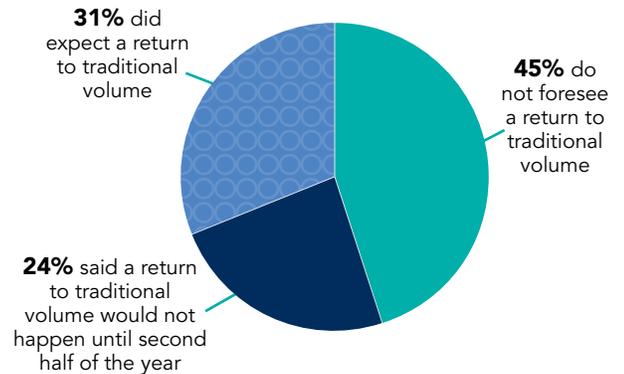


As organizations build their mobility programs for 2022, the uncertainty of the global pandemic and its impact on corporate relocation remains a key obstacle to adequately plan for the future. Expected move patterns, immigration policies, remote work, and vaccination programs are just some of the areas HR and mobility professionals will have to consider when creating this year's mobility strategy.

Our recent pulse survey received 62 responses from Cartus clients, who shared their views on vaccination programs, mobility policies, return-to-work considerations, and overall objectives for 2022.

As we enter the third year of the global pandemic, its impact remains far-reaching with 45% of respondents indicating they do not foresee a return to traditional volume (similar to that of 2019). Encouragingly, 31% did expect a return to traditional volume in 2022, with a further 24% suggesting it would not happen until the second half of the year.



## 2022: PRIORITIES VS. CHALLENGES

When asked what their top global mobility priorities are in 2022, the most frequent response was based around the respondent's ability to provide safety and support to relocating families, which perhaps reflects the emphasis on employee duty of care since the pandemic began.

Respondents also cited cost management and adopting a more flexible mobility approach as other top priorities. Despite its current trendy reputation within the relocation industry, the concept of "flexible mobility" is not, at its heart, new news. Today, however, with an increasing focus on supporting a diverse workforce, its significance is on the rise.

Additional priorities listed by respondents included:

- Compliance and remote workers
- Diversity, Equity, and Inclusion (DE&I)
- Supporting the wider business
- Sustainability
- The transferee/assignee experience

When asked what respondents anticipated would be their biggest global mobility challenges this year, unsurprisingly, the majority cited the pandemic in one aspect or another. This was followed closely by compliance and remote workers.

For more information on how to approach flexible mobility, [check out our Flexible Mobility white paper series.](#)



### 2022: PRIORITIES VS. CHALLENGES (CONT'D.)

Allowing employees to work remotely can expose companies to potential compliance, tax, and immigration risks, but it can also significantly benefit organizations by:

- Expanding talent pools
- Attracting and retaining employees
- Reducing facility costs

[Find out more about Cartus' distributed workforce solutions.](#)

Survey respondents also listed cost management as a challenge, as well as household goods shipment delays, and meeting mobility deadlines. Supply chain issues with household goods shipments, ports being overwhelmed, and housing being in short supply is also challenging in 2022. Interestingly, in-house staffing was another challenge frequently mentioned. Although it is unclear whether this relates to employees having time off due to COVID-19 or as a result of "The Great Resignation"—an economic trend first identified in 2021 and primarily in the U.S., in which employees voluntarily resign from their jobs en masse.

Immigration being backlogged in many locations, which creates difficulties in securing visas in a timely manner, and constantly changing legislation have also been a challenge for mobility teams trying to provide staffing for their global locations.



### POLICY DESIGN

#### POLICY

As the global landscape continues to evolve, so too have the needs of relocating employees and their families. Meeting the requirements of a multi-generational and increasingly varied employee base is one of the most significant challenges faced by global organizations today. In order to win the talent war and provide the right level of duty of care, businesses are looking for innovative ways to approach mobility policies.

According to our survey, **39%** of respondents are considering policy re-design in 2022. Flexibility is highlighted as one of the top reasons for this consideration, followed by cost and a focus on talent (e.g., employee satisfaction). Additional reasons respondents cited included diversity, equity, and inclusion, and employee volume.



### REMOTE WORKING VS. THE OFFICE

Most respondents (61%) had yet to return to the office since the pandemic began. Working from home has been one of the most significant changes for employees during the pandemic, with many organizations providing employees with the choice of work-from-home roles or hybrid options.

82% of respondents who had not returned to the office said they had no plan to finalize a date to do so. Out of the 18% who did have a specific date to return, nearly all of them indicated it would be in the first half of this year.



### VACCINATION PROGRAMS

As vaccination programs are rolled-out around the world, organizations must decide whether it is mandatory for their relocating employees to get a vaccination before they go on assignment. Employee (or family member) refusal may impact a company's health insurance or fail to meet the host country's visa entry requirements.

The majority of respondents (74%) did not require their employees to be vaccinated to relocate internationally.

While most said their organizations did not have a formal vaccination policy, many more respondents (45%) stated they were monitoring vaccination status in locations included in their mobility program.



### SUSTAINABILITY

A big focus for many organizations in 2022 is the environment and sustainability. Companies are working hard to reduce carbon footprints and implement initiatives that touch all aspects of their business, including their supply chain.

When asked whether their organization has a strategy for corporate sustainability that covers the whole business and supply chain, 73% of respondents said they did. An additional 12% said they were currently developing one.

For more information on how to build a successful global mobility strategy for 2022, please contact us at [cartussolutions@cartus.com](mailto:cartussolutions@cartus.com).