

Navigating new demands on global mobility



The challenging economic and geopolitical landscape is prompting many technology, media, and telecommunications (TMT) organizations to reassess their global strategies and operating models, and explore untapped markets to drive innovation and growth.

Global mobility leaders will need to ensure that their service delivery model, team, and technology are set up to meet these demands and demonstrate the value their functions bring to their organization. Benchmarking policies

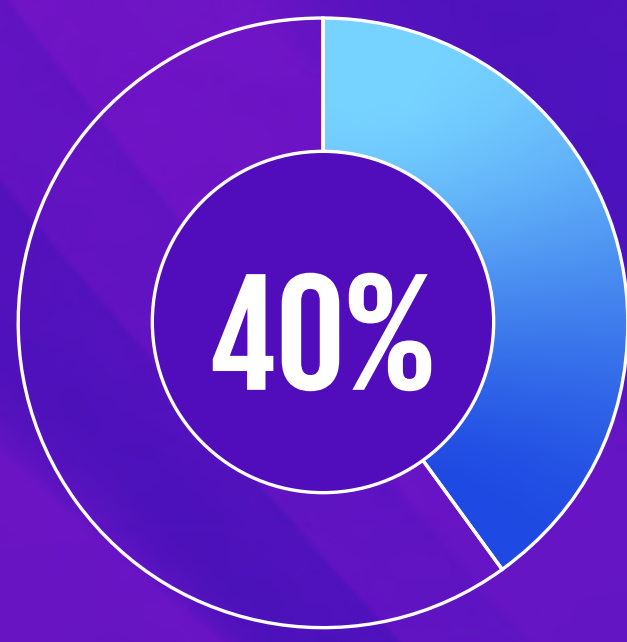
and practices against other organizations and industry peers can be a powerful tool in assessing their current approach and refining their program strategy.

These findings from the KPMG Global Mobility Benchmarking Survey highlight the evolving landscape of global mobility in the TMT sector in the areas of service delivery, technology investment and artificial intelligence (AI), goals and challenges, and program and talent management.

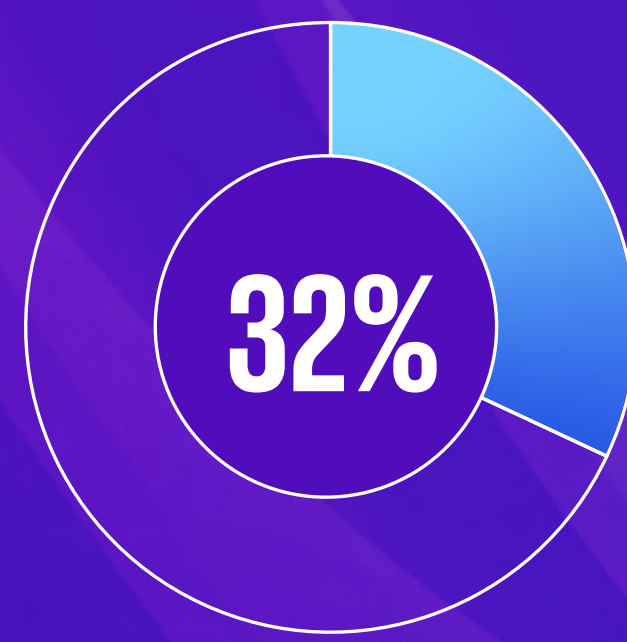
Service delivery

Selecting the appropriate service delivery model is essential for the success of the global mobility function. When designing a structure, leaders should consider both the current and future needs of the business. When looking at the next 12–18 months:

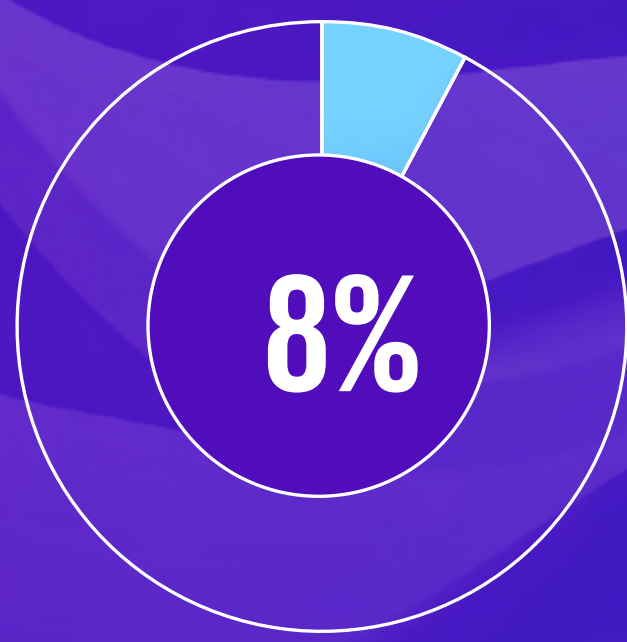
Respondents that feel the use of shared services will increase



Respondents that feel the use of centers of excellence will increase



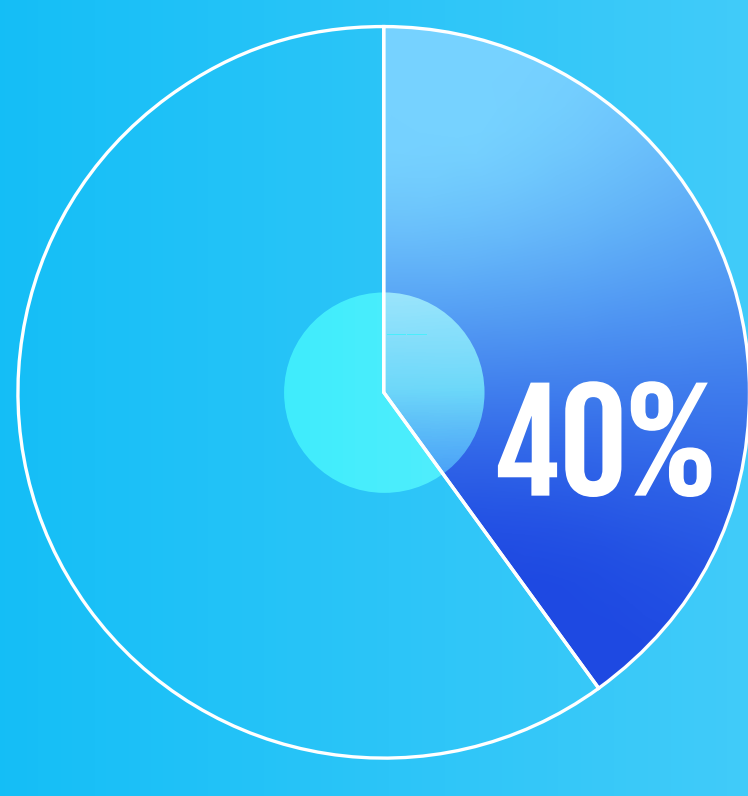
Respondents that feel the current number of in-house full-time employees will increase



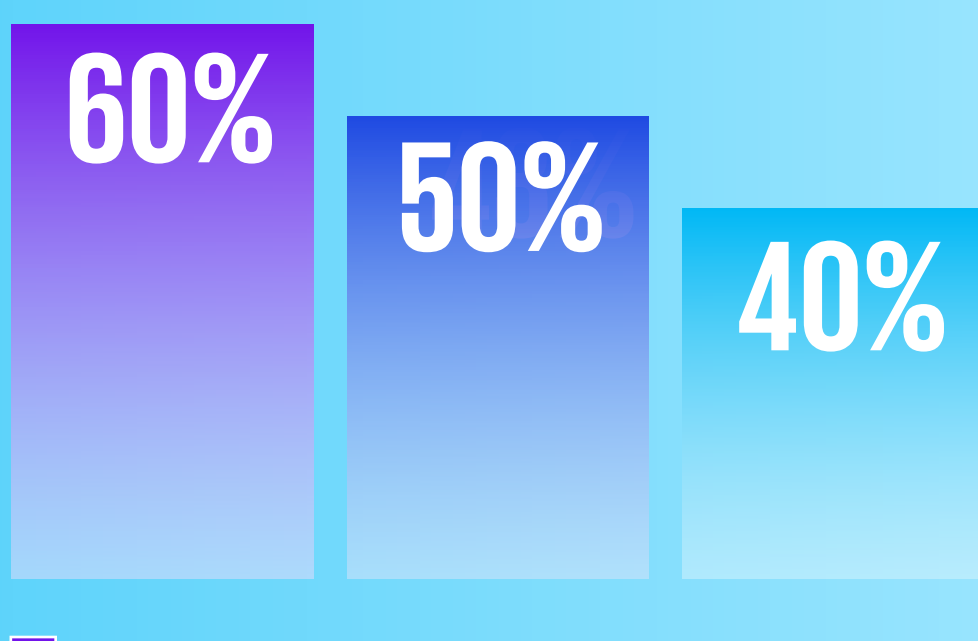
Technology investment

As leaders prioritize operational efficiency and seek to speed up processes, global mobility functions are exploring various technology solutions.

Plan to make **technology investments in the next 12–18 months**

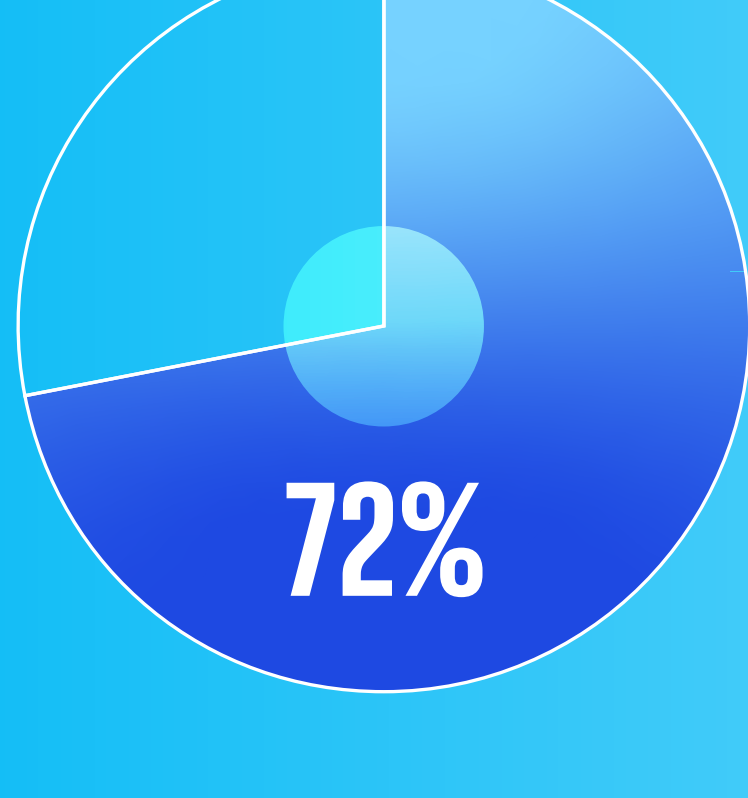


Top technology investment areas

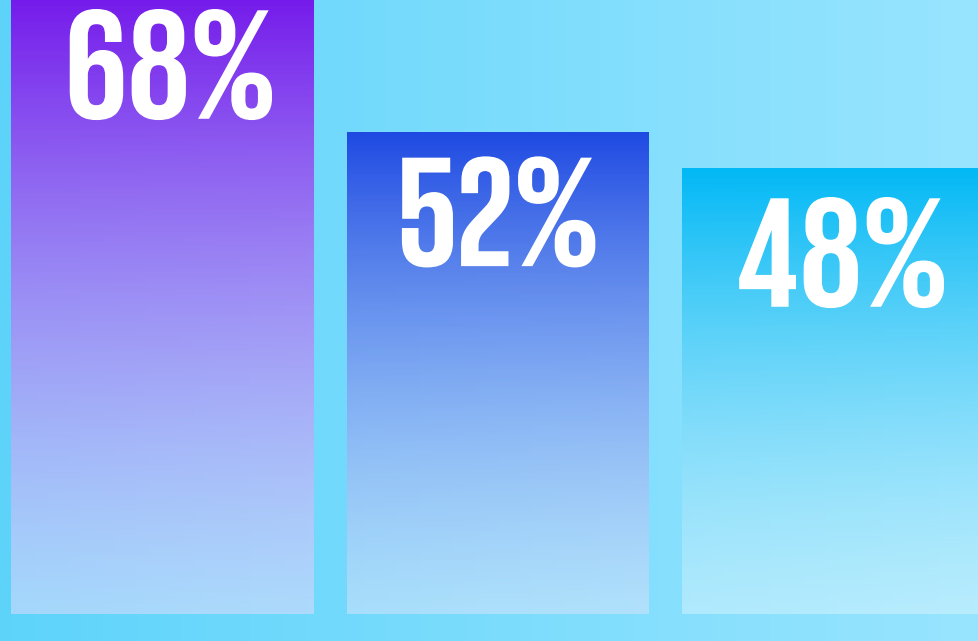


Compliance risk assessments
Assignment (employee) management
Compensation management

Feel it is very/extremely important to **have an integrated portal for technology solutions**



Current methods used to manage global mobility programs:

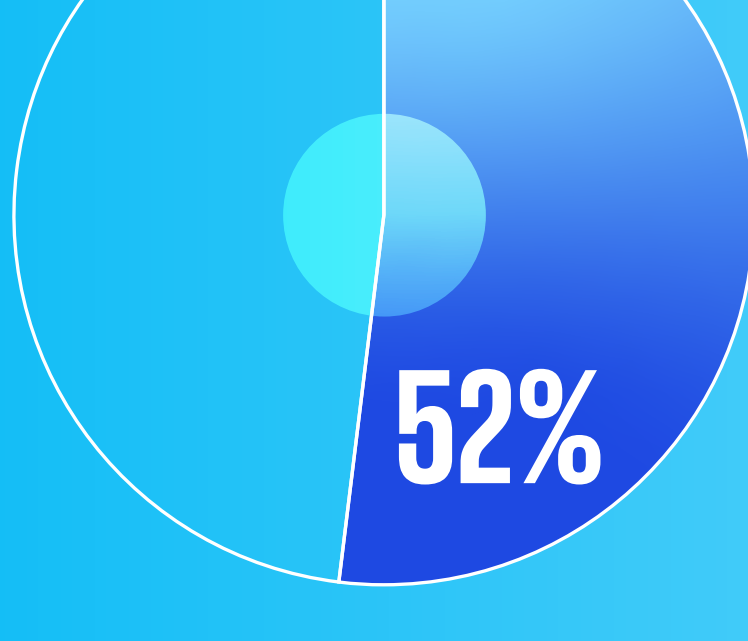


Spreadsheets
Licensed third-party technology solutions
Human resources information systems

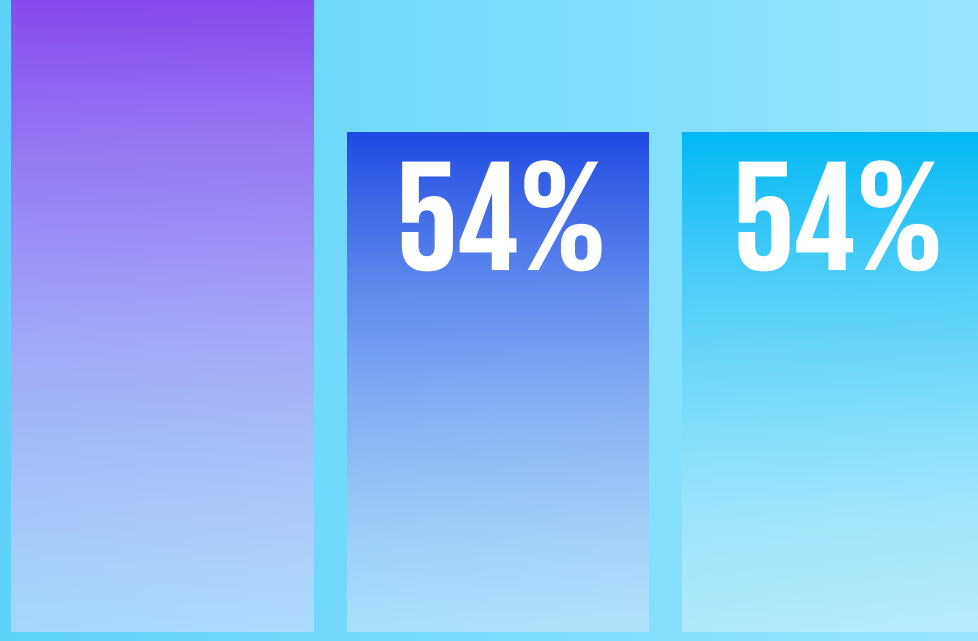
Capitalizing on AI

AI adoption is on the rise, with many organizations seeking to determine where AI can deliver the most value. In TMT, this is in the automation of administrative tasks.

Use **AI regularly or anticipate using it within a year**



Top ways to **leverage AI in global mobility**



Automate administrative tasks
Act as a virtual assistant
Make recommendations (e.g., relocation packages, candidate selections)

Mobility program goals and challenges

Respondents identified the alignment of mobility strategies with broader business objectives and the need for adaptability as their highest priorities.

Top goals for global mobility programs.

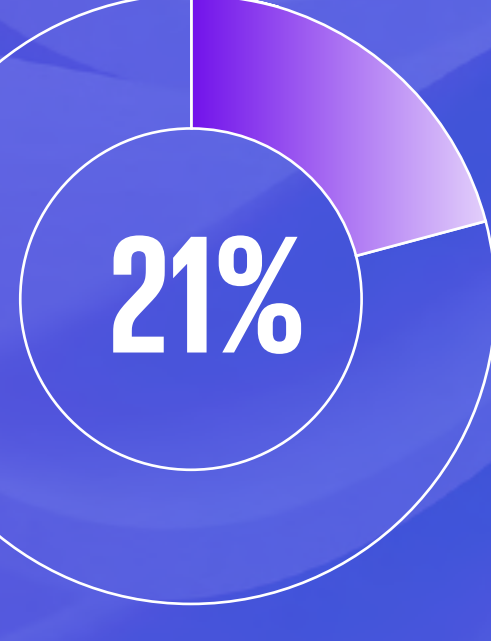
Aligning with business objectives



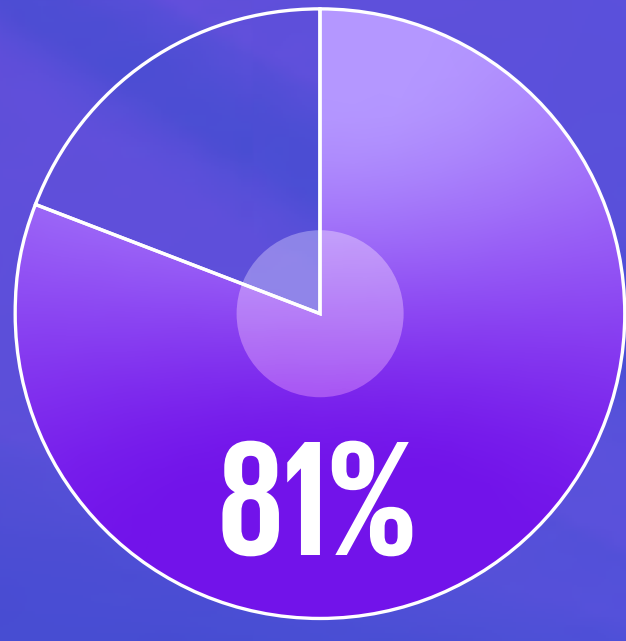
Adaptability to changing requirements



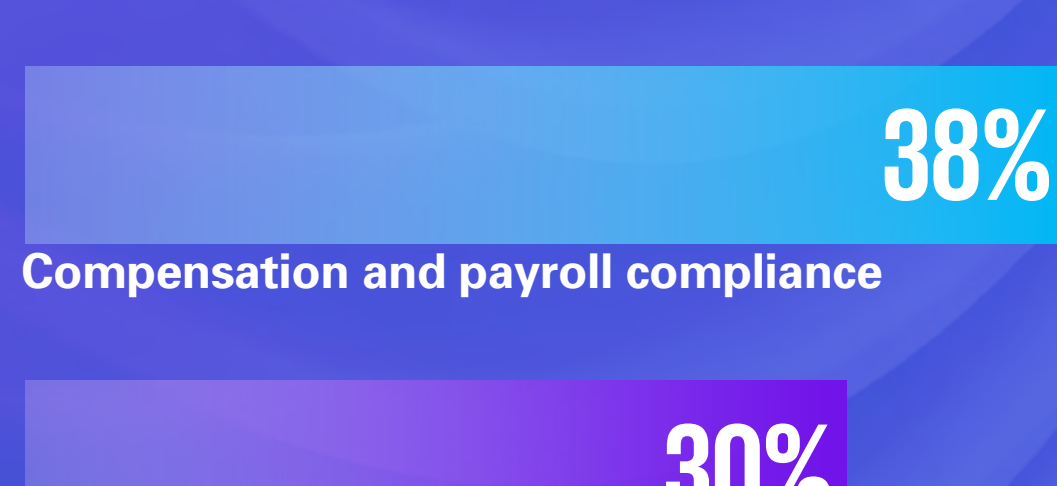
Cost effectiveness



Agree their **mobility policies are cost effective.**



Top compliance challenges when relocating employees:

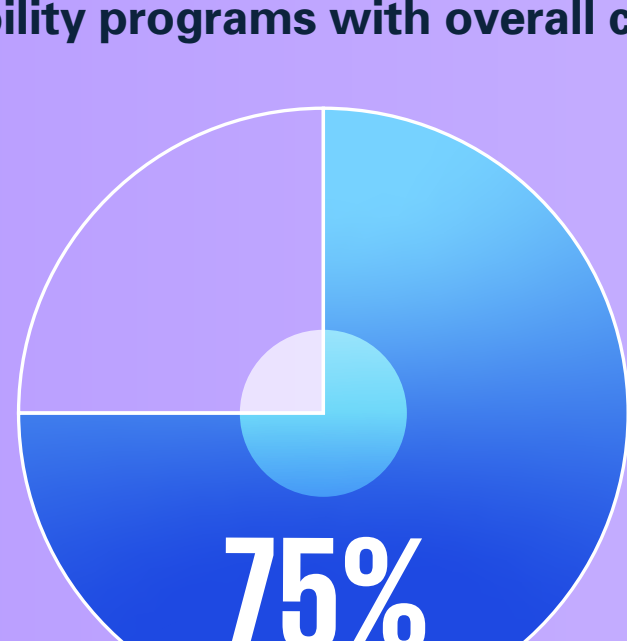


Compensation and payroll compliance
Employment law

Program and talent management opportunities

Alignment with talent and the broader business strategy are significant opportunities for global mobility and widely perceived as areas where the function can have the greatest strategic impact.

Align mobility programs with overall company objectives, yet:



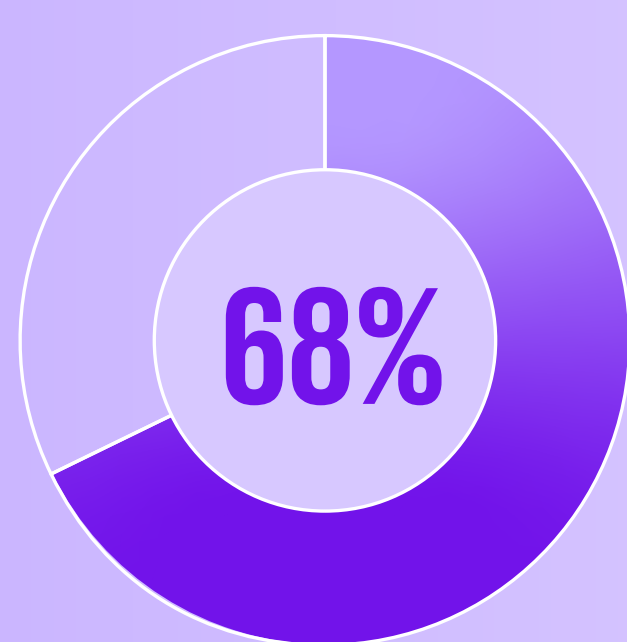
Only 46% have a defined global mobility strategy, and

68% are **not aware of emerging skills needed** in the business

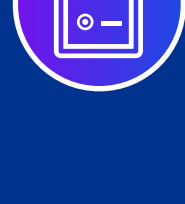
Regular communication with other stakeholders



with talent management



with total rewards teams



About the survey

The **2024 KPMG Global Mobility Benchmarking Survey** is the latest in an ongoing survey and provides valuable data on global mobility programs and how they are evolving in terms of mobility, tax and immigration policies, structure, governance, priorities, performance measures, technology, robotics, automation, international remote working, and more.

The data in this report represents responses provided by global mobility professionals from TMT companies between May 17, 2024, and August 31, 2024.

To participate in the KPMG Global Mobility Benchmarking Survey, please visit this [link](#).