US and canada domestic mobility survey 2025

finance: industry trends summary

Our US and Canada Domestic Mobility Survey Report 2025 is a comprehensive exploration into the dynamic intersection of macroeconomic challenges, employee experience, and the ever-evolving landscape of domestic mobility strategies. With the final report out now, we have taken a deep dive into specific industries—including Finance—to see what the data tells us.

Why it matters: Whether you're managing large-scale relocations, attracting key talent, or future-proofing operations, these insights give you a pulse on trends and opportunities for improvements to domestic talent mobility in the Finance sector.

FOLLOWING ARE KEY FINDINGS FROM OUR 10 FINANCE RESPONDENTS:

mobility activity

In this year's report, 80% of Finance companies reported that their mobility activity had either increased or remained stable, driven primarily by company growth, expansion into different markets, and local talent shortages.

The parent survey reflects similar reasons for increased mobility activity, with 71% of respondents indicating an overall increase or stability in their domestic mobility activity.

The other side: In cases where mobility activity was reported as decreasing, hybrid work solutions, increased local talent availability, and cost containment strategies were cited as significant factors.

mobility volume

When examining move volume in the Finance sector over a 12-month period, 80% of respondents reported managing less than 100 US domestic moves per year, while 20% managed between 100 and 500. None cited managing over 500 moves. Of participants reporting on US and Canadian domestic relocations combined, 60% cited managing less than 100 domestic moves, 20% cited 100 to 500, and 20% reported managing 501 to 1,000. None reported managing more than 1,000 domestic moves.

These figures are an interesting comparison with the parent report, where only a bare majority of respondents cited managing less than 100 moves (54% of US domestic programs and 90% of Canada domestic programs), while 10% of respondents with US programs and 1% with Canadian programs managed over 1,000 moves.

move-types

Three move types stand out as the most prevalent domestic offerings in the Finance sector:

50% executive tier policies

50% lump sum

50% standard homeowner with homesale program

The parent survey highlighted similar top move-types across all industries, with one major difference: standard homeowner with homesale program led as the top move type, followed by renter and lump sum.

The top three results from the parent survey differed slightly across all segment sizes: standard homeowner with homesale program led as the top move-type, followed by renter and lump sum.

in-house teams vs. program size

When asked how many in-house team members were responsible for the oversight of domestic mobility in their organizations, participants in the Finance industry had this to say:

number of mobility-focused employees	percentage of participants
1	10%
2-3	40%
4-5	10%
5+	40%

Putting it all together: When looking at the size of in-house mobility teams compared with the number of employees they manage, it's apparent (but not surprising) that the more employees a business has, the more scalable their relocation program becomes. It's also important to note that the larger the volume, the more support and resources your mobility team may need to provide a positive employee experience during a relocation and meet organizational objectives.

mobility priorities vs. challenges

domestic mobility PRIORITIES	
parent report, across all industries	**finance**
1 improving the employee experience (50%)	1 improving the employee experience (70%)
2 improving in-house mobility processes and optimization (43%)	2 improving in-house mobility processes and optimization (60%)
3 achieving a more flexible approach to mobility (e.g., core/flex, tiered policy) (42%)	3 achieving a more flexible approach to mobility (e.g., core/flex, tiered policy) (40%)

Zoom out: While all three priorities in the parent report and Finance report align, there is a noticeable increase in the percentage of participants that ranked improving the employee experience and internal processes.

domestic mobility CHALLENGES	
parent report, across all industries	**finance**
1 rising mobility costs (51%)	1 increase in employee-initiated moves (40%)
2 meeting relocating employee expectations (33%)	2 meeting relocating employee expectations (40%)
3 achieving a more flexible approach to mobility (e.g., core/flex, tiered policy) (32%)	3 rising mobility costs (30%)

Interestingly, 30% of participants in the financial sector also ranked calculating ROI and achieving a more flexible approach to mobility in spots four and five, respectively.

Zoom out: While two of the top challenges listed above are similar to those in the parent report, employee-initiated moves is unique to the Finance sector. Finding efficient ways to meet these requests will be key to fostering employee retention and engagement—and bolstering internal talent pools and succession planning—in this industry.

Zoom out (even) further: When we consider the above priorities and challenges within the Finance industry, one thing is clear—while cost control continues to be a concern, organizations also understand the importance of providing a positive employee experience. Rather than simply 'cutting costs,' they're also prioritizing a mindful, more efficient approach to mobility to get there. Companies are looking for strategic ways to optimize their mobility programs, choosing efficiency driven models that balance performance with care.

Proof in the numbers: When asked what steps their companies were taking to achieve cost savings in their organizations, participants from the Finance industry listed adopting a more flexible approach to policy benefits (50%), finding administrative process efficiencies (40%), and IT enhancements/integration (30%). Outsourcing was also listed by 30% of participants as a cost savings measure.

when it comes to turning down a relocation...
90% cite family or personal circumstances as the top reason

relocation resistance

An additional challenge is the resistance that can occur among employees when they're asked to relocate. A whopping 90% of companies in the Finance industry cite family or personal circumstances as the top driver of employees declining an assignment, which mirrors data in the parent report (86%). Compensation and benefits issues were listed by 60%, spouse/partner employment issues by 50%, and housing market challenges rounded out the list at 40%.

What it means: Interestingly, all four reasons listed for turning down an assignment in the finance sector point to a quality-of-life issue for employees and their accompanying family members. Whether the employee is part of a dual-income household, their partner is concerned about their own career trajectory, or their home quality would suffer due to a move, an employee may not want to relocate if it risks their current standard of living.

Where finance professionals stand: How are mobility teams trying to overcome employee resistance to relocation? While organizations in this industry offer sign-on bonuses (30%), additional temporary living (20%) and cost of living allowances (20%)—all beneficial to the employee's financial well-being—one of the most impactful ways to address quality of life issues for employees and their accompanying families is to provide spouse/partner support. While only 21% of companies typically offer this benefit across all industries, 40% of companies in the Finance industry do provide it.

Room for improvement: Since spouse/partner support directly impacts the financial health of employees and the identity, career trajectory, and mental well-being of accompanying partners, more companies could improve their employee assignment acceptance rates by offering spouse/partner support as a part of their assignment benefits package.

lump sum and capped moves

In the Finance sector, 30% have policies that include a total capped amount, with 67% of these same respondents determining the dollar amount by average historical spend by benefit. Lump sum moves are offered by 60%, with half calculating payment amounts by employee-level, and 17% each by percentage of salary, family size, and distance.

Rewind: The use of lump sums in domestic mobility has grown since the 2017 Cartus Domestic US Relocation Policy & Practices Survey, which showed only 29% using lump sum policies across all industries. That's 31 percentage points below what we're seeing today in this sector! This may be due to an increase in technology support for lump sum moves in recent years.

Reality check: While many organizations turn to lump sum mobility models to cut costs up front, the result is often surprising: mobile employees who don't know what they don't know often front-load spending, leaving insufficient funds for the end of the move. The administrative hours that in-house teams spend troubleshooting add up, costing businesses time and money in the long run. If your organization plans to use a lump sum model in its mobility program, consider providing managed lump sum support to avoid setbacks.

listen to our *mobility matters* episodes exploring flex mobility:

Flexibility in mobility: necessity vs. possibility with Silvia Gong of General Motors

The future of mobility is here, and it's flexible with Amy Spiker of Eaton

flexible mobility

The need for greater adaptability within mobility programs is evident, with 40% of respondents noting an increased requirement and 40% reporting that expectations have remained steady.

The real story, however, unfolds in the details, especially when we look at the Finance sector versus the main survey. In Finance, 100% of respondents attributed increased flexibility demands to improving the employee experience—24 percentage points higher than the overall survey. Additionally, 75% of respondents in Finance said that changing employee expectations/needs is a key reason for making their mobility programs more flexible—just a tick behind the parent survey's 76%.

Flexibility isn't just about happier employees. It's about strategic budgeting and efficiency, so it's no surprise that half of participants in both the Finance and parent survey listed cost savings as a driver for greater flexibility in their mobility programs.

Additional drivers in the Finance industry included:

- A need to reduce policy exceptions (50%)
- Talent attraction (25%)

core/flex mobility models

Core/flex mobility models are a popular choice among businesses that are trying to build greater flexibility and cost savings into their mobility programs. To that end, while half of Finance companies said they were considering adopting a more flexible approach to policy benefits, only 20% said they are considering incorporating a core/flex delivery model into their mobility program. Of those considering it, there's a clear lead regarding who would select the flexible benefits. Specifically, 75% reported that relocating employees themselves would make the selection, while another 25% indicated their HR business partner would be responsible.

The bottom line: Strategically designed core/flex delivery models enhance the employee experience, allow internal teams to better meet business goals and needs, and reduce exceptions. Regardless of who selects the flexible benefits, one size doesn't fit all. For a core/flex delivery model to be successful, internal teams need to truly assess individual employee needs, rather than make assumptions—and address them when designing and implementing their mobility programs.

non-traditional benefits

When asked about non-traditional benefits that should be included as flexible offerings to attract relocating employees, Finance respondents highlighted various options that ranked similarly across industries:

- Cash-out (70%)
- Club memberships (20%)
- Cleaning services; gift cards; larger relocation allowance; household goods shipment for new hires, not just internal transfers (10% each)
- No non-traditional benefits (10%)

talent acquisition and retention

To better meet the needs of both employees and the business, companies are investing in the following top three options to attract and retain talent:

1. Employee-initiated moves (50%)
2. Enhanced relocation options for talent acquisition strategy to attract new talent (40%)
3. Adding benefits to attract key talent for relocation (20%)

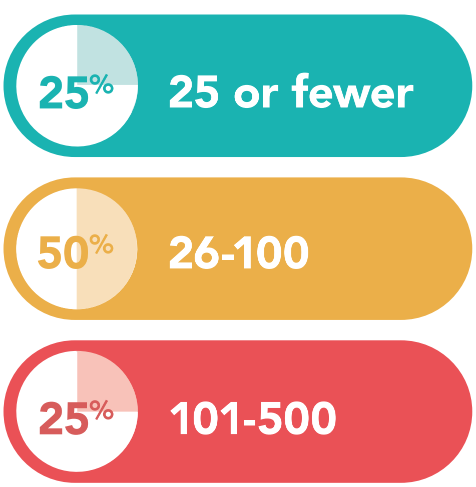
In comparison: These differ greatly from the top three options that were listed in the parent report: adding benefits to attract key talent for relocation (24%); incorporating new, inclusive policy elements to better reflect changing employee needs (21%); and developmental assignments (14%).

Curiously, the Finance industry's top challenge—rising employee-initiated moves (page 3)—is also its top strategy for attracting and retaining talent, which implies that it may be a challenge they're taking on knowingly, given the outsized benefits such autonomy offers employees.

internship programs

Data from respondents in the Finance industry reveals that 40% support domestic internship programs. Within these internship programs, 100% support student summer interns, while none facilitate student intern rotations.

Annual intern program volume



hit play and get inspired:

Tune in to our Mobility Matters podcast episode, "Maximizing Internship Success: Strategies for Attracting, Retaining, and Relocating Top Talent" featuring insights from Doris Ng, Program Manager – Early Career, Medtronic.

Diverse and comprehensive benefits: Across industries, participants in our parent survey reported that 88% offer interns either a salary or lump sum payment. In the Finance sector:

- 75% offer a lump sum for moving expenses
- 50% offer a salary or hourly wages
- 25% coordinate housing (directly billed)
- 25% give other stipend(s)

Resources provided to interns are intended to ensure a successful onboarding experience. The two most popular resources that Finance companies provide include a company orientation (75%) and destination orientation (50%). Business etiquette coaching/training is offered (25%)—as are performance objectives and coaching (25%) and roommate matching or cohorts (25%). Collaboration among interns is mostly encouraged through company intranet sites (75%), with 25% providing other website resources and/or Yammer/Viva Engage communities.

Reality check: Surprisingly, 25% of companies offer their interns no resources at all, which could be problematic among a population with limited to no prior work experience. In addition, providing no support to interns has been found to negatively impact the ability to recruit talent from lower socio-economic backgrounds and therefore might limit access to qualified candidates.

tracking intern conversions

When it comes to tracking intern conversion rates, the Finance industry is ahead of the game: All respondents that are offering internships are tracking advancement into permanent roles—33 percentage points higher than the 67% found in the parent survey.

Why it matters: Given the connection between internship programs, cost-effective recruitment, and talent pipelines, enhancing tracking mechanisms for intern conversions will be crucial to organizational ROI and reaching long-term business objectives.

real estate market

When it comes to offering a homesale program, half of Finance survey respondents do so. The most effective measures being implemented to assist employees with their home sales include marketing assistance (75%), mandating network broker utilization (50%), and providing loss on sale protection (50%).

When asked what benefits their organizations had added or were considering adding to support destination housing purchase, survey participants from the Finance industry had this to share:

- Not considering adding benefits (75%)
- Duplicate housing (25%)
- Home purchase assistance (25%)

US buyer representation agreement

Of those managing moves within the United States, 10% indicated they understood the changes/potential impact of The National Association of Realtors (NAR) US Buyer Representation Agreement to their program "very well" and 80% understood the legislation "somewhat".

Still evolving: While 20% have made changes to their program in response to the settlement, 38% anticipate making changes in the next two years. In addition, 38% remain unsure about whether they'll make any changes at all. Of those that will be making changes, 60% reported that they'll monitor program outcomes to determine long-term impacts.

technology

Just as in the **parent survey,** the majority of Finance participants (90%) stated they are not looking for a tech-only solution for specific move-types. However, when they are considering their relocation program administration, the following tools and technology were listed as the most critical to their company:

- Data analytics
- Total cost reporting
- One source of truth for all mobility data
- Intergration with all suppliers and Human Resources Information Systems (HRIS)
- Self-service cost estimator tool

artificial intelligence (AI)

Overall, while there is a growing interest in leveraging AI for relocation across all industries, this does not appear to be the case for those in the Finance sector. Of those who responded to our questions on AI (seven respondents), five indicated they were either unsure or not considering near-term changes, with two reporting use of AI internally.

DEI

While the acronym of "DEI" is becoming less prominent in some organizations today, inclusion, belonging, and the employee experience remain critical to most talent management strategies.

When asked, "Where do you stand in terms of aligning relocation with your organization's DEI priorities?", Finance participants had a wide range of answers. Encouragingly, half said they are making progress.* Another 20% each said they were either just getting started, that relocation is seen as a DEI ally, or that they are leaders in the DEI space, while 10% said DEI was not part of their relocation focus at all.

Reality check: To improve the employee experience, companies need to understand employee needs, which are often influenced by individual circumstances and cultural expectations. Workforce engagement and productivity are also heavily impacted by whether employees feel seen, heard, and valued by their employers. To address the top mobility priorities and challenges outlined in this report (page 3), respondents that overlook DEI should consider integrating it into mobility programs to better align with business objectives.

*"Making progress" in this context may include partner support, leveraging employee resource groups (ERGs), or providing cross-cultural and/or language training.

remote, hybrid, and extended business travel moves

What do we mean by Extended Business Travel (EBT), hybrid, or remote moves?

EBT: Business-initiated request for the employee to work from a different business location for a defined period (e.g., employee travels from Canada to the United States to work from their New York office for an extended time, typically 30 to 90 days).

Hybrid: Employees work partly at home and partly in the physical office (e.g., 1-2 days a week).

Remote work: Employee-initiated request to work from a location that is different from their permanent residence for a defined period (e.g., an employee based in California wants to work from Texas for two months during the summer).

Work from home: Everyone works at their place of residence.

These types of moves are here to stay, but they remain a challenge for HR/mobility professionals.

Remote workers: Almost 33% of Finance companies in the United States and Canada have remote workers, and all of them typically offer medical coverage and work equipment.

When it comes to program responsibility, 67% of respondents said their in-house HR department manages the organization's domestic remote work policy, while a third said this was handled by their global mobility department.

extended business travelers (EBTs)

All Finance respondents expect to manage under 100 EBTs this year. Of those that are actively tracking their EBTs' movements, there was an even split as to the way that data is monitored: A third each said they either use an IP address, VPN data, or rely on employee self-reporting. Of those that aren't tracking, 67% said they're seeking a process for tracking today.

Reality check: The high number of organizations that don't track their EBTs (70%) is a concern. Knowing employee locations for compliance, security, and employee safety is crucial in today's ever-changing domestic mobility landscape.

sustainability

It's encouraging to report that 60% of Finance respondents said their organization had a strategy for corporate sustainability that covers the entirety of the business and its supply chain. When assessing a partner's engagement and level of sustainability performance, 30% said it was desirable and 30% said it was essential for the allocation of business.

listen to our *mobility matters* episode, green relo dreams – sustainability in motion

Approaches to sustainable mobility choices varied:

- Offered by the business—individual employees are given the autonomy to make sustainable choices (30%)
- Solely pursued via impact offsetting (e.g., carbon offsets, tree planting) (20%)

- Made by the business only—determining service options that employees can access (10%)
- Currently being developed, but are not yet fully implemented (10%)

Another 30% said sustainable mobility choices are not currently being developed at all.

Reality check: Sustainability efforts accomplish a lot more than you think. Programs like "discard and donate" and organizations like **Move For Hunger** cut costs, lower emissions, and give back—all at the same time. With almost a third of Finance businesses not dedicated to sustainability in any way, there's room for improvement in this sector. Connecting the dots for smarter, more meaningful strategies benefits mobile employees, businesses, local communities, and the wider world.

almost half of finance respondents (40%) are considering a review of their domestic policies this year

policy review

Almost half of Finance respondents (40%) are considering a review of their domestic policies this year—not surprising, since 30% of respondents indicated that they review their policies every one to two years and another 40% review theirs every two to three.

Keep in mind: If you're reviewing your mobility policy with an eye on improvements, consider the priorities and challenges outlined earlier in this report: improving the employee experience (70%), improving in-house mobility processes and optimization (60%), and a more flexible approach to mobility (40%). Address an increase in employee-initiated moves, meeting employee expectations, and rising mobility costs by pursuing more mindful, efficient approaches to mobility processes.

ready for the road ahead

Domestic mobility across the United States and Canada is shifting rapidly—mirroring changes in the global talent market. Companies are feeling the push to elevate the employee experience, along with the pressures of rising costs. By developing innovative and strategic solutions and putting employees at the heart of corporate relocation programs, companies like yours will be better able to tackle both the opportunities and challenges that lie ahead.

For more advice and recommendations on your domestic or global mobility programs, email cartussolutions@cartus.com or visit cartus.com.

read our full report!

Drawing on experiences from 106 talent mobility respondents, the data in the **Cartus US and Canada Domestic Mobility Survey 2025** represents construction, consumer services, extraction (oil, gas, and mining), finance, manufacturing, media, retail, tech, and transportation industries.

This report explores the intra-country programs and move volumes in the United States and Canada. **Download your copy now** to discover how organizations are responding to shifts in mobility volume and activity, navigating the housing market, managing remote work dynamics, and adopting flexible mobility practices. Plus, we explore the growing focus on DEI and sustainability in mobility functions.

Pressed for time? Read our Executive Summary **here**.

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