

Masters of Mobility Benchmark Core Insights

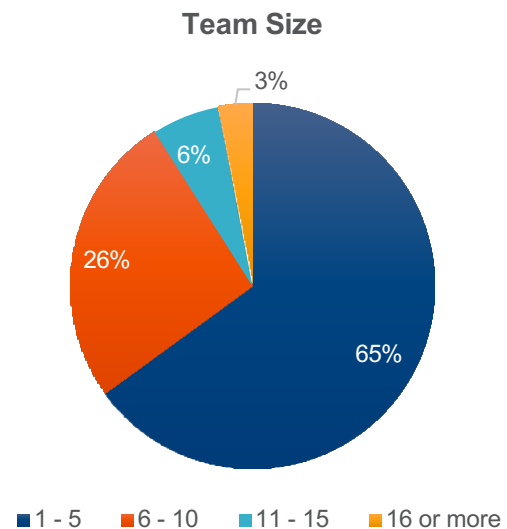
The ability to move talent seamlessly across borders is a competitive advantage that few are better equipped to manage than Global Mobility teams. These specialists oversee complex logistics, ensure compliance, and align mobility with broader business and talent strategies, making them essential drivers of global workforce agility. In today's interconnected world, they truly are "Masters of Mobility".

Graebel's *Masters of Mobility* benchmark set out to explore how mobility functions operate across a wide range of organizations. By examining team composition, reporting lines, key responsibilities, technology adoption, and performance metrics, this study offers a valuable perspective on the evolving role mobility professionals and experts play in supporting global talent strategies.

This summary highlights key themes and insights from the broader benchmark. It reveals that these mobility teams are increasingly viewed as strategic partners within their organizations. Despite managing a wide range of responsibilities, these groups often operate with limited resources. Companies are beginning to adopt more integrated processes, explore automation, and better align mobility initiatives with broader business objectives.

Mobility team structure

- **Mobility teams remain lean:** Almost two-thirds of companies (65%) have five or fewer team members, and another 26% have between six and ten – underscoring that most organizations manage mobility with relatively small, focused teams.
- **Predominantly global reporting lines:** 62% of organizations use a global reporting structure for their mobility teams, while 26% follow a regional model. This reflects a strong preference for globally aligned oversight.
- **Centralized delivery models dominate:** Over half of Global Mobility functions (58%) operate within a Center of Excellence, while 35% deliver through Shared Services, suggesting a trend toward centralized and scalable mobility support structures.



Roles and responsibilities

- **Titles vary across organizations:** Advisor, Analyst, Director, Manager, and Specialist are the most common roles.
- **Early involvement in mobility planning:** In 60% of organizations, Global Mobility is engaged in initial consultations with the business. Among these, nearly half (47%) conduct 50 or fewer consultations annually.

- The top five responsibilities and tasks owned by Global Mobility:

Responsibilities		Tasks
International Mobility		Cost Estimates
Invoice Processing & Financing		Development, Distribution, Collection of Assignment / Transfer Documentation
US Domestic Mobility		Distribution and/or Collection of Repayment Agreements
Exception & Escalation Management		Gross-up Review and/or Reconciliation
Process & Mobility Administration Support		Collection and Tracking of Repayment Funds

Process and service management

- HR Business Partners (HRBPs) bridge communication:** 78% of companies involve HRBPs in the mobility process, most commonly (39%) in a liaison role.
- Core operational priorities:** The top three services managed in-house – with or without the support of a supplier partner, but excluding those outsourced to a Relocation Management Company, are:



Immigration
68%



Tax
68%



Travel
61%

Billing and financial process management

- Centralized billing is the standard:** Over two-thirds of companies (68%) use a centralized billing model, indicating streamlined cost management and enhanced financial oversight across regions.
- Financial processes largely kept in-house:** 68% of organizations handle payroll for mobile employees in-house, and an even greater share manage invoicing internally (84%), suggesting a strong preference for maintaining control over these critical functions.
- Reconciliation ensures financial accuracy:** Most respondents (80%) audit mobility invoices by reconciling to the correct business unit / cost center, reinforcing accountability and precise cost allocation.

Technology and tools

- Key integration points in mobility processes:** The two most common system integrations support termination processes (39%) and authorizations (28%) which suggests a focus on streamlining operational efficiency.
- Limited use of case management systems:** Only 19% of companies currently use a case management tool – manual, automated, or a hybrid approach – indicating a strong opportunity to enhance efficiency through increased automation and digital integration.

Measuring impact

- Emphasis on key mobility metrics:** The majority of Global Mobility teams leverage data to assess their program effectiveness by tracking metrics such as employee experience (61%), cost savings / cost avoidance (35%) and monitoring talent retention (26%). The data suggests a growing emphasis on both operational impact and the employee journey, though broader adoption of data-driven decision-making remains an opportunity.