# Shaping the future of global mobility

## AI in action – roundtable insights

GRAEBEL

**April 2026**
CONFIDENTIAL

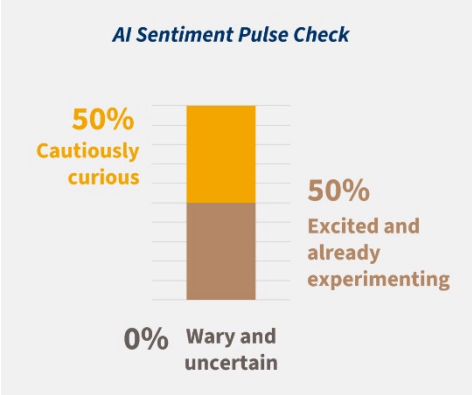
# Intro

**AI's real value in Global Mobility isn't in the tools themselves, but in enabling a shift from operational execution to strategic workforce impact—grounded in trusted data, strong governance, and human accountability.**

In March 2026, Graebel hosted a series of roundtables across Europe, bringing together more than 30 mobility leaders from a range of industries for open and honest discussions on how they are practically using and applying AI in their roles and across their mobility programmes. The conversations explored how AI is already driving productivity and reshaping work across Mobility, HR, and operations, alongside critical challenges related to data quality, trust, governance, training, and change management. The focus remained on real-world use cases, safe business-led experimentation, and maintaining human oversight as organisations scale AI responsibly to deliver measurable value.

## AI Sentiment Pulse Check

At the outset of each roundtable, we conducted a pulse check to gauge participants' current sentiment towards AI and to understand the different starting points represented in the room. Participants were asked how they currently feel about AI and were given three options: *Excited and already experimenting with AI*, *Cautiously curious about AI*, or *Wary or unsure of AI*. This simple exercise provided valuable context for the discussions that followed and helped anchor conversations in the real and varied experiences of mobility leaders on their AI journeys.




The pulse check demonstrated a healthy balance of enthusiasm and considered curiosity within the group. Half of participants reported being *excited and already experimenting with AI*, while the other half were *cautiously curious*. Encouragingly, no participants expressed being *wary or unsure*, creating a constructive foundation for open discussion, shared learning, and honest exchange throughout the roundtables.

## Current AI landscape amongst attendees

Discussions among attendees revealed a maturing view of AI—one that extends beyond experimentation and positions AI as a core business capability. Several consistent themes emerged across strategy, governance, enablement, and execution.

### *Business-led adoption vs. IT-led implementation*

Attendees consistently noted a shift away from AI being led solely by IT teams toward business-driven ownership. Modern platforms—particularly within the Microsoft ecosystem—are enabling functions such as HR, mobility, operations, and sales to build and use AI solutions directly, including low-code and agent-based tools. This decentralized approach is reducing IT bottlenecks, accelerating time to value, and embedding AI closer to day-to-day business workflows.

### *Governance, security, and responsible use*

Governance was widely discussed as a critical enabler rather than a constraint to AI adoption. Key focus areas included protection of sensitive data (especially PII and financial information), role-based access controls inherited from Microsoft 365, acceptable use policies, and prompt monitoring. Several organizations described proactively blacklisting high-risk data from AI tools to minimize exposure. Responsible AI committees and formal oversight structures were viewed as essential to scaling AI safely and consistently.

***Leadership Focus Areas for Global Mobility***

- Position AI as a core capability within the Mobility operating model
- Invest in data unification and system integration before scaling automation
- Build AI literacy within Mobility teams, not just HR or IT
- Enable safe experimentation while preserving compliance and accountability
- Measure success through capacity created, cycle time reduced, risk mitigated, and assignee experience improved

### *Training, change management, and AI literacy*

Many participants acknowledged that early AI rollouts were less successful due to insufficient enablement rather than technology gaps. Effective approaches emphasized bite-sized, role-specific training, peer-led communities of practice, and ongoing education. A recurring insight was that poor AI outcomes were often the result of poor prompting, underscoring the importance of building AI literacy alongside deployment.

### *Human-in-the-loop decision making*

There was strong alignment that AI should augment, not replace, human judgment—particularly in complex, regulated, or high-risk domains such as legal, tax, banking, and compliance. Attendees viewed AI as highly effective for preparation, summarization, recommendations, and pattern recognition, while maintaining human approval and accountability for final decisions.

### *Data quality and platform readiness*

A candid takeaway was that AI quickly exposes underlying data challenges. Attendees emphasized that clean, structured, and unified data is foundational to reliable AI outcomes. Several organizations described ongoing investments in modern data architectures, including lakehouses, API-enabled platforms, and unified operating systems, as necessary steps to overcome legacy fragmentation and enable scalable AI.

### *Automation, agents, and digital execution*

Beyond insight generation, organizations are increasingly exploring AI-driven execution. Examples included agents that surface policy information, automate service orders, perform cost projections, and interact directly with enterprise systems. Concepts such as system-connected agents, MCP servers, and "digital employees" were discussed as emerging models for reducing high-volume, administrative workload—while retaining human oversight.

### *Self-service and unified interfaces*

Attendees described a growing focus on AI-driven "one pane of glass" experiences—conversational interfaces that connect systems such as Workday, ServiceNow, SAP, finance, and HR. The goal is to streamline employee self-service, reduce manual navigation across systems, and preserve clear escalation paths to human experts when needed.

### *Key Risks for Mobility Programs*

- Over-reliance on AI outputs in regulated or precedent-setting scenarios
- Inconsistent adoption due to lack of role-specific training
- Poor AI outcomes driven by fragmented or low-quality data
- Licensing and access constraints limiting enterprise-wide scale

### *Personalization and employee experience*

Advanced use cases highlighted personalization as a differentiator. These included sentiment analysis, tailored communications, and AI interactions customized by role, assignment type, or geography. Attendees noted that adoption patterns and preferred interaction models vary widely, making personalization increasingly important to engagement and effectiveness.

### *Licensing, access, and demonstrating value*

Finally, participants raised concerns around restrictive licensing models and inconsistent access to advanced AI capabilities. There was broad agreement that scaling adoption requires clearer productivity metrics, stronger business cases, and executive advocacy to justify investment and ensure equitable access across roles.

## Key learning themes for global mobility leadership

### *1. AI enables "more capacity without more headcount"*

AI is best deployed to remove friction from:

- Cost projections and scenario modeling
- Policy interpretation and Q&A
- Service order creation and workflow handoffs
- Document preparation and summarization
- Status updates and stakeholder communications

This creates capacity for Mobility teams to focus on risk management, employee experience, program design, and advisory engagement with HR and the business.

### *2. Human judgment remains central—especially for risk and exceptions*

There was strong consensus that AI should **support, not replace**, Mobility decision-making. AI is effective for preparation, analysis, and recommendations—but **final decisions on compliance, tax exposure, policy exceptions, and sensitive cases must remain with human experts**.

### *3. Governance is a prerequisite, not a constraint*

Mobility data is sensitive (PII, payroll, immigration, banking), leadership attention is required on:

- Clear rules on what data AI can and cannot access
- Role-based permissions aligned to HR and Mobility governance
- Acceptable-use policies and oversight

These guardrails early can scale AI **faster and with lower risk**.

### *4. Data quality is the true differentiator for mobility AI*

AI effectiveness is directly tied to the quality of:

- Assignment data
- Cost and compensation inputs
- Vendor and service line data
- Policy structures and exceptions

Clean, unified, trusted data—enabled through modern platforms, APIs, and data lakehouse approaches—is the single biggest accelerator of AI value in Mobility.

### *5. The future model is AI-enabled self-service with expert escalation*

A clear direction is emerging toward:

- AI-driven self-service for routine assignee and stakeholder queries
- Unified conversational interfaces that span HR, Mobility, finance, and vendors
- Automated handling of high-volume, low-risk requests

This **improves assignee experience** while ensuring complex, high-risk cases escalate to Mobility professionals.

## Global Mobility AI Roadmap (12–18 Months)

Insights from the roundtables highlighted a consistent theme among Global Mobility leaders: while enthusiasm for AI is strong, many leaders are struggling to define a clear strategy for how, where, and when to apply it. Uncertainty around prioritisation, ownership, and practical implementation is slowing progress. This AI roadmap is designed in direct response to those discussions, providing GM leaders with a structured, pragmatic approach to move from interest to action and apply AI where it can deliver meaningful, measurable impact.

### Phase 1 (0–6 Months): Foundation & risk control

**Goal:** Make AI safe, useful, and immediately valuable for Mobility teams

| | |
|---|---|
| ***Key Outcomes*** | • Establish AI governance aligned to Mobility risk profile (tax, immigration, payroll, PII)<br>• Deliver early productivity gains for Mobility teams<br>• Build confidence and trust before scaling |
| ***Focus Areas*** | Governance & Guardrails<br>• Define what Mobility data AI *can* and *cannot* access<br>• Role-based permissions aligned to HR and Mobility controls<br>• Clear "human-in-the-loop" rules for compliance, tax, policy exceptions<br>Data Readiness<br>• Identify critical Mobility datasets (assignments, costs, vendors, policies)<br>• Reduce duplication and manual workarounds where feasible<br>Quick-Win Use Cases<br>• Policy interpretation and Q&A<br>• Drafting and summarizing assignee communications<br>• Cost estimate preparation and scenario comparisons<br>• Case summaries and status reporting<br>AI Literacy for Mobility Teams<br>• Role-specific, practical training (prompting, validation, risk awareness) |
| ***Success Measure*** | • Time saved per case / per Mobility manager<br>• Reduction in manual rework<br>• Clear auditability and risk controls in place |

## Phase 2 (6–12 Months): Scale & Self-Service

**Goal:** Shift Mobility from reactive administration to proactive program management

| | |
|---|---|
| ***Key Outcomes*** | • Reduce case handling volume through AI-enabled self-service<br>• Improve assignee and stakeholder experience<br>• Free Mobility capacity for advisory and exception management |
| ***Focus Areas*** | AI-Driven Self-Service<br>• Assignee and HR queries handled via AI for routine topics<br>• Automated escalation to Mobility experts for complex cases<br>Workflow Automation<br>• Service order creation and handoffs<br>• Document preparation and validation<br>• Standard cost projections and approval routing<br>Unified Experience<br>• “One pane of glass” access across HR, Mobility, finance, vendors<br>• Reduced reliance on email and spreadsheets<br>Data Integration<br>• API-based connections across core Mobility and HR systems<br>• Standardized cost and assignment data models |
| ***Success Measure*** | • Reduced cycle time for common Mobility processes<br>• % of queries resolved via self-service<br>• Improved assignee satisfaction scores<br>• Fewer manual touchpoints per assignment |

## Phase 3 (12–18 Months): Strategic Enablement & Differentiation

**Goal:** Use AI to elevate Mobility's strategic value to the business

| | |
|---|---|
| ***Key Outcomes*** | • Mobility becomes a workforce intelligence partner, not just a service function<br>• Data-driven insights support workforce planning and cost decisions<br>• AI supports proactive risk and cost management |
| ***Focus Areas*** | Advanced Analytics & Insight<br>• Predictive cost modeling by assignment type, location, and policy<br>• Early identification of compliance and tax risk patterns<br>Agentic AI (With Oversight)<br>• AI agents that prepare actions across systems (not final execution)<br>• Human approval retained for high-risk or precedent-setting decisions<br>Personalized Assignee Experience<br>• Tailored guidance based on assignment profile, geography, and policy<br>• Sentiment analysis to flag at-risk cases early<br>Vendor & Ecosystem Strategy<br>• Leverage AI-ready partners and platforms<br>• Reduce dependency on bespoke manual processes |
| ***Success Measure*** | • Reduced cycle time for common Mobility processes<br>• % of queries resolved via self-service<br>• Improved assignee satisfaction scores<br>• Fewer manual touchpoints per assignment |