

2025 KPMG Global Mobility Benchmarking Report

The mobility advantage for future-focused organizations



Economic uncertainty, geopolitical changes, and new regulations are having a big impact on how companies manage employee mobility around the world. This is particularly evident in Central Asia and the Caucasus, where companies are growing fast, expanding internationally, and facing growing competition for skilled talent. To remain competitive, organizations require more flexible ways to manage their workforce and modern digital solutions.

In the past, companies mainly focused on compliance and controlling costs. Now, the focus is shifting to efficiency, data analysis, and creating real business value. In Uzbekistan and across Central Asia, more organizations are adopting flexible work options like remote work, short-term assignments, hybrid schedules, and international rotations. HR and mobility teams are becoming more involved in strategic planning. Organizations are implementing automation, digital platforms, and AI-driven tools to enhance process quality, reduce risks, and respond more quickly to change. The region is also seeing increased interest in updating internal policies to reflect new work models and evolving employee expectations.

The 2025 KPMG Global Mobility Benchmarking Report highlights these trends. It shows how companies are transforming their mobility programs, which technologies and practices are becoming most popular, and how they are adapting to new work formats. These findings are particularly important for organizations in our region as they work to build more modern, resilient, and forward-looking mobility programs.



Kakha Rukhadze

Partner, Head of Tax & Legal
KPMG Caucasus & Central Asia
krukhadze@kpmg.com



Sardor Shermatov

Director, Head of Tax
KPMG Uzbekistan
sshermatov@kpmg.co.uz



456 multinational enterprises were surveyed across **12** industries representing **29** countries/jurisdictions.

Key findings

#1

ROI takes center stage:

challenge among mobility leaders is demonstrating program ROI, with cost management now less of a priority.

Talent enablement:

60%

of mobility functions are embedded in talent management, emphasizing speed and candidate experience.

Strategic alignment:

1 in 3

mobility leaders are prioritizing articulating a clear strategy in the months ahead.

Short-term moves dominate:

70%

are using short-term assignments, reflecting agile deployment and faster speed to value.

Policy evolution:

42%

reviewed their mobility policy in the past year; a third identify it as a top priority in the next 12-18 months.

AI adoption growing:

43%

use AI for admin tasks, and many are looking to automate and accelerate processes, with 62 percent planning technology investments in the coming year.

Employee experience matters:

82%

act on employee insights to improve attraction and retention, though data collection can improve.

Talent scarcity:

30%

cite attracting talent as a challenge; 29 percent are focused on upskilling mobility teams.

Analytics lag:

72%

struggle with analytics scalability; most rely on spreadsheets over advanced analytics tools.

Communication gaps:

34%

say their mobility strategy is widely communicated, and just 20 percent say it's well understood.

Six imperatives for the future of global mobility

Realigning strategy

These three imperatives empower organizations to realign their mobility strategy with evolving business goals.

1 Set the vision. Mobilize success.

Establish global mobility's strategic intent and how to optimize its contribution to the business.

Setting a clear strategic vision for global mobility is key to maximizing its impact. Our research shows the perceived strategic value of mobility programs is rising, with ratings expected to increase from 6.0 to 7.1 in the next 12–18 months, signaling stronger alignment with talent and business priorities. About one-third of leaders are prioritizing the redefinition and articulation of mobility's role and objectives, emphasizing collaboration with HR and other stakeholders to maximize impact. However, only 20 percent say their mobility strategy is both widely communicated and understood, highlighting the need for clearer messaging and stronger stakeholder engagement to ensure mobility strategies are fully integrated with broader organizational goals.

Key actions

- Regularly review and define mobility team objectives to help ensure strategic alignment.
- Keep objectives current and aligned with organizational goals.
- Validate strategies with stakeholders to foster collaboration and shared purpose.

2 Show the impact. Deliver the value.

Elevate mobility's ROI to turn every move into measurable business value.

Demonstrating return on investment (ROI) is now a top priority for global mobility leaders, who cited it as their number one challenge as the focus shifts from cost management to value and performance. Attracting talent remains a significant hurdle, as 62 percent of respondents say mobility teams are not involved in candidate selection, highlighting the need to strengthen their strategic influence. Enhancing mobility's role in talent decisions can make its value more visible and easier to measure. Reliable data and analytics are essential for measuring success, but many organizations face challenges with data integrity, highlighting the need for improved data architecture and AI integration to enhance efficiency, effectiveness, and compliance.

Key actions

- Set and document clear success metrics to show mobility's impact on business goals.
- Measure results, implement improvements, and track value delivered.
- Share and celebrate achievements to highlight mobility's contribution to organizational success.

3 Empower your team. Win tomorrow.

Build leading mobility teams to drive capability, agility and partnership across borders.

Developing the right skills across mobility teams is crucial for future success, with 29 percent of organizations identifying skill development as a top priority and 60 percent anchoring mobility in talent management and acquisition. Strong collaboration with external suppliers, reported by 79 percent of respondents, should evolve to meet new business priorities with formalized KPIs and processes to ensure alignment. As organizations increasingly seek strategic partnerships and issue RFPs for specialized services, mobility is positioned as a talent enabler, driving flexible policy design, enhanced candidate experience and diversity, equity and inclusion (DEI) alignment. Investing in team capabilities and aligning mobility strategies with organizational objectives enables businesses to leverage global mobility as a key driver of success.

Key actions

- Continuously assess and upskill your team to build capabilities that add value.
- Review vendor capabilities to help ensure they meet evolving needs.
- Update vendor KPIs as priorities change to strengthen partnerships.

Executing the strategy

The next three imperatives focus on aiming to ensure you have the capabilities to actively deliver on your strategy. Effective execution is essential for driving measurable impact and sustained success.

4

Activate AI. Transform delivery.

Leverage AI and data to unlock smarter, faster, and more compliant global operations.

AI adoption in global mobility is accelerating, with 62 percent of organizations planning technology investments in the next 12–18 months, up from 31 percent last year. While 43 percent already use AI for operational tasks and 59 percent aim to automate administrative work, mobility still lags behind broader HR functions in leveraging these tools. Key barriers include fragmented data and limited analytics scalability, as 72 percent still rely on spreadsheets and 55 percent cite data spread across multiple systems. Prioritizing data quality and integration, defining clear AI use cases, and aligning initiatives with business strategy will be crucial for unlocking AI's potential to boost efficiency, reduce costs and minimize risks in global mobility programs.

Key actions

- Identify and document AI and automation use cases that support business goals.
- Maintain clear process documentation and organized data structures for accuracy.
- Centralize systems using HRIS and ticketing platforms to streamline tasks and reporting.

5

Redefine policy. Enable possibility.

Craft flexible, competitive policies to meet evolving business needs and attract top talent.

As organizations realign their mobility strategies, policy updates are essential to attract global talent and stay competitive. Forty-two percent have reviewed policies in the past year, with 32 percent planning updates in the next 12–18 months. Top priorities include responding to changing business unit requirements and benchmarking externally. Flexible arrangements like short-term 'workations' and permanent remote work are rising, while policies are also evolving to support DEI through expanded family definitions and partner assistance. To remain effective, mobility policies must continuously balance flexibility and compliance, ensuring alignment with talent acquisition, retention and broader strategic objectives.

Key actions

- Aim to ensure policies align with your mobility strategy and business needs.
- Benchmark policies against industry standards to stay competitive.
- Evaluate support for employees' dependents to attract and retain talent.

6

Elevate experience. Inspire talent.

Deliver seamless, personalized mobility journeys to fuel satisfaction and retention worldwide.

Employee experience is central to effective global mobility, yet only 25 percent of organizations consistently track satisfaction and just 13 percent rate their feedback mechanisms as highly effective. While 80 percent act on employee insights, there is a clear need for more robust feedback systems to shape positive experiences and attract talent, a primary concern for 20 percent of respondents. Simplifying processes, such as offering a single portal for communication and support, can enhance the mobility experience, helping organizations stand out in a competitive talent market and retain top performers.

Key actions

- Measure employee satisfaction and provide channels for feedback.
- Use employee insights to drive improvements in the mobility experience.
- Work with vendors to implement changes and monitor results for ongoing success.

The road ahead: Priorities for global mobility in 2026



Global mobility is evolving into a strategic advisor role, with leaders focused on revisiting models, optimizing processes, attracting scarce talent, and embracing technologies like AI and automation. Responsive policies and unified data analytics will be key to navigating regulatory changes and driving business value.

As you plan for the future, consider these priorities:

Collaborate for success

Communicate mobility's strategies clearly across the organization to enhance value and attract scarce talent. Formalize cross-functional steering with HR/ talent, rewards, payroll, tax and finance to accelerate decisions and manage risk.

Keep ROI in the spotlight

Cost management is crucial to success, but as the focus turns to ROI, access to reliable data and analytics capabilities is critical to demonstrate global mobility's value and share its stories.

Employee experience is paramount

In the competition for new skills, mobility leaders can enhance talent acquisition by articulating mobility features such as career opportunities, competitive remuneration and innovative lifestyle benefits. Also, take time to monitor equity and access.

Success demands modern skills

As AI and automation tools take over administrative processes, embrace the opportunity to operate as a talent enabler for the business, helping drive organizational success in today's world of change.

Data quality is critical

As businesses embrace AI and automation, prioritizing data quality and integration is indispensable. Define AI use cases for global mobility and drive alignment with business strategy to unlock AI's full potential.

Mobility policies need to evolve

Refreshing current mobility policies is imperative as organizations execute on realigned strategies and capabilities. Continuous review and refinement of policies will keep mobility programs competitive and aligned with business goals.

About the survey

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

Participant demographics

456 Global mobility professionals

29 Countries/
jurisdictions represented

456 Industries represented

How to access the KPMG Global Mobility Benchmarking Survey

To participate in the KPMG Global Mobility Benchmarking Survey, please visit: kpmg.com/gmbenchmarkingsurvey

Full report is available at: [2025KPMG Global Mobility Benchmarking Report](#)

Benchmark your organization today

KPMG Global Mobility Services can provide a personalized benchmarking report to help you compare your organization in key areas. Participants can 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 solutions and an effective operating model for your organization.

Learn more

For a personalized Global Mobility Benchmarking Report or to learn more about KPMG Mobility Consulting Services, please email us at tax@kpmg.com.

Contacts at KPMG Caucasus and Central Asia

Kakha Rukhadze

Partner, Head of Tax & Legal
KPMG Caucasus & Central Asia
krukhadze@kpmg.com

Assel Nizamiyeva

Partner, Tax & Legal
KPMG Kazakhstan
anizamiyeva@kpmg.kz

Sardor Shermatov

Director, Head of Tax
KPMG Uzbekistan
sshermatov@kpmg.co.uz

Nerses Nersisyan

Partner, Head of Tax & Legal
KPMG Armenia
nnersisyan@kpmg.co.am

Rizvan Gubiyev

Partner, Tax & Legal
KPMG Azerbaijan
rgubiyev@kpmg.az

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2026 KPMG Tax and Advisory LLC, a company incorporated under the Laws of the Republic of Uzbekistan and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization