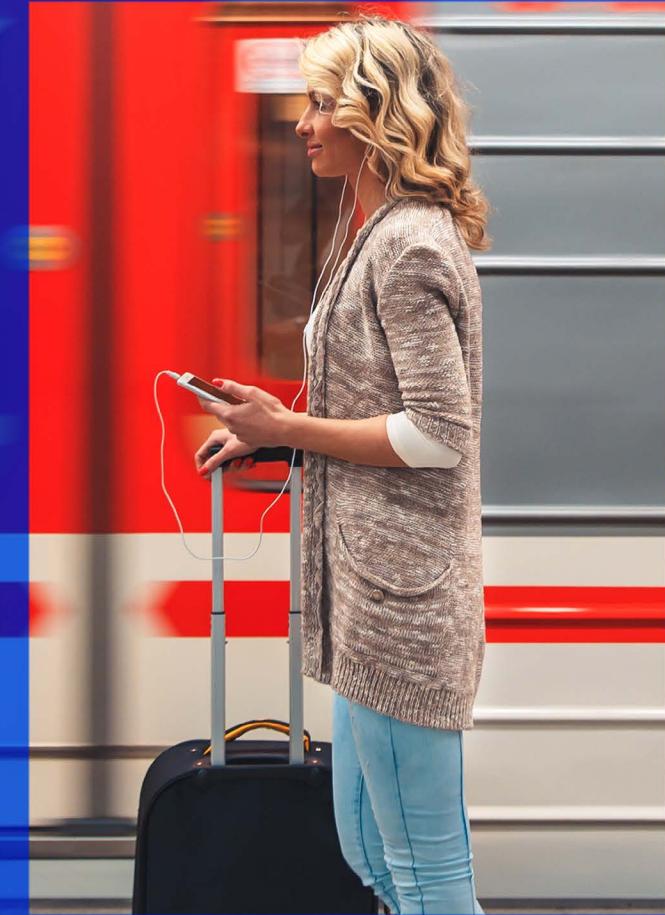




2025 KPMG Global Mobility Benchmarking Report

The mobility advantage for future-focused organizations



KPMG. Make the Difference.

Foreword

Economic and geopolitical uncertainty, evolving regulatory demands, and disruptive new technologies are redefining the global mobility landscape.

Now is the time to rethink how we access and deploy the best talent, wherever it may be, while maintaining control and enhancing compliance.

Forward-focused mobility leaders are seizing the opportunity to transform their roles, using their seat at the decision-making table to create additional value.

The 2025 KPMG Global Mobility Benchmarking Report shows a sharp rise in the perceived ongoing evolution of mobility programs. Mobility leaders expect to increase the strategic value of their programs from 6.0 to 7.1 out of 10 in the next 12 to 18 months, outpacing last year's progress.

This momentum is critical as future uncertainty increases. CEO confidence in the global economy is at its weakest level (68 percent) since 2021, according to the KPMG 2025 CEO Outlook. Nearly three-quarters of CEOs also say the pressure to secure long-term growth is on the rise.¹

AI is now at the forefront of workforce transformation. With the emergence of more skills-based organizations, AI enables talent with in-demand skills to be deployed digitally across multiple markets, bridging the gap between where talent resides and where growth opportunities exist. Those who get mobility right will be best positioned to capitalize and unlock new sources of value.

The race for scarce talent and the demand for flexible, innovative working models are reshaping mobility strategy. Mobility teams that realign their capabilities with business needs, embrace technology and think creatively will drive greater efficiency and value for their organizations.

The timely and informative results of the 2025 KPMG Global Mobility Benchmarking Report demonstrate that now is the time to take the global mobility function to the next level and increase organizational resilience in a world of change.

We extend our sincere gratitude to all participants of this year's survey, whose contributions continue to shape the future of global mobility.



Katherine Avery
Principal, Global Mobility Services
KPMG US

Katherine Avery is a principal with the KPMG Global Mobility Services practice in the US. With 20 years of experience in human resources, she helps clients drive greater efficiencies in employee mobility programs and ensures effective alignment with the organization's talent strategy. Katherine has a distinguished record in leading global mobility, compensation delivery, learning and development and partnering with C-suite leaders to drive organizational effectiveness.



Marc Burrows
Head of Global Mobility Services
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Marc Burrows is the Global Head of Global Mobility Services and a member of KPMG's International Tax Steering Group. With his extensive experience, Marc has been dedicated to collaborating with clients to address the complexities associated with an increasingly mobile workforce. He advises companies and leaders across a range of issues, including business-traveler risk, incentive-compensation management, global mobility policy and cross-border taxation.

¹ KPMG 2025 CEO Outlook, KPMG International, 2025.

Contents

04

'At a glance' findings

05

Six imperatives for the future of global mobility

06

Set the vision. Mobilize success.

09

Show the impact. Deliver the value.

12

Empower your teams. Win tomorrow.

14

Activate AI. Transform delivery.

18

Redefine policy. Enable possibility.

21

Elevate the experience. Inspire talent.

24

The road ahead: Priorities for global mobility in 2026

'At a glance' findings

Key insights from the 2025 KPMG Global Mobility Benchmarking Report

ROI is a key priority

#1

challenge among global mobility leaders is to justify their program's return on investment. Cost management remains a consideration, but the focus has shifted to value and performance. Costs were a top priority for 39 percent of organizations in 2024, but this has decreased to 18 percent amid growing emphasis on ROI.

The race for scarce talent continues

30%

of mobility leaders say attracting scarce talent is a key challenge and 29 percent say enhancing the skills of mobility teams is a top priority as AI and automation assume administrative roles. Effective communication is crucial to attracting the right talent in the right place amid fierce competition for skills.

Employee experience is paramount

82%

of organizations say they are consistently acting on employee insights to enhance employee attraction, experience and retention. Along the way, there is room for improvement in how effectively employee insights are being gathered to drive change.

Mobility is a key talent enabler

60%

of mobility functions are anchored in talent management and talent acquisition. Mobility is increasingly positioned as a talent enabler, prioritizing speed-to-deployment and candidate experience without sacrificing compliance.

A strategic new role for a new era

1 in 3

mobility leaders are focused on articulating a clear strategy in the months ahead as they look to align global mobility with their organization's broader goals.

Room to advance on analytics

72%

of organizations indicate that reporting and analytics are still largely spreadsheet-driven, versus just 16 percent that rely on analytics engines such as Microsoft Power BI and Salesforce Tableau. This suggests that analytics enablement and scalability are posing challenges.

Short-term assignments prevail

70%

of respondents are leveraging short-term assignments, often as a lower-cost alternative to traditional long-term moves, signaling a shift toward agile, project-oriented deployment and faster speed to value.

Mobility policies are evolving

42%

of businesses have conducted a full policy review in the last year and about one-third identify it as a top priority within the next 12 to 18 months, underscoring a proactive approach to ever-changing business dynamics.

Closing the AI gap

43%

of mobility teams are currently using AI to support administrative processes. With 62 percent planning technology investments in the coming year, this is an area where global mobility can catch up with broader HR functions that have embraced AI more consistently to enhance and accelerate operations.

Turning to automation

59%

of businesses say their priorities for future AI implementation include automating administrative tasks, while nearly half are looking to AI to accelerate cost projections and payroll reconciliations.

Communication challenges

34%

say their mobility strategy is being widely communicated, but just one in five say it's both widely communicated and understood.

Six imperatives for the future of global mobility

Amid external pressures to better mobilize and manage global workforces and capitalize on emerging opportunities, future-focused mobility leaders are looking to respond and transform for a new era of efficiency, strategic insight and business value. They are asking themselves: What is the mobility function's pivotal role going forward? How can it contribute to organizational success? What tangible steps are needed to add value to the business?

As mobility leaders use their seats at the decision-making table to help drive business strategy, leading organizations are recognizing the need to implement both flexible work policies — including remote work, commuting arrangements and frequent business travel — and game-changing digital capabilities.

By leveraging technology, updating policies and enhancing the employee experience, organizations can effectively implement modern mobility strategies and achieve strategic goals for both the function and the business at large.

Where do mobility leaders and their businesses go from here? KPMG mobility professionals have identified six imperatives that can help transform global mobility into a function ready for the future, positioned to deliver strategic business value. These imperatives empower organizations to realign their mobility strategy with evolving business goals and help ensure effective execution, driving measurable impact and sustained success in a rapidly changing global environment.

Once organizations have implemented the first three imperatives to *realign* their global mobility strategies with stakeholder buy-in,

Realigning strategy

1 Set the vision. Mobilize success.

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

2 Show the impact. Deliver the value.

The pressure is on to deliver ROI, with many organizations calling it a top priority.

3 Empower your team. Win tomorrow.

Acquiring and developing the right skills across mobility teams is crucial amid rapid change and the need to closely and consistently align mobility to business objectives.

Executing the strategy

4 Activate AI. Transform delivery.

AI and automation represent an area where global mobility can catch up with broader HR functions that have embraced AI more consistently.

5 Redefine policy. Enable possibility.

Attracting talent for global roles and having the right policies in place are essential to success amid rapid change.

6 Elevate experience. Inspire talent.

Ensuring a positive, seamless digital experience for employees is indispensable for today's mobility leaders amid the competition for talent.

the focus shifts to *execution*. This three-stage phase is crucial as mobility leaders look to translate strategic initiatives into tangible actions that consistently drive organizational success. Leveraging advanced technology, updating policies to reflect changing needs and enhancing the employee experience is the way forward.

The journey to a strategic new future for global mobility is on, and we hope that the 2025 KPMG Global Mobility Benchmarking Report provides informative insights and timely guidance as organizations navigate today's unprecedented challenges and opportunities.

1

Set the vision. Mobilize success.

For many organizations, the starting point on the journey to a strategic new role is to assess and document global mobility's strategic intent: What is the role of the function? How can it optimize its contribution to organizational success going forward? What tangible steps are needed today to achieve this? These are key questions that global mobility leaders are, or should be, asking themselves today.

Our research reveals a significant leap in perceived strategic value of mobility programs, with current ratings averaging 6.0 out of 10 and expected to rise to 7.1 in the next 12 to 18 months. This marks a much stronger shift toward strategic alignment with

talent needs and business priorities than seen in 2024, when leaders aimed to move from 4.6 to 6.1 over the same timescale. The data underscores an urgent imperative for mobility functions to accelerate their evolution and firmly establish themselves as a strategic driver within organizations.

Our survey also indicates that over the next 12 to 18 months, about one-third (33 percent) of leaders are prioritizing the opportunity to redefine and articulate their roles, scope and strategic objectives, again with an emphasis on aligning global mobility with broader organizational goals. Success will require close collaboration with HR and other business stakeholders to pinpoint where global mobility can optimize its value.

Program goals

In addition to *compliance*, global mobility professionals ranked the **top three goals** for their international assignment program as follows:



Note: The percentages shown are of respondents who selected these options in their top three selections.

Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

Effective internal collaboration

ensures that mobility strategies are not developed in isolation but are instead **precisely integrated** with organization-wide talent and business objectives.

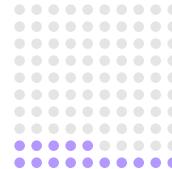
Effective internal collaboration will help ensure that mobility strategies are not developed in isolation but are instead precisely integrated with organization-wide talent and business objectives. Communicating mobility's strategies clearly across the organization is paramount and will help attract scarce talent, which 30 percent of mobility leaders cite as a key challenge, particularly for new AI and technology skill sets.

As changes unfold, however, there is clear room for improvement on the communications front. While 34 percent of survey respondents say their mobility strategy is being widely shared, just one in five (20 percent) say it is both widely communicated and truly understood. This gap highlights the need to sharpen the narrative and drive stakeholder engagement. To achieve real adoption and impact, mobility strategies should be strategically linked to broader organizational goals, ensuring stakeholders see their relevance and value.

Sharing the global mobility strategy

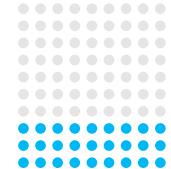
Which of the following statements best describes the global mobility strategy in your organization?

15%



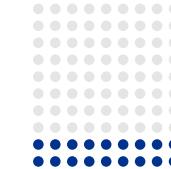
Our strategy is only understood within the Global Mobility team

30%



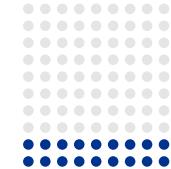
We are in the process of introducing wider stakeholders to our Global Mobility strategy

34%



Our Global Mobility strategy has been widely communicated by stakeholders

20%



Our Global Mobility strategy has been widely communicated and understood by stakeholders

Note: Response for "Don't know — 1%" was not included.

Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

Key takeaways for mobility leaders

- Regularly review and clearly define the objectives guiding your mobility team's strategic and operational decision-making.
- Ensure these objectives remain current and are closely aligned with your organization's overall strategy and purpose while challenging assumptions and making updates as needed.
- Engage with a broad range of stakeholders to validate and test new strategies, fostering alignment and collaboration toward shared goals.



2

Show the impact. Deliver the value.



The number one challenge facing global mobility leaders is justifying their program's return on investment (ROI), with 31 percent citing it as a top concern. Cost management remains a consideration, but the focus in 2025 has shifted to value and performance. Costs represented a top priority for 39 percent of organizations last year, falling to just 18 percent today amid greater emphasis on ROI.

Attracting talent is another significant challenge for global mobility programs. Our findings reveal that 62 percent of respondents

Top three challenges for global mobility programs



Note: The percentages shown are of respondents who selected these options in their top three selections.

Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

report global mobility is 'not at all involved' in advising on candidate selection for global assignments, nor are they actively engaged in skills development or employee succession planning. This data highlights a clear need to strengthen the strategic influence of mobility teams. Importantly, strengthening mobility's role in talent decisions is closely linked to demonstrating ROI; when mobility helps attract and develop the right talent, its value becomes more evident and easier to measure.

How involved is global mobility in the following tasks?

Employee skills development



Candidate selection for moves



Employee succession planning



Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

Today's approach involves evaluating the strategic value of global mobility initiatives beyond talent investment. Access to reliable data and analytics is critical in measuring success and demonstrating ROI. However, the lack of capabilities to ensure data integrity makes it essential to invest in better data architecture. Embedding AI into global mobility processes can enhance cost efficiency, process effectiveness and compliance, further underscoring the strategic value of these programs.

Key takeaways for mobility leaders

- Define and document clear success metrics for your mobility program, highlighting where mobility can make the greatest impact on business objectives.
- Continuously measure outcomes, embed improvements and track the value mobility delivers to the organization through clear metrics.
- Proactively share and celebrate mobility's achievements to raise awareness of how your team resolves critical business challenges and contributes to organizational success.



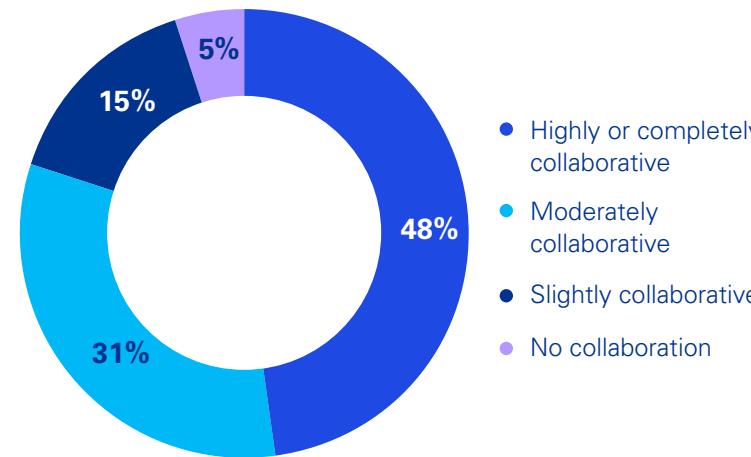
3

Empower your teams. Win tomorrow.

As the global landscape continues to evolve, developing the right skills across mobility teams is crucial for future success, and 29 percent of organizations identify this as a top priority. The new mobility landscape requires diverse perspectives, updated capabilities and new skill sets. This need applies to both your internal mobility team and your external supplier network.

Effective collaboration with external suppliers and vendors remains strong, with 79 percent of respondents describing these relationships as highly or moderately collaborative. As business needs evolve, it's essential that partner capabilities also adapt to support new priorities, such as cost control and demonstrating ROI. To convert collaboration into speed and consistency, businesses will be wise to formalize

Level of collaboration and integration between your third-party suppliers



Note: Response for "Don't know — 1%" was not included.

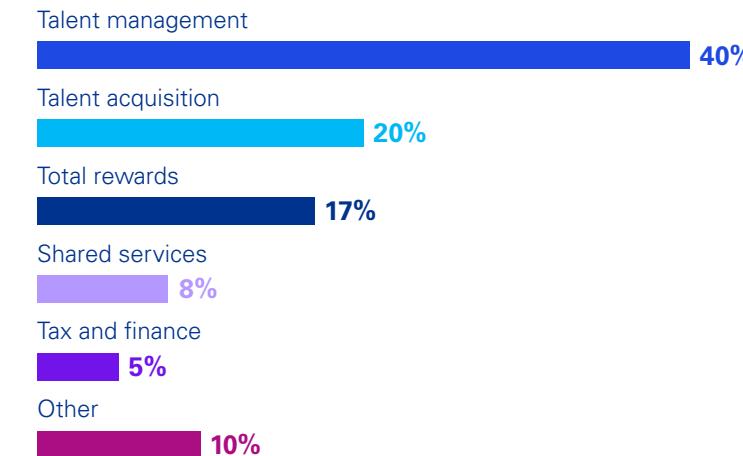
Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

joint KPIs, escalation paths and integrated case notes, ensuring that partnerships align with changing business objectives.

In this dynamic environment, organizations need vendors they can trust. Those who can provide the strategic advice to help navigate and mitigate risks, and who are prepared to assist with remediation activities if issues arise.

But does collaboration necessarily lead to impact and outcomes? Our research shows that 30 percent of organizations plan to issue RFPs for various services over the next 12 to 18 months, highlighting the need for partnerships that provide strategic insights and holistic market data. These partnerships are essential to driving informed decision-making and ensuring the close alignment of mobility strategies with organizational objectives.

What department is Global Mobility part of?



Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

With 60 percent of mobility teams anchored in talent management and talent acquisition, mobility is increasingly positioned as a talent enabler. Expect growing demand for flexible policy design, candidate experience, and talent and succession planning while maintaining tight coordination with rewards, payroll and tax functions.

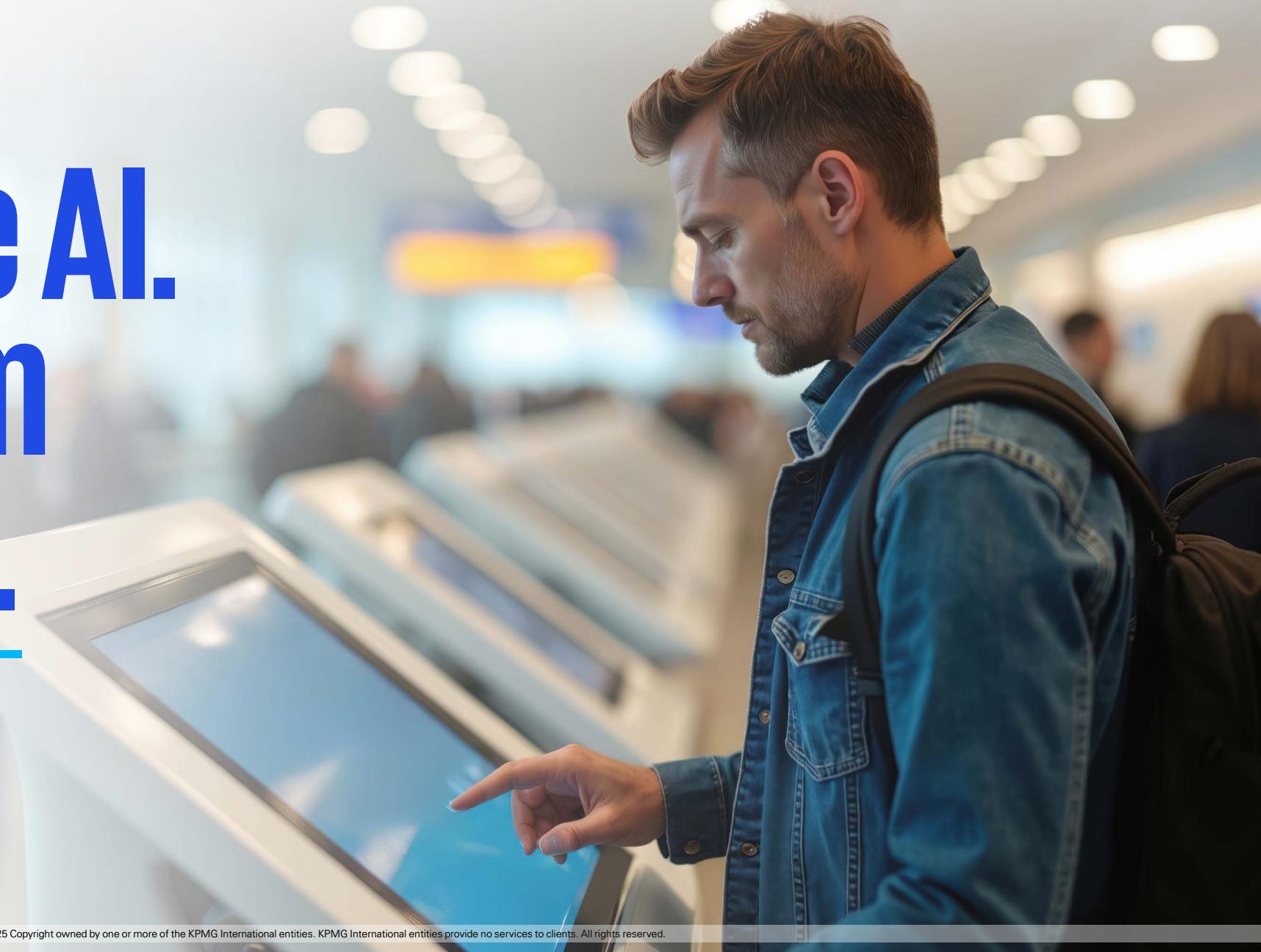
The realignment of global mobility strategies is a strategic imperative. Insights from the 2025 KPMG Global Mobility Benchmarking Report underscore the importance of aligning mobility strategies with organizational priorities, leveraging data-driven insights and investing in team capabilities. By documenting intent, demonstrating ROI and developing strong, diverse team capabilities, businesses can leverage global mobility as a strategic enabler, driving organizational success in an increasingly unpredictable world.

Key takeaways for mobility leaders

- Regularly evaluate your team and identify opportunities to upskill and develop key capabilities and competencies that drive greater value for your organization.
- Assess your vendor's capabilities to help ensure they continue to meet your evolving strategic and operational needs.
- Periodically review vendor KPIs and adapt them as necessary to reflect changing priorities and enhance partnership effectiveness.

4

Activate AI. Transform delivery.



Once you've realigned your mobility strategy by setting a clear vision, demonstrating value and empowering your team, the focus shifts to ensuring you have the capabilities to actively deliver on those goals. Effective execution is essential for driving measurable impact and sustained success in a rapidly changing global environment.

In this context, increased AI adoption by global mobility teams over the past year signals a growing recognition of its game-changing potential. Organizations are making progress in leveraging AI, with 62 percent planning technology investments in the next 12 to 18 months, up from 31 percent in last year's Benchmarking Report. Along the way, businesses will be wise to prioritize data quality and integration before layering on more automation tools.

AI and automation represent an area where global mobility can catch up with broader HR functions that have embraced AI more consistently. About 43 percent of organizations are using AI to support operational tasks, while 19 percent are planning to adopt AI within the year.

Looking ahead, AI implementation priorities include automating administrative tasks (59 percent) and targeting complex calculations (47 percent), such as cost projections and payroll reconciliations. As adoption increases and attention to the back office continues, AI's true impact will depend on clean master data and auditable rules, especially for calculations that touch on high-risk areas such as compensation, payroll and immigration.

To accelerate their access to best-in-class technology, organizations are leveraging broader technologies and infrastructures, such as HRIS and ticketing solutions, to access AI capabilities efficiently. These platforms provide the necessary infrastructure to support AI-driven insights and decision-making.

Where are you on your AI journey today?

We are using AI to help with operational or ad hoc tasks



We are not using AI today, but anticipate using AI within a year



We have no concrete plans to use AI, but it is on our long-term roadmap



We use AI regularly as part of our operational processes



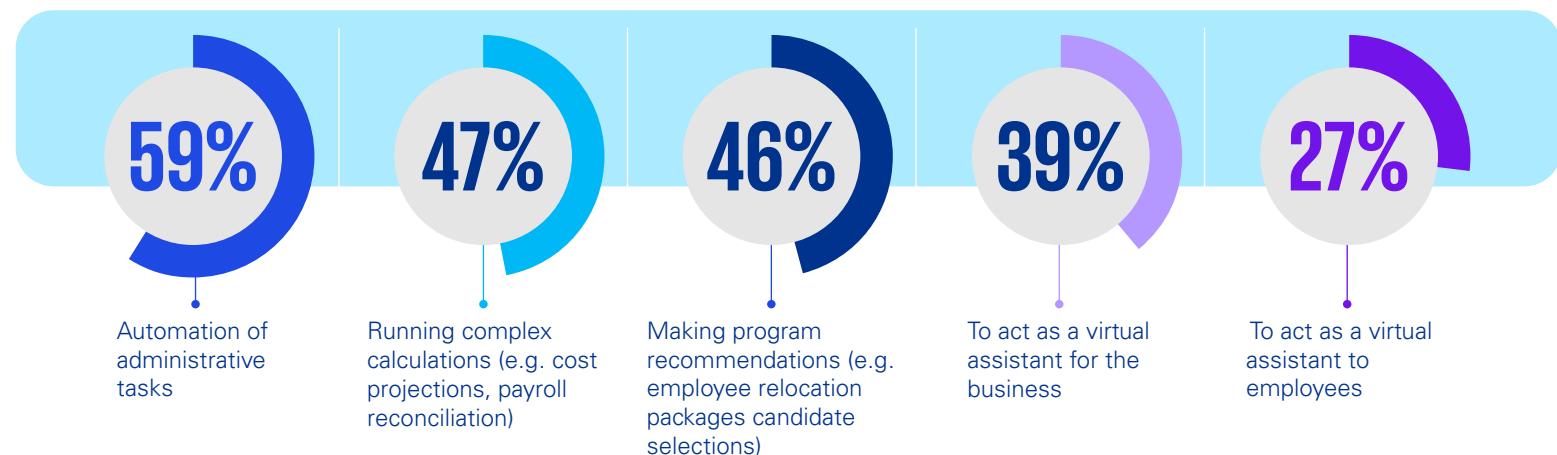
We don't anticipate using AI at all



Note: Response for "Don't know — 6%" was not included.

Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

Within your global mobility program, where are you looking to leverage AI?



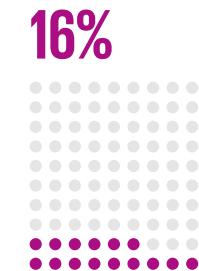
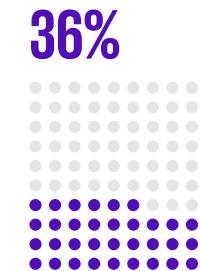
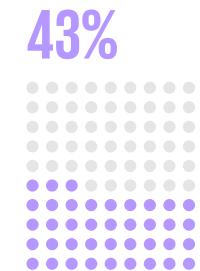
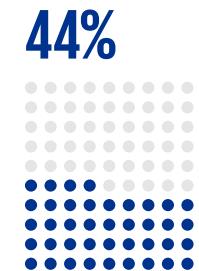
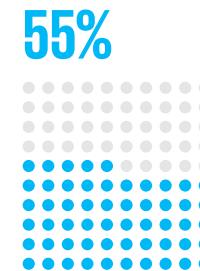
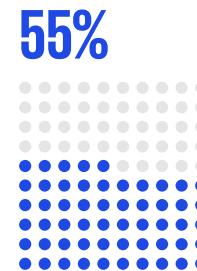
Note: Response for "Other — 3%" and "Don't know — 6%" were not included.

Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

However, when looking at automation, it's important to examine how mobility teams are spending their time today. They are primarily focused on employee case management, aligning with talent teams and driving improvement projects, with significant attention also given to understanding business needs, data reporting and supplier management. This allocation of time reflects a shift towards more strategic activities, enabling mobility teams to better support organizational goals and respond to evolving workforce demands.

Having strong insights is key to demonstrating the global mobility organization's value and ROI. Analytics enablement and scalability are posing challenges, with reporting and analytics still largely spreadsheet-driven for 72 percent of organizations, versus just

Biggest challenges facing the implementation of analytics in mobility programs



Data spread across multiple systems

Cost constraints

Lack of analytics skills

Lack of data integrity

The need for supporting technology

Executive buy-in

Note: The percentages shown are of respondents who selected these options in their top three selections. Responses for "Other — 1%" and "Don't know — 17%" were not included.
Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

Time spent

How much of your team's time is spent on the following activities?

Employee case management



Aligning with talent teams



Improvement projects



Understanding the needs of the business



Data, analytics and reporting



Supplier management



Managing payroll



Managing technology



Managing cost estimates



Note: Response for "Other — 4%" not included.

Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

Key takeaways for mobility leaders

- Define and document specific use cases for integrating AI and automation into your standard delivery processes, helping ensure alignment with business objectives.
- Establish clear documentation for all processes and data flows, and maintain well-defined data structures and repositories to help ensure data integrity and cleanliness.
- Centralize systems where possible by leveraging HRIS and ticketing platforms to streamline task management and enable comprehensive, centralized reporting.



5

Redefine policy. Enable possibility.



As organizations execute realigned strategies, reassessing existing policies becomes imperative. A critical challenge lies in attracting the right employees and skills for global roles and having flexible policies in place. Forty-two percent of businesses say they have conducted a full policy review in the previous year, versus 21 percent conducting a policy review in the last two years.

Notably, 32 percent of organizations plan to update their policies within the next 12 to 18 months, underscoring a proactive approach to changing business dynamics. Evolving needs of business units

(56 percent) and external benchmarking of competitiveness (55 percent) were cited as the top two policy-review priorities.

Cross-border remote work arrangements are on the rise, with half of organizations now offering short 'workations' and nearly one in four embracing permanent remote-work arrangements. This growing flexibility empowers employees to work from anywhere, helps organizations attract and retain top talent, and supports evolving business needs in a competitive global marketplace.

Policy review priorities



Note: The percentages shown are of respondents who selected all that apply. Response for "Don't know — 11%" not included.

Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

International remote work requests

Short-term, including 'workation' for less than 30 days per year



Short-term, including 'workation' for less than 90 days per year



Permanent, including relocation and hiring employees abroad



Temporary, from another country for more than 60 days per year



Short-term, including 'workation' for less than 60 days per year



Location-independent roles, e.g., global roles



Virtual assignments in which the employee takes on a role or project in another country without moving to that country



We don't allow for international remote working



Note: The percentages shown are of respondents who selected all that apply. Response for "Other — 8%" and "Don't know — 4%" not included.

Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.



As policies evolve, we're seeing a shift toward more inclusive family definitions and expanded partner support. These are important signals that mobility is increasingly being positioned as a key enabler of DEI. However, support for partners remains inconsistent across organizations. Increasingly, organizations recognize that the success of a global move often hinges not only on the employee's experience but equally on their partner's ability to integrate and thrive in the new environment. Prioritizing partner support is essential for ensuring positive outcomes for both employees and their families.

Going forward, mobility policy updates must balance flexibility with compliance to meet strategic needs. While most policies support compliance, there are opportunities to tailor them more closely to strategic objectives such as talent acquisition, employee retention, business needs and cost management. Continuous review and refinement of policies amid ongoing change is indispensable to ensuring that mobility programs remain competitive and aligned with business goals.

Key takeaways for mobility leaders

- Validate that policies are aligned with the documented global mobility strategy and business needs.
- Benchmark policies against industry standards to maintain competitiveness and appeal in the current talent market.
- Assess and test policy support for employees' dependents, recognizing its importance in attracting and retaining top talent.

6

Elevate the experience. Inspire talent.

At the heart of executing effective global mobility strategies today is the employee experience. Striving to ensure a positive and seamless workplace experience is paramount. Yet, only one in four businesses say employee satisfaction is being 'consistently' tracked.

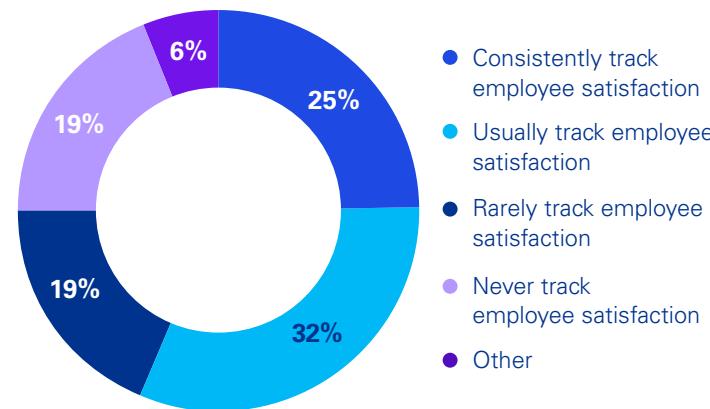
Organizations are keen to leverage available feedback, with 80 percent saying they consistently act on employee insights. At the same time, only 13 percent believe their current approach to gathering feedback is 'highly' effective. This highlights the need for

robust feedback mechanisms to help shape a positive employee experience in today's competitive skills market.

Attracting talent to participate in mobility assignments is cited as one of the top three concerns. Businesses can make progress on today's chronically tight talent markets and the race for new skills by articulating mobility features such as partner support, career outcomes, competitive remuneration and innovative lifestyle benefits.

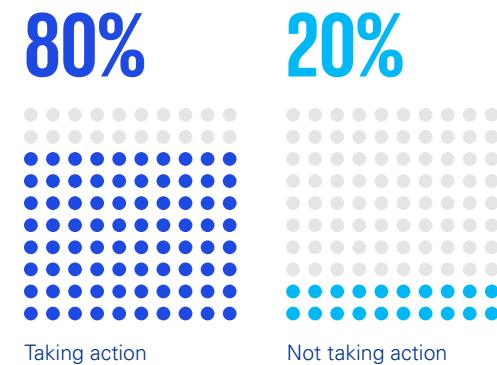
Simplification is key to enhancing a seamless employee experience. Providing a single portal and point of contact for employees to provide input can significantly streamline and accelerate communication among mobile employees and mobility teams. By prioritizing employee satisfaction, organizations can create an exceptional mobility experience that attracts and retains top talent.

Measuring employee satisfaction of global mobility programs



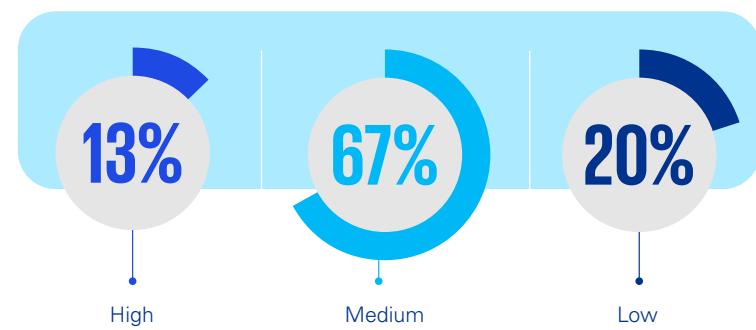
Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

Actions taken in response to employee feedback



Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

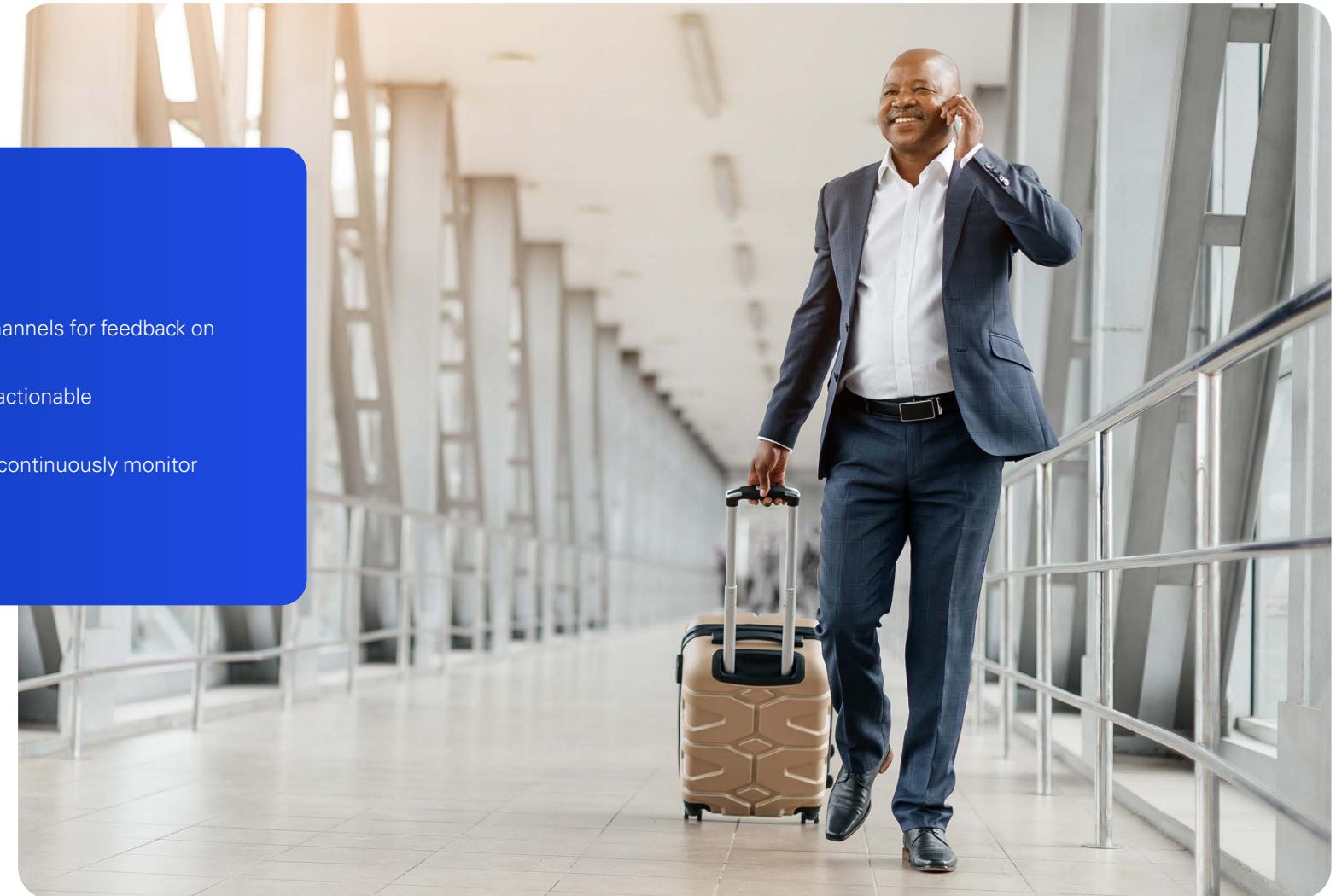
Effectiveness of approach for measuring employee satisfaction of global mobility programs



Source: 2025 KPMG Global Mobility Benchmarking Report, KPMG International.

Key takeaways for mobility leaders

- Actively measure employee satisfaction and provide accessible channels for feedback on the mobility program's effectiveness.
- Capture and analyze employee insights, translating feedback into actionable improvements that enhance the mobility experience.
- Collaborate with your vendor network to implement changes and continuously monitor outcomes to help ensure lasting success.



The road ahead: Priorities for global mobility in 2026



Global mobility stands at the crossroads of a strategic new future, pursuing an unprecedented role as a trusted advisor to the business. Forward-looking mobility leaders are recognizing the inevitable need to revisit existing models and strategies to acquire scarce and high demand talent, drive efficiency and apply game-changing technologies and automation, such as AI.

Along the way, mobility leaders will also need to aim to ensure responsive policies amid ever-evolving regulatory requirements. Tapping into the power of data and analytics will be crucial to success, and more organizations are exploring modern capabilities that will drive them forward.

We hope the findings and insights provided in the 2025 KPMG Global Mobility Benchmarking Report will prove instructive in shaping a strategic new role for mobility—one where mobility leaders step up as trusted advisors, enhancing business value every day for their organizations.

Key considerations as global mobility navigates a strategic new future

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, driving 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.

Survey methodology and demographics

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

The 2025 KPMG Global Mobility Benchmarking Report 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.

The survey insights highlight the changing nature of global mobility programs, covering policy development, tax and immigration strategies, organizational structure and governance. Additionally, the survey examines how priorities are shifting toward performance metrics and the integration of advanced technologies, including AI.

Europe, Middle East and Africa

European organizations had the highest participation among regions, representing about **41 percent** of survey respondents. Organizations in the Middle East had **2 percent** participation and those in Africa had **3 percent** participation.

North and South America

North America was the second-highest region in terms of participation, with approximately **30 percent** of respondents. Organizations in South America had **3 percent** participation.

Asia and Oceania

Asia ranked third in participation, accounting for around **18 percent** of respondents. Organizations in Oceania had **3 percent** participation.

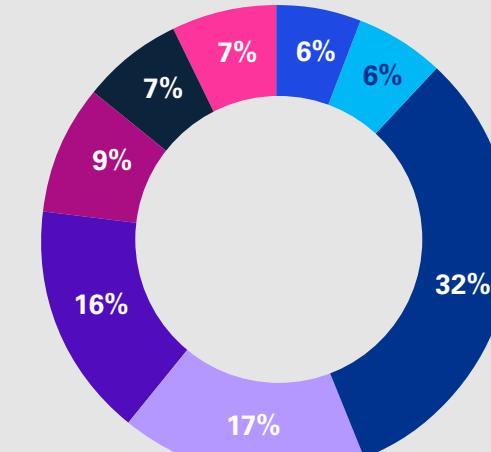
Participant demographics

456 Global mobility professionals

29 Countries/jurisdictions represented

12 Industries represented

Employees



- Less than 500
- 501 to 1,000
- 1,001 to 5,000
- 5,001 to 10,000
- 10,001 to 25,000
- 25,001 to 50,000
- 50,001 to 100,000
- More than 100,000

How to access the KPMG Global Mobility Benchmarking Survey

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

There, you'll find a direct link to begin the survey, along with helpful information and instructions.

Benchmark your organization today

KPMG Global Mobility Services professionals can provide a personalized benchmarking report that allows you to compare your organization across key areas of interest. Participants find this helpful in evaluating their organizational policies against a specific set of parameters. In addition to providing essential organizational demographics and a global mobility policy overview, the survey questions follow an overarching framework of the critical phases for the lifecycle of the mobile workforce. Additional topics examined include immigration compliance, assignment management technology use, automation, AI, program data and analytics insights.

Connect with us

Managing global mobility programs can be complex. Supporting the current business agenda and talent mobility strategy, including diverse international assignments, employee relocations and remote working arrangements, is today's reality for the global mobility function. Improving employee experience, mitigating ongoing global disruptors, managing regulatory risk, and supporting compliance while balancing costs and providing business value can be an intricate challenge. KPMG Mobility Consulting Services professionals can provide a talent mobility services framework to address these challenges globally, integrate digital solutions, and help you build an operating model that serves and delivers for your organization.

Learn more

If you would like to receive a personalized Global Mobility Benchmarking Report and/or would like to learn more about KPMG Mobility Consulting Services, please email us at tax@kpmg.com.

How KPMG firms can help

For today's multinationals on the move, it's all about deploying experience to help drive transformation and accelerate market growth, optimizing opportunities while maintaining consistency and control.

Through our organization of over 5,000 experienced Global Mobility Services professionals across more than 200 jurisdictions, KPMG firms help you do just that: design and deploy mobile workforce programs that deliver strategically.

Combining deep technical knowledge in tax, immigration and mobile administration with advanced data and technology, our global mobility approaches enable data-driven decision-making to position talent and strengthen resilience where it's needed most: on the ground.

From policy advisory services and risk management to strategic technology deployment, KPMG professionals help you stay ahead of change so your people can move compliantly and confidently beyond borders, wherever business takes them.

Contact our advisors to help:

- Build scalable, compliant and future-focused global mobility frameworks.
- Help ensure smooth and stress-free transition for your mobile workforce with consistent support, clear processes and proactive issue resolution.
- Navigate complex immigration landscapes with confidence, through technology.

KPMG. Make the Difference.

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