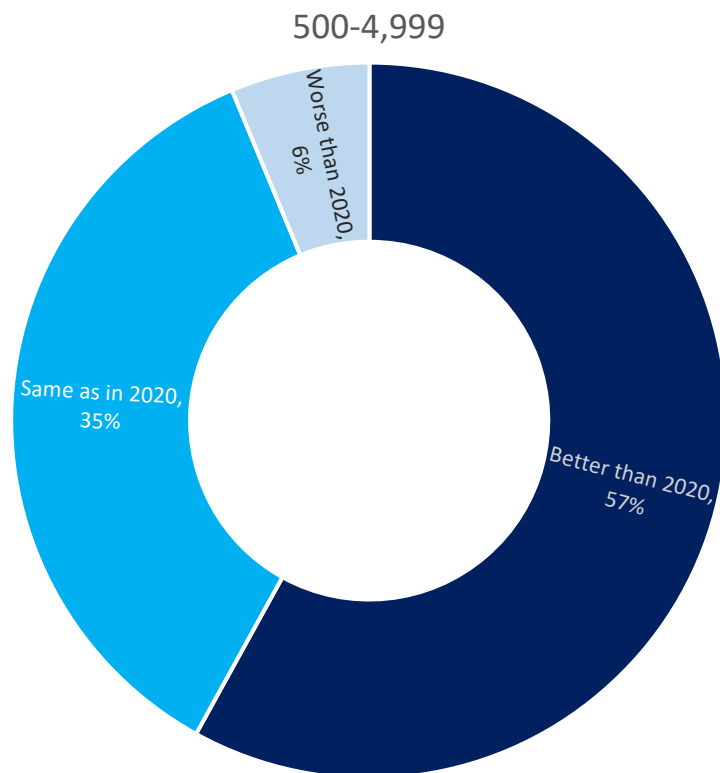
Q23. Compared to 2020, from your company's perspective, please rate the following in 2021.
By Company Size (Salaried Employees)



* excludes don't know / not applicable responses

Factors Impacting Relocation

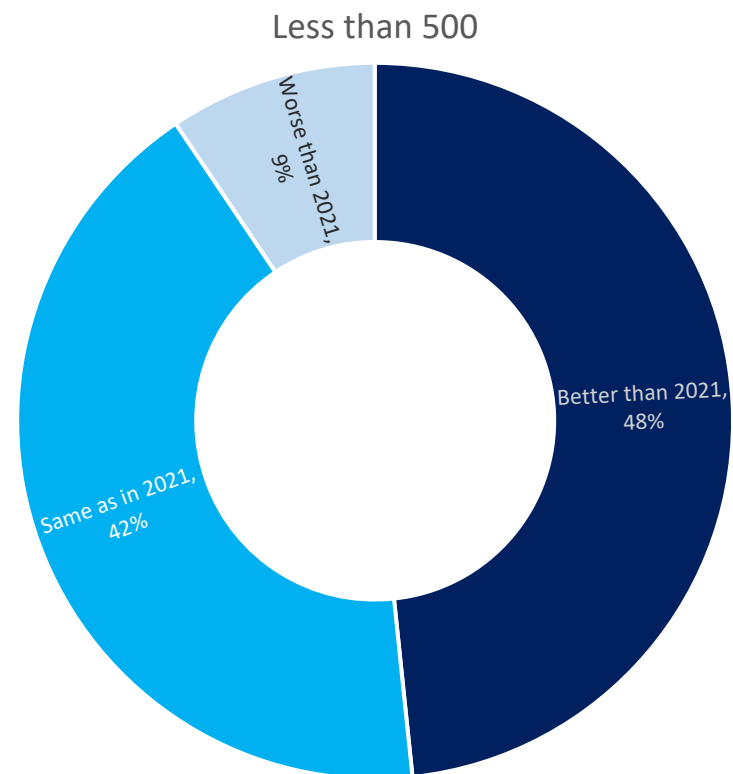
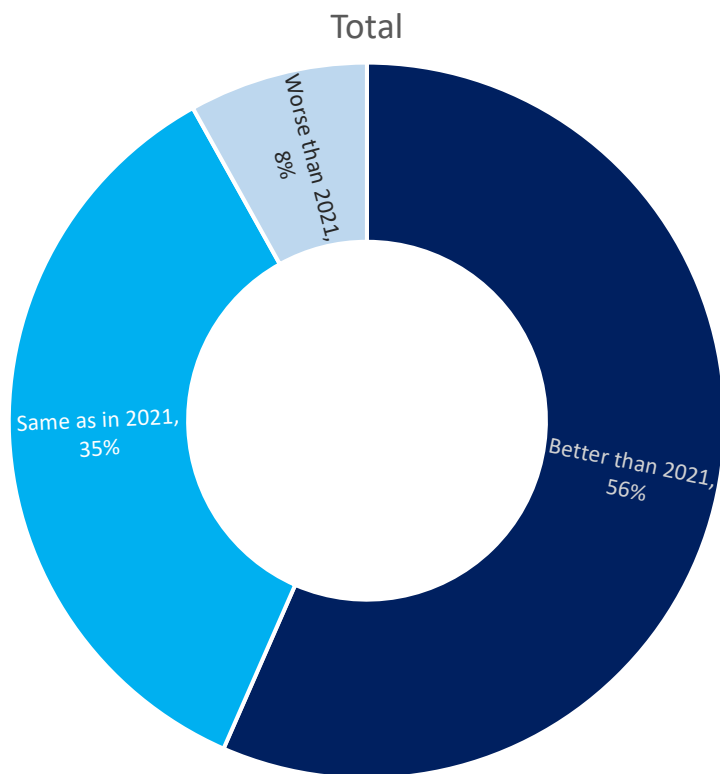
Q23. Compared to 2020, from your company's perspective, please rate the following in 2021.
By Company Size (Salaried Employees)



* excludes don't know / not applicable responses

Factors Impacting Relocation

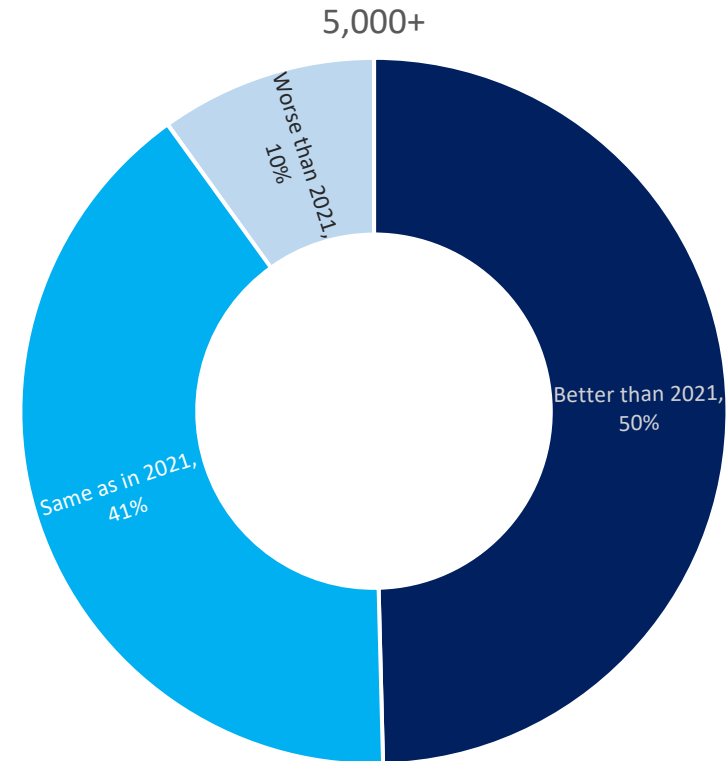
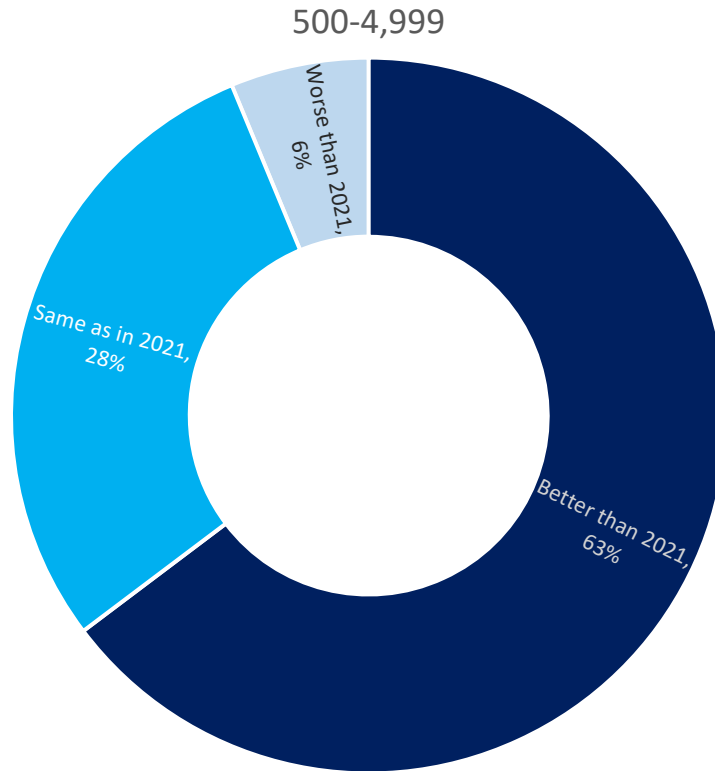
Q24. Compared to 2021, please indicate what you anticipate for 2022.
By Company Size (Salaried Employees)



* excludes don't know / not applicable responses

Factors Impacting Relocation

Q24. Compared to 2021, please indicate what you anticipate for 2022.
By Company Size (Salaried Employees)



* excludes don't know / not applicable responses

Factors Impacting Relocation

Q25. What impacts do you feel the COVID-19 pandemic had on relocation/workforce mobility in 2021?

Q25a. Number of relocations performed
By Company Size (Salaried Employees)



Total		Less than 500	500-4,999	5,000+
26%	Increased significantly	19%	35%	14%
28%	Increased somewhat	29%	28%	26%
24%	Stayed about the same	28%	22%	21%
15%	Decreased somewhat	15%	10%	23%
8%	Decreased significantly	8%	4%	15%

Factors Impacting Relocation

Q25. What impacts do you feel the COVID-19 pandemic had on relocation/workforce mobility in 2021?

Q25b. Complexity of relocation administration
By Company Size (Salaried Employees)



Total		Less than 500	500-4,999	5,000+
20%	Increased significantly	15%	24%	17%
33%	Increased somewhat	30%	36%	29%
36%	Stayed about the same	44%	29%	40%
9%	Decreased somewhat	7%	8%	12%
3%	Decreased significantly	3%	3%	2%

Factors Impacting Relocation

Q25. What impacts do you feel the COVID-19 pandemic had on relocation/workforce mobility in 2021?

Q25c. Relocation costs
By Company Size (Salaried Employees)

	Total		Less than 500	500-4,999	5,000+
↑	25%	Increased significantly	19%	31%	18%
↑	35%	Increased somewhat	32%	36%	35%
—	30%	Stayed about the same	36%	26%	31%
↓	8%	Decreased somewhat	11%	5%	13%
↓	2%	Decreased significantly	3%	2%	3%

Factors Impacting Relocation

Q25. What impacts do you feel the COVID-19 pandemic had on relocation/workforce mobility in 2021?

Q25d. Relocation policy changes

	Total		Less than 500	500-4,999	5,000+
↑	21%	Increased significantly	19%	26%	13%
↑	32%	Increased somewhat	30%	37%	25%
—	37%	Stayed about the same	39%	30%	50%
↓	6%	Decreased somewhat	7%	5%	8%
↓	2%	Decreased significantly	4%	2%	2%

Factors Impacting Relocation

Q25. What impacts do you feel the COVID-19 pandemic had on relocation/workforce mobility in 2021?

Q25e. Difficulty recruiting employees to relocate



Total		Less than 500	500-4,999	5,000+
22%	Increased significantly	15%	28%	18%
35%	Increased somewhat	39%	32%	38%
28%	Stayed about the same	29%	24%	36%
10%	Decreased somewhat	13%	10%	6%
3%	Decreased significantly	3%	4%	1%

Factors Impacting Relocation

Q26. What types of impact do you feel this will have on relocation in 2022 compared to last year?

Q26a. Number of relocations performed
By Company Size (Salaried Employees)



Total		Less than 500	500-4,999	5,000+
24%	Increased significantly	19%	32%	13%
34%	Increased somewhat	34%	34%	33%
33%	Stayed about the same	38%	26%	41%
6%	Decreased somewhat	5%	6%	7%
3%	Decreased significantly	4%	2%	6%

Factors Impacting Relocation

Q26. What types of impact do you feel this will have on relocation in 2022 compared to last year?

Q26b. Complexity of relocation administration
By Company Size (Salaried Employees)



Total		Less than 500	500-4,999	5,000+
17%	Increased significantly	15%	20%	12%
32%	Increased somewhat	27%	38%	26%
39%	Stayed about the same	44%	32%	46%
9%	Decreased somewhat	11%	7%	12%
3%	Decreased significantly	3%	2%	5%

Factors Impacting Relocation

Q26. What types of impact do you feel this will have on relocation in 2022 compared to last year?

Q26c. Relocation costs
By Company Size (Salaried Employees)



Total		Less than 500	500-4,999	5,000+
25%	Increased significantly	19%	32%	17%
33%	Increased somewhat	31%	34%	35%
32%	Stayed about the same	39%	27%	33%
7%	Decreased somewhat	7%	5%	12%
2%	Decreased significantly	2%	2%	3%

Factors Impacting Relocation

Q26. What types of impact do you feel this will have on relocation in 2022 compared to last year?

Q26d. Relocation policy changes
By Company Size (Salaried Employees)



Total		Less than 500	500-4,999	5,000+
18%	Increased significantly	14%	26%	7%
28%	Increased somewhat	29%	30%	21%
41%	Stayed about the same	45%	34%	53%
9%	Decreased somewhat	8%	6%	15%
3%	Decreased significantly	3%	3%	3%

Factors Impacting Relocation

Q26. What types of impact do you feel this will have on relocation in 2022 compared to last year?

Q26e. Difficulty recruiting employees to relocate
By Company Size (Salaried Employees)

Total		Less than 500	500-4,999	5,000+
18%	Increased significantly	14%	22%	14%
30%	Increased somewhat	26%	33%	27%
34%	Stayed about the same	34%	30%	41%
14%	Decreased somewhat	21%	9%	15%
4%	Decreased significantly	2%	5%	3%

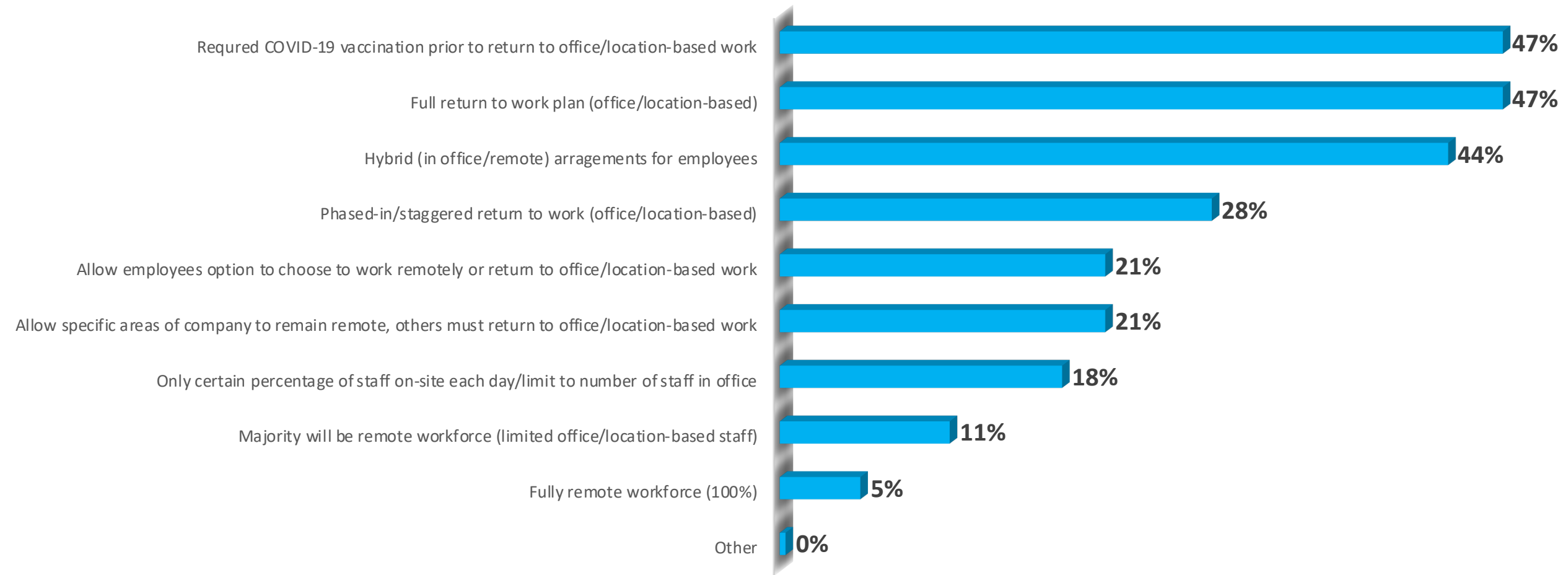


Policy Administration

Policy Administration

Q27. As your company navigates the COVID-19 pandemic and makes plans for what works looks like after the pandemic ends, what plans are forming for workplace management in 2022 and beyond?

Total



* excludes N/A responses

Policy Administration

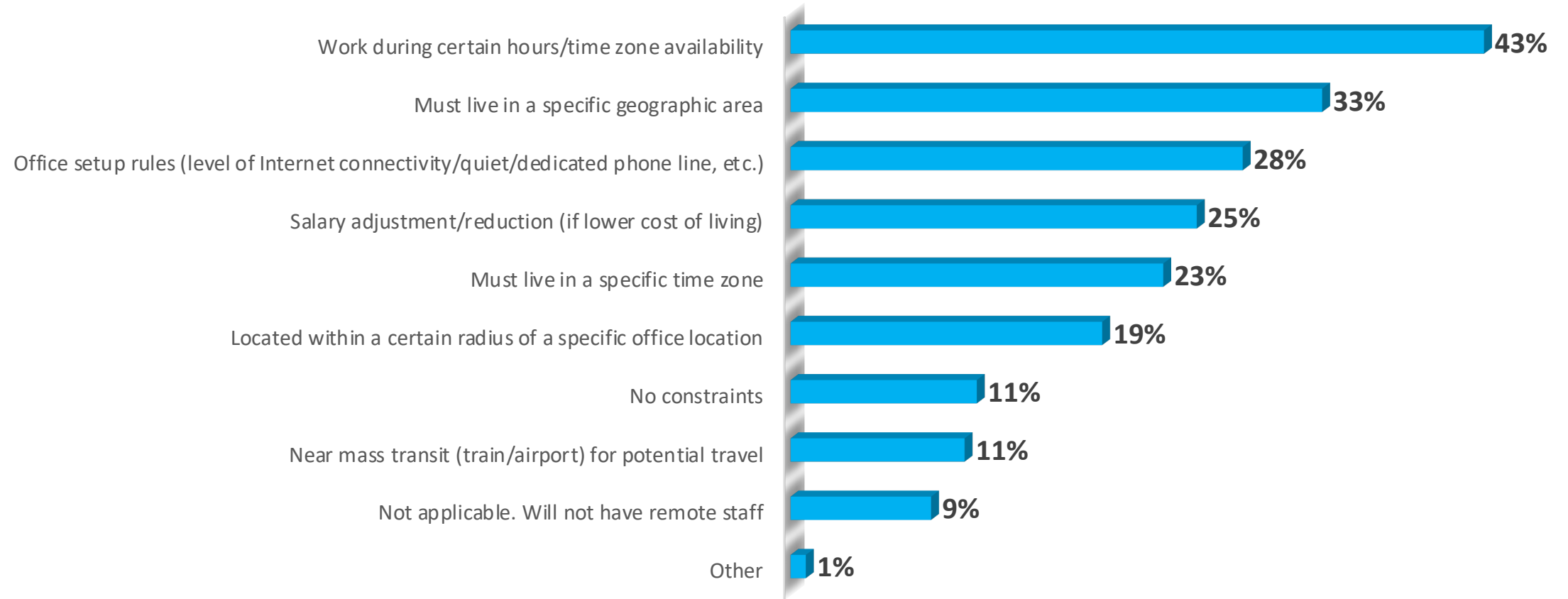
Q27. As your company navigates the COVID-19 pandemic and makes plans for what works looks like after the pandemic ends, what plans are forming for workplace management in 2022 and beyond?
By Company Size (Salaried Employees)

Workforce Management Plan	Total	Less than 500	500-4,999	5,000+
Full return to work plan (office/location-based)	47%	46%	47%	48%
Required COVID-19 vaccination prior to return to office/location-based work	47%	49%	50%	39%
Phased-in/staggered return to work (office/location-based)	28%	24%	32%	25%
Hybrid (in office/remote) arrangements for employees	44%	42%	43%	45%
Only certain percentage of staff on-site each day/limit to number of staff in office	18%	14%	23%	13%
Allow specific areas of company to remain remote, others must return to office/location-based work	21%	20%	24%	17%
Allow employees option to choose to work remotely or return to office/location-based work	21%	18%	23%	21%
Majority will be remote workforce (limited office/location-based staff)	11%	7%	14%	9%
Fully remote workforce (100%)	5%	7%	4%	6%
Other	0%	0%	0%	2%

* excludes N/A responses

Policy Administration

Q28. What constraints will be in place for employees that are fully remote?
Total



Policy Administration

Q28. What constraints will be in place for employees that are fully remote? (Check all that apply)

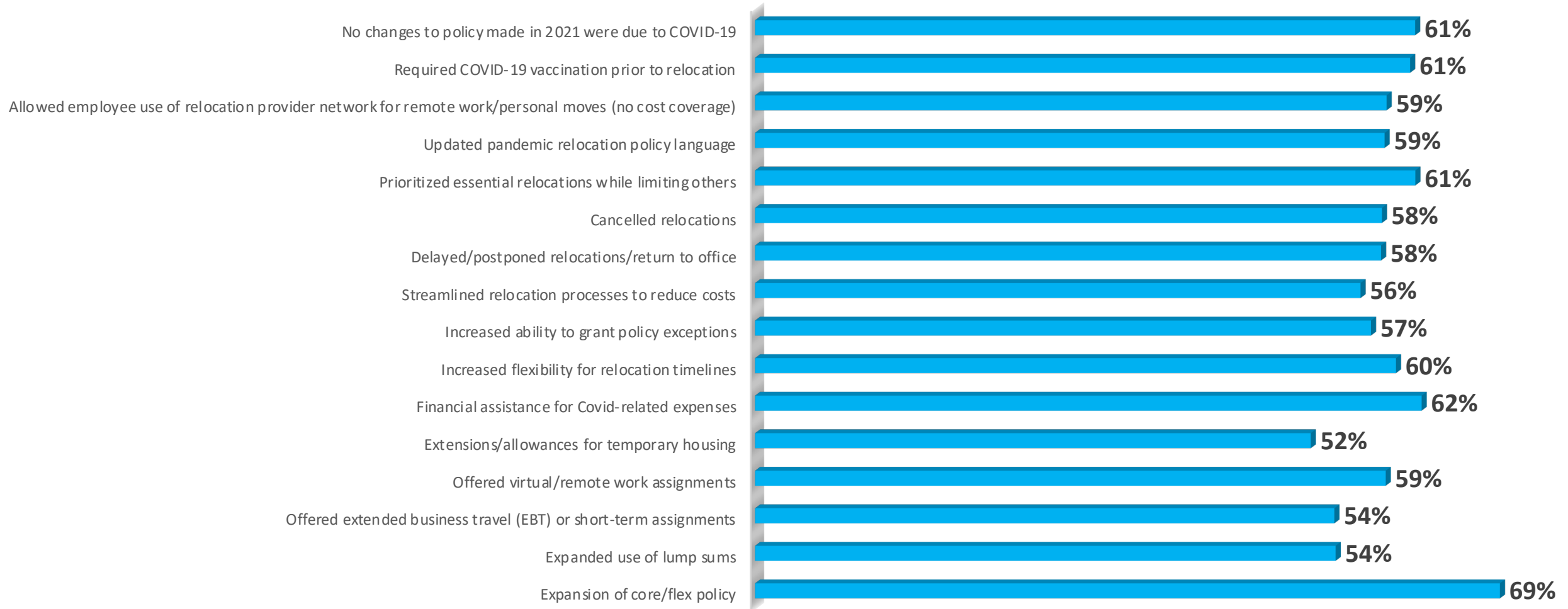
By Company Size (Salaried Employees)

Remote Employees Constraints	Total	Less than 500	500-4,999	5,000+
Must live in a specific time zone	23%	21%	23%	24%
Must live in a specific geographic area	33%	33%	36%	26%
Work during certain hours/time zone availability	43%	41%	48%	32%
Salary adjustment/reduction (if lower cost of living)	25%	25%	28%	19%
Office setup rules (level of Internet connectivity/quiet/dedicated phone line, etc.)	28%	27%	32%	19%
Located within a certain radius of a specific office location	19%	15%	21%	19%
Near mass transit (train/airport) for potential travel	11%	7%	13%	9%
No constraints	11%	16%	9%	11%
Not applicable. Will not have remote staff	9%	5%	5%	21%
Other	1%	1%	0%	3%

Policy Administration

Q29. Identify changes to relocation policy/programs due to the COVID-19 pandemic that were made in 2021.

Total



Policy Administration

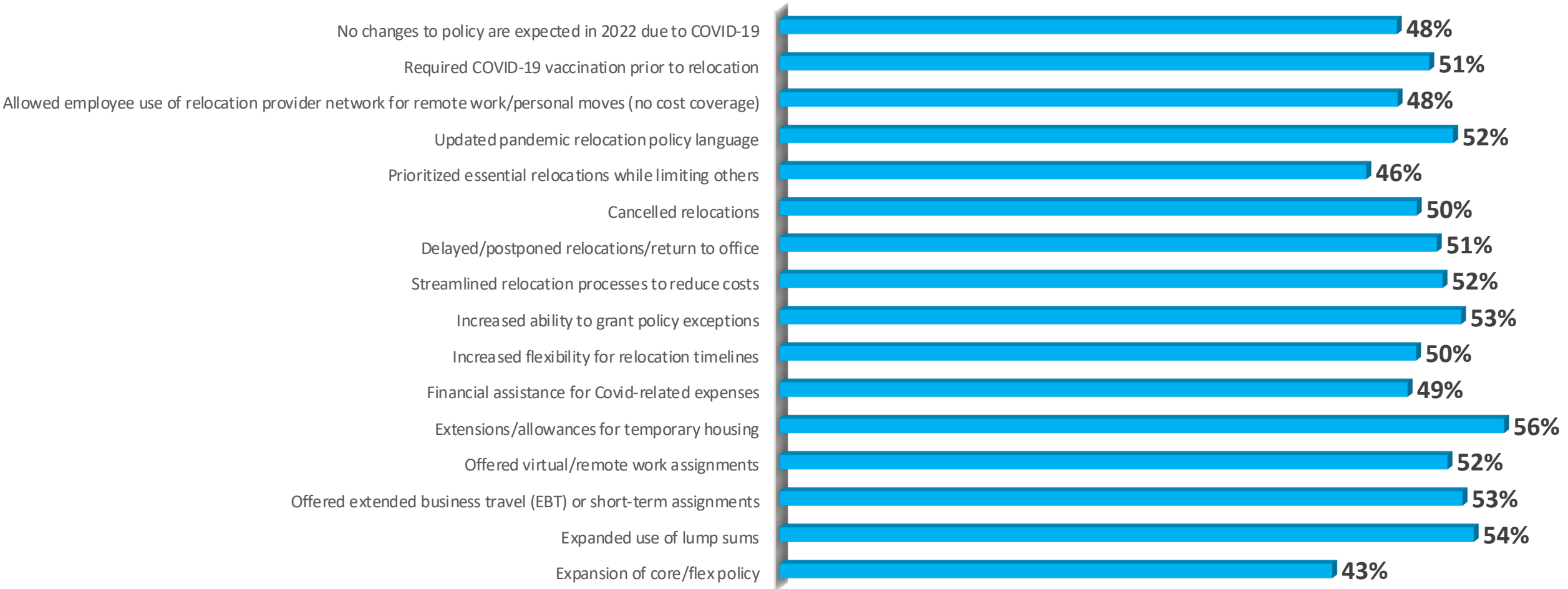
Q29. Identify changes to relocation policy/programs due to the COVID-19 pandemic that were made in 2021.
By Company Size (Salaried Employees)

Changes made in 2021	Total	Less than 500	500 - 4,999	5,000+
Expansion of core/flex policy	69%	66%	69%	73%
Expanded use of lump sums	54%	54%	52%	64%
Offered extended business travel (EBT) or short-term assignments	54%	49%	56%	55%
Offered virtual/remote work assignments	59%	62%	55%	62%
Extensions/allowances for temporary housing	52%	42%	56%	55%
Financial assistance for Covid-related expenses	62%	58%	61%	73%
Increased flexibility for relocation timelines	60%	63%	56%	63%
Increased ability to grant policy exceptions	57%	57%	51%	71%
Streamlined relocation processes to reduce costs	56%	55%	56%	59%
Delayed/postponed relocations/return to office	58%	59%	52%	69%
Cancelled relocations	58%	57%	58%	61%
Prioritized essential relocations while limiting others	61%	70%	59%	56%
Updated pandemic relocation policy language	59%	52%	59%	66%
Allowed employee use of relocation provider network for remote work/personal moves (no cost coverage)	59%	58%	56%	66%
Required COVID-19 vaccination prior to relocation	61%	56%	63%	63%
No changes to policy made in 2021 were due to COVID-19	61%	65%	54%	71%

Policy Administration

Q29. Identify changes to relocation policy/programs due to the COVID-19 pandemic that are expected in 2022.

Total



Policy Administration

Q29. Identify changes to relocation policy/programs due to the COVID-19 pandemic that are expected in 2022.
By Company Size (Salaried Employees)

Expected Changes in 2022	Total	Less than 500	500-4,999	5,000+
Expansion of core/flex policy	43%	42%	37%	57%
Expanded use of lump sums	54%	54%	56%	48%
Offered extended business travel (EBT) or short-term assignments	53%	55%	51%	56%
Offered virtual/remote work assignments	52%	48%	54%	52%
Extensions/allowances for temporary housing	56%	63%	51%	61%
Financial assistance for Covid-related expenses	49%	54%	47%	47%
Increased flexibility for relocation timelines	50%	47%	51%	49%
Increased ability to grant policy exceptions	53%	51%	57%	46%
Streamlined relocation processes to reduce costs	52%	51%	51%	53%
Delayed/postponed relocations/return to office	51%	48%	54%	49%
Cancelled relocations	50%	51%	48%	52%
Prioritized essential relocations while limiting others	46%	35%	48%	53%
Updated pandemic relocation policy language	52%	60%	50%	48%
Allowed employee use of relocation provider network for remote work/personal moves (no cost coverage)	48%	47%	51%	42%
Required COVID-19 vaccination prior to relocation	51%	58%	48%	46%
No changes to policy are expected in 2022 due to COVID-19	48%	47%	54%	38%

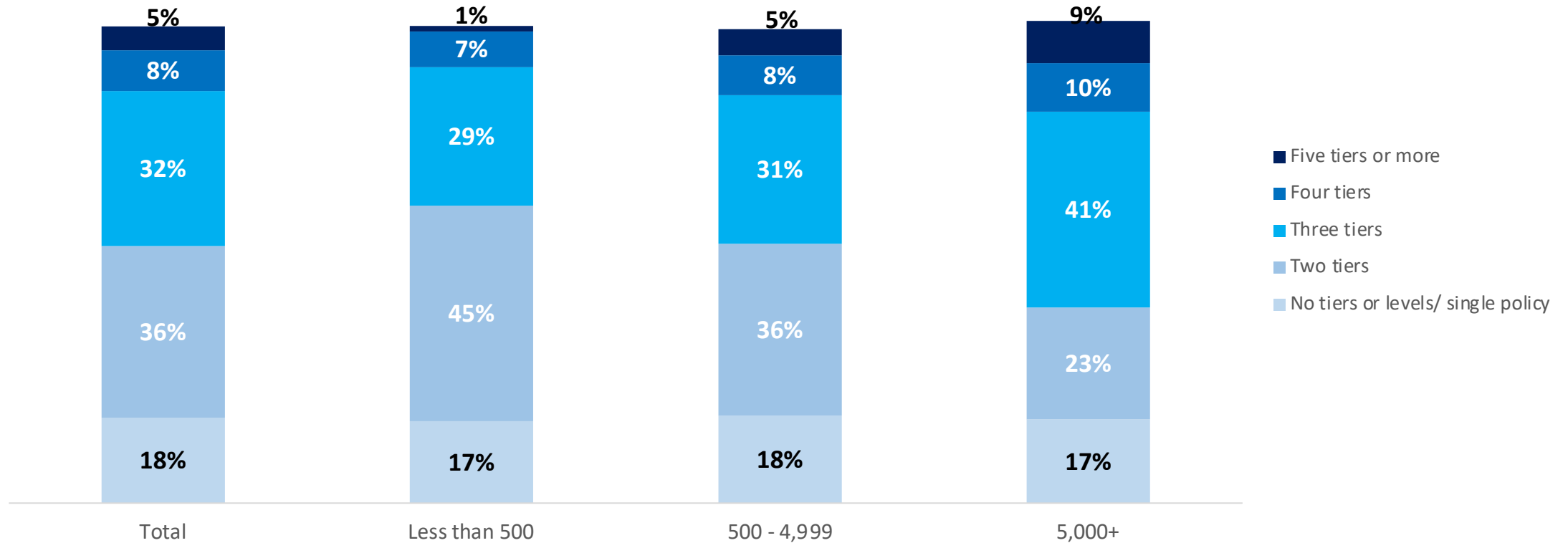
Policy Administration

Q30. Does your company have a formal policy for the following types of relocation?

By Company Size (Salaried Employees)	Domestic relations	International relocation assignments (1-3 years)	Short-term/temporary assignments (less than 12 months)	Permanent transfers (international)	Localization (international)	Long-distance commuter	Intra-regional (international)	Extended business travel
Total	65%	50%	53%	48%	47%	48%	44%	55%
Less than 500	63%	36%	49%	36%	35%	42%	34%	54%
500-4,999	70%	57%	59%	54%	53%	52%	52%	59%
5,000+	57%	52%	47%	49%	48%	48%	40%	47%

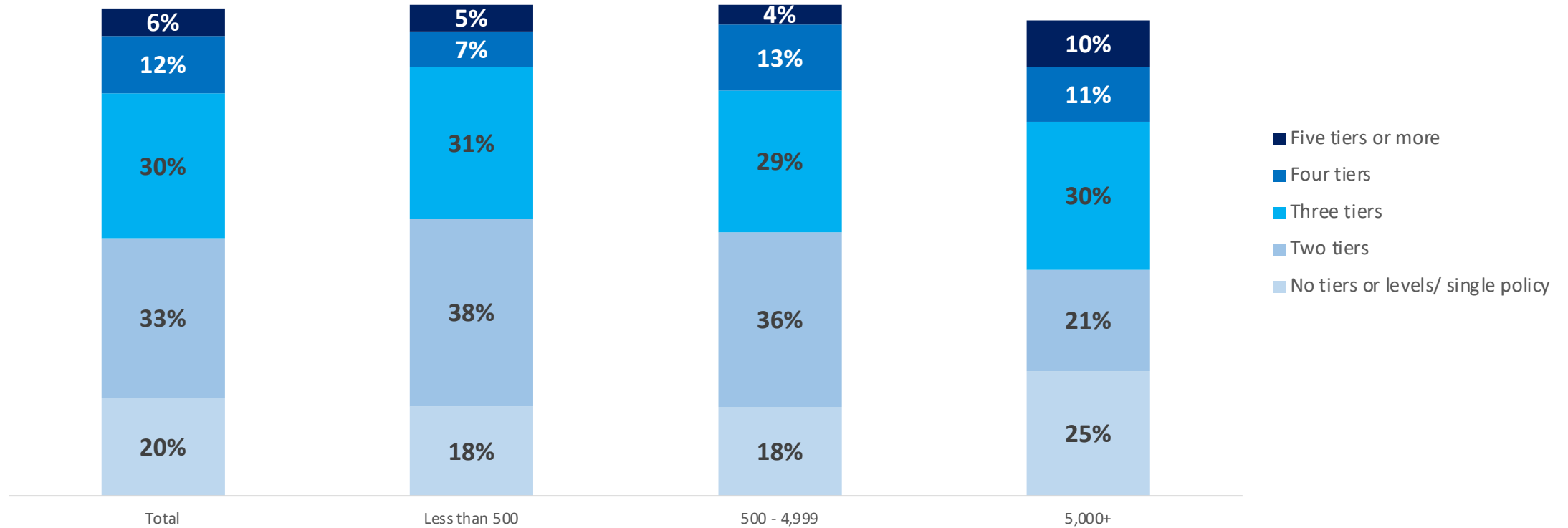
Policy Administration

Q31. Does your company have different tiers (or levels) within its relocation policies for domestic relations?
By Company Size (Salaried Employees)



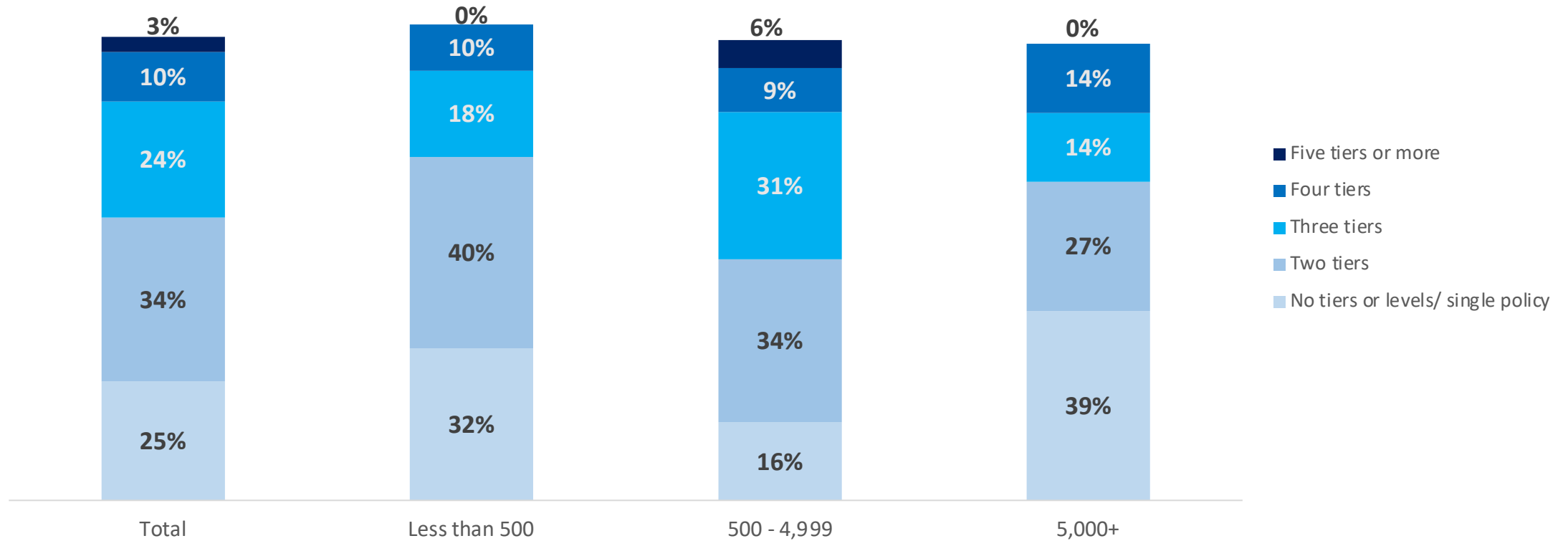
Policy Administration

Q32. Does your company have different tiers (or levels) within its relocation policies for international relocation assignments (1-3 years)?
By Company Size (Salaried Employees)



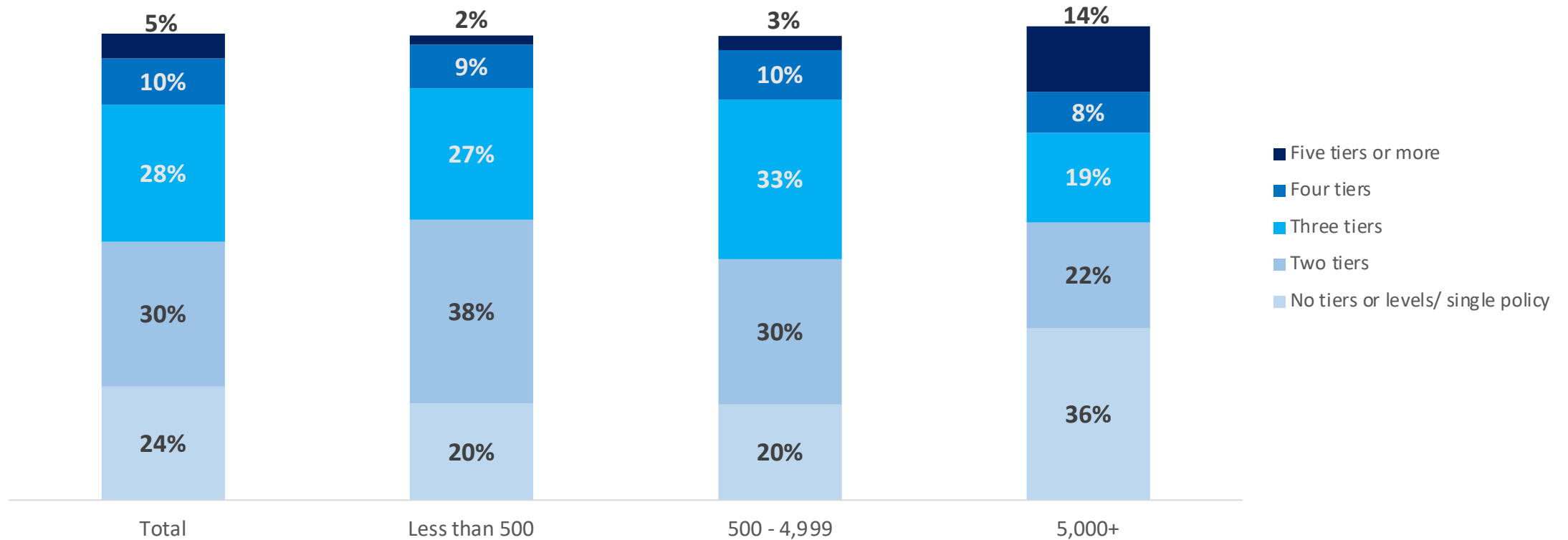
Policy Administration

Q33. Does your company have different tiers (or levels) within its relocation policies for short-term assignments (less than 12 months)?
By Company Size (Salaried Employees)



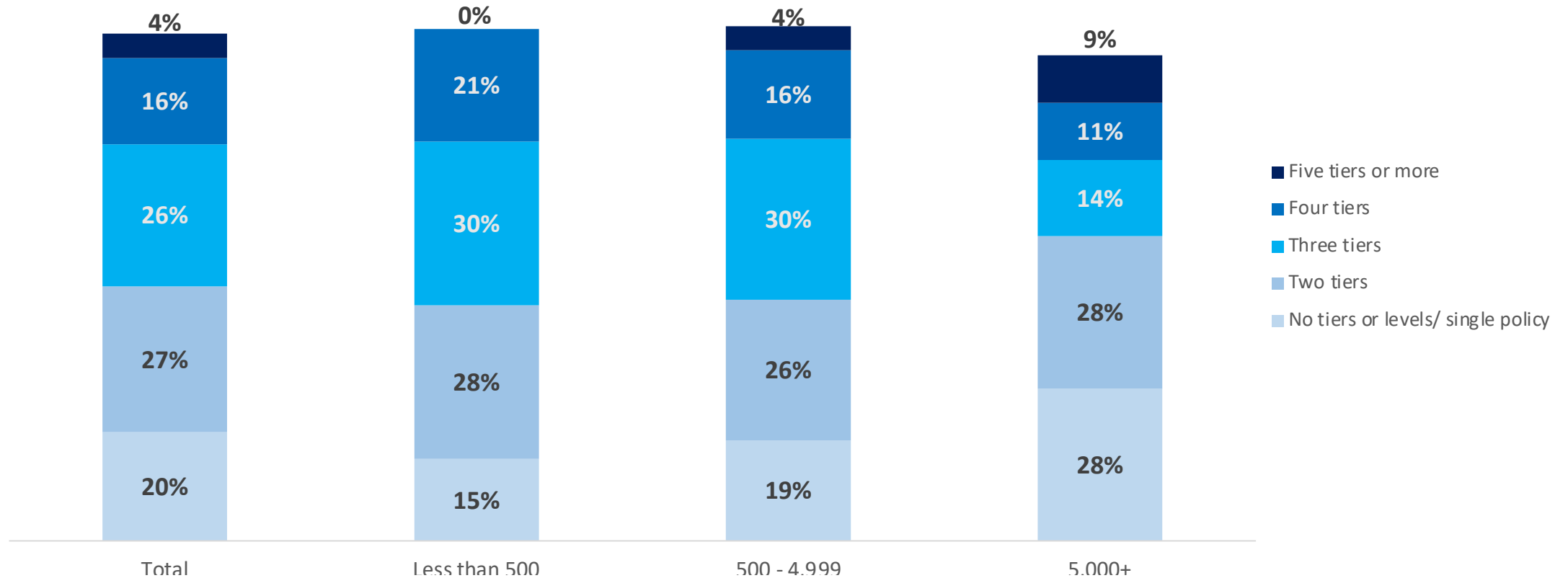
Policy Administration

Q34. Does your company have different tiers (or levels) within its relocation policies for permanent transfers (international)?
By Company Size (Salaried Employees)



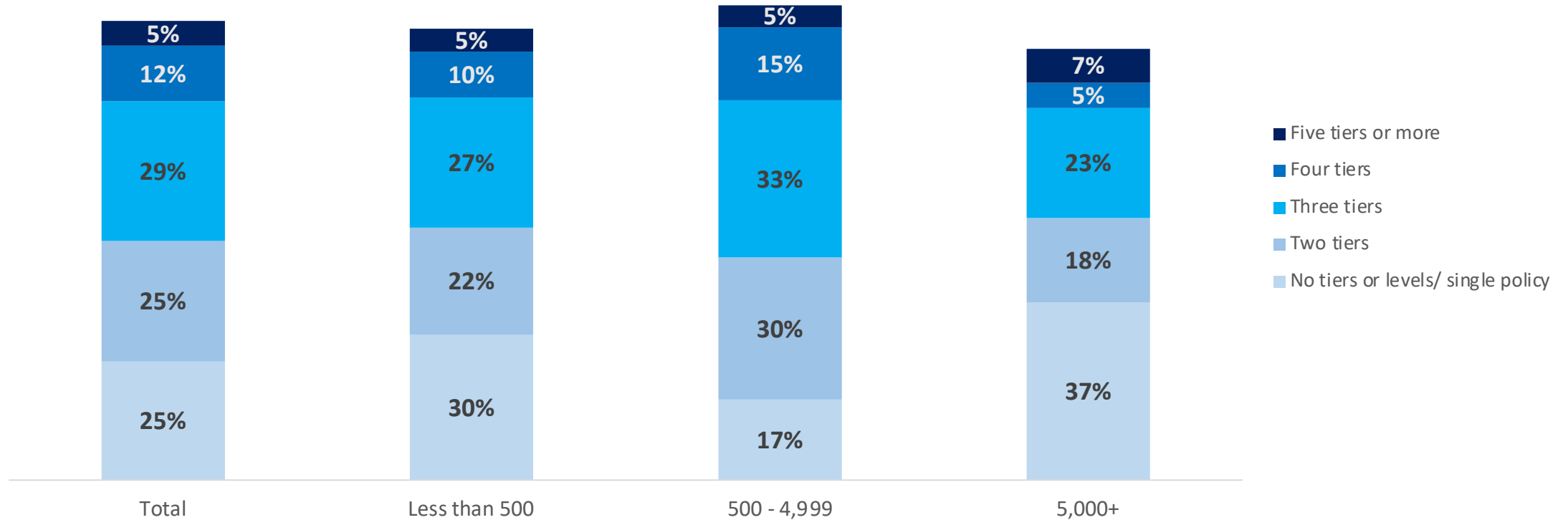
Policy Administration

Q35. Does your company have different tiers (or levels) within its relocation policies for localization (international)?
By Company Size (Salaried Employees)



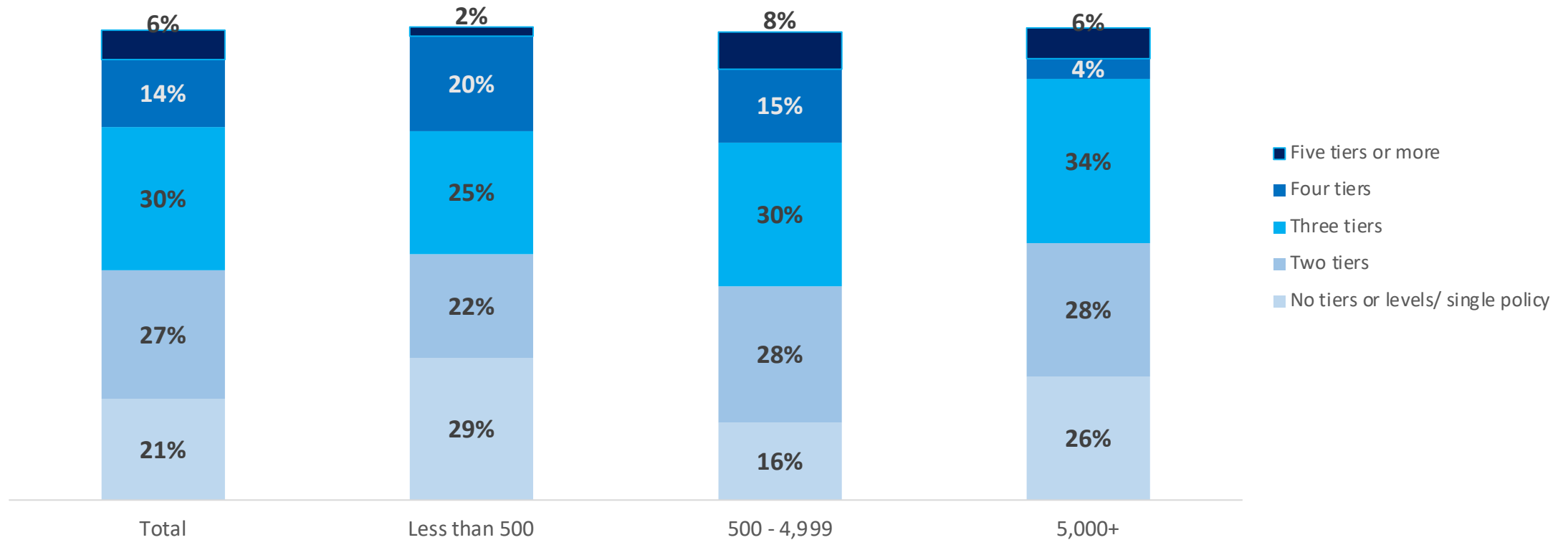
Policy Administration

Q36. Does your company have different tiers (or levels) within its relocation policies for long-distance commuter?
By Company Size (Salaried Employees)



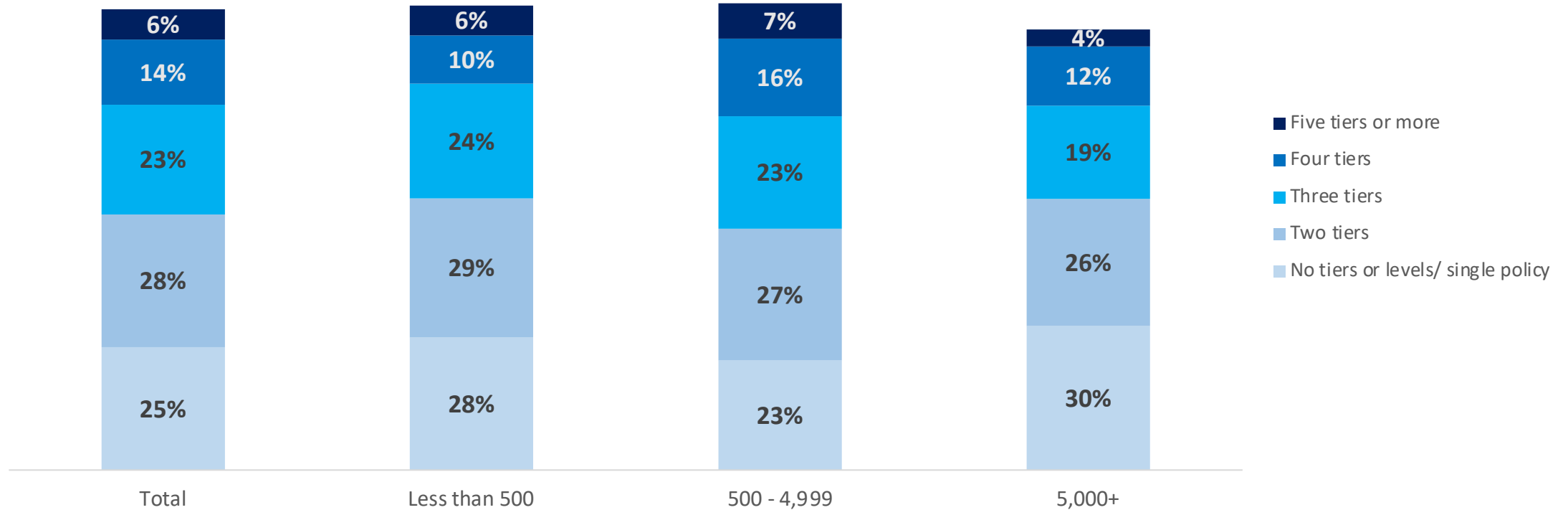
Policy Administration

Q37. Does your company have different tiers (or levels) within its relocation policies for intra-regional (international)?
By Company Size (Salaried Employees)



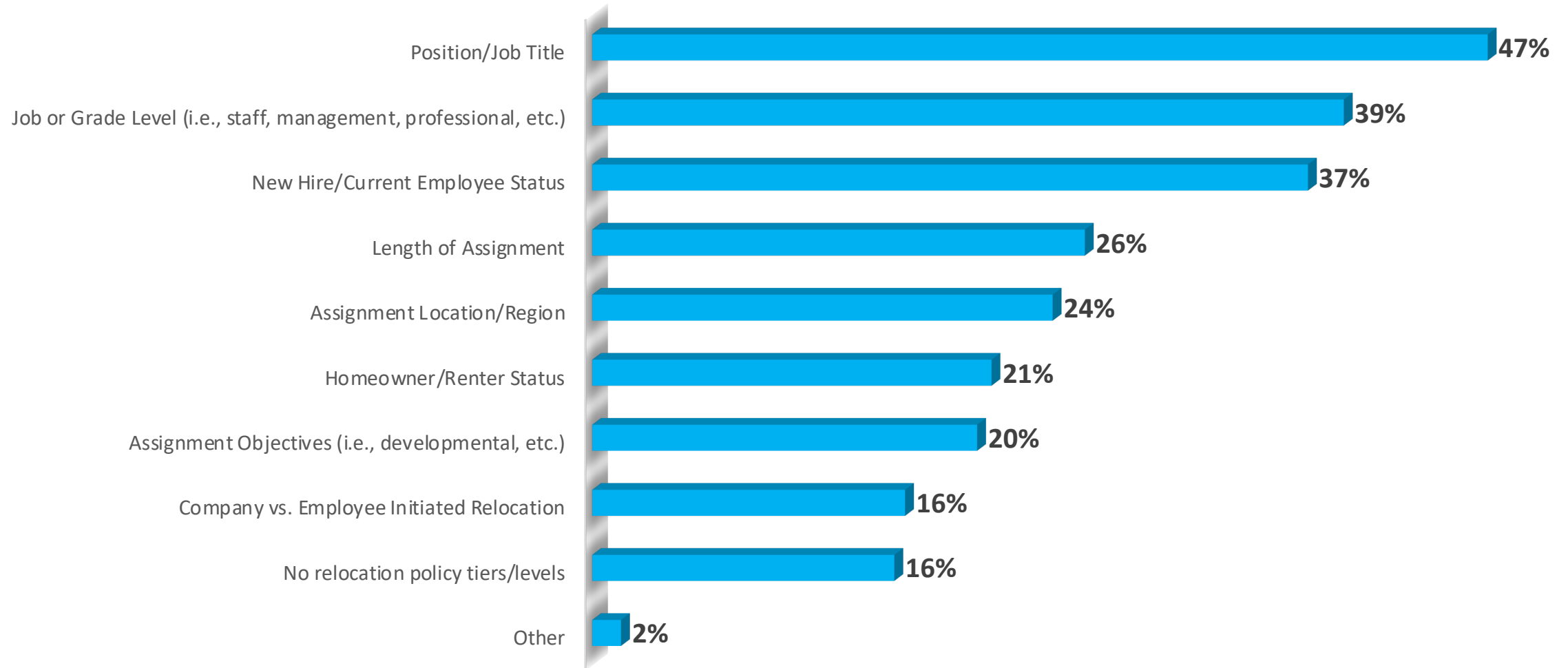
Policy Administration

Q38. Does your company have different tiers (or levels) within its relocation policies for extended business travel?
By Company Size (Salaried Employees)



Policy Administration

Q39. What are your different tiers (or levels) based on?
Total



Policy Administration

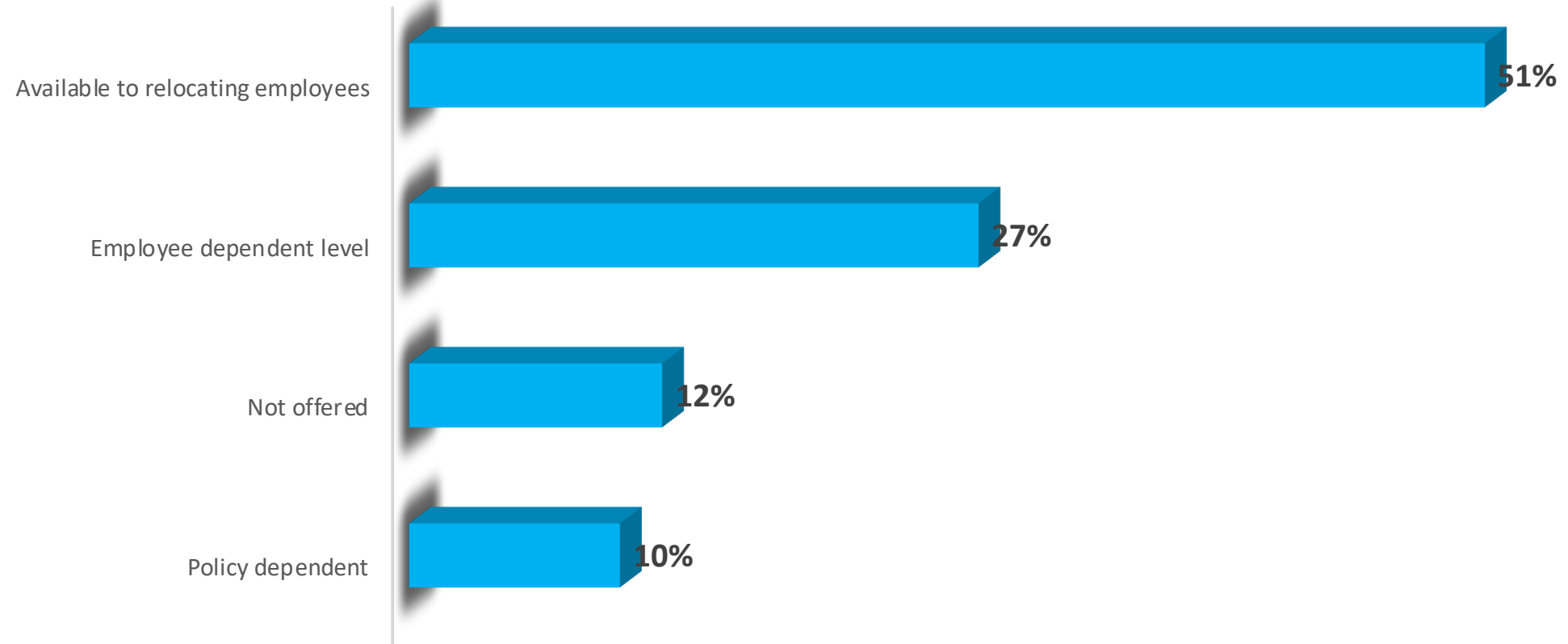
Q39. What are your different tiers (or levels) based on?
By Company Size (Salaried Employees)

Bases for domestic policy tiers (or levels)	Total	Less than 500	500 - 4,999	5,000+
Position/Job Title	47%	44%	49%	46%
New Hire/Current Employee Status	37%	41%	42%	23%
Homeowner/Renter Status	21%	15%	25%	20%
Job or Grade Level (i.e., staff, management, professional, etc.)	39%	38%	41%	36%
Length of Assignment	26%	21%	28%	26%
Assignment Objectives (i.e., developmental, etc.)	20%	21%	24%	11%
Assignment Location/Region	24%	25%	26%	18%
Company vs. Employee Initiated Relocation	16%	13%	19%	16%
No relocation policy tiers/levels	16%	13%	10%	31%
Other	2%	1%	2%	2%

Policy Administration

Q40. 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)?

Q40a. Relocation benefit coverage of specific items (i.e., fixed components/core coverage)



Policy Administration

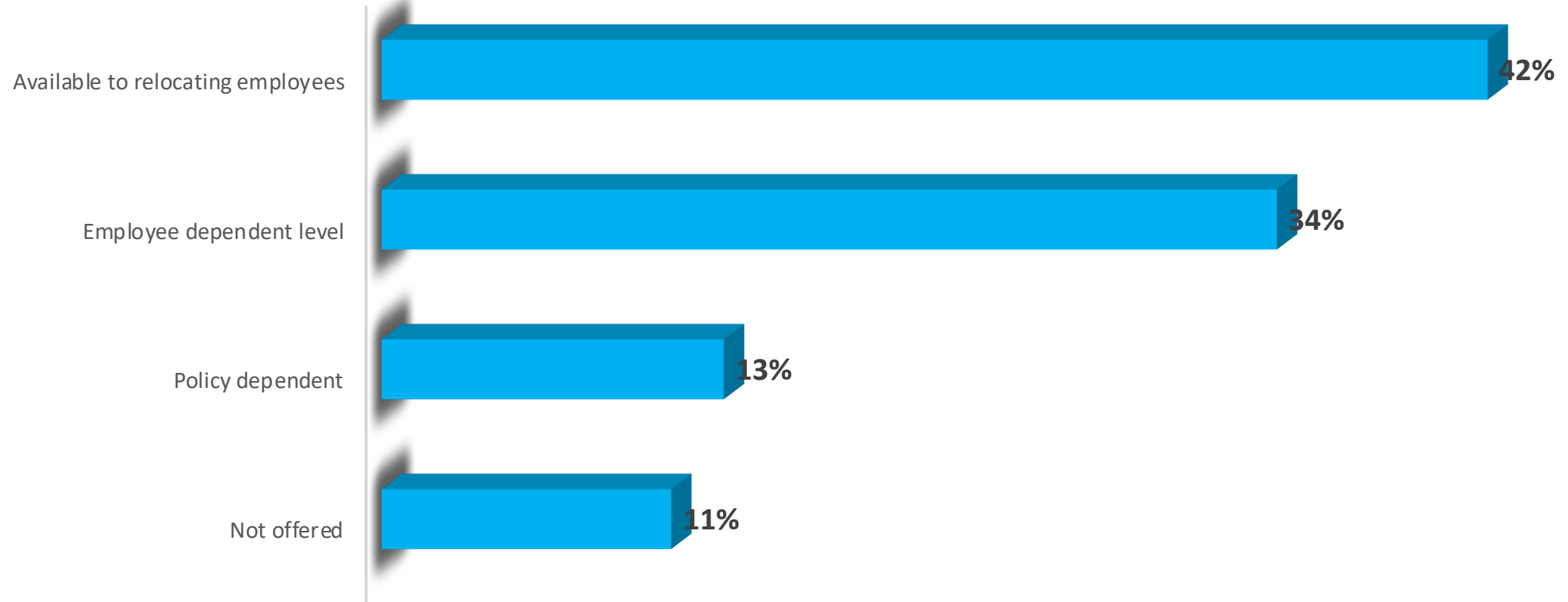
Q40a. Relocation benefit coverage of specific items (i.e., fixed components/core coverage)
By Company Size (Salaried Employees)

Relocation benefit coverage of specific items	Total	Less than 500	500 - 4,999	5,000+
Available to relocating employees	51%	51%	53%	48%
Employee dependent level	27%	28%	32%	17%
Policy dependent	10%	10%	7%	16%
Not offered	12%	11%	8%	20%

Policy Administration

Q40. 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)?

Q40b. Flexible use of full relocation benefit coverage amount applicable to a list of possible services



Policy Administration

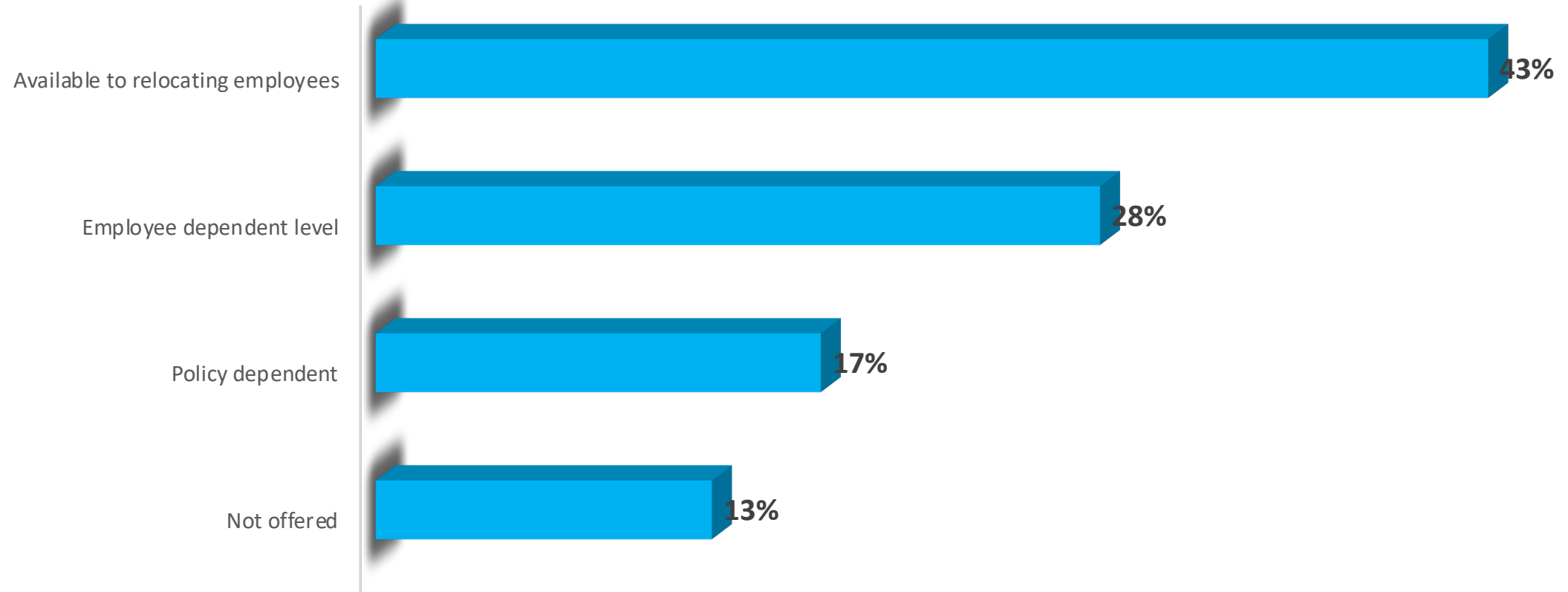
Q40b. Flexible use of full relocation benefit coverage amount applicable to a
list of possible services
By Company Size (Salaried Employees)

Flexible use of full relocation benefit coverage amount applicable to a list of possible services	Total	Less than 500	500 - 4,999	5,000+
Available to relocating employees	42%	37%	45%	41%
Employee dependent level	34%	37%	38%	23%
Policy dependent	13%	14%	10%	17%
Not offered	11%	11%	7%	19%

Policy Administration

Q40. 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)?

Q40c. Flexible use of a portion of relocation benefit coverage applicable to list of possible services



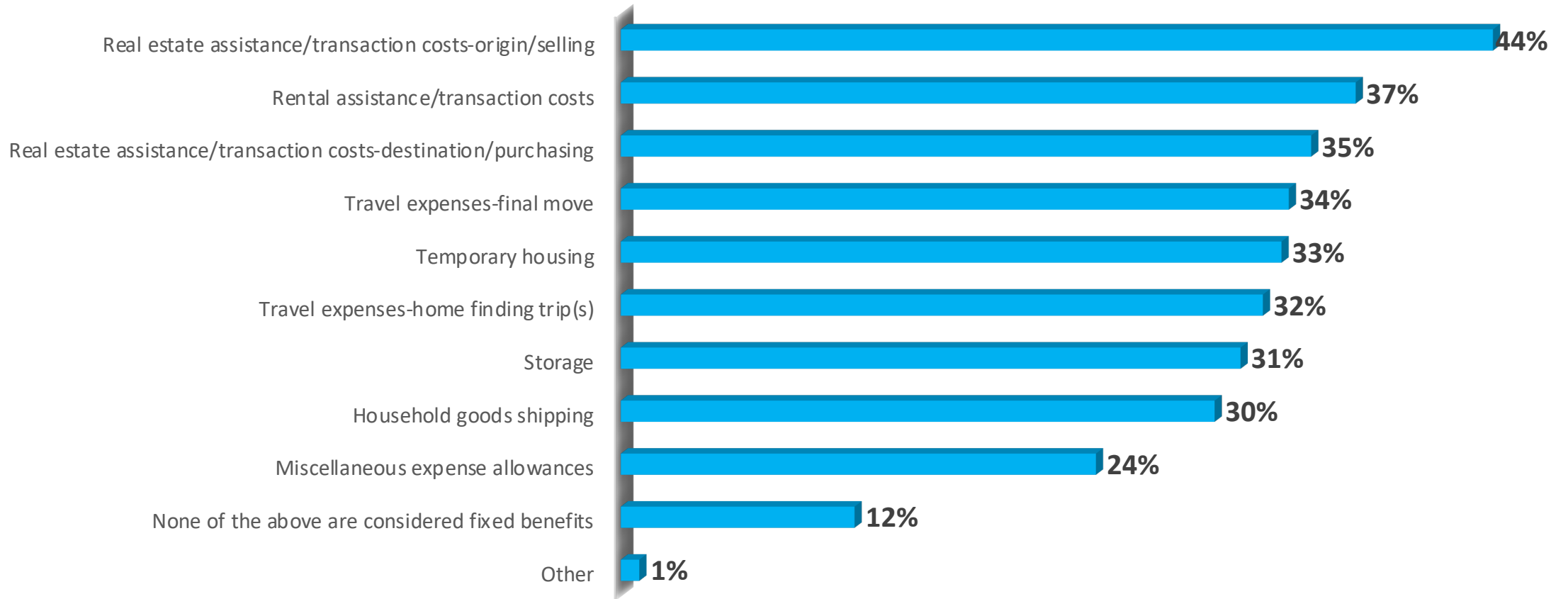
Policy Administration

Q40c. Flexible use of a portion of relocation benefit coverage applicable to list of possible services

Flexible use of a portion of relocation benefit coverage applicable to list of possible services	Total	Less than 500	500 - 4,999	5,000+
Available to relocating employees	43%	40%	45%	40%
Employee dependent level	28%	26%	31%	23%
Policy dependent	17%	21%	14%	17%
Not offered	13%	13%	9%	21%

Policy Administration

Q41. What type(s) of relocation components are considered fixed benefits within your company?
Total



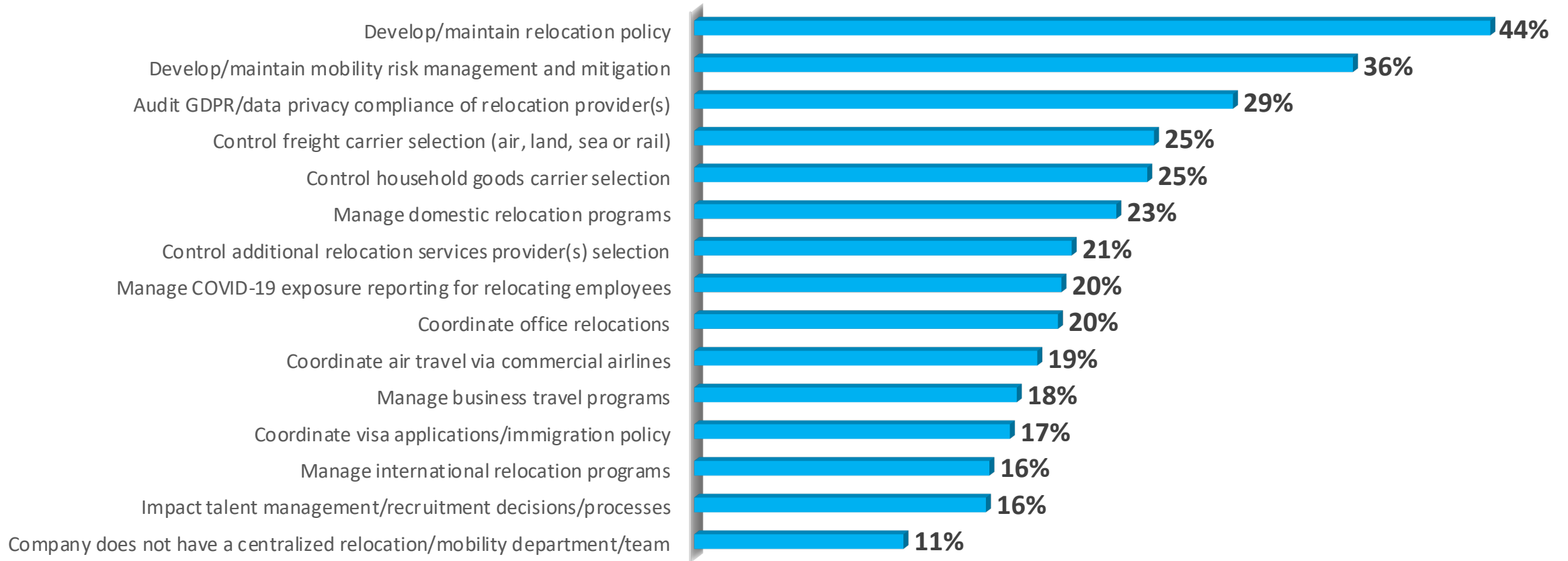
Policy Administration

Q41. What type(s) of relocation components are considered fixed benefits within your company?
By Company Size (Salaried Employees)

Relocation Components are Considered Fixed Benefits	Total	Less than 500	500 - 4,999	5,000+
Real estate assistance/transaction costs-origin/selling	44%	37%	52%	34%
Rental assistance/transaction costs	37%	40%	40%	28%
Real estate assistance/transaction costs-destination/purchasing	35%	32%	40%	25%
Storage	31%	29%	31%	33%
Household goods shipping	30%	25%	31%	33%
Temporary housing	33%	32%	34%	34%
Travel expenses-home finding trip(s)	32%	32%	33%	32%
Travel expenses-final move	34%	34%	41%	26%
Miscellaneous expense allowances	24%	24%	23%	26%
None of the above are considered fixed benefits	12%	8%	5%	32%
Other	1%	1%	1%	2%

Policy Administration

Q42. Does your company's centralized relocation/mobility department/team...
Total



* excludes those who don't know

Policy Administration

Q42. Does your company's centralized relocation/mobility department/team...
By Company Size (Salaried Employees)

Centralized Relocation/Mobility Department/Team	Total	Less than 500	500 - 4,999	5,000+
Develop/maintain relocation policy	44%	37%	47%	44%
Develop/maintain mobility risk management and mitigation	36%	33%	36%	39%
Audit GDPR/data privacy compliance of relocation provider(s)	29%	27%	36%	17%
Control freight carrier selection (air, land, sea or rail)	25%	23%	28%	21%
Control household goods carrier selection	25%	25%	21%	31%
Control additional relocation services provider(s) selection	21%	18%	21%	23%
Coordinate office relocations	20%	19%	21%	17%
Coordinate air travel via commercial airlines	19%	18%	20%	17%
Coordinate visa applications/immigration policy	17%	13%	19%	19%
Manage COVID-19 exposure reporting for relocating employees	20%	17%	23%	17%
Manage domestic relocation programs	23%	21%	20%	31%
Manage international relocation programs	16%	10%	16%	24%
Manage business travel programs	18%	24%	17%	12%
Impact talent management/recruitment decisions/processes	16%	13%	16%	19%
Company does not have a centralized relocation/mobility department/team	11%	11%	5%	27%
Other	0%	0%	0%	0%

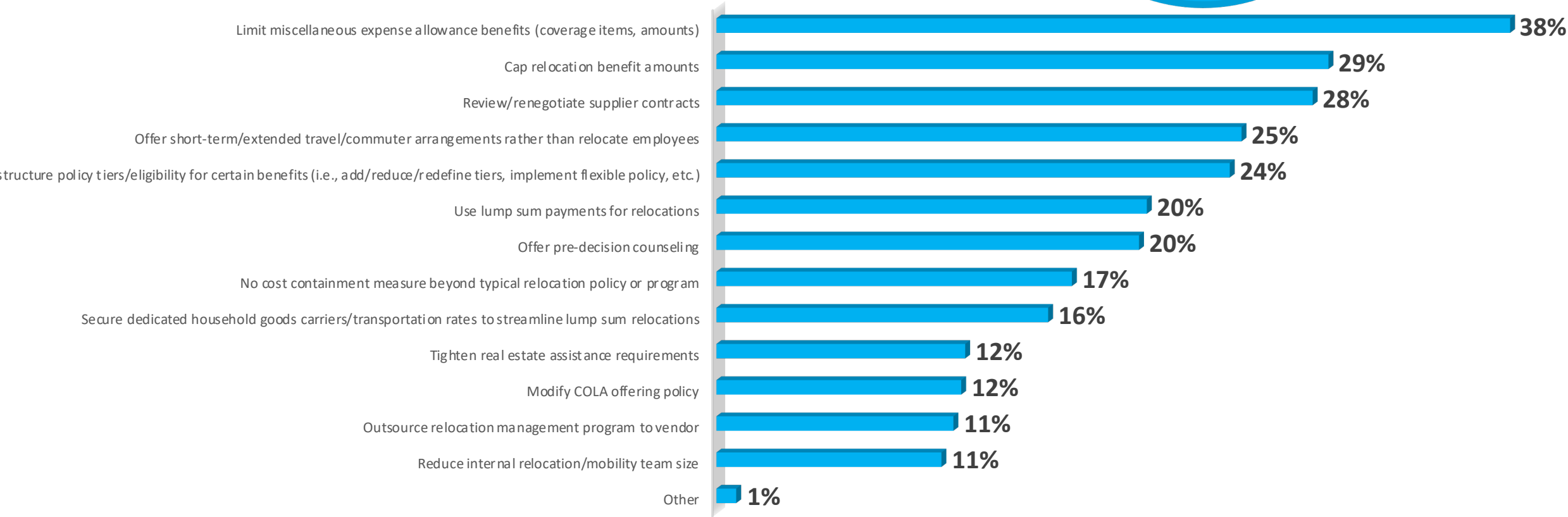
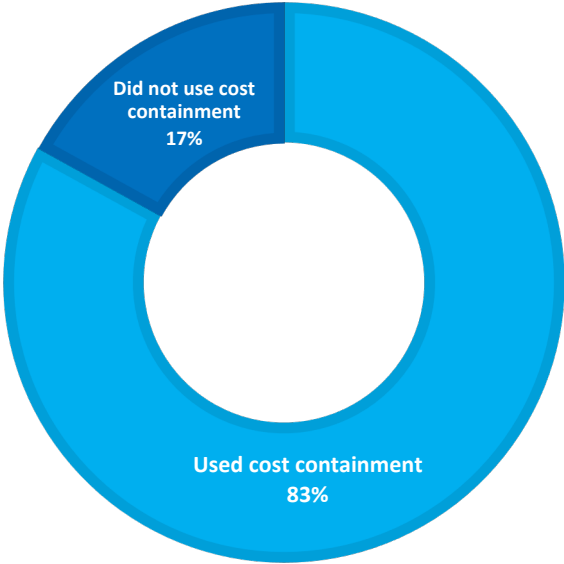
* excludes those who don't know

Policy Administration

Q43. Did your company use any of the following cost containment measures in relocation policy/practice over the past year?

Total

DID YOUR COMPANY USE A COST CONTAINMENT MEASURE OVER THE PAST YEAR?

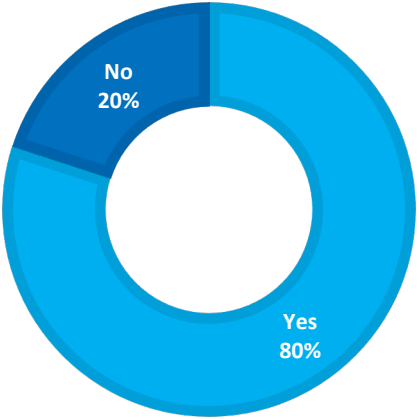


Policy Administration

Q43. Did your company use any of the following cost containment measures in relocation policy/practice over the past year?
By Company Size (Salaried Employees)

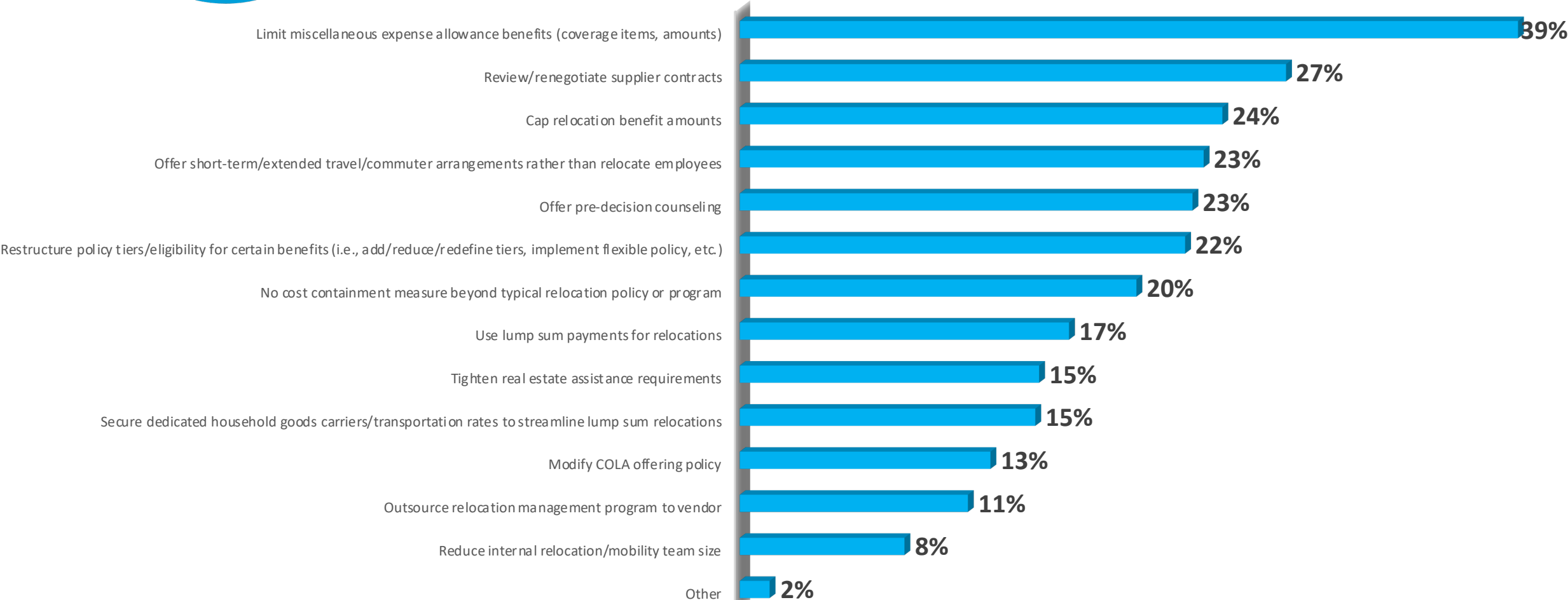
Cost Containment Method Used	Total	Less than 500	500 - 4,999	5,000+
Cap relocation benefit amounts	29%	28%	31%	26%
Limit miscellaneous expense allowance benefits (coverage items, amounts)	38%	34%	44%	27%
Review/renege supplier contracts	28%	25%	34%	21%
Offer pre-decision counseling	20%	16%	22%	21%
Offer short-term/extended travel/commuter arrangements rather than relocate employees	25%	27%	26%	19%
Restructure policy tiers/eligibility for certain benefits (i.e., add/reduce/redefine tiers, implement flexible policy, etc.)	24%	22%	28%	20%
Tighten real estate assistance requirements	12%	12%	13%	9%
Modify COLA offering policy	12%	14%	12%	8%
Use lump sum payments for relocations	20%	21%	21%	20%
Secure dedicated household goods carriers/transportation rates to streamline lump sum relocations	16%	15%	16%	15%
Reduce internal relocation/mobility team size	11%	6%	15%	8%
Outsource relocation management program to vendor	11%	10%	10%	15%
No cost containment measure beyond typical relocation policy or program	17%	15%	9%	36%
Other	1%	1%	1%	1%

DOES YOUR COMPANY PLAN ON USING COST
CONTAINMENT MEASURES IN 2022?



Policy Administration

Q44. Is your company planning to use any of the following cost containment measures in relocation policy/practice in 2022?
Total



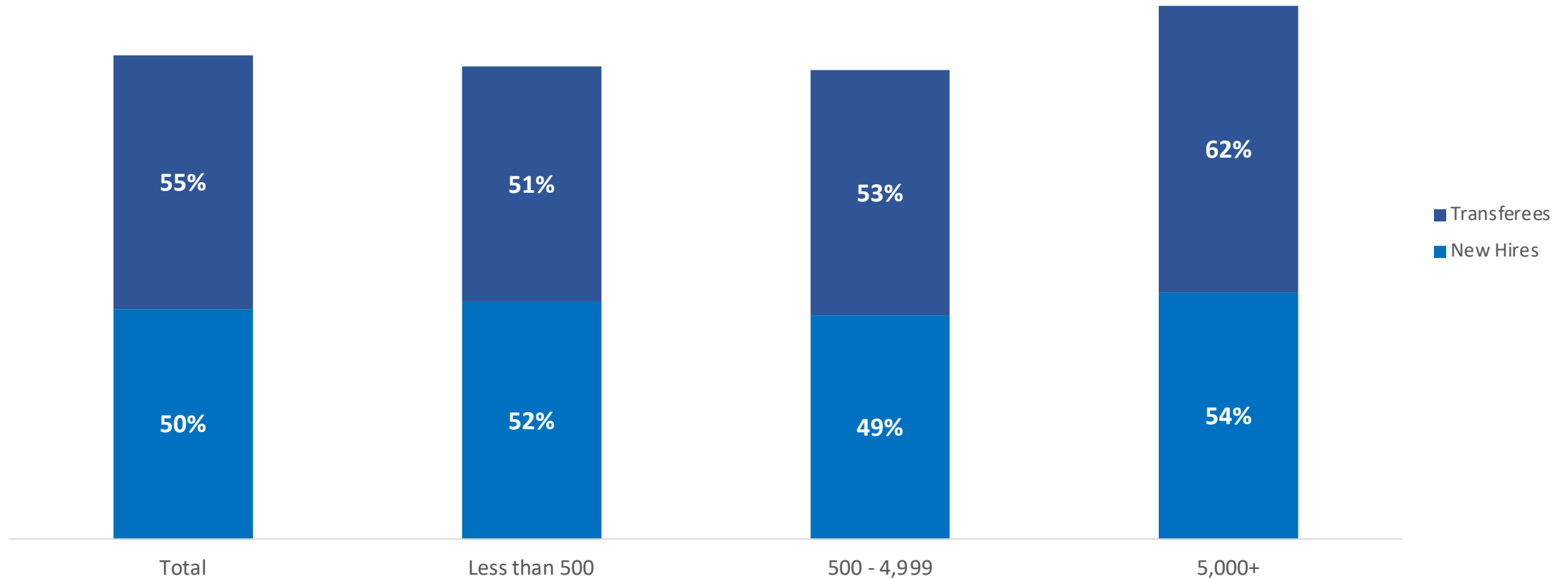
Policy Administration

Q44. Is your company planning to use any of the following cost containment measures in relocation policy/practice in 2022?
By Company Size (Salaried Employees)

Expected Cost Containment Method	Total	Less than 500	500 - 4,999	5,000+
Cap relocation benefit amounts	24%	25%	26%	20%
Limit miscellaneous expense allowance benefits (coverage items, amounts)	39%	34%	48%	25%
Review/renege supplier contracts	27%	24%	31%	25%
Offer pre-decision counseling	23%	19%	26%	20%
Offer short-term/extended travel/commuter arrangements rather than relocate employees	23%	26%	26%	14%
Restructure policy tiers/eligibility for certain benefits (i.e., add/reduce/redefine tiers, implement flexible policy, etc.)	22%	18%	27%	17%
Tighten real estate assistance requirements	15%	15%	19%	7%
Modify COLA offering policy	13%	12%	15%	9%
Use lump sum payments for relocations	17%	15%	17%	18%
Secure dedicated household goods carriers/transportation rates to streamline lump sum relocations	15%	20%	16%	7%
Reduce internal relocation/mobility team size	8%	10%	9%	4%
Outsource relocation management program to vendor	11%	14%	12%	7%
No cost containment measure beyond typical relocation policy or program	20%	18%	10%	44%
Other	2%	1%	2%	2%

Policy Administration

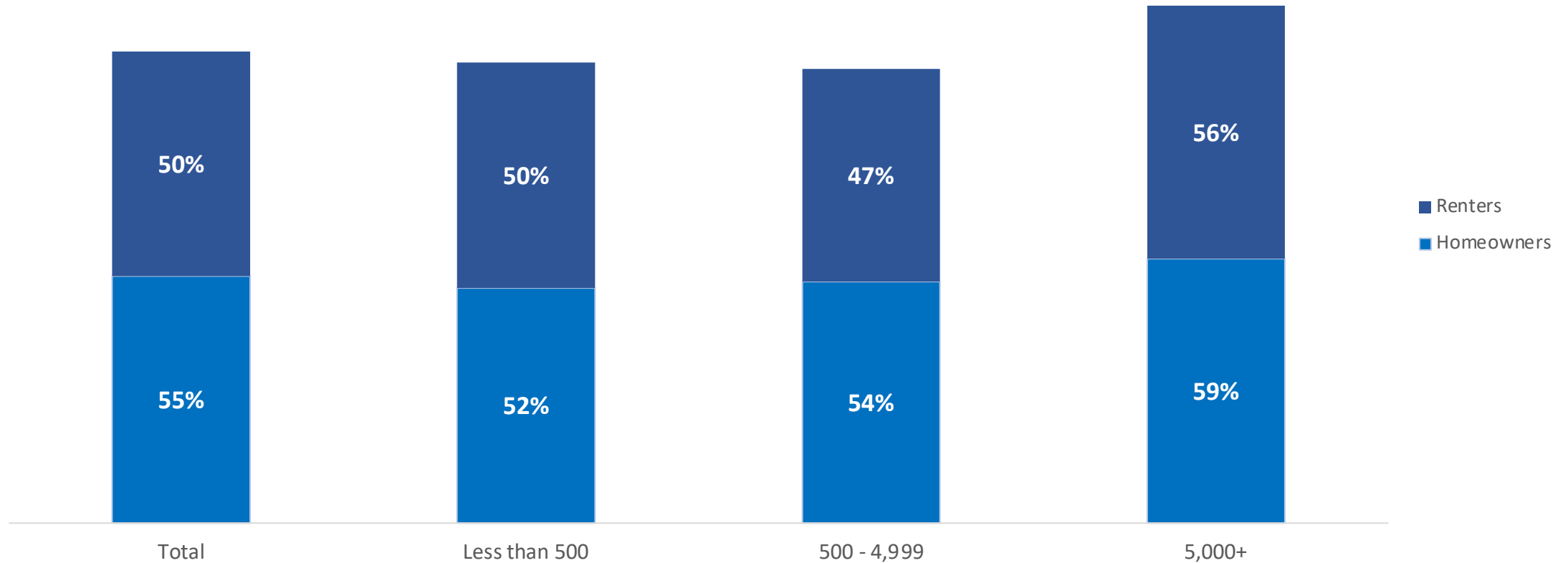
Q45. In 2021, what approximate percentage of your company's relocating employees were classified (at origin) as...
By Company Size (Salaried Employees)
(Average Percent)



*excludes those who don't know

Policy Administration

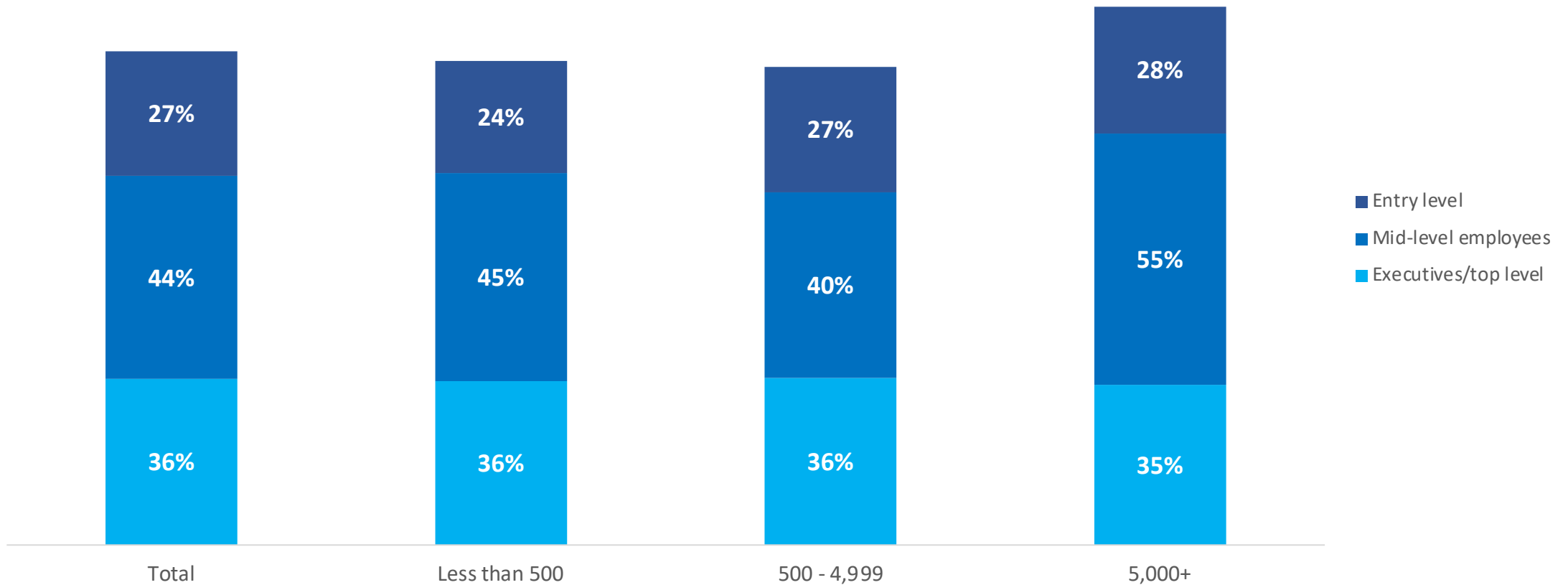
Q46. In 2021, what approximate percentage of your company's relocating employees were classified (at origin) as...
By Company Size (Salaried Employees)
(Average Percent)



*excludes those who don't know

Policy Administration

Q47. In 2021, what approximate percentage of your company's relocating employees were classified (at origin) as...
By Company Size (Salaried Employees)
(Average Percent)



*excludes those who don't know

Policy Administration

Q48. How long does an employee have to accept a position

By Company Size (Salaried Employees)	1 week or less	up to 2 weeks	up to 3 weeks	up to 1 month	up to 2 months	up to 3 months	More than 3 months
Total	6%	23%	18%	29%	9%	5%	5%
Less than 500	5%	26%	23%	23%	9%	5%	7%
500-4,999	7%	22%	20%	28%	8%	6%	6%
5000+	8%	22%	6%	40%	11%	5%	2%

*excludes those who don't know

Policy Administration

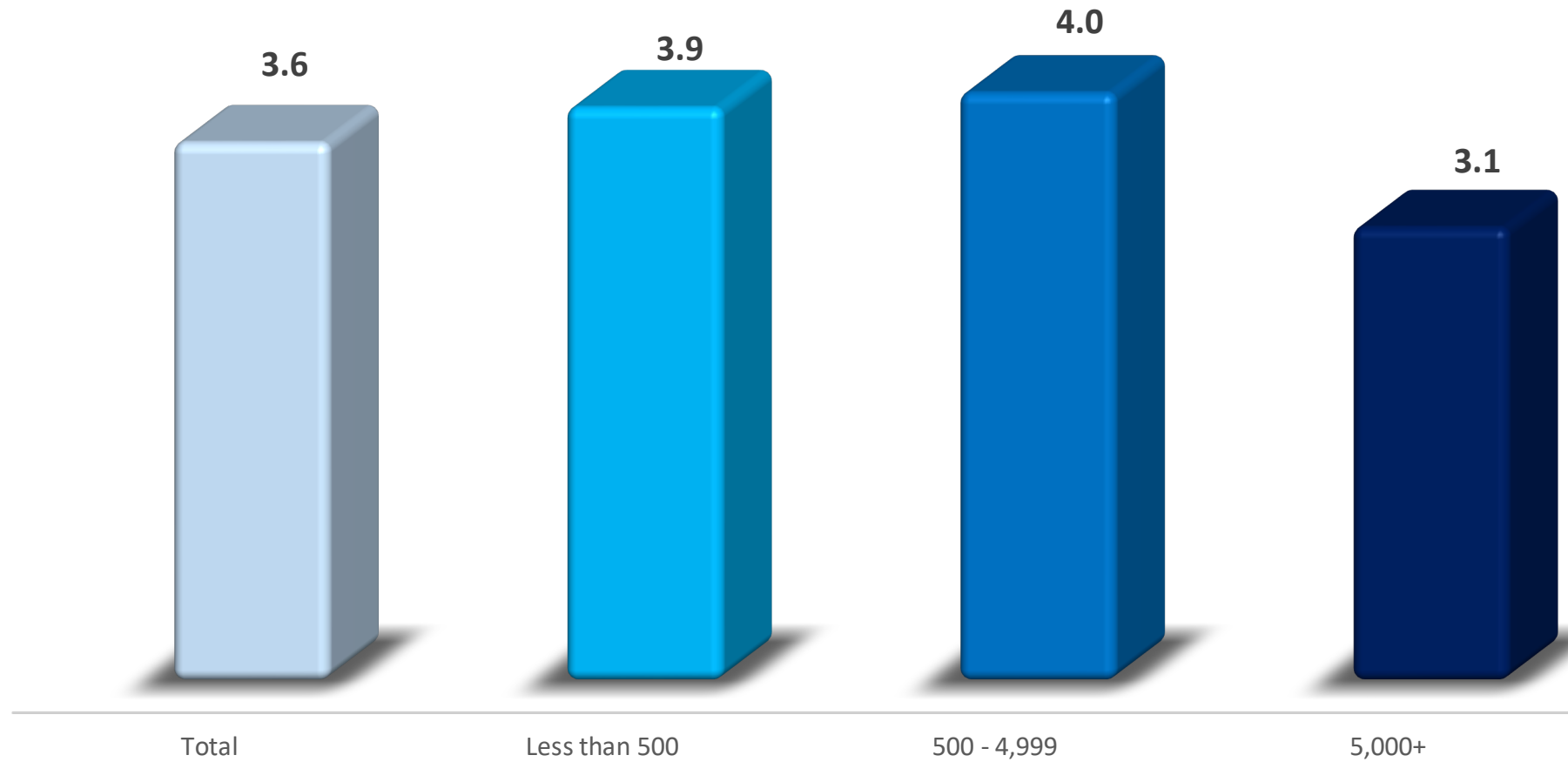
Q49. How long does an employee have to report to new position

By Company Size (Salaried Employees)	1 week or less	up to 2 weeks	up to 3 weeks	up to 1 month	up to 2 months	up to 3 months	More than 3 months
Total	5%	15%	12%	29%	15%	12%	8%
Less than 500	5%	16%	12%	31%	18%	9%	8%
500-4,999	6%	19%	14%	23%	14%	13%	7%
5000+	2%	6%	8%	39%	16%	12%	8%

*excludes those who don't know

Policy Administration

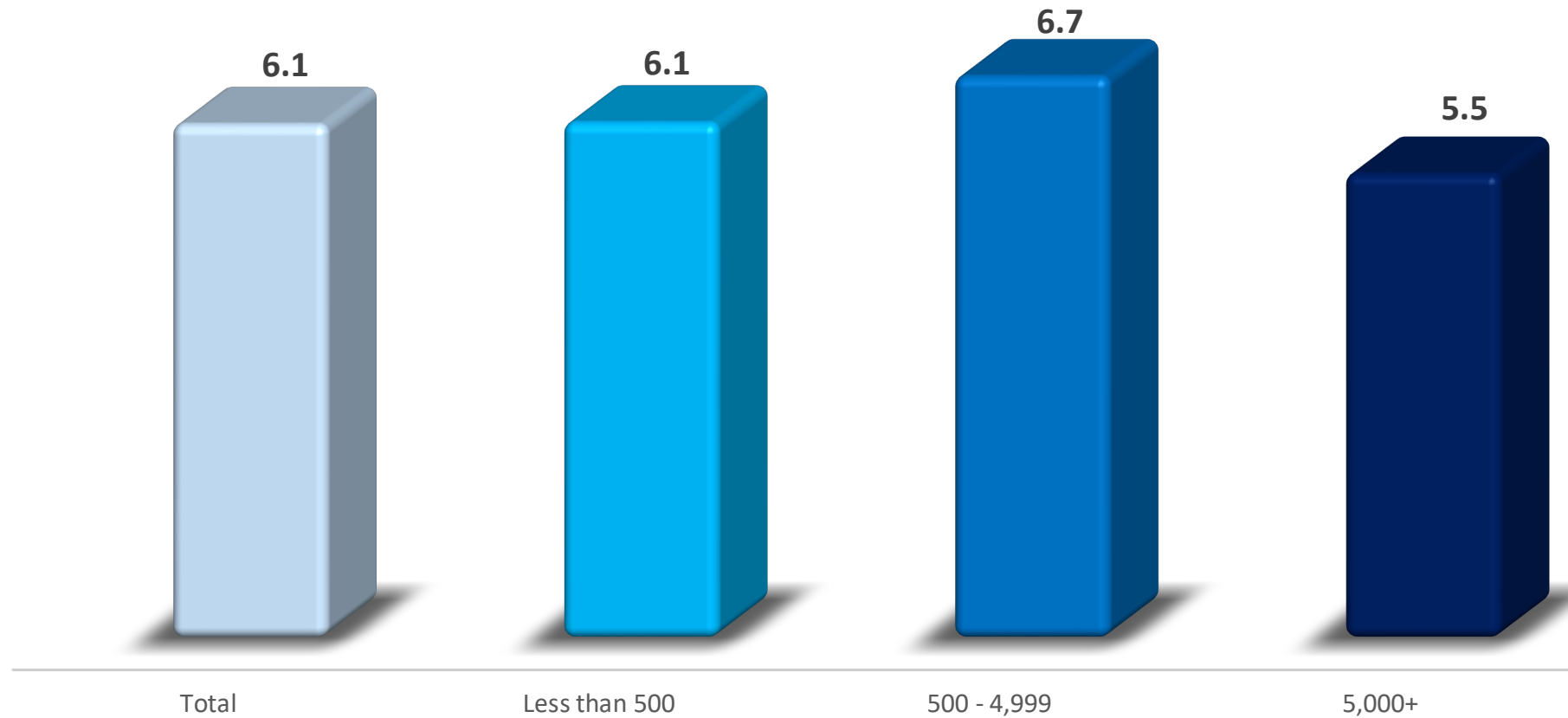
Q50. How many expense paid house hunting trips with spouse/partner to the new location does your company allow for an employee undergoing relocation?
By Company Size (Salaried Employees)



Policy Administration

Q51. How many expense paid days for employees to use during house hunting trips to the new location does your company allow for an employee undergoing relocation?

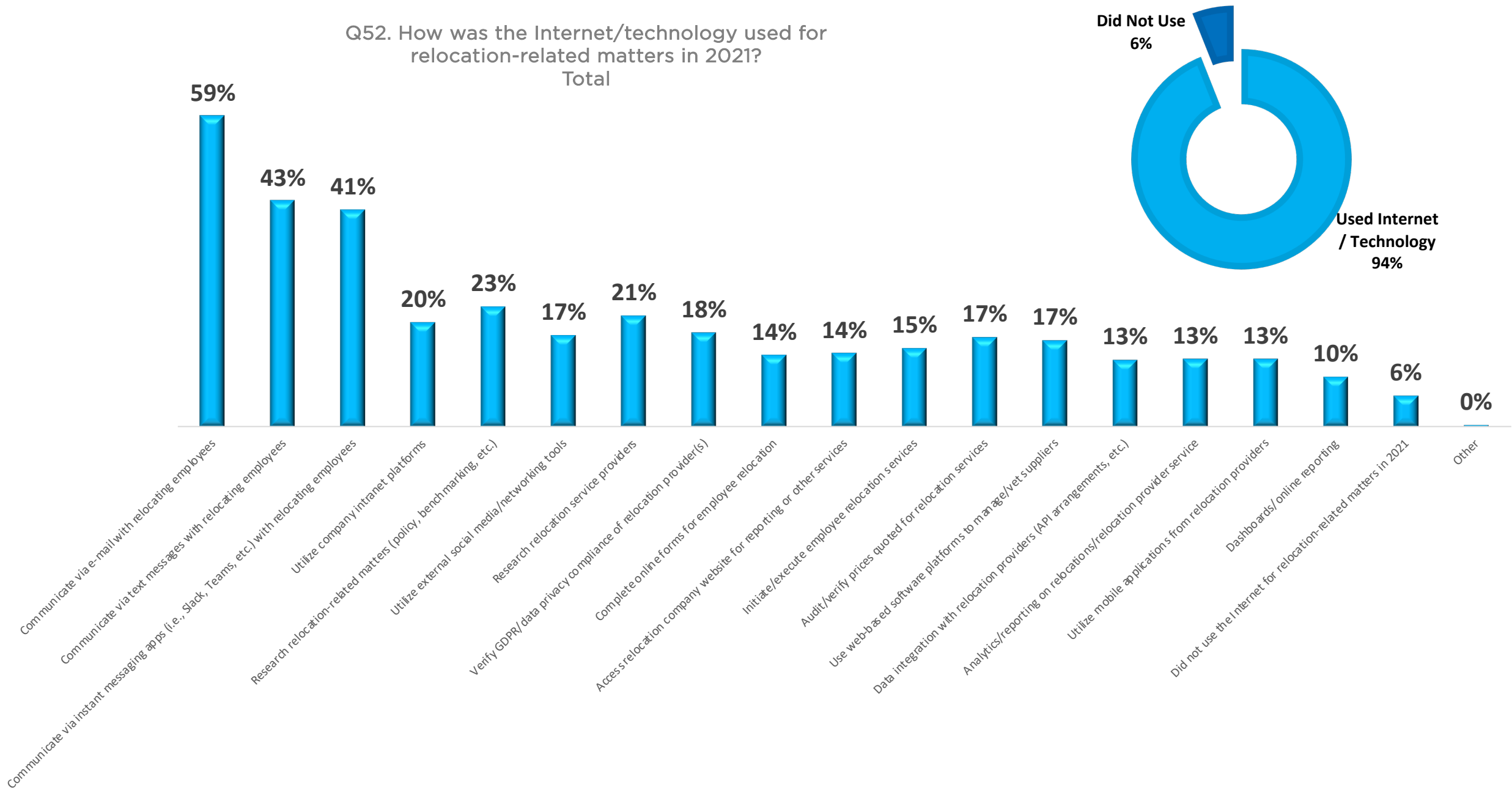
Average By Company Size (Salaried Employees)



Policy Administration

Q52. How was the Internet/technology used for relocation-related matters in 2021?
Total

DID YOUR COMPANY USE INTERNET/TECHNOLOGY FOR RELOCATION RELATED SERVICES IN 2021



Policy Administration

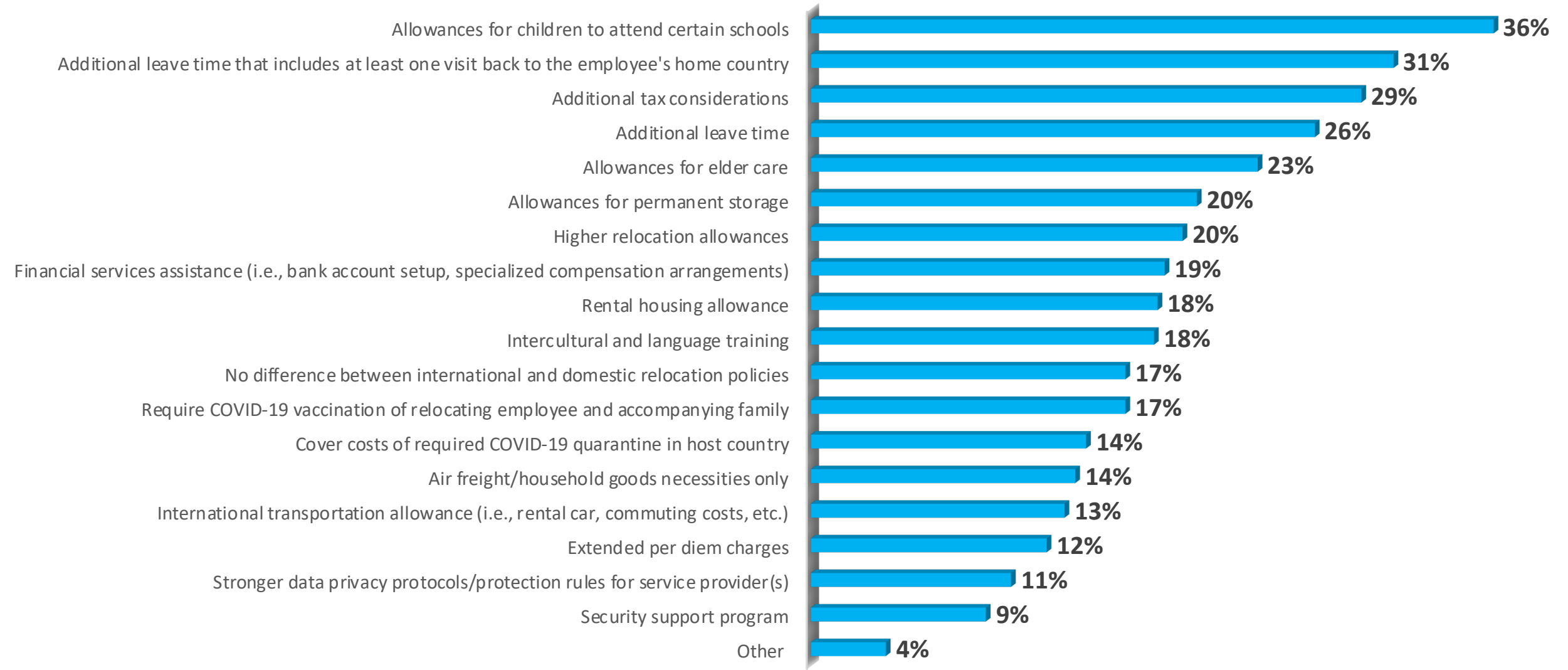
Q52. How was the Internet/technology used for
relocation-related matters in 2021?
By Company Size (Salaried Employees)

Information / Technology Used	Total	Less than 500	500 - 4,999	5,000+
Communicate via e-mail with relocating employees	59%	54%	60%	64%
Communicate via text messages with relocating employees	43%	48%	50%	26%
Communicate via instant messaging apps (i.e., Slack, Teams, etc.) with relocating employees	41%	38%	50%	26%
Utilize external social media/networking tools	20%	16%	25%	13%
Utilize company intranet platforms	23%	19%	26%	21%
Verify GDPR/data privacy compliance of relocation provider(s)	17%	16%	21%	12%
Research relocation-related matters (policy, benchmarking, etc.)	21%	21%	20%	25%
Research relocation service providers	18%	19%	20%	16%
Use web-based software platforms to manage/vet suppliers	14%	14%	16%	9%
Audit/verify prices quoted for relocation services	14%	9%	18%	12%
Initiate/execute employee relocation services	15%	15%	13%	18%
Complete online forms for employee relocation	17%	10%	18%	24%
Access relocation company website for reporting or other services	17%	11%	16%	24%
Utilize mobile applications from relocation providers	13%	10%	14%	14%
Data integration with relocation providers (API arrangements, etc.)	13%	13%	13%	16%
Analytics/reporting on relocations/relocation provider service	13%	12%	11%	18%
Dashboards/online reporting	10%	9%	7%	16%
Did not use the Internet for relocation-related matters in 2021	6%	3%	3%	16%
Other	0%	1%	0%	0%

International

Q53. Comparing your international relocation to your domestic policy, does your company's international relocation policy offer...

Total



International

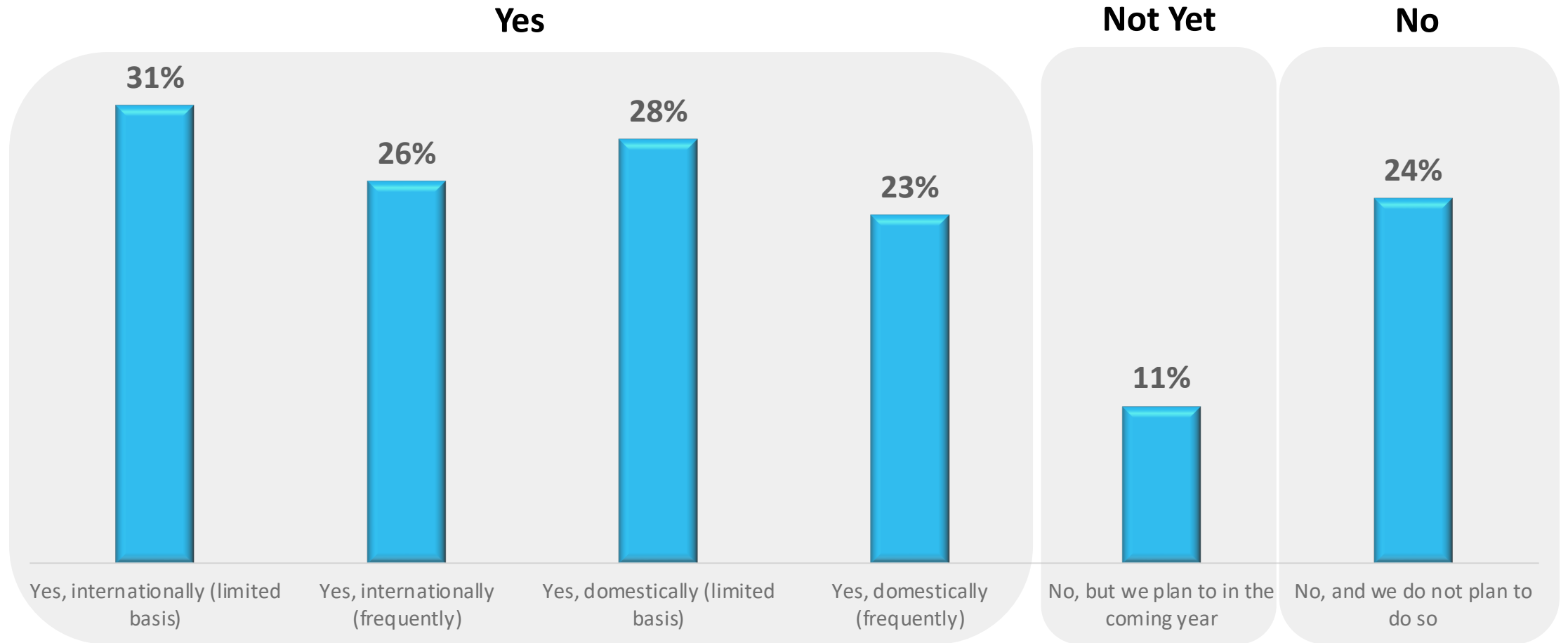
Q53. Comparing your international relocation to your domestic policy,
does your company's international relocation policy offer...
By Company Size (Salaried Employees)

International Policy Relocation Policy Differs from Domestic	Total	Less than 500	500 - 4,999	5,000+
Additional tax considerations	29%	23%	33%	28%
Allowances for children to attend certain schools	36%	30%	41%	31%
Allowances for elder care	23%	22%	27%	17%
Additional leave time	26%	27%	29%	20%
Additional leave time that includes at least one visit back to the employee's home country	31%	28%	35%	25%
Intercultural and language training	18%	19%	18%	17%
Allowances for permanent storage	20%	19%	23%	17%
Extended per diem charges	12%	11%	16%	7%
Higher relocation allowances	20%	18%	19%	22%
Rental housing allowance	18%	19%	16%	21%
Financial services assistance (i.e., bank account setup, specialized compensation arrangements)	19%	14%	23%	15%
International transportation allowance (i.e., rental car, commuting costs, etc.)	13%	12%	13%	17%
Security support program	9%	7%	11%	7%
Air freight/household goods necessities only	14%	11%	11%	24%
Cover costs of required COVID-19 quarantine in host country	14%	15%	13%	16%
Require COVID-19 vaccination of relocating employee and accompanying family	17%	17%	16%	17%
Stronger data privacy protocols/protection rules for service provider(s)	11%	10%	11%	9%
No difference between international and domestic relocation policies	17%	16%	10%	31%
Other	4%	5%	3%	4%

Policy Administration

Q54. Is your company utilizing , "alternative assignments"?

Total



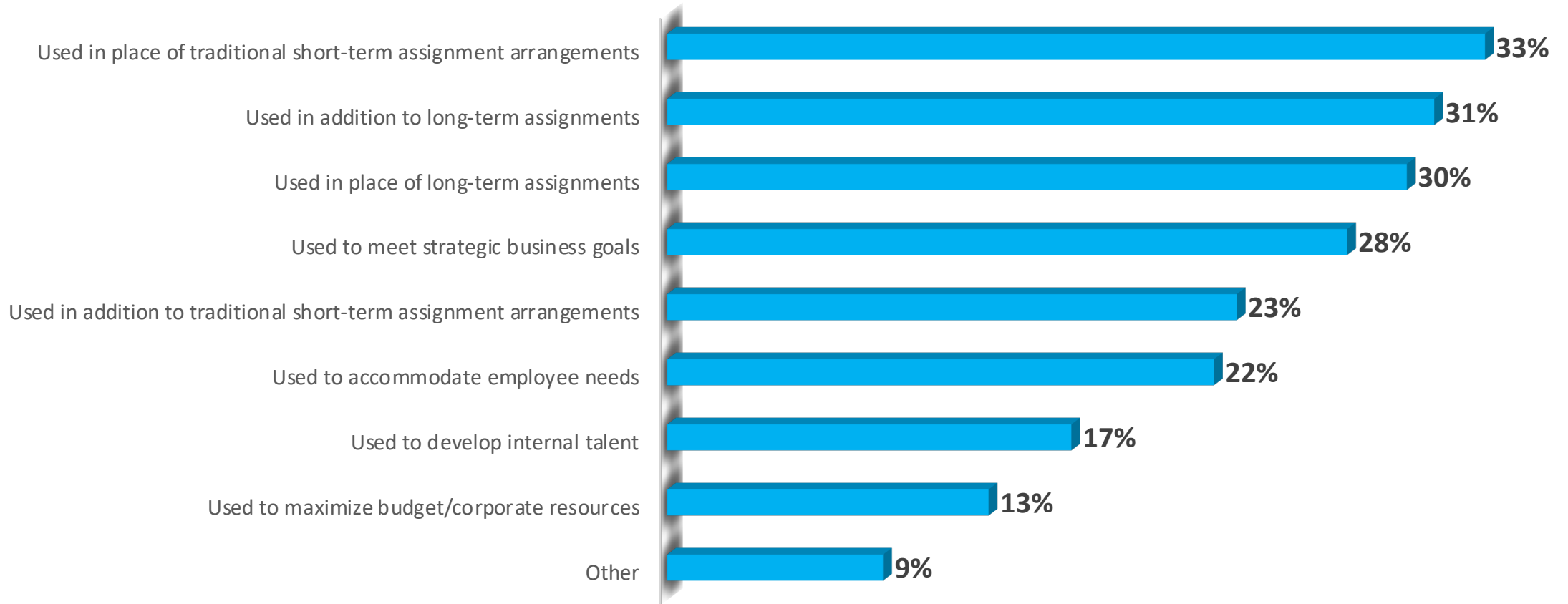
Policy Administration

Q54. Is your company utilizing ,“alternative assignments”, (i.e., extended business travel, cross-border commuting, rotational, localization, permanent international transfers, etc.)?

	Total	Less than 500	500 - 4,999	5,000+
Alternate Assignment Used				
Yes, internationally (limited basis)	31%	20%	38%	27%
Yes, internationally (frequently)	26%	28%	30%	14%
Yes, domestically (limited basis)	28%	26%	32%	24%
Yes, domestically (frequently)	23%	25%	26%	15%
No, but we plan to in the coming year	11%	13%	10%	10%
No, and we do not plan to do so	24%	23%	17%	41%
Other	1%	2%	1%	1%

Policy Administration

Q55. How are these "alternative assignment" arrangements incorporated into your organization's overall employee mobility strategy?
Total



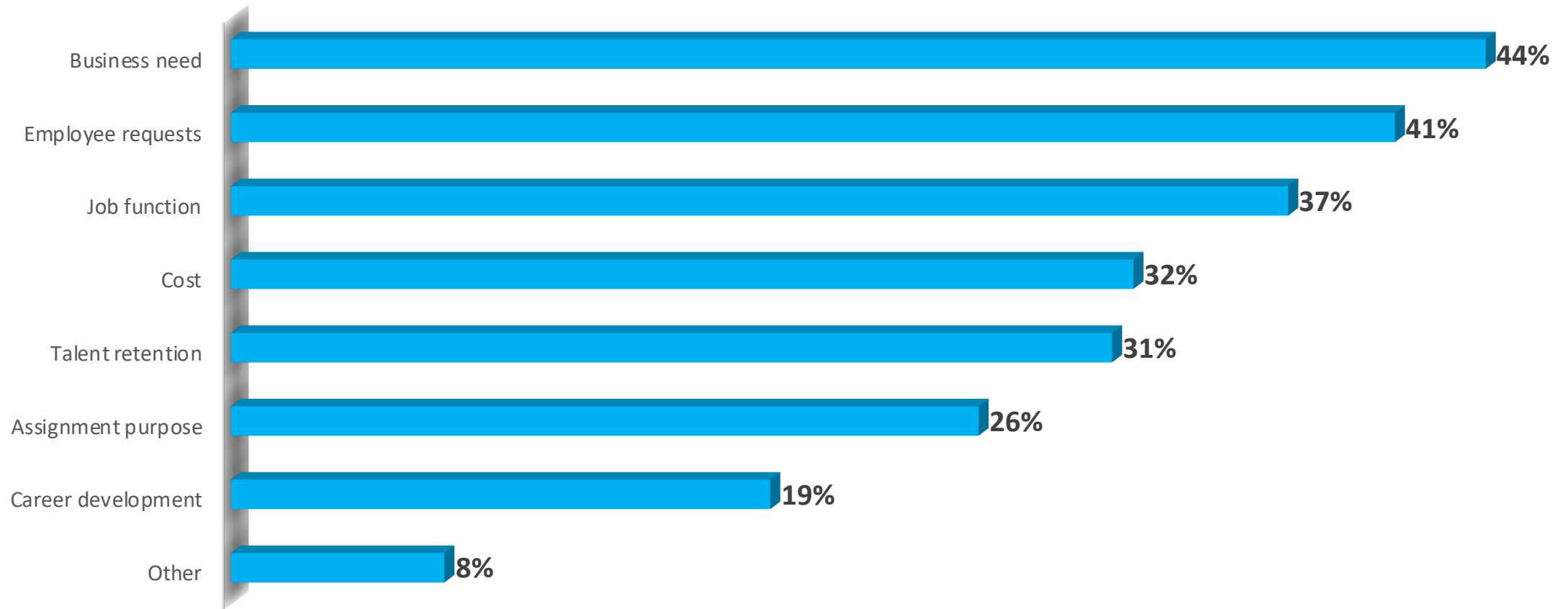
Policy Administration

Q55. How are these "alternative assignment" arrangements incorporated into your organization's overall employee mobility strategy?
By Company Size (Salaried Employees)

Alternate Assignment Incorporation	Total	Less than 500	500 - 4,999	5,000+
Used in place of long-term assignments	30%	28%	38%	17%
Used in place of traditional short-term assignment arrangements	33%	39%	36%	20%
Used in addition to long-term assignments	31%	25%	38%	26%
Used in addition to traditional short-term assignment arrangements	23%	22%	26%	20%
Used to meet strategic business goals	28%	21%	32%	26%
Used to develop internal talent	17%	17%	17%	15%
Used to accommodate employee needs	22%	19%	22%	28%
Used to maximize budget/corporate resources	13%	15%	11%	17%
Other	9%	13%	5%	12%

Policy Administration

Q56. What are the key factors that determine if an "alternative assignment" method will be used?
Total



Policy Administration

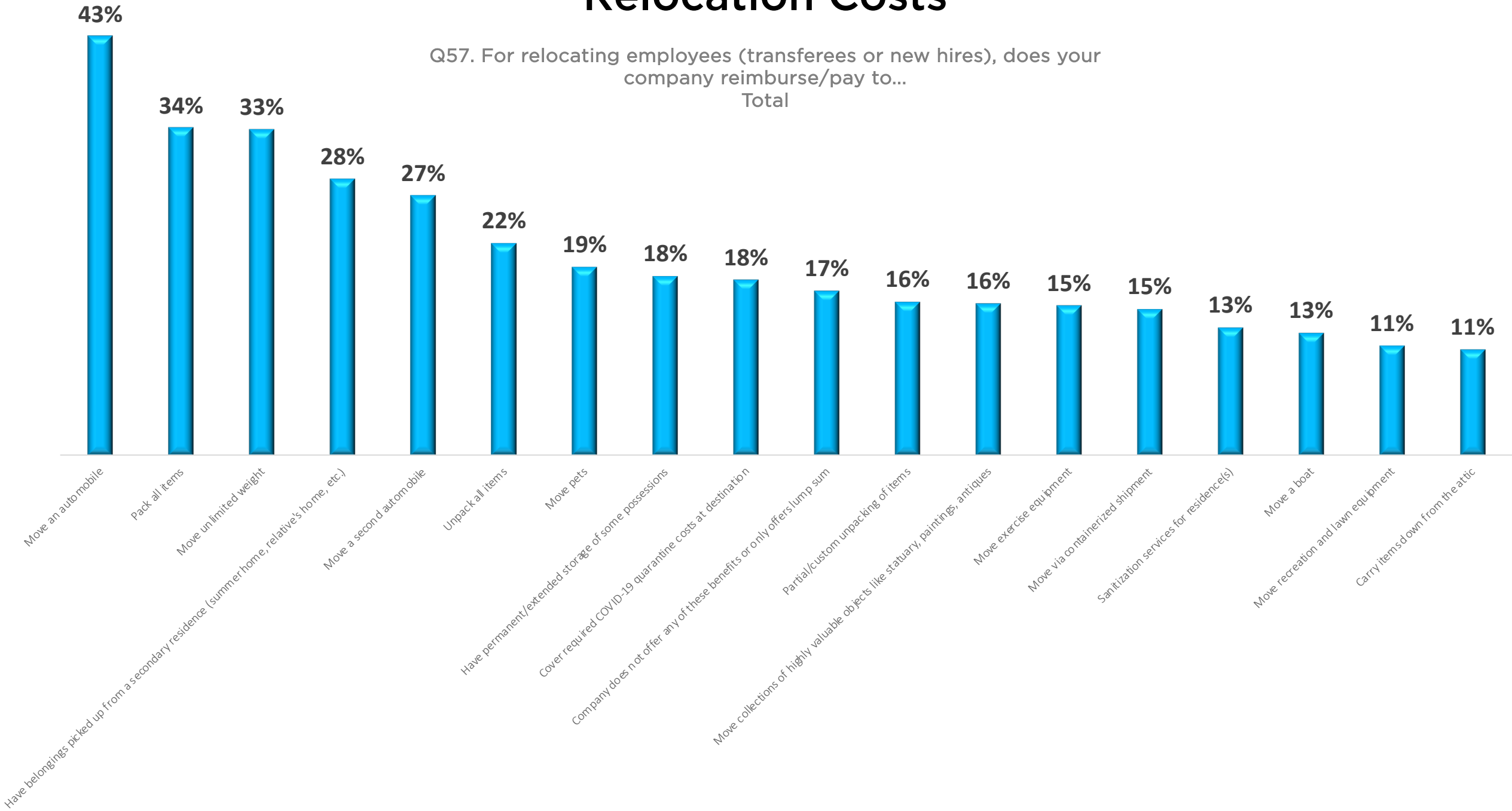
Q56. What are the key factors that determine if an "alternative assignment" method will be used?
By Company Size (Salaried Employees)

Key Factors Determining "Alternate Assignment" Used	Total	Less than 500	500 - 4,999	5,000+
Job function	37%	34%	42%	31%
Business need	44%	46%	46%	36%
Employee requests	41%	36%	51%	25%
Talent retention	31%	27%	37%	23%
Cost	32%	34%	33%	25%
Assignment purpose	26%	22%	28%	28%
Career development	19%	16%	18%	24%
Other	8%	11%	4%	11%

Relocation Costs

Relocation Costs

Q57. For relocating employees (transferees or new hires), does your company reimburse/pay to...
Total



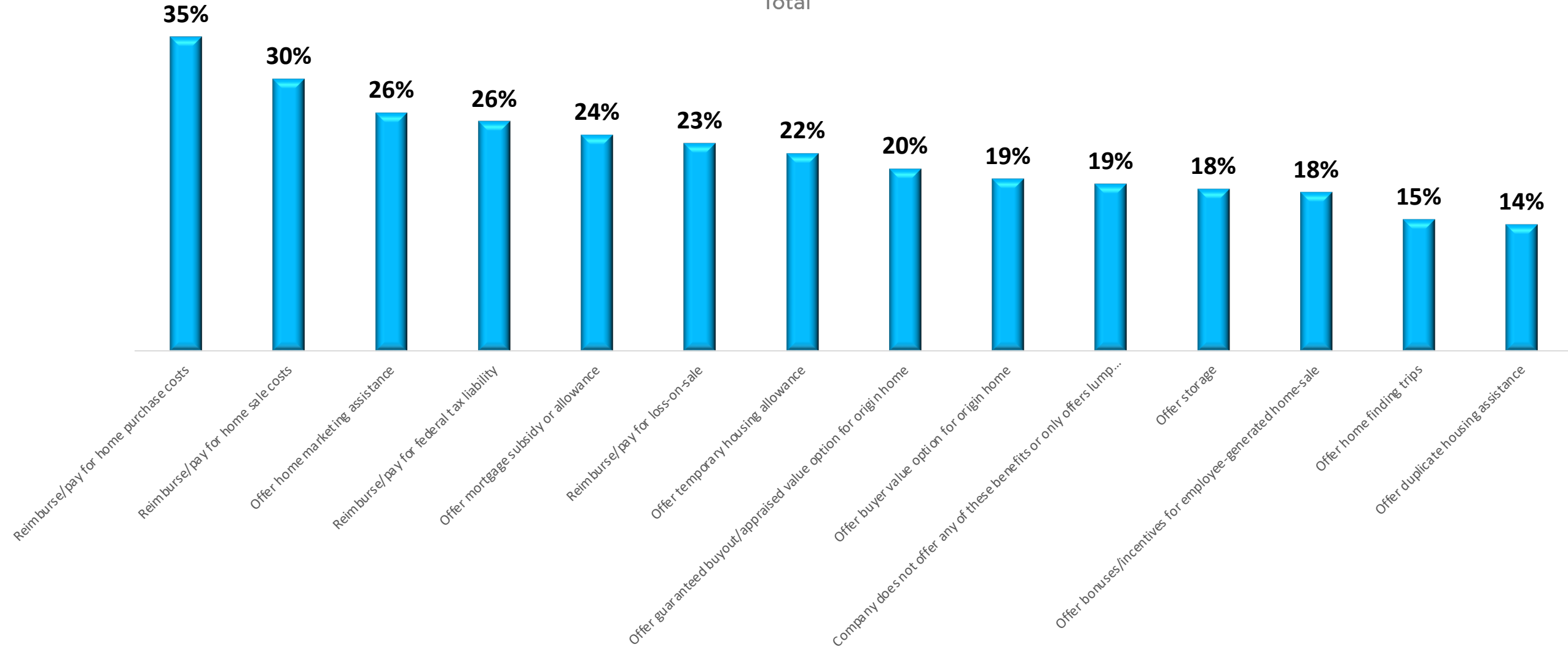
Relocation Costs

Q57. For relocating employees (transferees or new hires), does your company reimburse/pay to...
By Company Size (Salaried Employees)

Covered Relocation Expenses - Composite	Total	Less than 500	500 - 4,999	5,000+
Move unlimited weight	33%	31%	40%	22%
Move an automobile	43%	36%	48%	40%
Move a second automobile	27%	25%	30%	21%
Move a boat	13%	12%	15%	8%
Have belongings picked up from a secondary residence (summer home, relative's home, etc.)	28%	34%	31%	17%
Pack all items	34%	27%	36%	37%
Unpack all items	22%	19%	22%	26%
Partial/custom unpacking of items	16%	15%	17%	14%
Have permanent/extended storage of some possessions	18%	20%	18%	17%
Move via containerized shipment	15%	15%	16%	12%
Move collections of highly valuable objects like statuary, paintings, antiques	16%	14%	16%	16%
Move pets	19%	24%	18%	17%
Move recreation and lawn equipment	11%	11%	13%	9%
Carry items down from the attic	11%	11%	11%	10%
Move exercise equipment	15%	11%	16%	21%
Sanitization services for residence(s)	13%	13%	16%	8%
Cover required COVID-19 quarantine costs at destination	18%	14%	21%	17%
Company does not offer any of these benefits or only offers lump sum	17%	17%	9%	33%

Relocation Costs

Q58. When a relocating employee (transferee OR new hire) is a current homeowner who will be buying (not renting), does your company...
Total



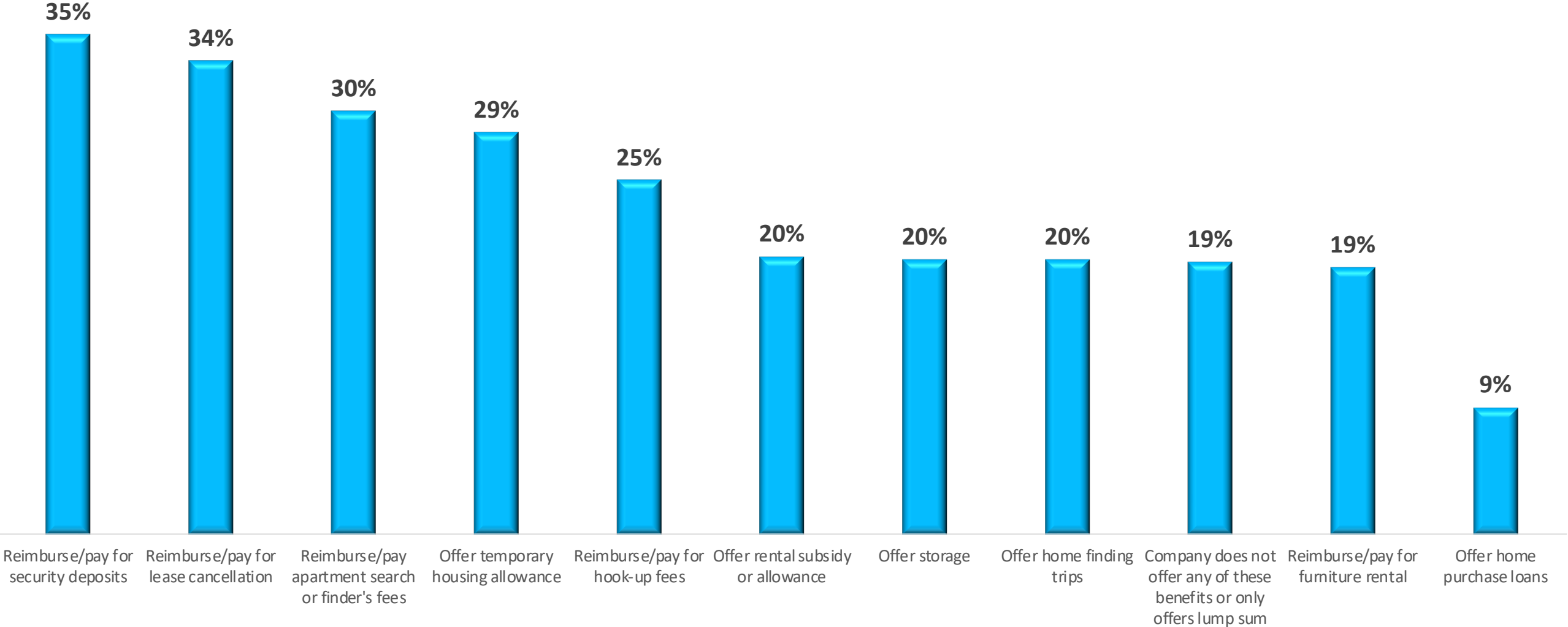
Relocation Costs

Q58. 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	Less than 500	500 - 4,999	5,000+
Reimburse/pay for home sale costs	30%	28%	30%	34%
Reimburse/pay for home purchase costs	35%	30%	37%	37%
Reimburse/pay for loss-on-sale	23%	26%	24%	17%
Reimburse/pay for federal tax liability	26%	19%	30%	24%
Offer mortgage subsidy or allowance	24%	24%	28%	15%
Offer home marketing assistance	26%	21%	31%	24%
Offer guaranteed buyout/appraised value option for origin home	20%	20%	23%	16%
Offer buyer value option for origin home	19%	15%	23%	17%
Offer bonuses/incentives for employee-generated home-sale	18%	20%	17%	16%
Offer duplicate housing assistance	14%	15%	11%	19%
Offer temporary housing allowance	22%	21%	23%	21%
Offer storage	18%	19%	16%	21%
Offer home finding trips	15%	11%	13%	24%
Company does not offer any of these benefits or only offers lump sum	19%	20%	10%	35%

Relocation Costs

Q59. When a relocating employee (transferee OR new hire) is a current renter, does your company...
Total



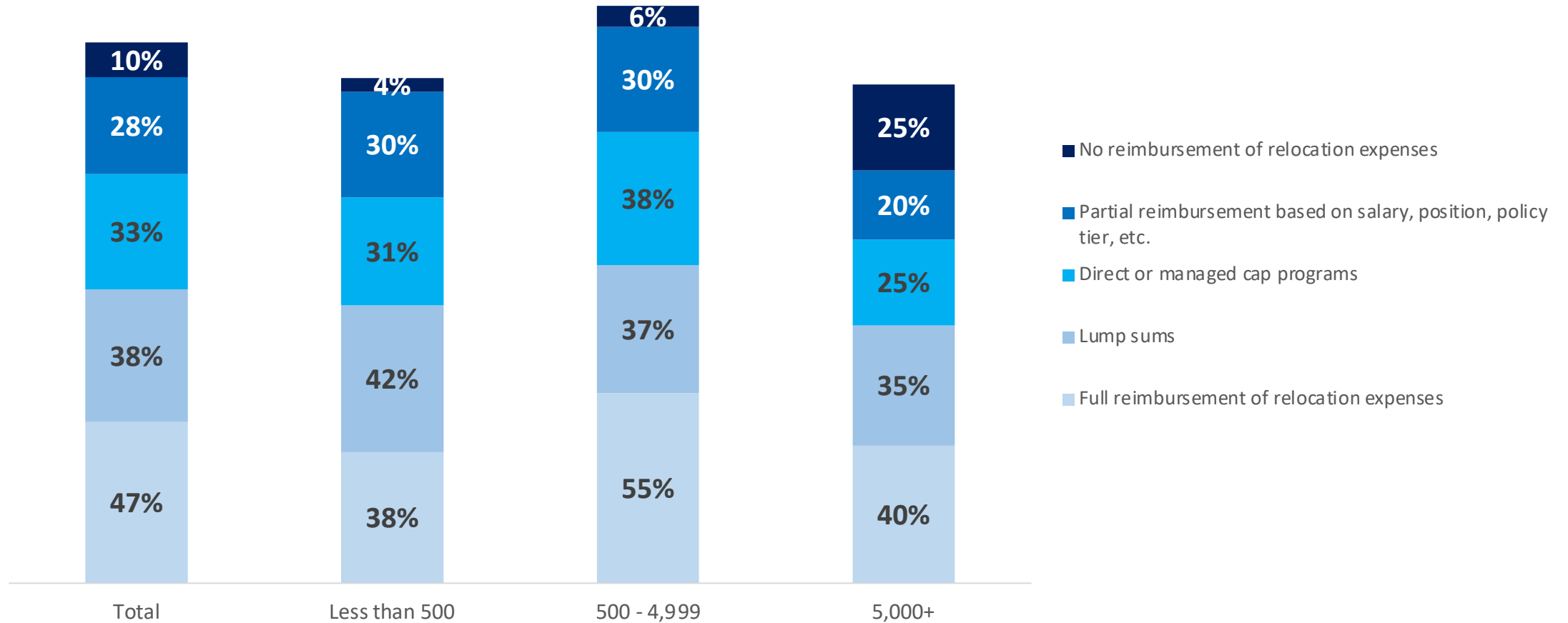
Relocation Costs

Q59. 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	Less than 500	500 - 4,999	5,000+
Reimburse/pay for lease cancellation	34%	32%	35%	32%
Reimburse/pay for hook-up fees	25%	26%	28%	17%
Reimburse/pay for security deposits	35%	40%	37%	26%
Reimburse/pay apartment search or finder's fees	30%	25%	33%	29%
Reimburse/pay for furniture rental	19%	18%	24%	9%
Offer rental subsidy or allowance	20%	17%	23%	16%
Offer temporary housing allowance	29%	25%	30%	31%
Offer storage	20%	22%	15%	26%
Offer home finding trips	20%	24%	16%	21%
Offer home purchase loans	9%	6%	11%	7%
Company does not offer any of these benefits or only offers lump sum	19%	21%	12%	33%

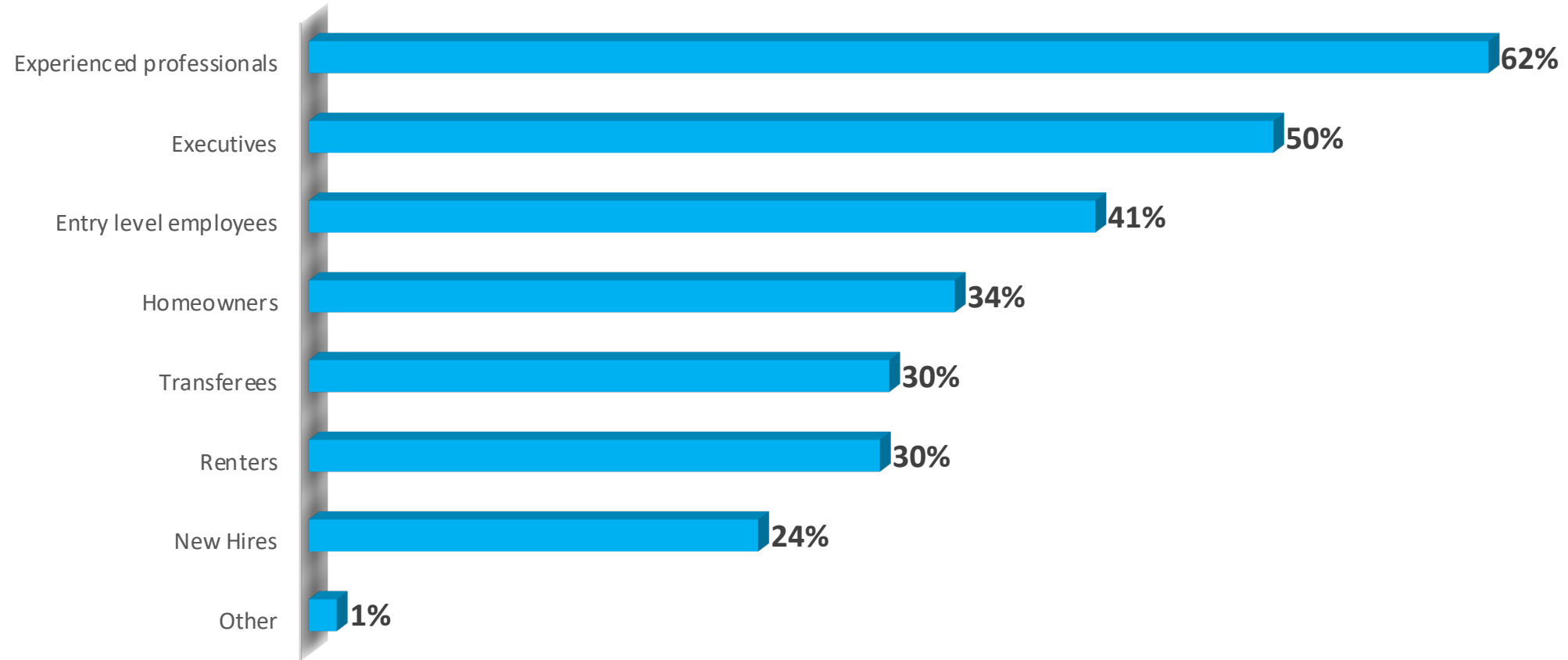
Relocation Costs

Q60. To what extent does your company reimburse relocation expenses:



Relocation Costs

Q61. What types of relocating employees most commonly receive lump sum payments?
Total



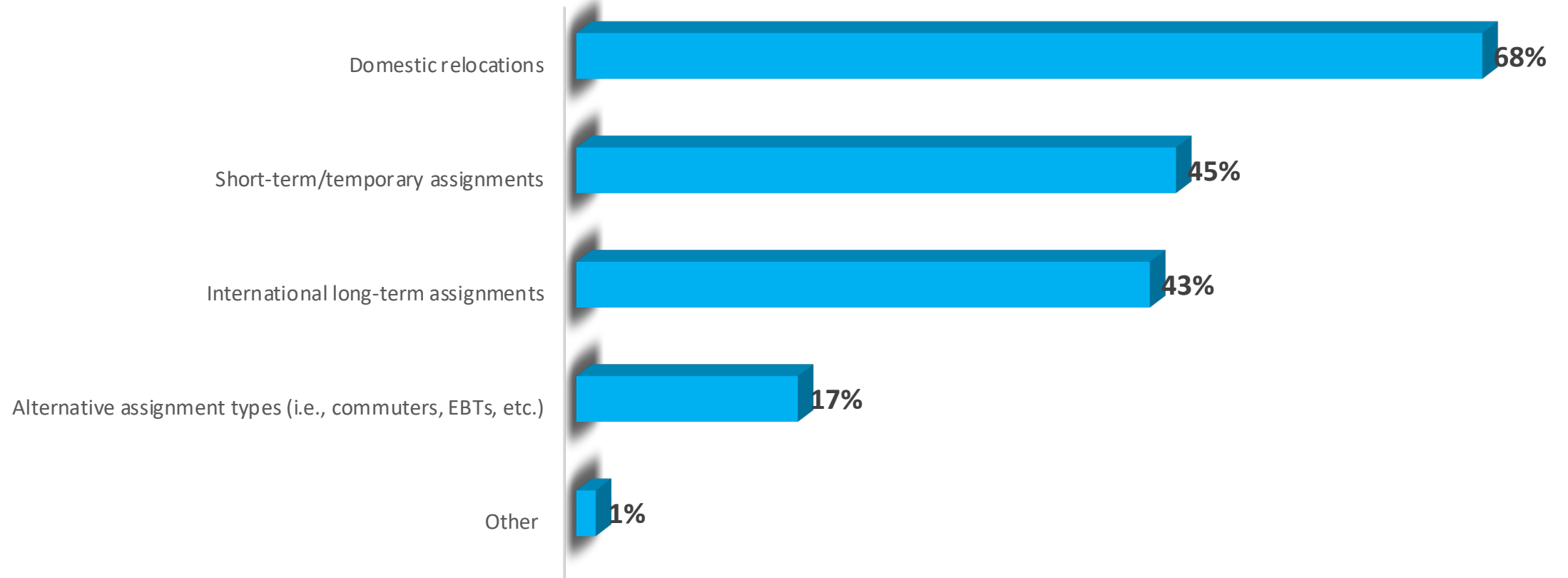
Relocation Costs

Q61. What types of relocating employees most commonly receive lump sum payments?
By Company Size (Salaried Employees)

Employees Most Commonly Receiving Lump Sums	Total	Less than 500	500 - 4,999	5,000+
Executives	50%	41%	55%	55%
Experienced professionals	62%	63%	65%	52%
Entry level employees	41%	25%	44%	60%
Homeowners	34%	27%	39%	33%
Renters	30%	30%	28%	36%
Transferees	30%	28%	32%	31%
New Hires	24%	22%	23%	26%
Other	1%	2%	0%	5%

Relocation Costs

Q62. What types of relocation types most commonly receive lump sum payments?
Total



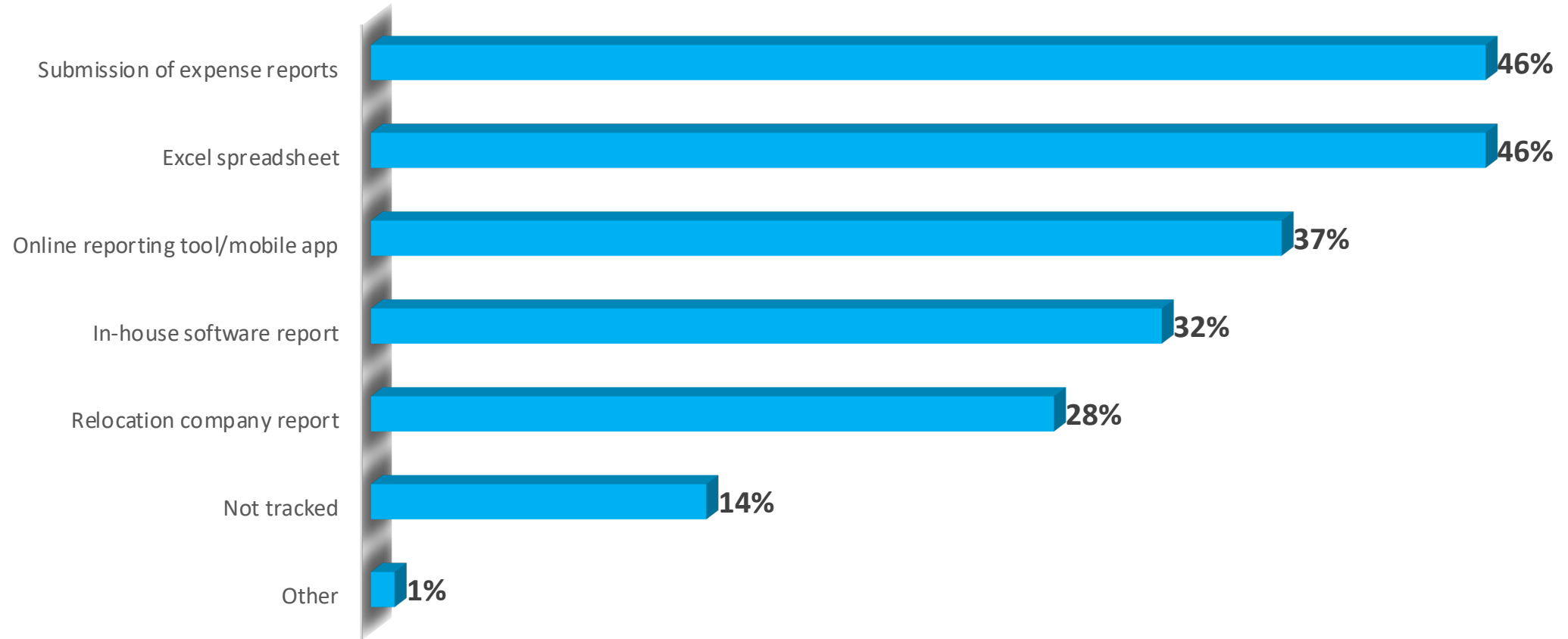
Relocation Costs

Q62. What types of relocation types most commonly receive lump sum payments?
By Company Size (Salaried Employees)

Relocations Most Commonly Receiving Lump Sums	Total	Less than 500	500 - 4,999	5,000+
Domestic relocations	68%	61%	69%	79%
Short-term/temporary assignments	45%	44%	51%	36%
International long-term assignments	43%	39%	49%	36%
Alternative assignment types (i.e., commuters, EBTs, etc.)	17%	14%	21%	12%
Other	1%	3%	1%	0%

Relocation Costs

Q63. How is lump sum spending/allocation per employee tracked
by your company?
Total



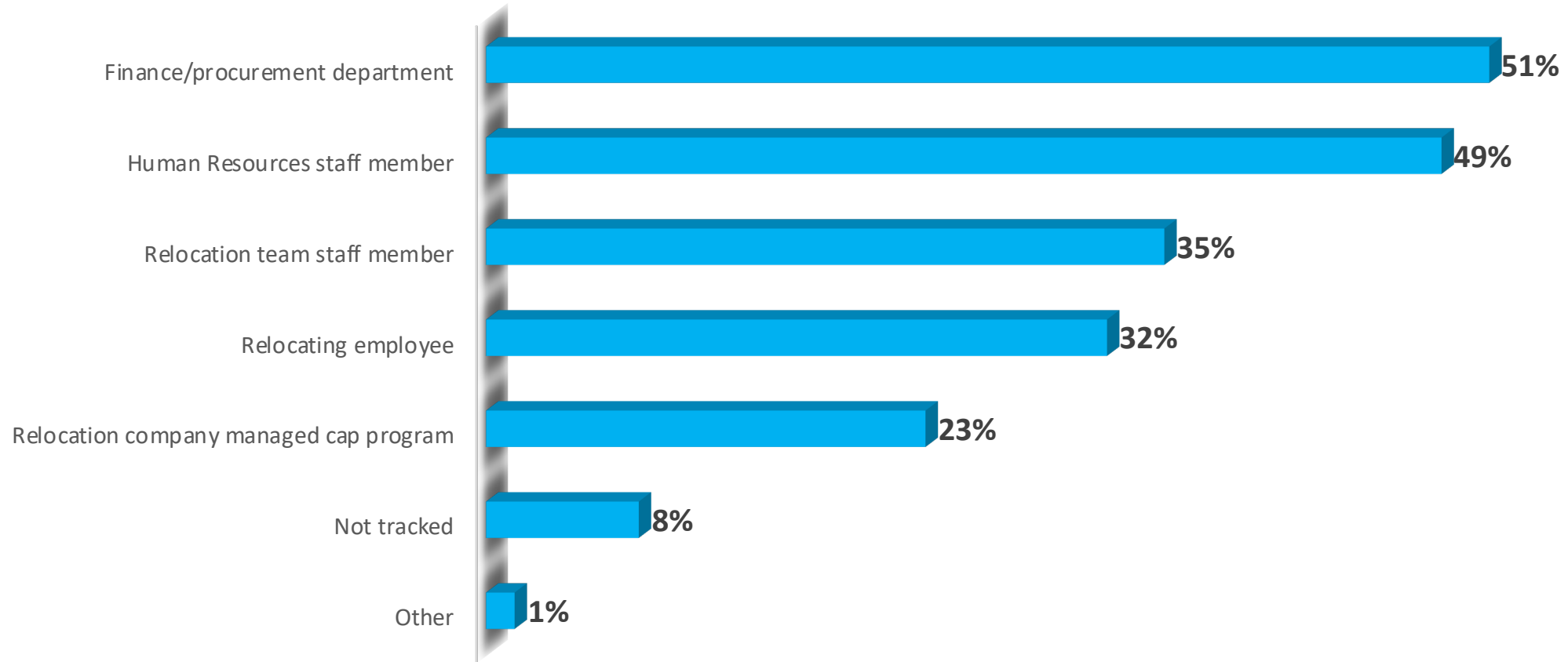
Relocation Costs

Q63. How is lump sum spending/allocation per employee tracked
by your company?
By Company Size (Salaried Employees)

Lump Sum Tracking Method:	Total	Less than 500	500 - 4,999	5,000+
Online reporting tool/mobile app	37%	23%	46%	38%
Excel spreadsheet	46%	42%	54%	31%
Submission of expense reports	46%	56%	45%	31%
In-house software report	32%	31%	37%	24%
Relocation company report	28%	20%	30%	36%
Not tracked	14%	17%	10%	17%
Other	1%	3%	0%	0%

Relocation Costs

Q64. Who performs the lump sum spending/allocation per employee tracking at your company?
Total



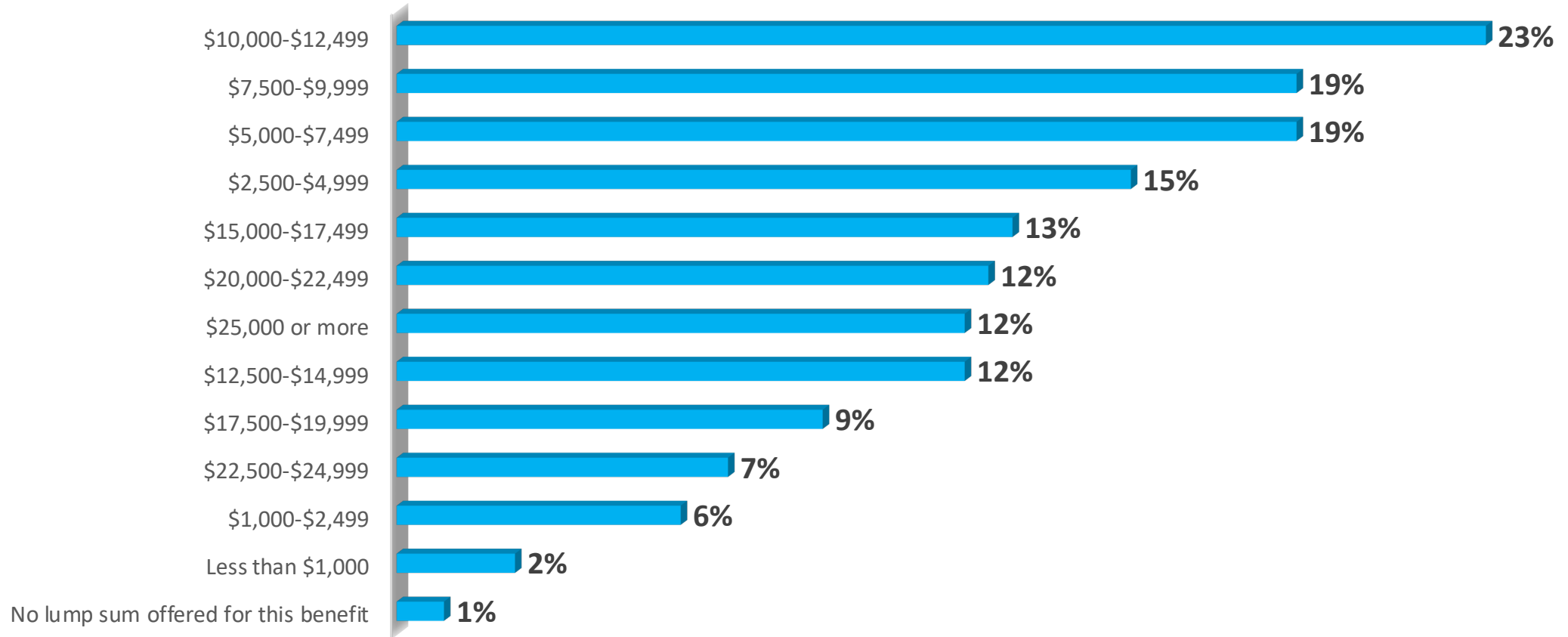
Relocation Costs

Q64. Who performs the lump sum spending/allocation per employee tracking at your company?
By Company Size (Salaried Employees)

Resource Tracking Performed By:	Total	Less than 500	500 - 4,999	5,000+
Human Resources staff member	49%	52%	59%	21%
Finance/procurement department	51%	45%	59%	43%
Relocating employee	32%	25%	42%	19%
Relocation team staff member	35%	34%	33%	40%
Relocation company managed cap program	23%	17%	19%	38%
Not tracked	8%	11%	2%	17%
Other	1%	3%	1%	0%

Relocation Costs

Q65. What is the typical range of lump sums offered?
Total



Relocation Costs

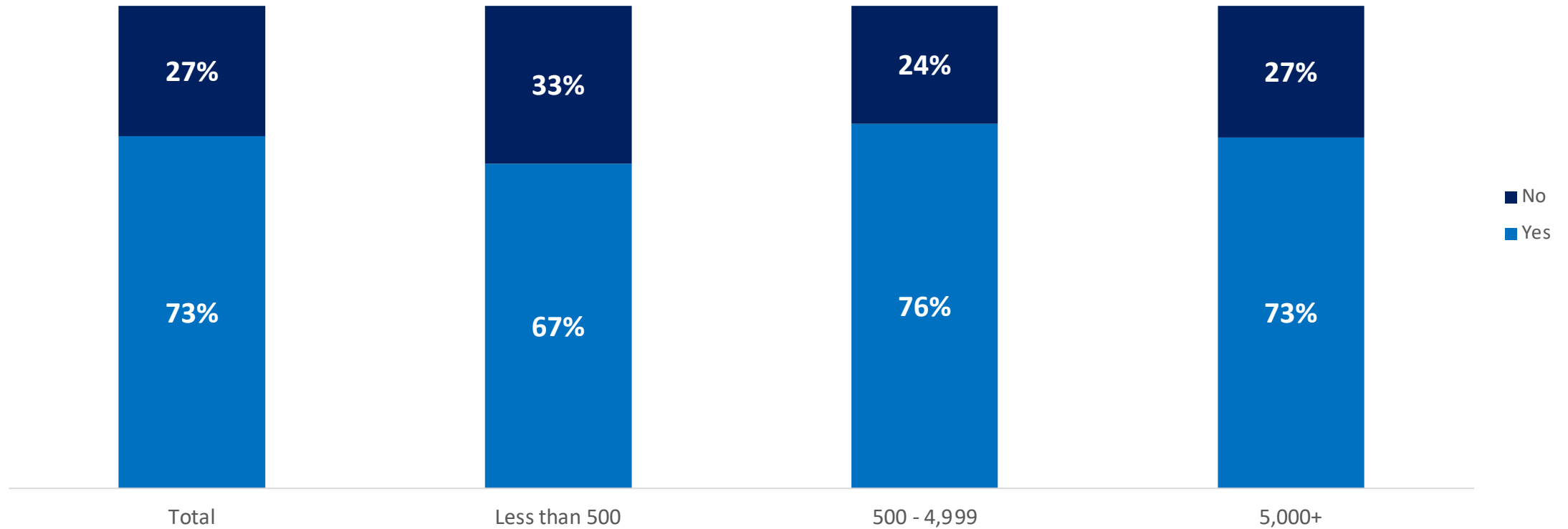
Q65. What is the typical range of lump sums offered?
By Company Size (Salaried Employees)

Lump Sums Offered	Total	Less than 500	500 - 4,999	5,000+
Less than \$1,000	2%	5%	2%	0%
\$1,000-\$2,499	6%	9%	3%	7%
\$2,500-\$4,999	15%	20%	13%	12%
\$5,000-\$7,499	19%	16%	19%	21%
\$7,500-\$9,999	19%	13%	12%	43%
\$10,000-\$12,499	23%	25%	19%	26%
\$12,500-\$14,999	12%	11%	13%	10%
\$15,000-\$17,499	13%	13%	14%	10%
\$17,500-\$19,999	9%	9%	8%	10%
\$20,000-\$22,499	12%	13%	10%	17%
\$22,500-\$24,999	7%	2%	11%	5%
\$25,000 or more	12%	2%	15%	19%
No lump sum offered for this benefit	1%	2%	1%	0%

Employee, Spouse & Assistance Issues

Employee, Spouse & Assistance Issues

Q66. Does your organization perform candidate assessments prior
to relocation offers?
By Company Size (Salaried Employees)



Employee, Spouse & Assistance Issues

Q67. In 2021, what approximate percentage of your relocations involved:

Small Companies

Less than 500 Employees	0%	1% - 25%	26% - 50%	51% - 75%	76% - 100%
Female employees	4%	69%	19%	5%	2%
Male employees	1%	51%	25%	13%	10%
Wife/female partner (trailing spouse)	17%	67%	9%	3%	2%
Husband/male partner (trailing spouse)	19%	64%	11%	2%	2%

* excludes those who don't know

Employee, Spouse & Assistance Issues

Q67. In 2021, what approximate percentage of your relocations involved:

Midsize Companies

500 – 4,999 Employees	0%	1% - 25%	26% - 50%	51% - 75%	76% - 100%
Female employees	3%	74%	16%	1%	3%
Male employees	0%	58%	20%	10%	10%
Wife/female partner (trailing spouse)	8%	73%	10%	4%	3%
Husband/male partner (trailing spouse)	8%	70%	10%	3%	5%

* excludes those who don't know

Employee, Spouse & Assistance Issues

Q67. In 2021, what approximate percentage of your relocations involved:

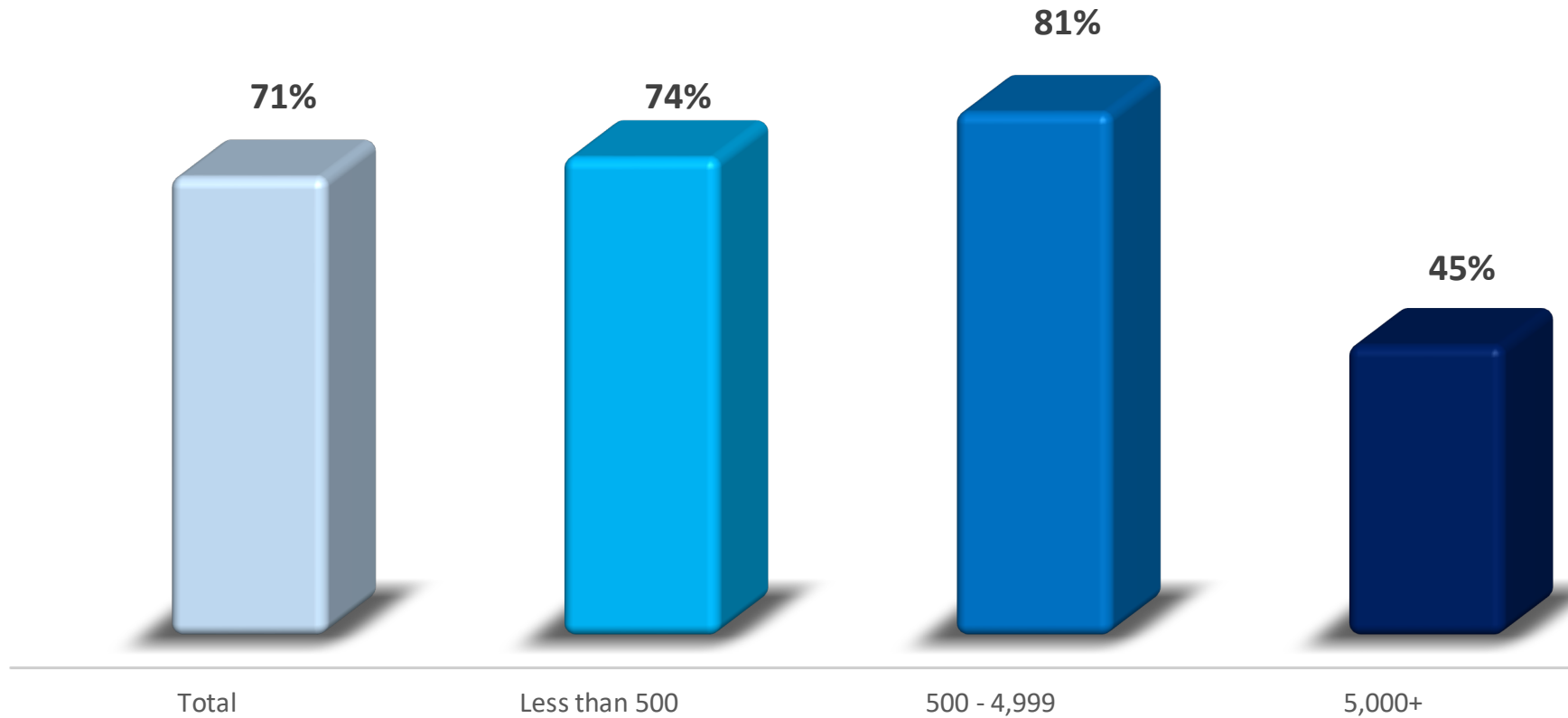
Large Companies

5,000+ Employees	0%	1% - 25%	26% - 50%	51% - 75%	76% - 100%
Female employees	0%	39%	51%	5%	0%
Male employees	0%	28%	47%	14%	6%
Wife/female partner (trailing spouse)	9%	56%	15%	10%	1%
Husband/male partner (trailing spouse)	10%	60%	17%	2%	1%

* excludes those who don't know

Employee, Spouse & Assistance Issues

Q68. Companies Offering Elderly Assistance
By Company Size (Salaried Employees)



* % of companies indicating they offer this assistance

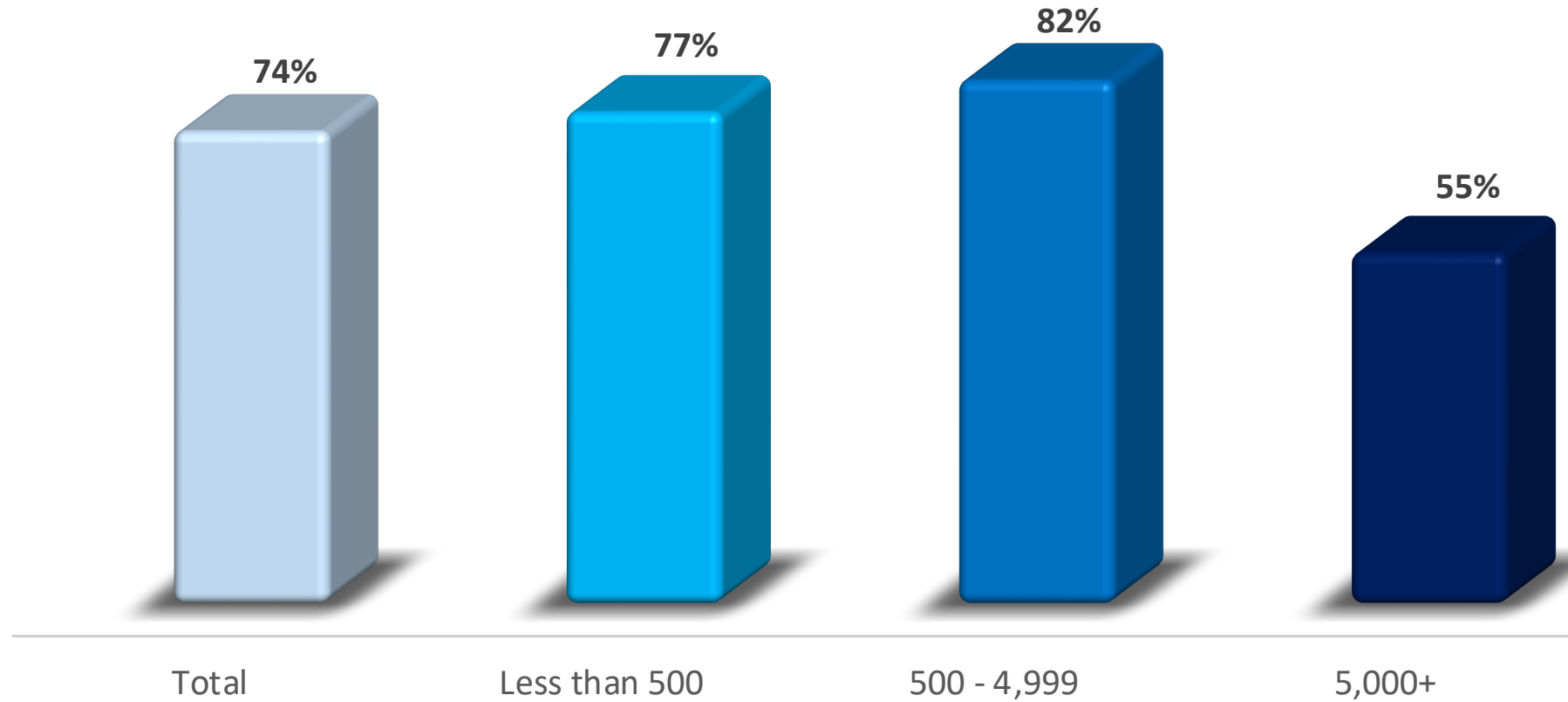
Employee, Spouse & Assistance Issues

Q68. Elder Care Assistance Offered
By Company Size (Salaried Employees)

Elder Care Assistance	Total	Less than 500	500 - 4,999	5,000+
Provide list of nursing homes and/or care centers	32%	24%	41%	21%
Allow employee to use pre-tax dollars for outside care	36%	34%	45%	20%
Allow flexible scheduling or telecommuting	34%	39%	39%	16%
Provide paid personal leave days	28%	32%	32%	18%
Relocate an elderly relative that does not live with the employee currently, but will either live with the employee at the new location or at a nearby residence/facility	26%	28%	29%	17%
No elder care assistance	29%	26%	19%	55%
Other	2%	3%	1%	1%

Employee, Spouse & Assistance Issues

Q69. Companies Offering Childcare Assistance
By Company Size (Salaried Employees)



* % of companies indicating they offer this assistance

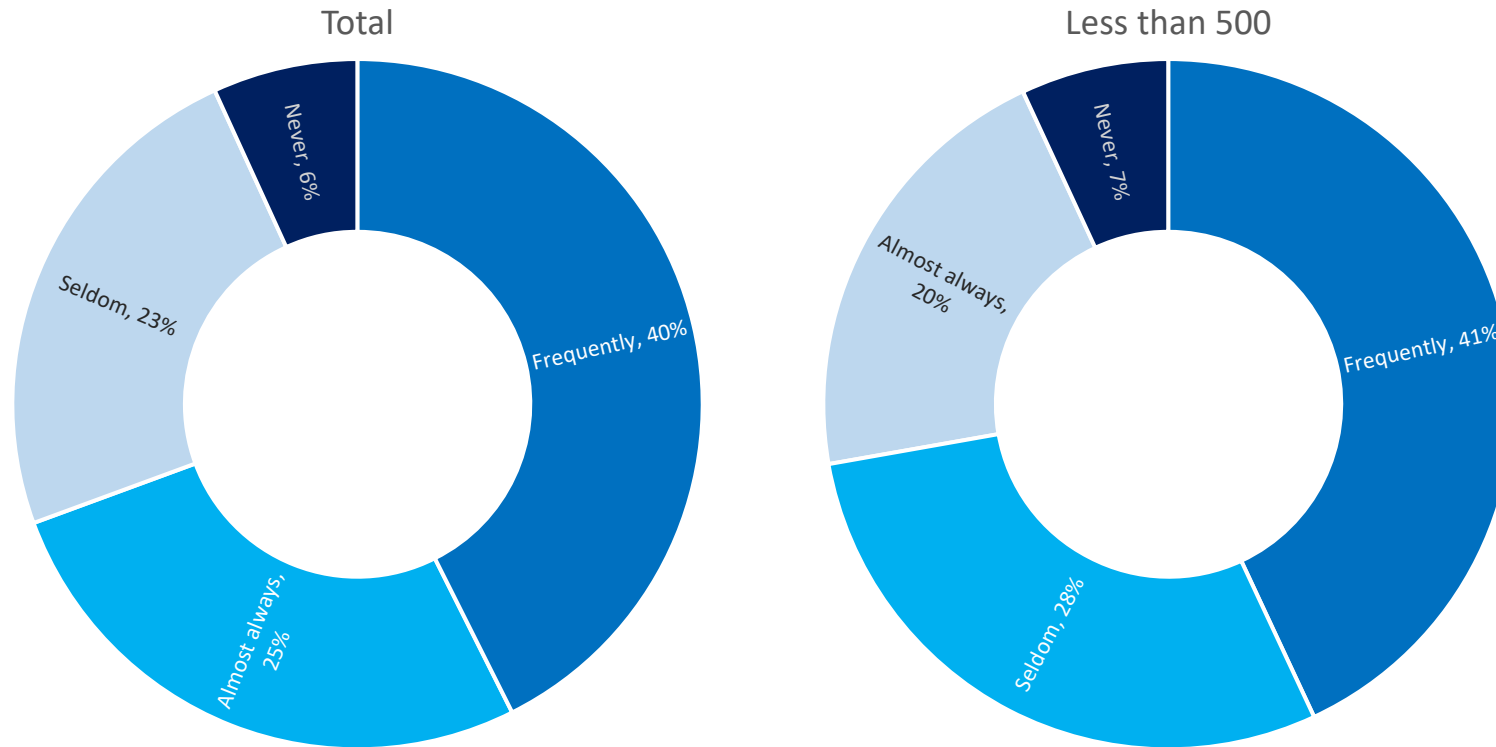
Employee, Spouse & Assistance Issues

Q69. Child Care Assistance Offered
By Company Size (Salaried Employees)

Child Care Assistance	Total	Less than 500	500 - 4,999	5,000+
Provide list of childcare providers/services and/or agencies	38%	35%	44%	28%
Provide list of local schools/educational options	38%	37%	42%	32%
Allow flexible scheduling or telecommuting	35%	35%	42%	19%
Provide paid personal leave days	25%	35%	24%	17%
Allow employee to use pre-tax dollars for outside care	23%	21%	27%	18%
Reimburse childcare costs	18%	17%	20%	13%
No childcare assistance	26%	23%	18%	45%
Other	2%	3%	2%	1%

Employee, Spouse & Assistance Issues

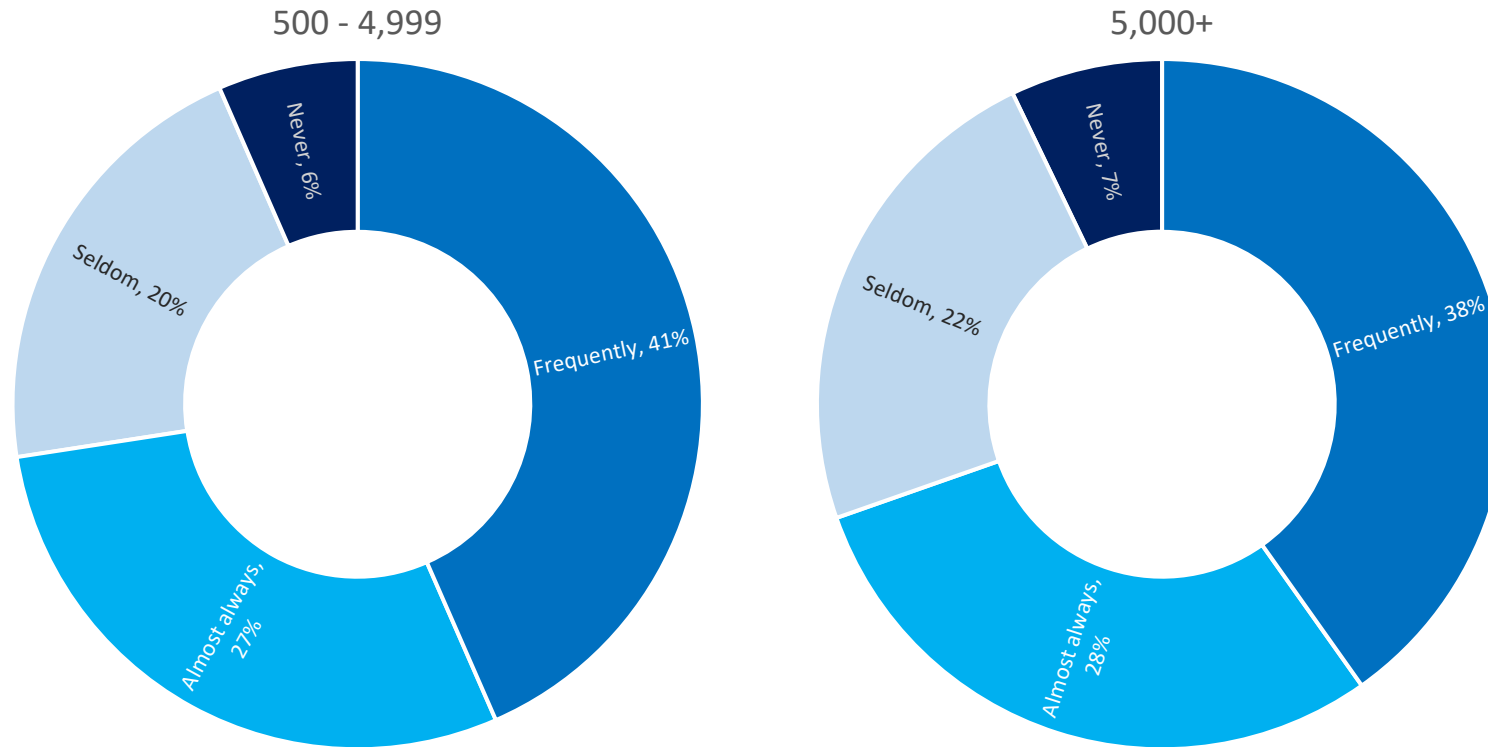
Q70. How frequently is an employee's relocation affected by the employment status of that employee's spouse/partner?



* excludes those who don't know

Employee, Spouse & Assistance Issues

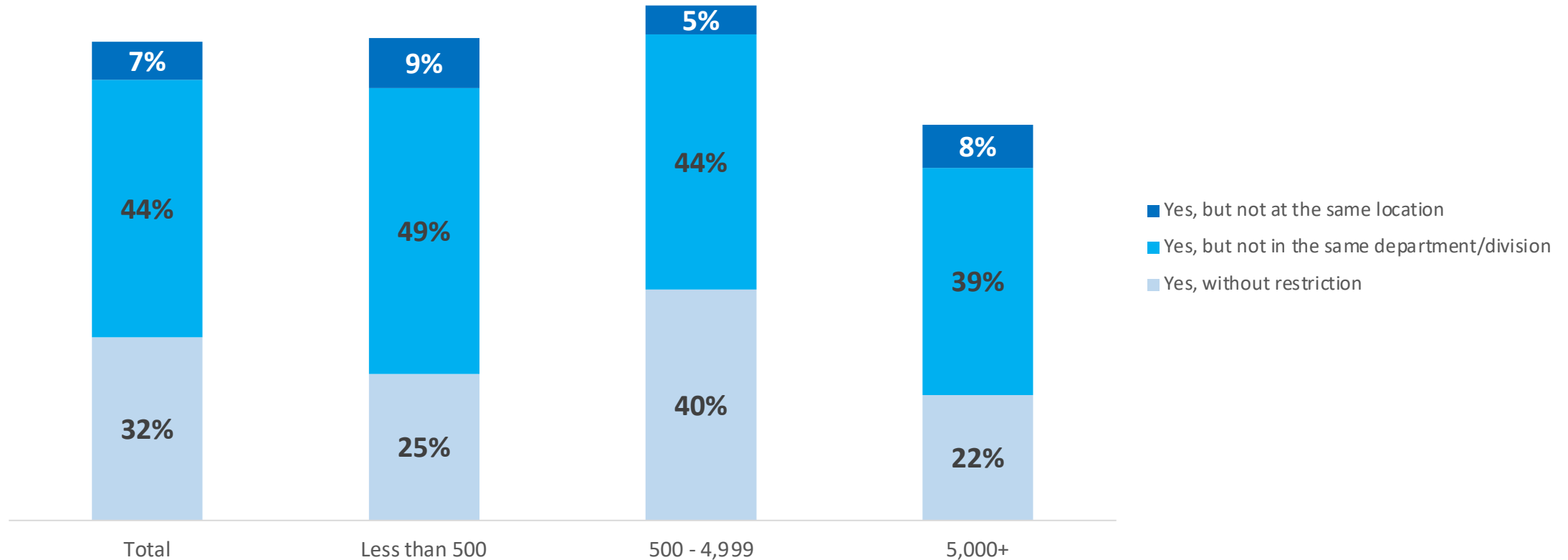
Q70. How frequently is an employee's relocation affected by the employment status of that employee's spouse/partner?



* excludes those who don't know

Employee, Spouse & Assistance Issues

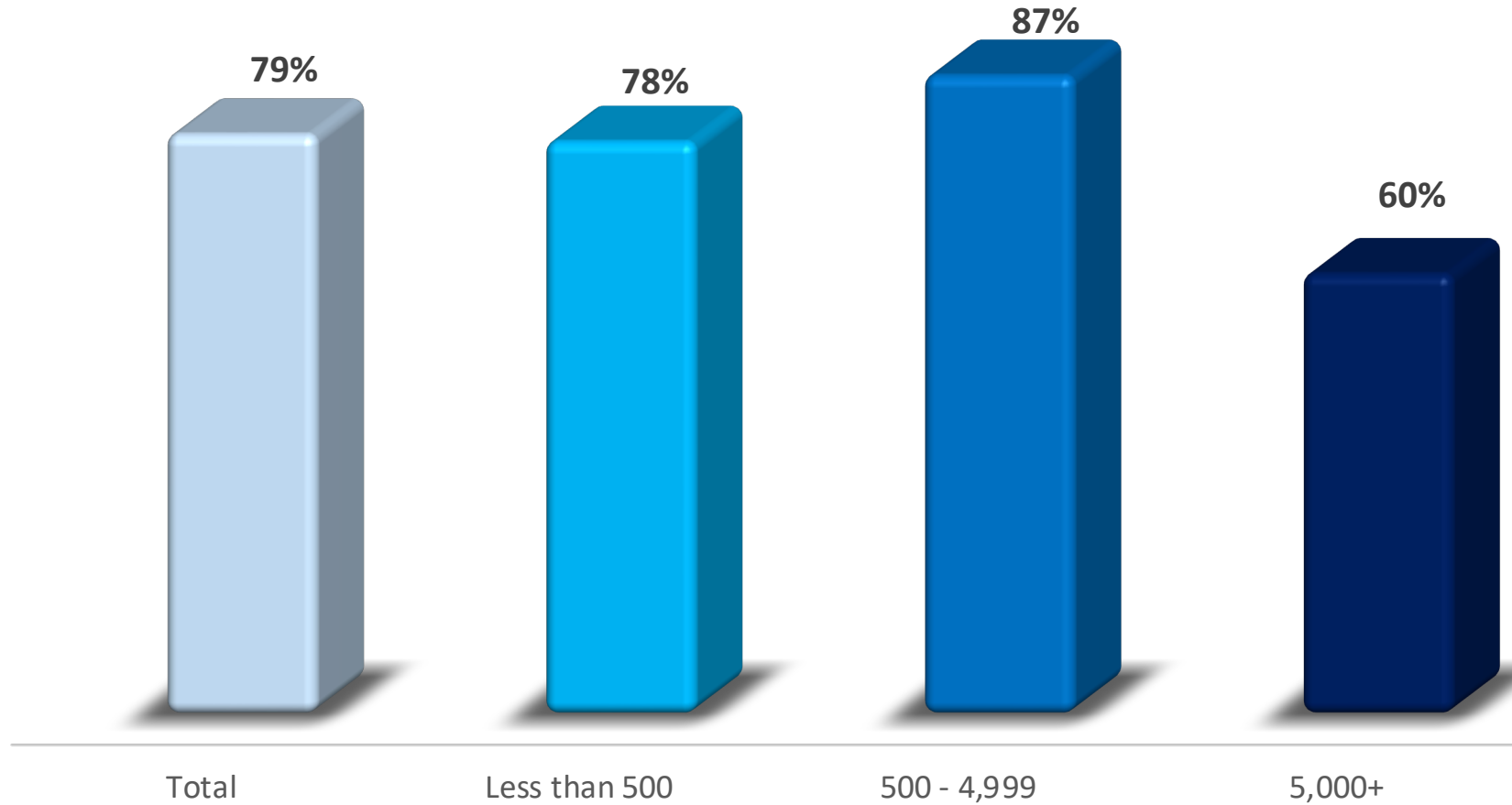
Q71. Does your company allow the hiring of spouses of employees?
By Company Size (Salaried Employees)



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

Employee, Spouse & Assistance Issues

Companies that Assist an Employee's Spouse or Partner in Finding
Employment in the New Location
By Company Size (Salaried Employees)

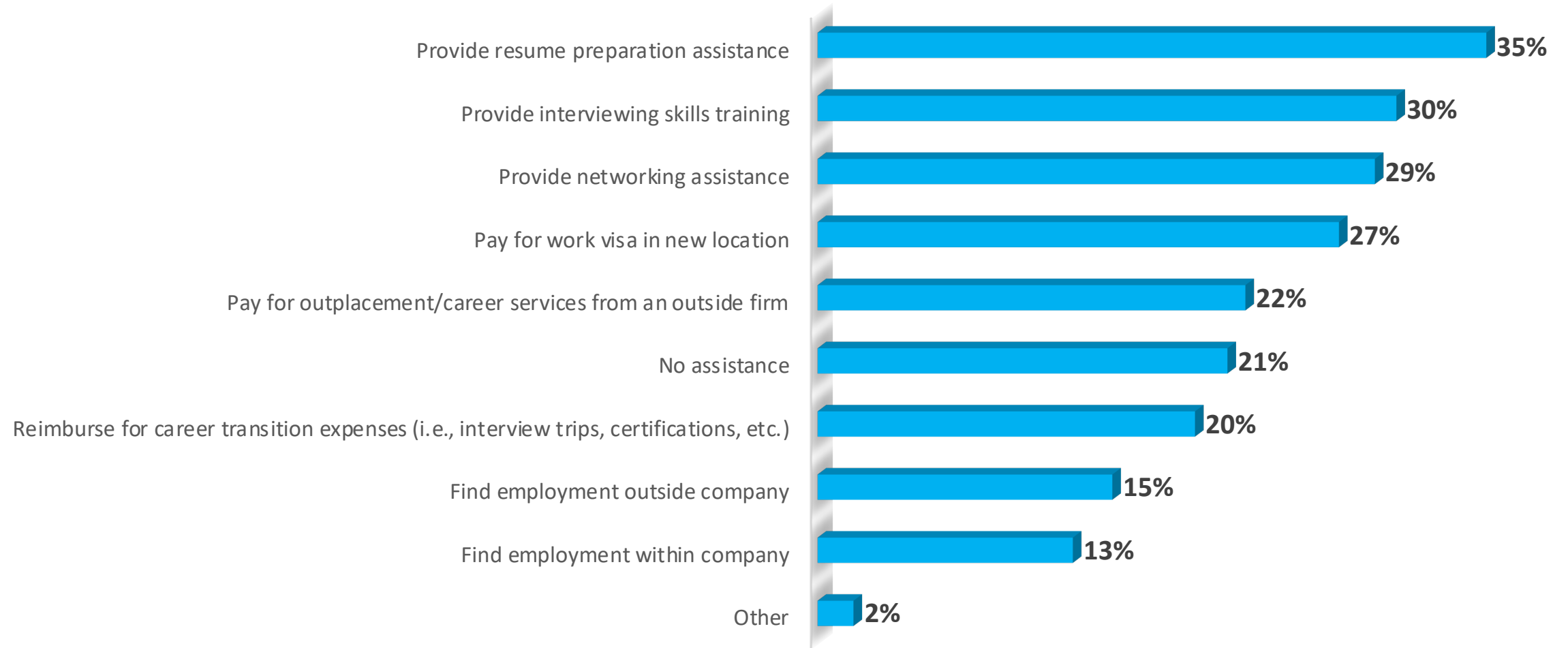


* % of companies who indicating "Yes"

Employee, Spouse & Assistance Issues

Q72. How does your company assist an employee's spouse or partner in finding employment in the new location?

Total



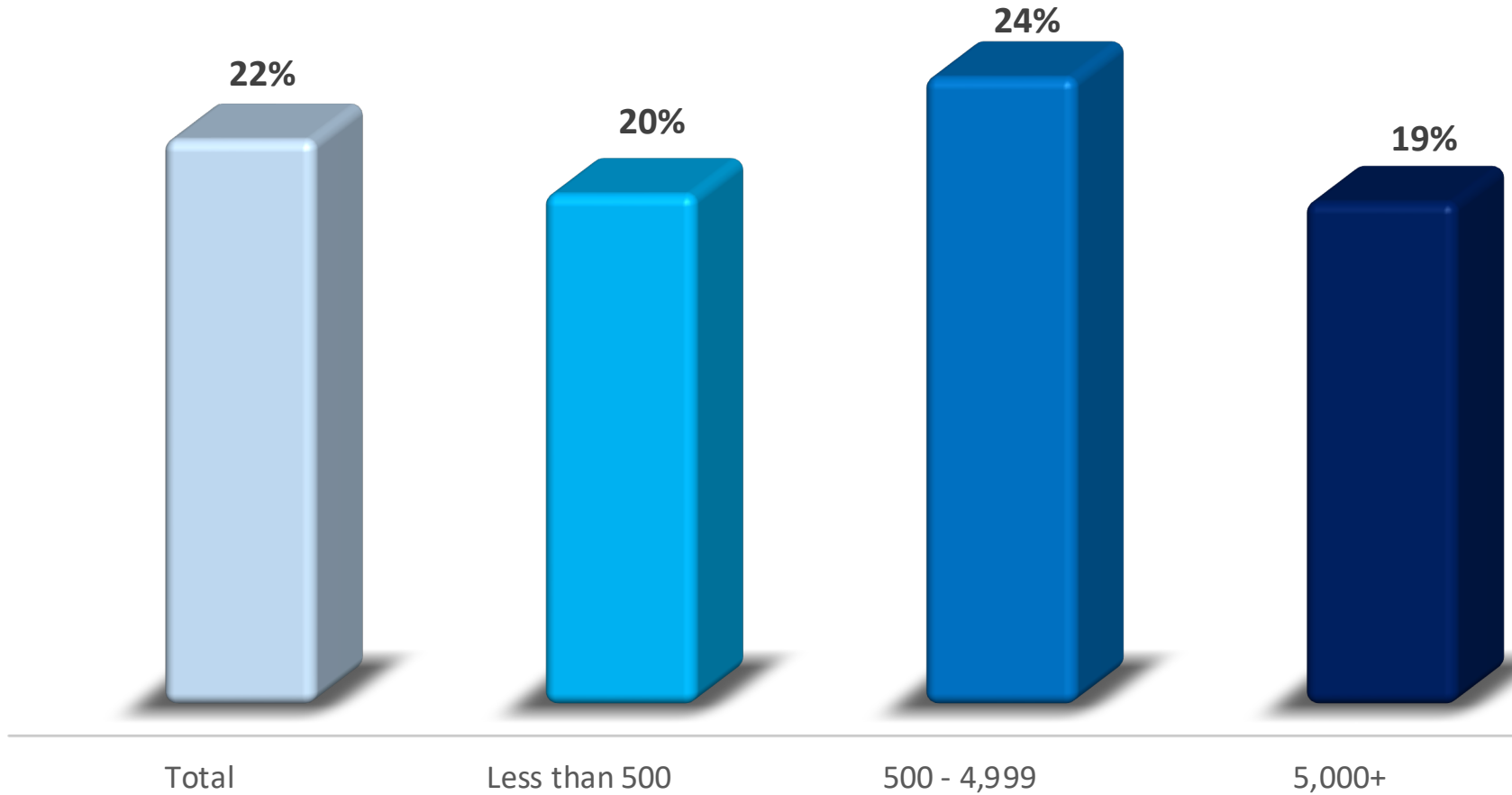
Employee, Spouse & Assistance Issues

Q72. How does your company assist an employee's spouse or partner in finding employment in the new location?
By Company Size (Salaried Employees)

Spouse / Partner Employment Assistance	Total	Less than 500	500 - 4,999	5,000+
Provide resume preparation assistance	35%	27%	43%	27%
Pay for work visa in new location	27%	31%	31%	16%
Provide interviewing skills training	30%	28%	37%	19%
Provide networking assistance	29%	23%	35%	23%
Pay for outplacement/career services from an outside firm	22%	25%	25%	13%
Reimburse for career transition expenses (i.e., interview trips, certifications, etc.)	20%	15%	25%	15%
Find employment outside company	15%	15%	18%	11%
Find employment within company	13%	13%	15%	11%
No assistance	21%	22%	13%	40%
Other	2%	3%	1%	3%

Employee, Spouse & Assistance Issues

Q73. What approximate percentage of relocated employees with a spouse or partner used this employee assistance?



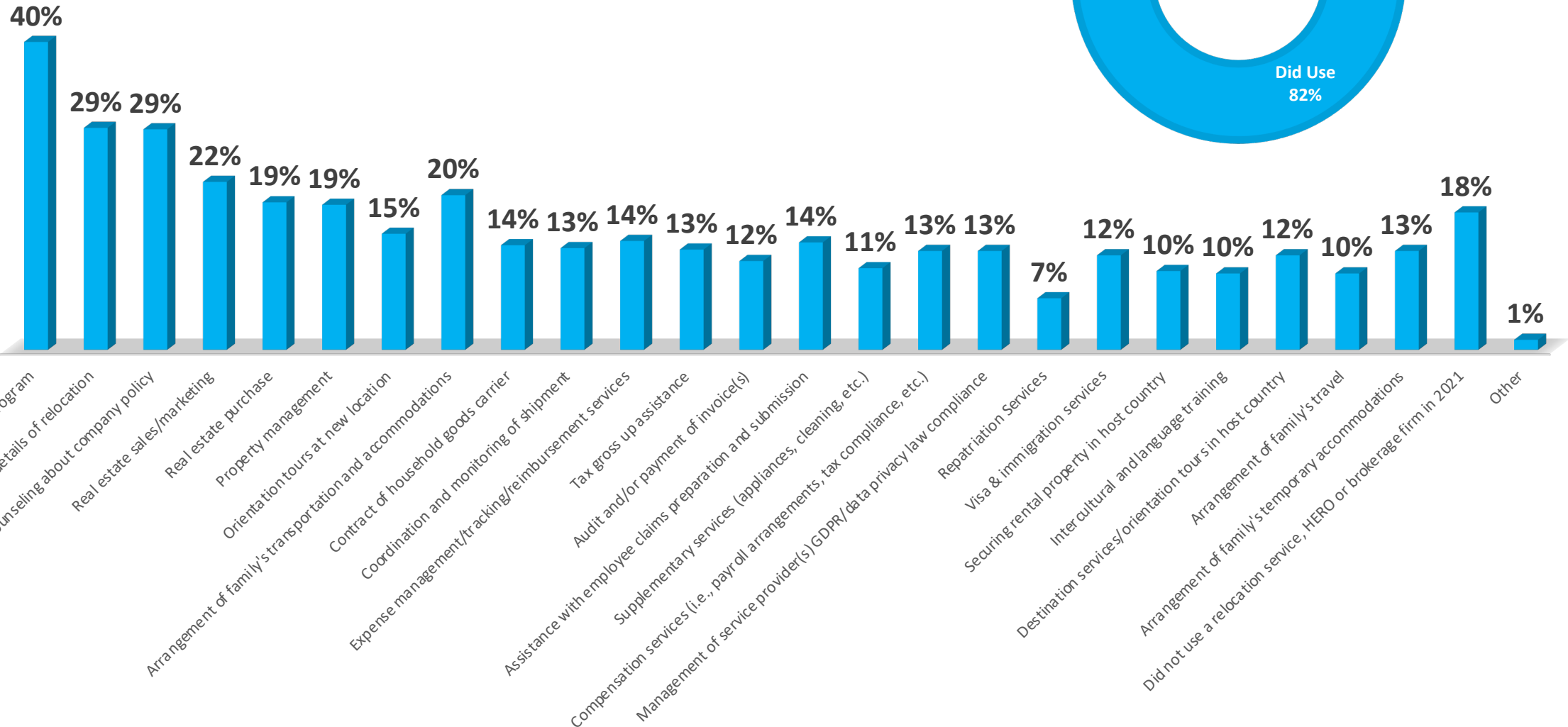
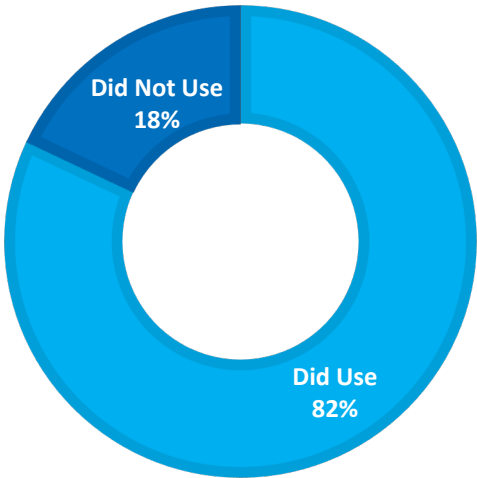
* excludes those who don't know

Supplier Management

Supplier Management

Q74. Which of the following services did your company outsource to a relocation service, HERO or brokerage firm in 2021?
Total

DID YOUR COMPANY OUTSOURCE ANY RELOCATION SERVICES



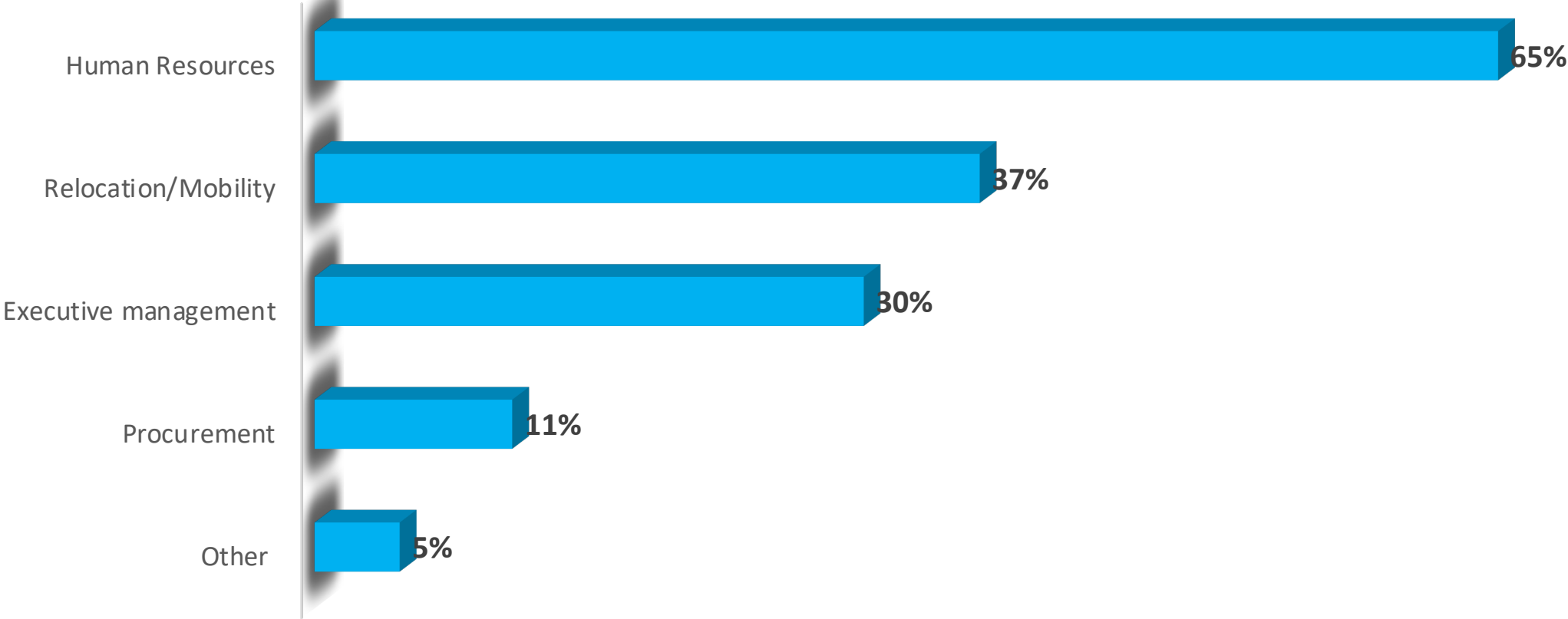
Supplier Management

Q74. Which of the following services did your company outsource to a relocation service, HERO or brokerage firm in 2021?
By Company Size (Salaried Employees)

Services Outsourced in 2021	Total	Less than 500	500 - 4,999	5,000+
Management of full relocation program	40%	31%	46%	39%
Counseling about the planning & details of relocation	29%	24%	33%	27%
Counseling about company policy	29%	24%	34%	25%
Real estate sales/marketing	22%	15%	26%	26%
Real estate purchase	19%	17%	20%	21%
Property management	19%	19%	22%	14%
Orientation tours at new location	15%	11%	17%	17%
Arrangement of family's transportation and accommodations	20%	17%	21%	23%
Contract of household goods carrier	14%	13%	11%	20%
Coordination and monitoring of shipment	13%	7%	13%	22%
Expense management/tracking/reimbursement services	14%	16%	11%	19%
Tax gross up assistance	13%	9%	13%	19%
Audit and/or payment of invoice(s)	12%	8%	13%	14%
Assistance with employee claims preparation and submission	14%	13%	15%	14%
Supplementary services (appliances, cleaning, etc.)	11%	11%	13%	7%
Compensation services (i.e., payroll arrangements, tax compliance, etc.)	13%	13%	15%	10%
Management of service provider(s) GDPR/data privacy law compliance	13%	10%	14%	14%
Repatriation Services	7%	7%	6%	8%
Visa & immigration services	12%	9%	14%	13%
Securing rental property in host country	10%	9%	10%	13%
Intercultural and language training	10%	9%	11%	11%
Destination services/orientation tours in host country	12%	7%	13%	18%
Arrangement of family's travel	10%	10%	12%	8%
Arrangement of family's temporary accommodations	13%	14%	10%	19%
Did not use a relocation service, HERO or brokerage firm in 2021	18%	21%	11%	33%
Other	1%	3%	1%	0%

Supplier Management

Q75. Which department(s) at your company select a relocation service, HERO
or brokerage firm?
Total



Supplier Management

Q75. 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	Less than 500	500 - 4,999	5,000+
Executive management	30%	23%	39%	19%
Human Resources	65%	65%	67%	60%
Relocation/Mobility	37%	32%	39%	36%
Procurement	11%	5%	14%	12%
Other	5%	8%	3%	3%

Supplier Management

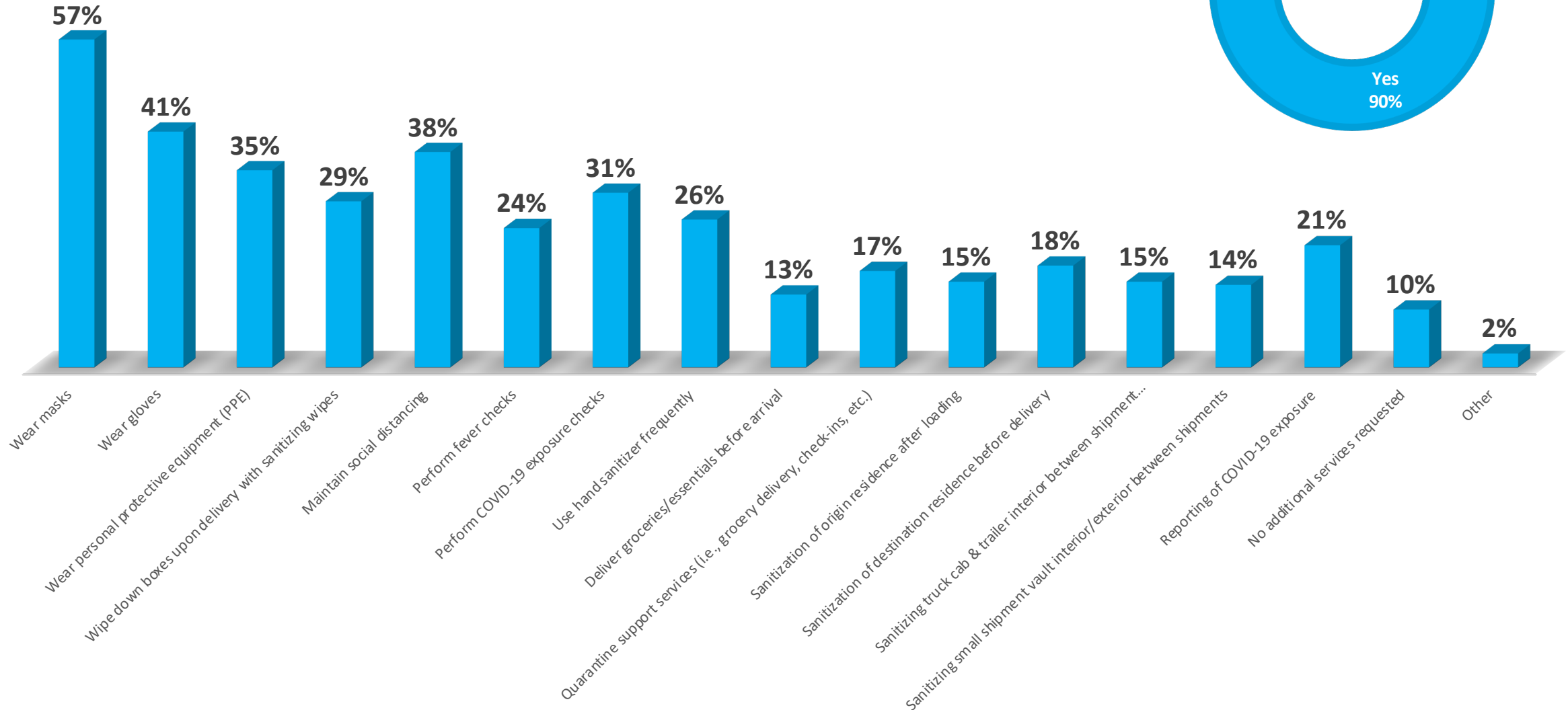
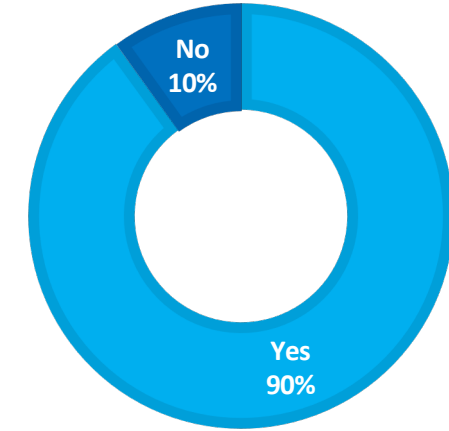
Q76. Are carrier transportation expenses paid directly by the company or paid by the employee and then reimbursed?

Total		Less than 500	500 - 4,999	5,000+
60%	Paid directly by the company	49%	60%	72%
35%	Paid by the employee then reimbursed	43%	35%	23%
6%	Paid by the employee and not reimbursed	8%	5%	5%

Supplier Management

DID THE COVID-19 PANDEMIC CAUSE YOUR COMPANY TO ASK
RELOCATION SERVICES TO TAKE ADDITIONAL PRECAUTIONS

Q77. What additional services did the COVID-19 pandemic cause you to ask
relocation services providers to perform to meet relocating employee needs?
Total



Supplier Management

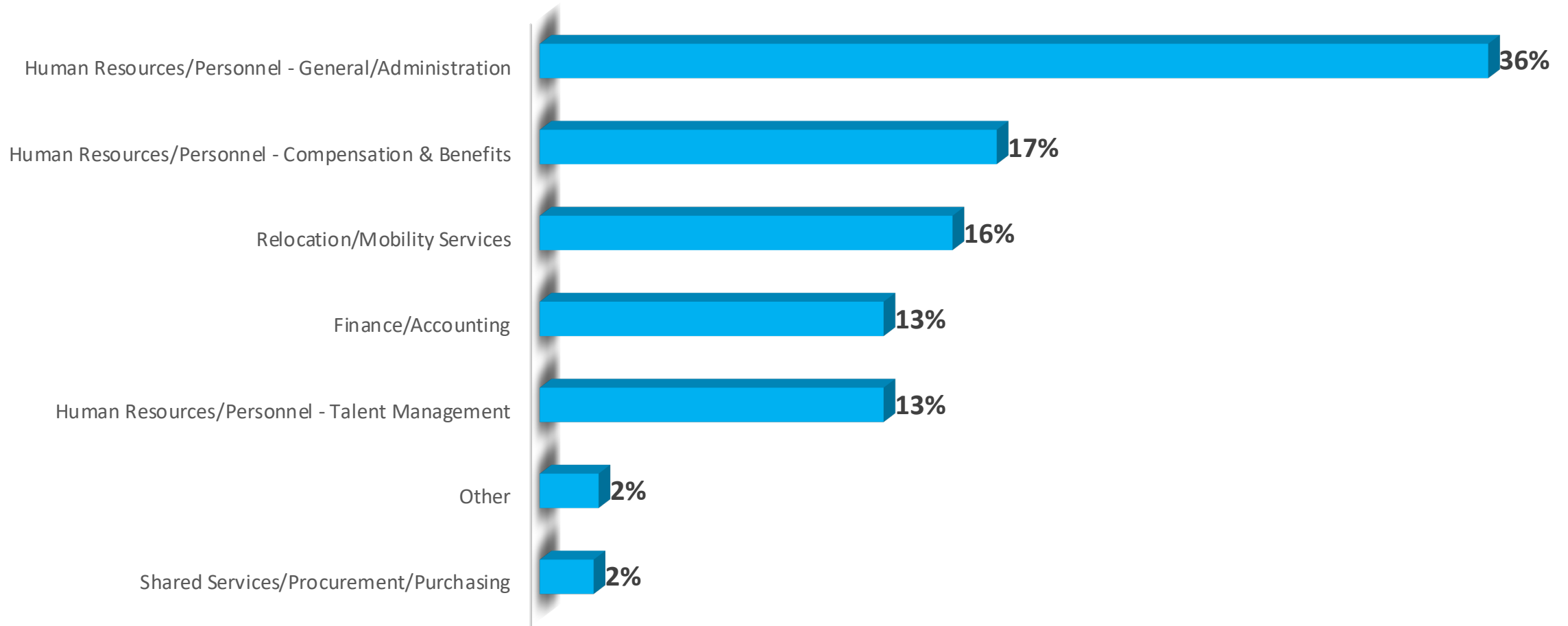
Q77. What additional services did the COVID-19 pandemic cause you to ask relocation services providers to perform to meet relocating employee needs?
By Company Size (Salaried Employees)

Additional Services Requested Due to COVID - 19	Total	Less than 500	500 - 4,999	5,000+
Wear masks	57%	50%	58%	66%
Wear gloves	41%	39%	49%	28%
Wear personal protective equipment (PPE)	35%	32%	36%	36%
Wipe down boxes upon delivery with sanitizing wipes	29%	26%	34%	23%
Maintain social distancing	38%	33%	45%	28%
Perform fever checks	24%	28%	27%	14%
Perform COVID-19 exposure checks	31%	28%	37%	20%
Use hand sanitizer frequently	26%	24%	29%	22%
Deliver groceries/essentials before arrival	13%	15%	15%	6%
Quarantine support services (i.e., grocery delivery, check-ins, etc.)	17%	15%	19%	15%
Sanitization of origin residence after loading	15%	17%	17%	8%
Sanitization of destination residence before delivery	18%	19%	21%	11%
Sanitizing truck cab & trailer interior between shipment loading/unloading	15%	16%	17%	9%
Sanitizing small shipment vault interior/exterior between shipments	14%	15%	18%	7%
Reporting of COVID-19 exposure	21%	25%	21%	17%
No additional services requested	10%	13%	6%	15%
Other	2%	3%	2%	3%

Corporate/Respondent Profile

Corporate/Respondent Profile

Q78. What is your department's function?
Total



Corporate/Respondent Profile

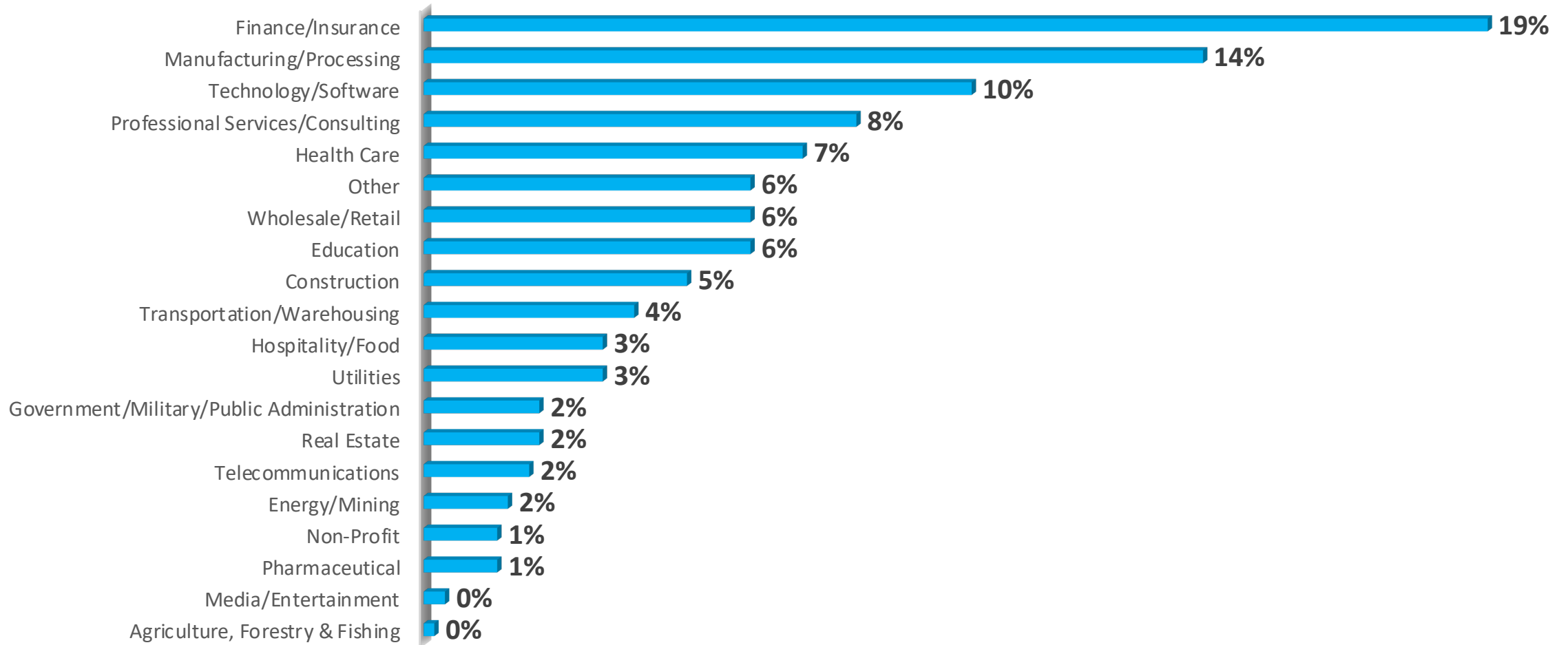
Q78. What is your department's function?
By Company Size (Salaried Employees)

Department Function	Total	Less than 500	500 - 4,999	5,000+
Human Resources/Personnel - General/Administration	36%	45%	38%	22%
Human Resources/Personnel - Compensation & Benefits	17%	13%	13%	33%
Human Resources/Personnel - Talent Management	13%	15%	12%	13%
Relocation/Mobility Services	16%	17%	15%	17%
Shared Services/Procurement/Purchasing	2%	2%	1%	4%
Finance/Accounting	13%	6%	20%	8%
Other	2%	3%	2%	2%

Corporate/Respondent Profile

Q79. Which one of the following industry categories most accurately fits your company's business classification?

Total



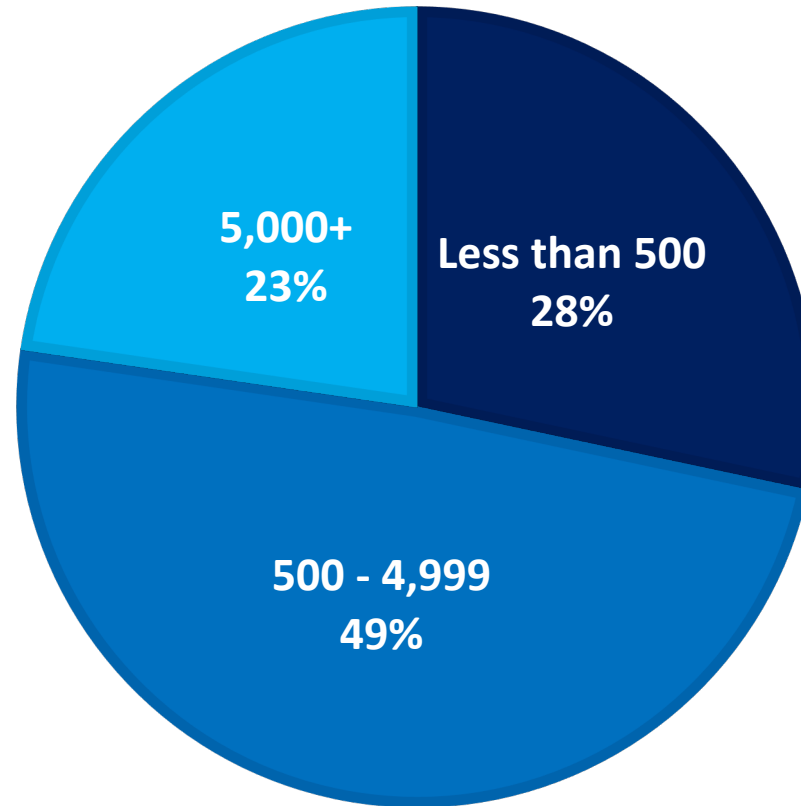
Corporate/Respondent Profile

Q79. Which one of the following industry categories most accurately fits your company's business classification?
By Company Size (Salaried Employees)

Business Classification	Total	Less than 500	500 - 4,999	5,000+
Manufacturing/Processing	14%	11%	9%	28%
Pharmaceutical	1%	1%	1%	2%
Energy/Mining	2%	2%	1%	2%
Construction	5%	6%	6%	1%
Transportation/Warehousing	4%	3%	5%	2%
Technology/Software	10%	8%	11%	10%
Telecommunications	2%	3%	2%	0%
Utilities	3%	4%	3%	3%
Professional Services/Consulting	8%	11%	7%	5%
Education	6%	8%	5%	5%
Health Care	7%	10%	6%	5%
Hospitality/Food	3%	7%	2%	2%
Non-Profit	1%	1%	1%	2%
Wholesale/Retail	6%	7%	4%	8%
Finance/Insurance	19%	9%	28%	12%
Real Estate	2%	3%	2%	1%
Media/Entertainment	0%	1%	0%	0%
Agriculture, Forestry & Fishing	0%	0%	0%	1%
Government/Military/Public Administration	2%	1%	2%	5%
Other	6%	5%	6%	7%

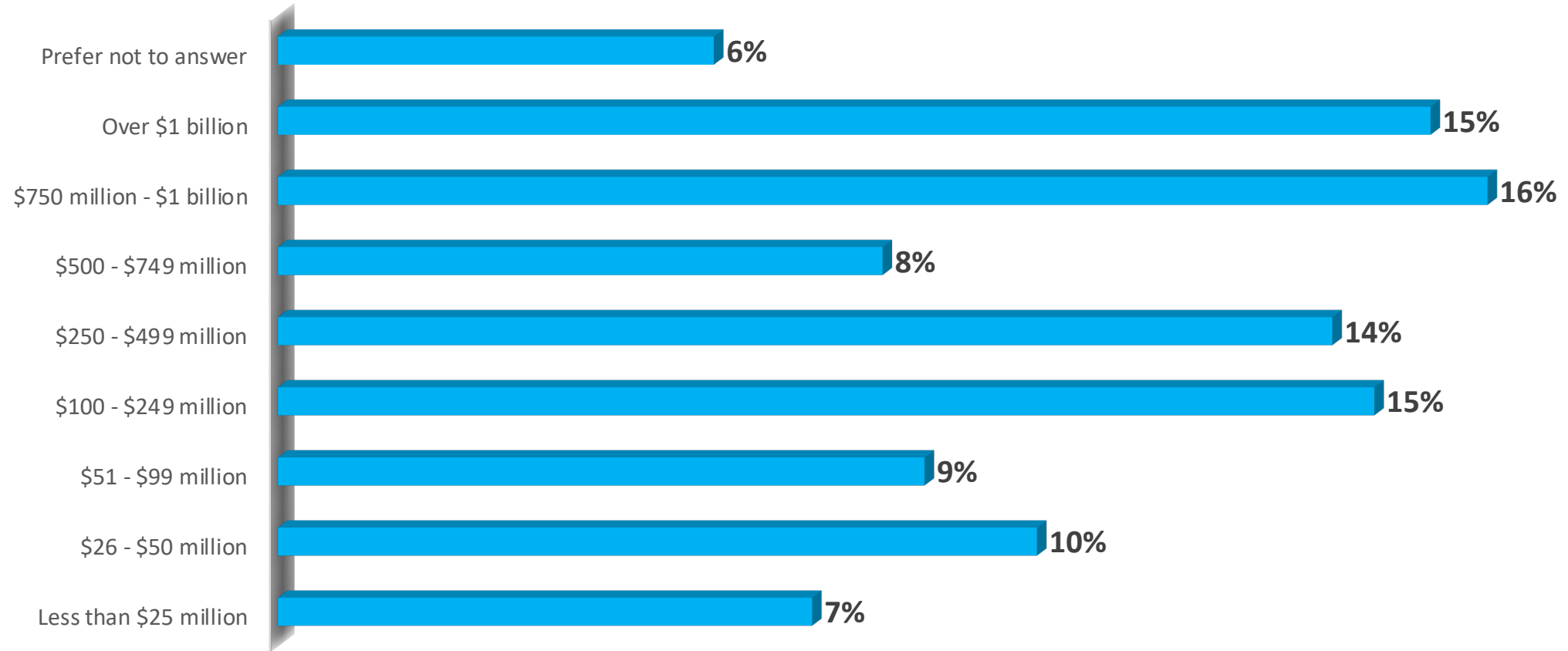
Corporate/Respondent Profile

Q80. HOW MANY SALARIED (NON-HOURLY) EMPLOYEES WORK FOR
YOUR COMPANY?
BY COMPANY SIZE (SALARIED EMPLOYEES)



Corporate/Respondent Profile

Q81. What were your company's annual sales for 2021?
Total



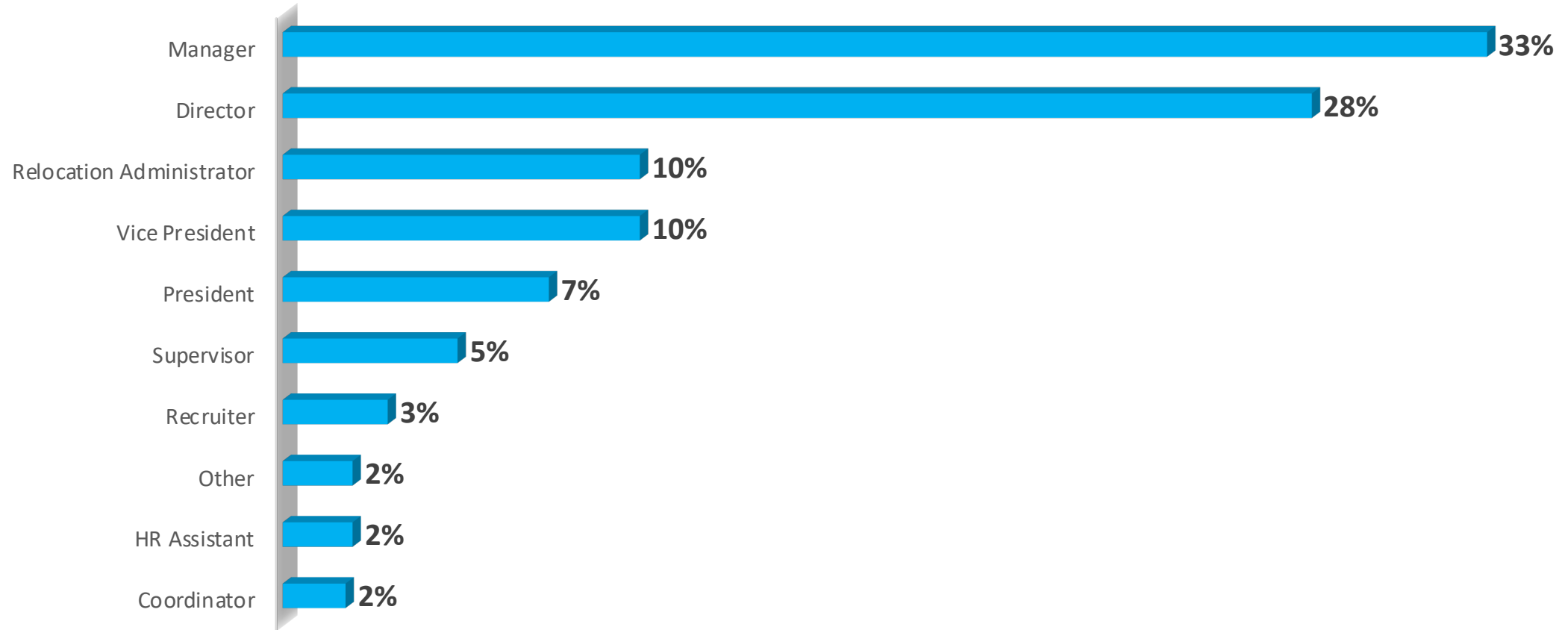
Corporate/Respondent Profile

Q81. What were your company's annual sales for 2021?
By Company Size (Salaried Employee)

2021 Annual Sales	Total	Less than 500	500 - 4,999	5,000+
Less than \$25 million	7%	15%	6%	0%
\$26 - \$50 million	10%	19%	9%	1%
\$51 - \$99 million	9%	11%	11%	2%
\$100 - \$249 million	15%	22%	15%	4%
\$250 - \$499 million	14%	16%	16%	7%
\$500 - \$749 million	8%	7%	11%	4%
\$750 million - \$1 billion	16%	1%	15%	37%
Over \$1 billion	15%	5%	12%	36%
Prefer not to answer	6%	5%	4%	10%

Corporate/Respondent Profile

Q82. What is your position within the company?
Total



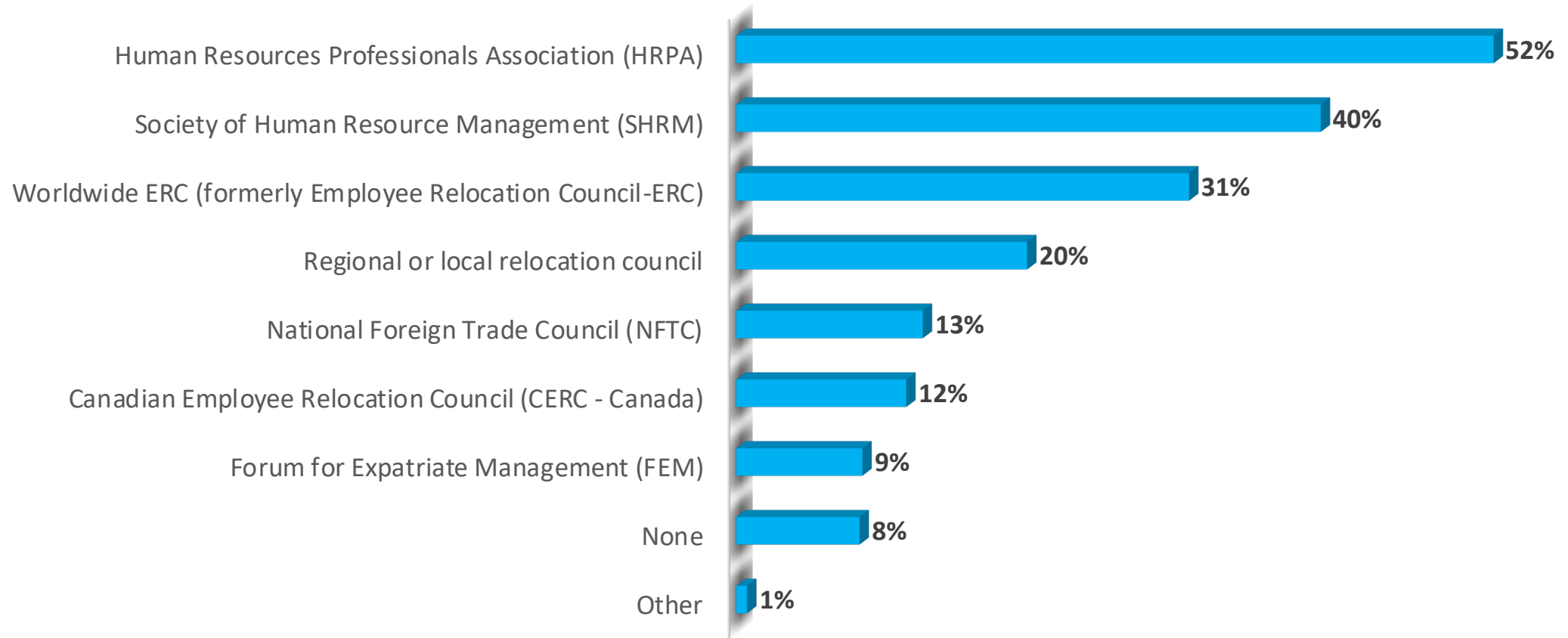
Corporate/Respondent Profile

Q82. What is your position within the company?
By Company Size (Salaried Employees)

Respondent's Position	Total	Less than 500	500 - 4,999	5,000+
President	7%	5%	10%	5%
Vice President	10%	7%	12%	8%
Director	28%	26%	25%	37%
Manager	33%	36%	32%	29%
Supervisor	5%	7%	4%	4%
Relocation Administrator	10%	10%	9%	10%
Coordinator	2%	4%	0%	2%
Recruiter	3%	2%	3%	3%
HR Assistant	2%	2%	2%	1%
Other	2%	1%	2%	2%

Corporate/Respondent Profile

Q83. To what relocation-related associations do you currently belong?
Total



Corporate/Respondent Profile

Q83. To what relocation-related associations do you currently belong?
By Company Size (Salaried Employees)

Relocation – Related Association Membership	Total	Less than 500	500 - 4,999	5,000+
Worldwide ERC (formerly Employee Relocation Council-ERC)	31%	22%	37%	30%
Canadian Employee Relocation Council (CERC - Canada)	12%	11%	15%	7%
Society of Human Resource Management (SHRM)	40%	45%	41%	31%
Human Resources Professionals Association (HRPA)	52%	48%	54%	51%
Regional or local relocation council	20%	22%	20%	18%
National Foreign Trade Council (NFTC)	13%	9%	18%	7%
Forum for Expatriate Management (FEM)	9%	5%	12%	6%
None	8%	7%	9%	9%
Other	1%	1%	0%	2%

THE 55TH ANNUAL ATLAS® CORPORATE RELOCATION SURVEY

The Industry's Longest-Running Survey

Every year since 1968, Atlas has collected input from corporate decision-makers, analyzed it, and reported our findings. We illuminate the finer points of relocation to bring the bigger picture into focus.

