

inside the global mobility maze:

tech, travel, and
tomorrow's workforce



global talent mobility survey 2026

EXECUTIVE SUMMARY

coming soon: full survey report
with in-depth analysis and insights
by Cartus experts!

global mobility leaders face a new era defined by cost, compliance, and tech disruption in 2026

hear from 83 respondents on the multifaceted landscape of HR and mobility stories, strategies, and solutions driving change this year



From navigating complex immigration rules to rolling out flexible, tech-powered relocation programs, our executive summary captures the pulse of an industry in motion—and the bright minds shaping our businesses and the people they move. Ready to discover what's next for HR, talent, and mobility leaders everywhere? Let's jump in!

Thank you to everyone who completed our survey and provided valuable insights to shape the future of global mobility.

survey respondent faces and places

who

53%

global mobility/
relocation

29%

HR/people/talent

17%

compensation
& benefits/total
rewards

1%

other

what

industries represented span manufacturing, construction, automotive, consumer goods, high tech, finance, retail, oil and gas/energy, gaming, and insurance

where

move volumes to and from



speed bumps and green lights

what's driving mobility trends?

Nearly as many respondents experienced an increase in mobility volume in the last two years (35%) as a decrease (34%).

top reasons for mobility activity increasing over the past two years

2026

- 1 expansion into different markets



- 2 company growth



2024

- 1 talent not available locally



- 2 company growth



top reasons for mobility activity decreasing over the past two years

2026

- 1 cost containment strategy



- 2 reduced support/interest in global mobility by the wider business



2024

- 1 cost containment strategy



- 2 reducing volume in different markets



2026 vs. 2024

This year, the top two reasons influencing upticks in mobility activity are all about seizing new opportunities. On the flip side, efforts to tighten the purse strings are the leading causes behind any slowdowns.

Unlike 2024, when local talent shortages and cost controls were the main issues, the current focus is on strategic expansion while still managing budgets. HR and mobility professionals must now balance growth ambitions with financial realities.



where in the world

top five new destination countries:



greatest mobility challenges by location:

- **Immigration:** China, Europe, United States
- **Local laws:** Brazil, India, Switzerland
- **Housing/compensation/culture:** China, Mexico, UK, Vietnam

measuring the move

how do you measure assignment success?



48%

completing the assignment



46%

employee experience



41%

meeting assignment objectives

41%
of organizations
don't formally
measure success
at all!

plot twist

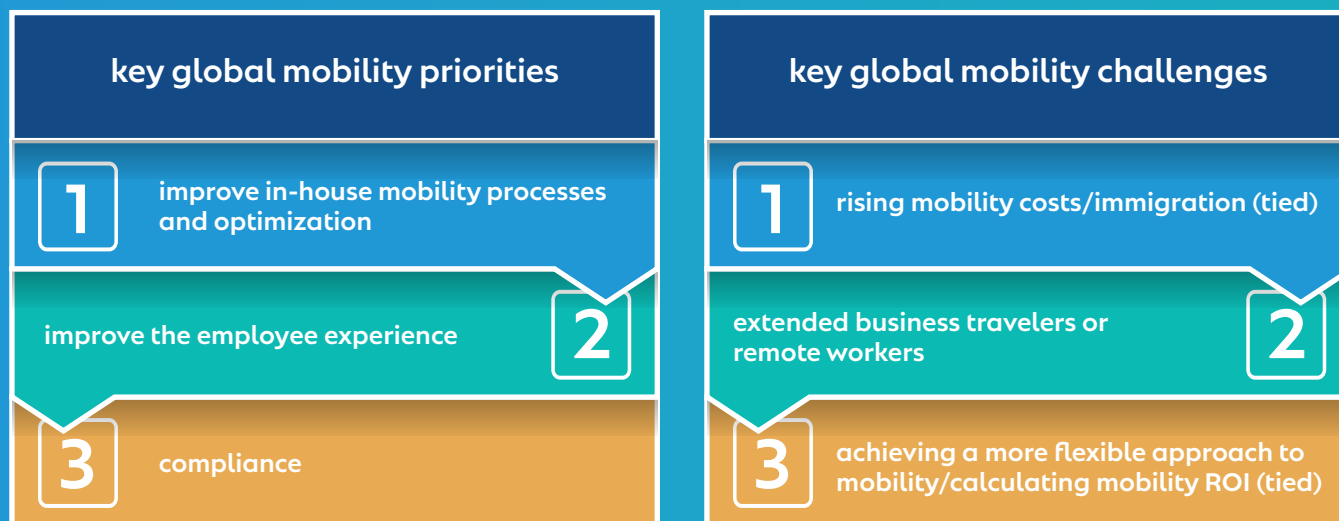
41% of organizations don't formally measure success at all! For HR and global mobility pros, this signals a golden opportunity: dial up the metrics, boost the impact, mitigate transitional costs, and turn gut feelings into game-changing strategies.

Over the last 12 months, Cartus has conducted two focus groups and led an industry-wide workshop to better understand what strategic companies are doing to measure mobility ROI and identify the barriers to making progress.

To find out more about these discussions, please contact your Cartus representative or email cartussolutions@cartus.com.

mobility mastery

navigating hurdles and harnessing opportunities



2026 vs. 2024

Compliance assumes this year's third priority spot compared to flexibility two years ago. The challenge of managing remote workers in 2026 replaces meeting unique employee expectations as one of the top hurdles of 2024.

Immigration—an afterthought in 11th place in 2024—now shoots straight to the top, tying as the leading challenge organizations face.



zoom out

With immigration issues and the complexities of extended business travel and remote work dominating the list of challenges—and compliance now firmly among the top three priorities—it's clear these interconnected areas are on the 2026 mobility agenda and must be addressed holistically to stay ahead of the curve.

driven to adapt: what's fueling mobility policy overhauls?

More than three-fifths of respondents (63%) are planning a policy review in 2026.

As employee experience continues to be a focus and priority, it is also the top reason that so many companies want to review their policies in 2026.

key drivers for policy reviews include:

employee
experience

58%

cost

52%

flexibility

50%

from budgets to benefits: getting the most bang for your mobility buck

When it comes to watching the bottom line, every dollar counts, and companies are sharpening their pencils to get creative with cost control. According to our survey, 48% of respondents are considering administrative process improvement to achieve mobility cost savings. This is followed by restructuring or redesigning policy (40%) and IT enhancements/integration (36%).

48%

are considering admin
process improvements
to achieve mobility
cost savings



inclusive mobility

how relo programs are keeping up with employee needs

Flexibility continues to be part of the mobility narrative. Nearly half of all companies (48%) have already embraced, or are gearing up to introduce, flexible mobility policies. Another 23% are contemplating it.

Achieving a more flexible approach ranks as both the third greatest challenge and the fifth highest priority in 2026. Flexibility is also one of the top three motivations for companies to reevaluate their policies this year. Clearly, flexibility is everywhere—it's an essential topic that HR and mobility leaders must pay attention to!



global moves, local grooves

helping families thrive abroad

Moving across borders shouldn't mean leaving support behind—today's leading companies know that a smooth transition is everything for relocating families.

Organizations are stepping up with tools that help employees and their loved ones thrive, both at work and at home.

76%

offer cross-cultural support

78%

offer language-learning solutions

By investing in these resources, companies are making sure families feel at home, no matter where their journey takes them.

find out more! [cartus intercultural trends survey 2026](#)

humans + high-tech: the ultimate mobility dream team

More than two-thirds (68%) prioritize a hybrid approach (human and tech) when it comes to supporting employees during relocation.

According to the survey, 42% of organizations use AI technology in their mobility teams for efficiency, compared to 49% that do not. While 9% remain undecided, those forging ahead are harnessing AI primarily to streamline processes and power up communication—ushering in a smarter, faster way of working.

42%

use AI
technology

49%

do not use
AI technology

9%

remain
undecided



listen in...
global mobility:
AI and the future of work
podcast

68%

prioritize a hybrid
approach* when
supporting relocating
employees

*human + tech



cost control and employee happiness take center stage for HR and mobility leaders in 2026

get ready for bold, strategic shake-ups as the world keeps evolving

stay tuned

Our full survey report is coming soon, packed with insights on cost management, executive mobility, flexible policies, international cost forecasting, intra-country moves, remote work, business travel, and the latest in technology.

Don't miss it!



For more advice and recommendations on your mobility programs or to receive a future copy of the full survey report, email cartussolutions@cartus.com or visit cartus.com.



cartus.com
cartussolutions@cartus.com
© 2026 Cartus Corporation.
All rights reserved.
Cartus and the Cartus logo
are registered trademarks
of Cartus Corporation.

