

**TALENT MOBILITY:**

# A Key Piece of the Talent Acquisition and Retention Puzzle

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» Insights from the Annual State of Mobility 2022 Survey and Report



**GRAEBEL®**

The Great Resignation, characterized by an unprecedented churn in jobs since the COVID-19 pandemic, has sent shock waves through labor markets around the world. As companies navigate employee turnover and work to attract and retain talent, we asked ourselves:



1

Why are employees leaving?



2

What can organizations do to help keep them around?



3

What is the role of global mobility in the Great Resignation and Great Retention?

## SURVEY METHODOLOGY

To answer the above questions and more, we partnered with Wakefield Research to survey:

### 1,500 Knowledge Workers



Gen Z, Millennial, Gen X and Baby Boomer workers across a range of industries who had resigned in the last two years

### Diverse Respondents



A variety of genders, races, cultures, faiths and orientations



The findings, part of our annual State of Mobility report, provide insights into why people resigned and empower employers to tackle the challenges of the evolving workforce head-on to attract and retain strong talent.

### 11 Global Markets

Including Brazil, Canada, China, France, Germany, India, Mexico, Singapore, Switzerland, United Kingdom, United States



#### How do these survey results help employers?

While there are many talent management strategies — compensation, benefits, performance management, employee development — the data shows that relocation opportunities can be a powerful tool for attracting and retaining talent.



In last year's State of Mobility survey, knowledge workers said they were willing to relocate, even in the midst of the pandemic.



**Results in 2022 show workers who resigned in the past two years are even more enthusiastic about relocation and are eager to make a move, both in their home countries and abroad.**

### Trending Upward: Relocation is Key for Talent Retention

#### Relocation is a factor in job offers

Fifty-one percent of knowledge workers who quit in the last two years said a relocation opportunity is a must, noting it's very or extremely important for new job offers.



#### Relocation options could help people stay

2 in 3 knowledge workers (67%) who resigned in the past two years said they would have been more likely to stay with their previous company if they had the opportunity to retain their role but relocate to a different country.



This desire was prevalent among participants in each region, as participants in each shared they would have been more likely to stay if offered relocation to a different country.



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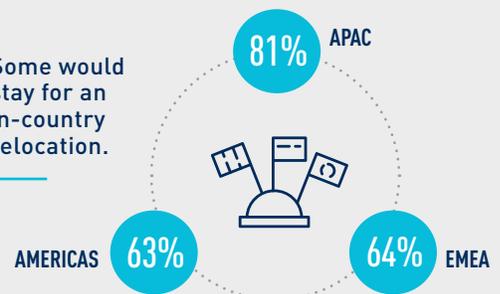


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#### Workers want to move

**70%** Seventy percent of knowledge workers who resigned in the past two years cited that they may have stayed with their previous company if offered the same role in a different region of their home country.

Some would stay for an in-country relocation.

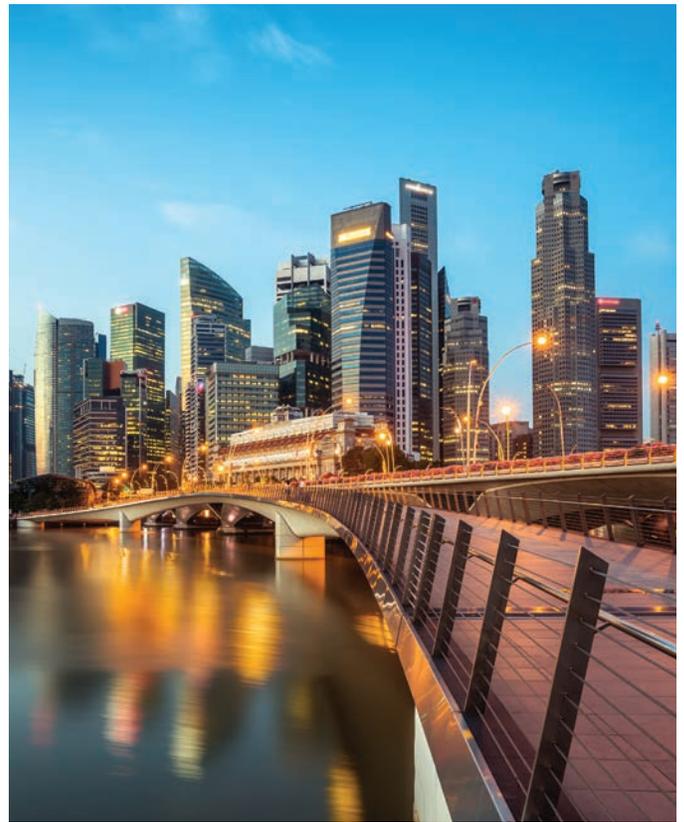


## What does this mean?



These findings indicate that relocation, whether overseas or within the same country, is a driving force behind employee decisions to stay in their current roles or take new jobs. Now is a great opportunity to advocate for the role of global mobility programs in retaining talent to support overall business objectives.

Organizations need to recognize the importance of relocation to current and prospective employees and offer to meet their needs where possible.



As you plan for upcoming relocation assignments and consider which employees to relocate, consider what our research uncovered:

### Boomers want to explore



Baby Boomers surveyed said the desire to relocate to a new city or country influenced their decision to move to another company.



Baby Boomers said they would have stayed with their previous company if they had been offered a relocation opportunity to stay in the same role but work from a different region in their home country.

### People are ready to make a relocation happen



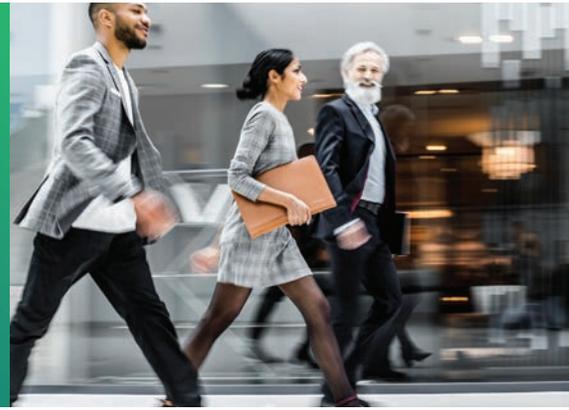
Over 4 in 5 (81%) would be willing to relocate for work in the next 12 months if they had the opportunity. This signifies that corporate relocation opportunities remain in high demand.



**In short,** consider all qualified candidates and existing employees, and highlight relocation opportunities available to them when filling roles. Don't be surprised if employees are ready to take the leap quickly.



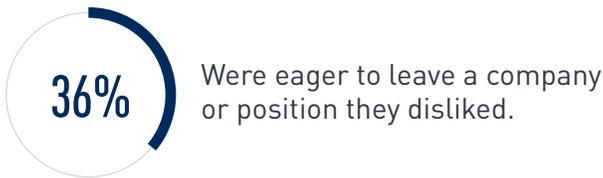
Six percent of workers who resigned in the past two years said they did so because they wanted or needed to leave the workforce temporarily.



## Why Workers Resigned

In most cases, people are willing to leave their job when a new and exciting opportunity arises but, in some cases, workers are actively looking for a chance to leave an unsatisfying job.

### Ready to walk



### Reasons to leave

The most common factors influencing the decision to leave:



### Taking a break

Of the workers that decided to take a temporary break:



44%

Wanted personal time



34%

Left to receive training or education for a new career



21%

Said they took a pause on their career due to a lack of childcare



### What does this mean?

As job turnover continues, it's important to understand the reasons people are leaving in order to uncover opportunities to retain talent. Workers want to feel they are being fairly compensated, enjoy their work, have a good work-life balance and to be optimistic about their career opportunities. To reverse the wave of resignations, employers must meet the needs of their workforce. Our survey dug deeper to uncover factors that would entice someone to stay in their current role rather than jump to a new opportunity or leave the workforce altogether.



Workers are looking for chances to learn something new and enhance their personal and professional lives.



## Driving Forces Behind Employees' Desire to Relocate

45%

### Develop new skills

Two in five workers (45%) said gaining a new career skill or opportunity is one of the top three most exciting aspects of relocation to another country for work.

40%

### Expand their network

Forty percent said expanding their personal or professional networks is one of the top three most appealing aspects of relocating to another country for work.



## Enhance their personal lives

Aspects of relocating to a different country for work - that were most often cited as personally exciting - included:



44%

Experiencing a different culture



38%

Living in a location they and their family love



32%

Learning a new language

31%

More than 3 in 10 (31%) also said they are excited about a lower cost of living.

32%

This may be true for some relocations, but an almost equal number (32%) of knowledge workers are worried that the cost of living may be higher elsewhere.

## What does this mean?



Many employees are leaving their jobs because they don't think they'll have opportunities if they stay in their current roles. Yet our survey found that very few knowledge workers are comfortable asking about relocation opportunities.



**Percentage of workers who said they would be extremely comfortable asking their current employer for the opportunity to relocate.**



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Respondents are telling us exactly why they want to relocate but are also saying they don't feel comfortable broaching a conversation about relocation. It's a good time to look at your policies and procedures to ensure employees feel empowered to have open and honest

conversations about whether or not they would be considered for relocation opportunities. It's better to have an employee express their desire for relocation and see if it's possible to meet their needs than to lose them to a different company offering relocation opportunities.

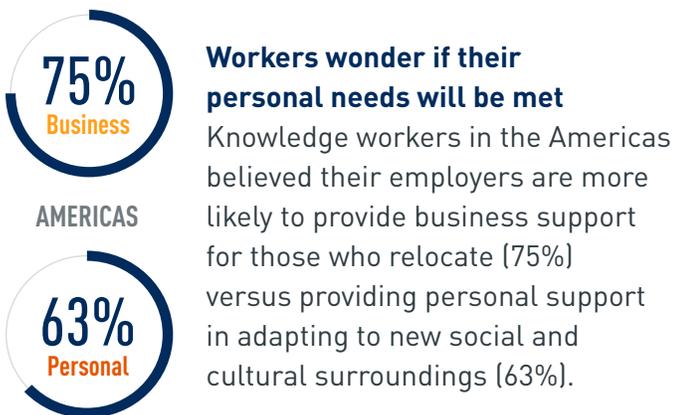


While many are eager to relocate, employees still have concerns about picking up their lives and moving.



## Moments of Pause: Common Relocation Concerns

We asked respondents if they would trust their current employer to give them both business support (help adapting to their new work surroundings) and personal support (help adapting to new social and cultural surroundings).



### People are concerned about their family members

More than 1 in 5 (21%) respondents who are married or in a relationship said limited career opportunities for their spouse or partner are among their top three concerns about relocating for work, and over a quarter of parents (26%) are worried about moving their kids away from their school and friends.

### Generational differences

Baby Boomers and Gen-Xers were more likely than Millennials and Gen-Zers to say they don't have any concerns about relocating for work.



## What does this mean?



While employees want to relocate, many have concerns about the impact relocation could have on their personal lives and some question whether or not they will be fully supported during a relocation. This is particularly true for those in the workforce who identify as women.



Those in the workforce who identify as women

83%

Open to relocation

59%

Trust their employer to provide personal support during a relocation

70%

Trusted their employers to provide professional support

Those in the workforce who identify as men

79%

71%

70%



As organizations work to sustain a strong workforce, leaders must pay attention to the power of mobility in attracting and retaining talent.



## Key Takeaways to Turn into Action

Consider the below factors to ensure employees are empowered to do their best work and organizations can develop successful talent mobility programs.

### 1 Meet the needs of every employee

Your talent mobility programs should focus on meeting and exceeding the unique needs of each and every mobile employee. In order to do this, consider these approaches:



#### Incorporate diverse, equitable and inclusive practices into your mobility program

Talent mobility needs to be inclusive for all. How can you focus and apply the principles of diversity, equity and inclusion (DEI) to your talent mobility programs? A mobility program that embraces DEI will empower those who are interested in relocation opportunities to feel comfortable in voicing their interest, knowing they'll be supported on the other side. This will also help all mobile employees feel like their unique needs are met during relocation regardless of their gender, age, race, ethnicity, sexual orientation, religion, etc.



#### Elevate the mobile employee experience

Evaluate your talent mobility program and identify where you can provide additional support — like helping mobile employees adjust to a new social and cultural environment, providing assistance in the job search for a significant other, or securing a spot for a mobile employee's child at a school they will be comfortable learning in. Our [Employee Experience Journey Map](#) can be used as a tool to help mobility managers identify opportunities throughout the relocation process, to create exceptional experiences for employees.



#### Offer custom mobility solutions

There is no “one size fits all” approach to talent mobility. Consider customizing mobility solutions and offering mobility options with greater flexibility to meet each mobile employee's needs. Lump Sum is one option gaining popularity that gives mobile employees more control over decisions during their relocation journey. It might work better for some employees but might not be a fit for others, so make sure you are giving each mobile employee the solution that's right for them – and the right level of guidance and support needed with each varying solution. Your relocation management provider (RMC) can help to identify best practices.

## Key Takeaways to Turn into Action

### 2 Advocate for talent mobility

To attract and retain talent, mobility leaders should have a seat at the table and a direct line to leadership. Mobility programs tie directly to an organization's human resources and business goals by supporting overall talent growth and development, as well as business growth and development. The data shows that mobility matters to employees, reinforcing last year's findings, which found that 80% of workers were willing to relocate for their jobs during the pandemic. It's time for organizations to adapt accordingly, recognizing that relocation not only helps companies position talent where it's needed, but also to retain it in the first place.



### 3 Recognize the spectrum of mobility responsibilities

Mobility managers are taking on more responsibility, often with fewer resources, now that many employees are working from anywhere — and this is in addition to their usual mobility activity as employees jump at the chance to relocate. Organizations should lean into this and empower mobility managers to tap into their talent management expertise to best serve current and prospective employees, regardless of where they're working.



### 4 Have a plan for mobile employees

It's great to offer an employee a relocation if that's what they want, but organizations must also have a plan for what comes next. If the relocation has an end date, companies should plan for an employee's next role or move, discuss those next steps with them, and/or position them as mentors to other soon-to-be mobile employees.

#### Listen to your workforce

Employees want relocation opportunities, giving talent mobility professionals a chance to add value to their organizations and play a key role in counteracting the Great Resignation. Understanding the reasons behind rising quit rates and making proactive changes to talent mobility will help organizations attract and retain their best talent. This will enable companies to grow, be productive, and create a company culture that supports engagement and empowerment.



Here's to the world ahead\*

Please contact our team of experts, who can help with planning for the needs of your mobile employees of the future, while balancing program costs. Here's to the world ahead®.

We can help analyze how these insights could improve your talent mobility program, including building the following:

» Mobility strategy

» Exceptional experiences

» Diverse, equitable and inclusive practices

#### Survey Methodology

The Graebel Survey was conducted by Wakefield Research ([www.wakefieldresearch.com](http://www.wakefieldresearch.com)) among 1,500 Knowledge Workers who have resigned from a job in the past 2 years. Research was conducted in three regions with quotas set for each market in a region: EMEA: UK (125), France (125), Germany (150), Switzerland (100); APAC: Singapore (100), India (175), China Cities - Tier 1 (225); Americas: US (150), Canada (100), Brazil (150), Mexico (100), between March 2nd and March 14th, 2022, using an email invitation and an online survey. The data was weighted.

Results of any sample are subject to sampling variation. The magnitude of the variation is measurable and is affected by the number of interviews and the level of the percentages expressing the results. For the interviews conducted in this particular study, the chances are 95 in 100 that a survey result does not vary, plus or minus, by more than 2.5 percentage points globally and 4.4 percentage points in each region: EMEA, APAC, and Americas from the result that would be obtained if interviews had been conducted with all persons in the universe represented by the sample.