



# 2024 KPMG Global Mobility Benchmarking Survey

Charting the future — strategic mobility for tomorrow's workforce



In today's complex geopolitical and economic landscape, companies are rethinking their global strategies to unlock new growth opportunities. Global mobility plays a key role in expanding market presence, optimizing talent management, and enhancing competitiveness. KPMG's 2024 Global Mobility Study highlights key trends: integrating mobility into business strategies, developing talent, expanding remote work, digitalization, and investing in AI.

For Central Asia and the Caucasus, talent development, remote work expansion, and digitalization are particularly relevant. As demand for skilled professionals grows, companies are increasingly implementing international rotation programs and flexible work models to attract and retain top talent. Investments in digital technologies and AI are also helping businesses adapt to change and strengthen their competitive edge in the region.

Additionally, diversity, equity, and inclusion (DEI) principles are gaining more attention. While this trend is still emerging in the region, companies are beginning to incorporate DEI into their workforce strategies, laying the foundation for a more inclusive and sustainable work environment.



**225** multinational enterprises were surveyed across **12** industries representing **29** countries and jurisdictions.



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# Executive summary

## Navigating new demands on global mobility

The challenging commercial and geopolitical landscape is prompting organizations to reassess their global strategies to seize emerging opportunities. Many companies are reevaluating their global operating models and exploring untapped markets to drive innovation and growth.

As global mobility leaders face evolving demands, they must navigate complex priorities and conduct difficult conversations. Their role is increasingly viewed as integral to developing solutions, yet they must strategically position themselves to meet these new business needs.

On the one hand, global mobility is tasked with enhancing compliance and managing risks amid increased scrutiny. On the other hand, there's pressure to support flexible working arrangements that could heighten risk. Leaders often face conflicting expectations regarding costs, operational delivery, and employee experience, reflecting varied visions for global mobility's value in the organization.

KPMG International's *2024 Global Mobility Benchmarking Survey* offers valuable insights into global mobility's evolving role. The survey examines how global multinationals have adapted and positioned their global mobility functions to meet business demands and offers a glimpse into the future, revealing how global mobility leaders anticipate their teams will evolve in response to new external and internal pressures. It also outlines key actions that organizations should consider to help unlock the full potential of their global mobility programs.

# Key findings



## Alignment and adaptability

**72%** of respondents prioritize aligning mobility strategies with broader business objectives, while

**51%** emphasize adaptability to business needs.



## Talent focus

**70%** consider talent development, attraction and retention a top priority.



## Remote work policies

**67%** of organizations supporting international remote work have formal policies in place.



## Technology usage

**76%** use technology for managing international

assignments, and **62%** for cost projections.



## DEI integration

**56%** have basic diversity, equity and inclusion (DEI) integration in mobility programs, but

**72%** do not collect or report DEI data.



## AI investments

**51%** are looking to leverage AI in the short- and long-term with

**73%** planning future AI investments to help with automation of administrative tasks.

# Strategic insights



## Owning the mobility strategy

Alignment with business strategy is critical for global mobility programs, with 72 percent of respondents highlighting this as a top priority. Global mobility functions are increasingly seen as strategic partners, with 89 percent anticipating their program will remain or become more strategic in the next 12–18 months. Effective communication of the global mobility strategy within the organization remains a challenge, with only 46 percent having widely communicated their strategy.

### Key actions

- Regularly review internal stakeholders to understand their roles and how global mobility aligns with their plans.
- Clearly document the global mobility strategy and adapt it based on feedback from senior leaders.
- Promote the global mobility brand to showcase its value in achieving organizational goals.
- Align mobility with workforce planning and talent priorities for greater visibility in talent discussions.

## Leveraging adaptable policies

Global mobility leaders must adapt to rising business demands for cost efficiency and flexibility. Short-term moves, extended business travel, and remote work are increasingly favored over traditional long-term assignments. However, DEI integration in mobility policies remains limited, with only 14 percent comprehensively addressing DEI.

### Key actions

- Regularly update mobility policies to align with changing business needs.
- Focus on shorter-term moves and use external benchmarking for insights.
- Minimize exceptions to help reduce costs and assess equity in global mobility to support under-represented groups and enhance DEI goals.

## Bridging talent gaps

With 92 percent of CEOs planning to increase their workforce and 80 percent emphasizing skills development<sup>1</sup>, alignment with talent strategies is crucial for global mobility. However, collaboration between global mobility and talent functions is limited, with significant opportunities to enhance this relationship. Data sharing and advanced reporting methods can facilitate better talent planning and mobility strategy alignment.

### Key actions

- Engage with talent stakeholders to understand their challenges and how global mobility can support.
- Evaluate talent processes and identify areas for greater global mobility involvement.
- Determine the data talent stakeholders need from global mobility to foster insightful discussions.
- Improve current data-reporting functions and enhance your team's skills for better reporting.

<sup>1</sup> KPMG 2024 CEO Outlook, KPMG International, 2024

# Strategic insights

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## Optimizing mobility delivery

Choosing the right service delivery model is essential for global mobility success. Centralized and regional models are common, with 35 percent and 30 percent of organizations adopting these approaches, respectively. Outsourcing operational activities to third-party suppliers can improve efficiency, customer experience, and provide specialized expertise. Collaboration with suppliers is crucial for mutual success.

### Key actions

- Ensure your service delivery model aligns with your business strategy and meets local market needs, especially in areas with high global moves.
- Leverage your supplier network for expertise and resources in compliance and operations.
- Collaborate with suppliers by sharing operational challenges and learning from their approaches to address these issues.

## Investing in technology

Investing in technology is a priority for global mobility functions to enhance operational efficiency. Assignment management solutions are widely used, with 76 percent of respondents utilizing workflow and data management tools. AI adoption is expected to rise, with 51 percent planning to integrate AI into their programs. Strategic technology investments should target low-value, repetitive tasks to maximize value.

### Key actions

- Understand and maximize the technology from your global mobility suppliers.
- Assess your team's time usage to target low-value tasks for tech investment.
- Develop an AI strategy aligned with business goals to enhance experiences.

# Looking ahead: Global mobility priorities for 2025



## Strategic spotlight

- Global mobility professionals are shifting toward a strategic role, focusing on aligning relocation efforts with organizational goals to enhance employee experiences and add value.
- This leads to smoother transitions for employees and improved talent management, cost efficiency, and compliance for organizations.
- To remain competitive, organizations should regularly update mobility policies by reviewing costs, benchmarking, minimizing exceptions, and aligning with business strategies.

## Service delivery and compliance

- Organizations are increasingly optimizing their mobility service delivery models by automating and outsourcing routine tasks. This strategic shift frees up global mobility teams to focus on higher-value interactions with employees and business partners.
- By refining their service delivery, organizations achieve greater operational excellence and enhance the overall stakeholder experience, positioning themselves as employers of choice in a competitive global market.

## Alignment with talent

- Talent remains a key priority, prompting organizations to align global mobility processes and policies with broader talent goals. Greater collaboration with talent functions is essential to ensure global mobility effectively supports these priorities.
- Global mobility leaders should anticipate more frequent consultations on how their programs can enhance talent processes. They must ensure they have relevant data, including demographic information, to support discussions on DEI and other talent-related topics.

## Organizations support short-term remote work

- Organizations increasingly support workcations or short-term remote work arrangements lasting less than 90 days. This trend highlights the benefits of flexible work locations while maintaining operational continuity.
- Allowing employees to work temporarily from different locations accommodates their preferences for flexibility, boosting morale and productivity.

## Technology and the AI revolution

- Many organizations aim to increase spending on global mobility technologies, but investments must be strategic and deliberate. Funds should target high-impact areas, focusing on operational tasks and low-value, repetitive activities.
- Technology, especially AI, can significantly enhance the effectiveness of global mobility functions by improving efficiency and capabilities. To be future-ready, mobility teams must secure budgets, increase institutional knowledge, and acquire resources that leverage data to advance their programs.

# About the survey



The *2024 KPMG Global Mobility Benchmarking Survey* provides valuable data on global mobility programs and how they are evolving in terms of mobility, tax and immigration policies, structure, governance, priorities, performance measures, technology, robotics, automation, international remote working and more.

For global mobility leaders of multinational organizations, benchmarking your policies and practices against other global organizations and industry peers can be a powerful tool to assess your current approach and position your talent mobility program for the future.

## Participant demographics

- **225** global mobility professionals
- **73 percent** sit under Total Rewards/HR Shared Services
- **29** countries/territories represented
- **12** industries represented

# How to access the KPMG Mobility Benchmarking Survey

To participate in the KPMG Global Mobility Benchmarking Survey, please visit: [kpmg.com/gmbenchmarkingsurvey](https://kpmg.com/gmbenchmarkingsurvey)

Full report is available at [2024 KPMG Global Mobility Benchmarking Survey](#)

## Benchmark your organization today:

KPMG Global Mobility Services can provide a personalized benchmarking report to help you compare your organization in key areas. Participants benefit from insights on organizational demographics, global mobility policy, immigration compliance, technology use, and analytics.



## Connect with us:

Managing global mobility is complex, balancing business needs with employee experience, regulatory risks, and cost management. KPMG Mobility Consulting Services can assist in developing digital solutions and an effective operating model for your organization.



# Contacts at KPMG Caucasus and Central Asia

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