# The Dutch Employee Relocation

Benchmark Report 2024







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### Introduction

We are delighted to present the second edition of our **Dutch Talent Relocation Benchmark Report**. Building upon last year's foundation, **we've gained** more insights and packed in even more information, helping you to make the most informed talent relocation decisions.

For the 2024 edition, **Settly** has partnered with **The Netherlands Point of Entry** to provide the trend analysis you need to attract and retain top international talent and stay competitive in your industries.

### **Partners**



**Settly** offers a digital relocation platform and community that provides unparalleled relocation and settling-in experiences for international talent. They aim to help HR teams save time and costs and gain end-to-end insights into the relocation process.



The Netherlands Point of Entry is the first stop for international talent looking to work or set up a business in the Netherlands. The team at The Netherlands Point of Entry are an invaluable support for all newcomers to the country, offering guidance on legal procedures, financial requirements, visa applications and much more.

getsettly.com7

netherlandspointofentry.nl<sup>7</sup>



The world keeps moving and the markets with it. Over the course of a year a lot has changed and though the talent shortage is still high, the correction has also made its way to the world of relocation. Looking at the pressure on the systems and organizations in 2021 and 2022 this is not necessarily a bad thing, for it gives a well-needed moment to reflect and review progress, processes, packages and policies. For both governments and institutes but also organizations. That relocation support is given is still a non-negotiable. **Employee experience is also still a key driver behind relocation support.** But where the sky was the limit post covid, there's now a broad range of decisions to make for organizations that find their budgets scrutinized.

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With this moment of reflection, comes the opportunity to look at the data behind the world of relocation and revisit what the best way is to drive employee retention and engagement. What are still key challenges and opportunities when moving talent from abroad? How do we build a policy that helps us drive our business goals? What should we be spending our budget on? How do we continue to make an impact as a people org whilst making sure that we build our processes to scale?

Because though we're currently living in a time where companies are more cost aware, the world also moves in cycles and macro trends are not slowing down. Companies will continue to look for growth, and when interests go down more money will flood the markets. We are also dealing with the reality of an aging working population and an increase in migration whether voluntary (economical) or involuntary (eg. geo-political, climate, safety). All of these matters will have an impact on the talent shortage. Which means that within the next 3–5 years we will see the demand for international talent increase again and those who lay the groundwork around their talent strategies today will be the winners of tomorrow.

Marieke van Iperen CEO and Co-founder at Settly





### The Story: Why We Created The Report

Our mission at Settly is to empower businesses to make better decisions when relocating international talent – and **this Report does precisely that.** It provides HR leaders with the tools and insights they need to get a clear overview of the relocation landscape in the Netherlands.

This Report serves as a benchmark to help hiring managers build optimal relocation packages to retain their key talent. By providing industry standards, we help companies compare relocation packages and offer their teams and new hires the best employee experience.

Hiring international talent is essential for many companies due to a **shortage of workers in the Dutch labour market.** The number of open vacancies exceeds the number of unemployed people. **In 2022, the Netherlands saw a significant spike in international migration, with a record 223,798 moving here. Numbers remained high in 2023, with 141,895 net international migration** (immigration minus emigration). These figures highlight the value of this report for many companies.

### The Data: Who Did We Ask?

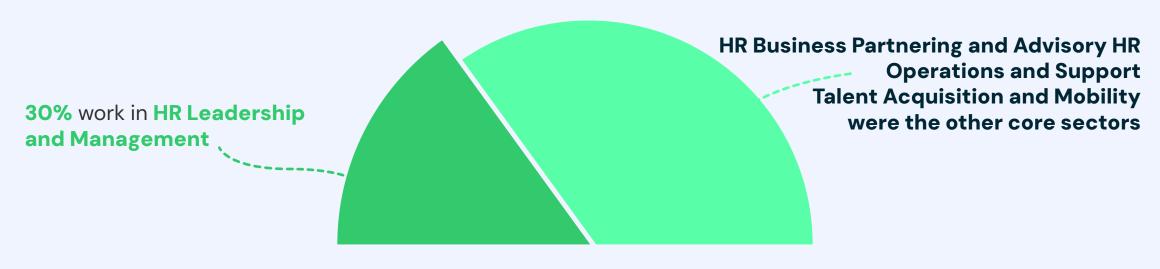
To source the data, we shared an open invitation through our combined network (Settly and The Netherlands Point of Entry) and ran a Linkedln ad campaign to reach a wider audience.

All companies surveyed have permanent offices in the Netherlands more than 74% are headquartered in Randstad, most of which are



Those with international headquarters are well spread out; we received responses from companies with headquarters in the **United States, Australia, Dubai and other locations within Europe.** 

There was a good distribution of HR professionals who participated in the Report.

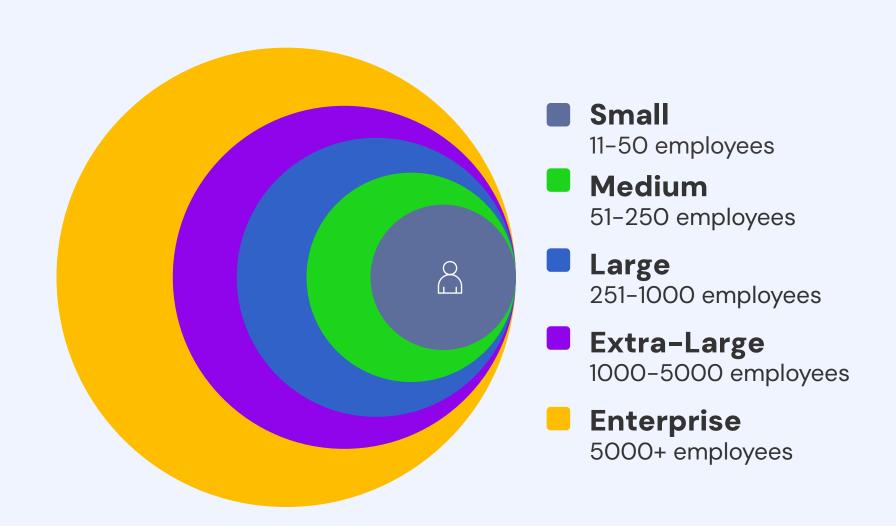


The majority of respondents hold senior-level positions.



To organise the data clearly and logically, we have divided our findings into groups and subsets. The data will be presented as all companies first, to provide a general overview. We will then break it down into categories, organised by size according to employee count.

Our categories are as follows:



When we discuss **how companies manage their relocation packages** (from Chapter 2 onwards), we break the data into the following four categories: a combination of key vendors and selected partners, an in-house team with specific external partners, one external vendor managing all services and everything managed everything in-house.

All participants and their respective companies will remain anonymous for privacy reasons.



### **Standout Findings**

Across all company sizes, employee experience is the area that could be best improved

- The average cost of relocation in 2023 per employee is €7,232
- The average company spend for relocations in 2023 from those surveyed was €96,011
- The two largest continents employees are relocated from are **Europe and Asia** 
  - 78% of companies would relocate talent for up to 50% of their positions



Talent is most likely relocated for **Specialist job positions** 

Over 76% report a positive link between good relocation experiences and higher talent engagement and retention

- (6) 67% of companies report either a break-even or positive ROI from relocation
  - © Companies that use a **single external vendor are most satisfied** with their relocation package management
- © Companies that manage relocation entirely in-house are the least satisfied with their relocation packages

The Dutch Employee Relocation Benchmark Report 2024



### Standout Findings 2023 vs 2024

- Percentage of companies that expect to relocate the same or more employees
- Percentage of companies that spend more than
   €5000 per relocation
- Percentage of companies that have a defined relocation policy
- Percentage of companies that work with an external vendor
- The **number one challenge** for companies with their relocation packages
- The average satisfaction score for relocation



The Dutch Employee Relocation Benchmark Report 2024



### Chapter One: Relocation in Numbers

International hiring remains a core strategy for many organisations. Last year we identified that 65% of companies cite shortages as the primary reason for relocation. According to recent statistics, there are more job vacancies than unemployed people in the Netherlands, signifying a continued shortage. This trend is forecasted to persist until at least 2050.

In this year's survey, we asked: "What is the main reason for providing relocation support?" The responses were as varied as the reasons talent moves:



This chapter examines the number of employees relocated to the Netherlands in 2023 and the expenditure on these relocations. We then investigate how much companies forecast they'll spend in 2024 and whether they expect to relocate the same number or more employees this year.





### Relocating in 2023



Most companies surveyed (63%) relocated up to 15 employees to the Netherlands in 2023.

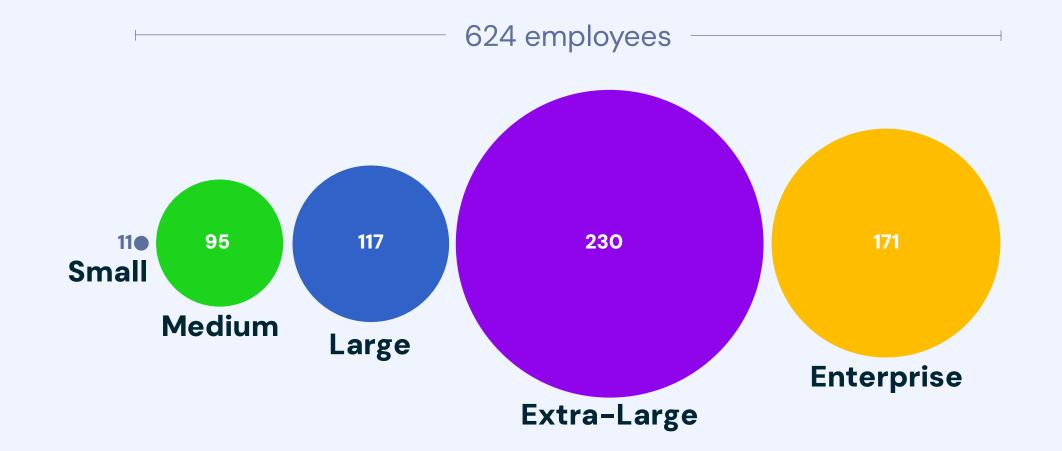
2% of companies, relocated between 100 and 250 employees in 2023.

The remaining 35% of companies relocated between 15 and 100 employees last year.

Considering conservative estimates, the total number of relocations completed last year by our surveyed companies was from **624 employees.** 

2023

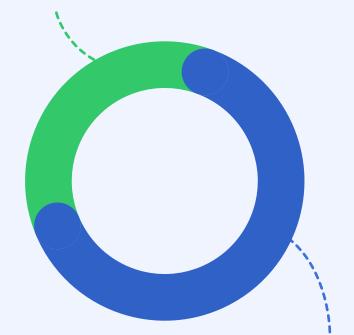
As could be expected (yet notably different from the 2023 Report! ), the two largest-sized categories of companies relocated the most international talent to the Netherlands in 2023.



#### **Key Stats**

- 35% of companies relocated between 15 100 employees in 2023
- 63% of companies relocated up to 15 employees last year
- Extra Large companies **relocated more** talent to the Netherlands in 2023 **than any other company size**

Companies that employ up to 1000 employees are responsible for 37% of all talent relocation to the Netherlands



63% of all new international talent acquisitions are made by companies with over 1000 employees

### Relocating in 2024



Most companies (80%) forecast that they will relocate the same number or more employees in 2024 as they did in 2023.

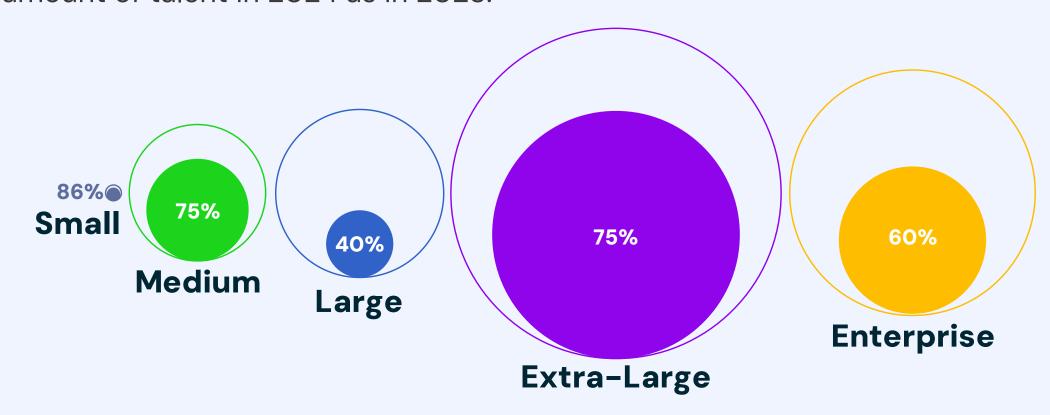


The remaining 20% expect to relocate fewer employees.

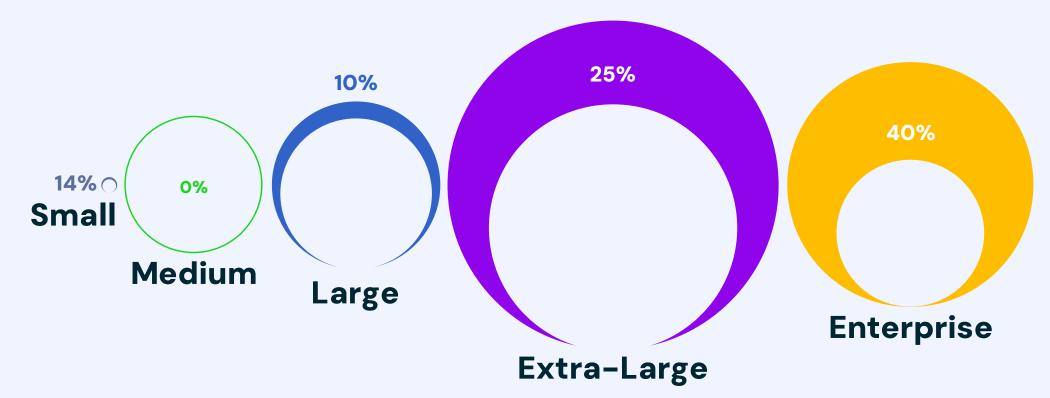
Considering this, even with a conservative estimate, we anticipate at least a 23% increase in relocations this year over 2023.

Breaking these figures down by company size, it is only companies that employ between 51 and 1000 employees (sizes M and L) that **anticipate lower volumes of international relocation for 2024.** 

Here are the **percentages per company size** that expect to relocate the same amount of talent in 2024 as in 2023:



And the percentages per company size that **expect to relocate more talent in 2024** than in 2023.



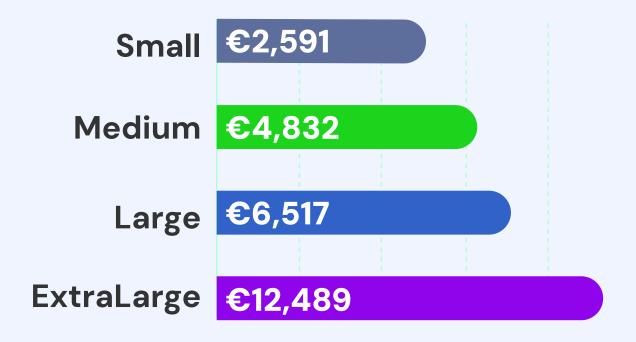
#### **Key Stats**

- **80% expect to relocate the same or more** employees this year as they did in 2023
- Only companies that employ between 51-1000 employees expect to relocate less this year
- Enterprise-sized companies (5000+ employees) expect the largest increase in relocations for 2024

### What Are The Costs Of Relocation?

The cost of relocation can vary greatly depending on how a company structures its packages and the level of support it offers. Based on the most conservative estimate of relocations in 2023 from our surveyed companies (624), we identified that the average total relocation spend per company in 2023 was €96,011.

Considering all companies, the average investment made per relocation in 2023 was €7,232. However, costs vary significantly across different size brackets. Here is an overview of the average cost per relocation by company size:

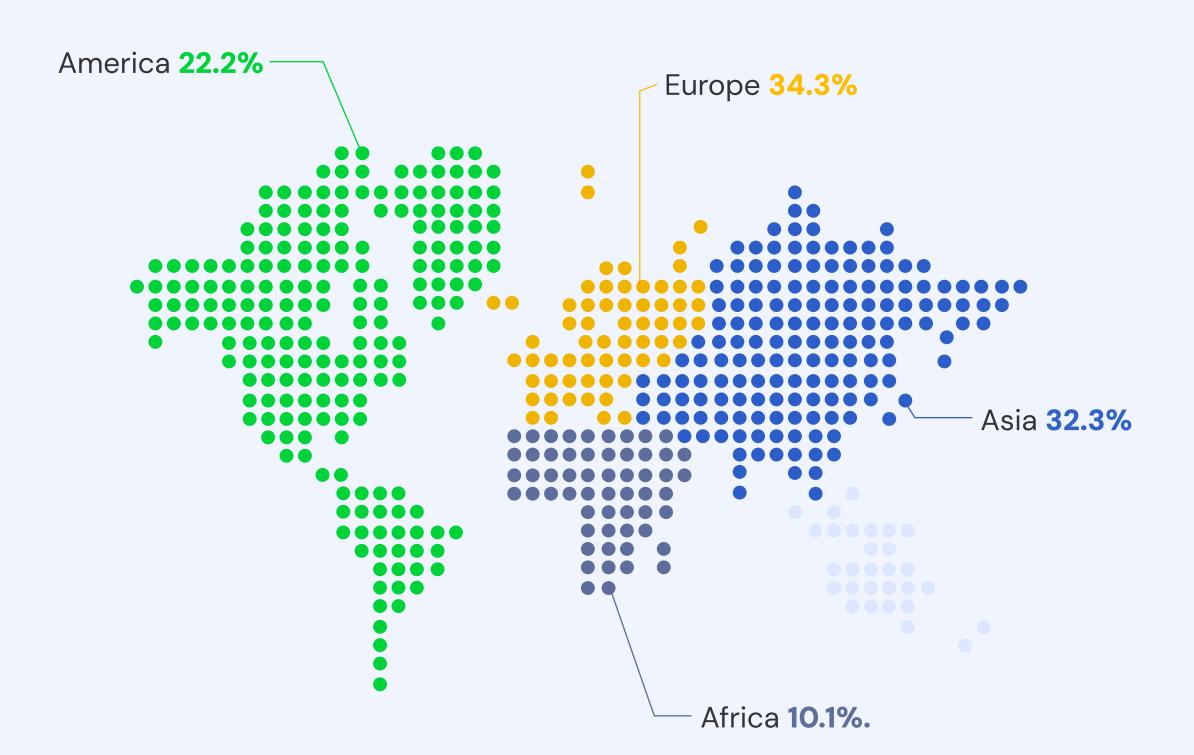


Interestingly, among our surveyed clients, the largest company size invests the least in relocations compared to all other sizes. The highest spenders are companies that employ between 1000–5000 employees.

### Where Do Employers Relocate From?



The migration of **skilled workers to the Netherlands comes from all over the world.** Going by continent:





## For What % Of Your Open Roles Do You Consider International Talent Or Relocations?





Local talent is naturally considered for more roles than potential employees who need to relocate for the position.

- From our respondents, only 13% of companies consider international talent for 75–100% of their job vacancies.
- However, international talent still plays a significant role in companies' talent acquisition strategies, with 78% of companies reporting that they would relocate talent for up to 50% of their positions.
- Notably, among the companies surveyed, **none with 1000+ employees indicated they would consider international talent for more than 50% of their vacancies.**



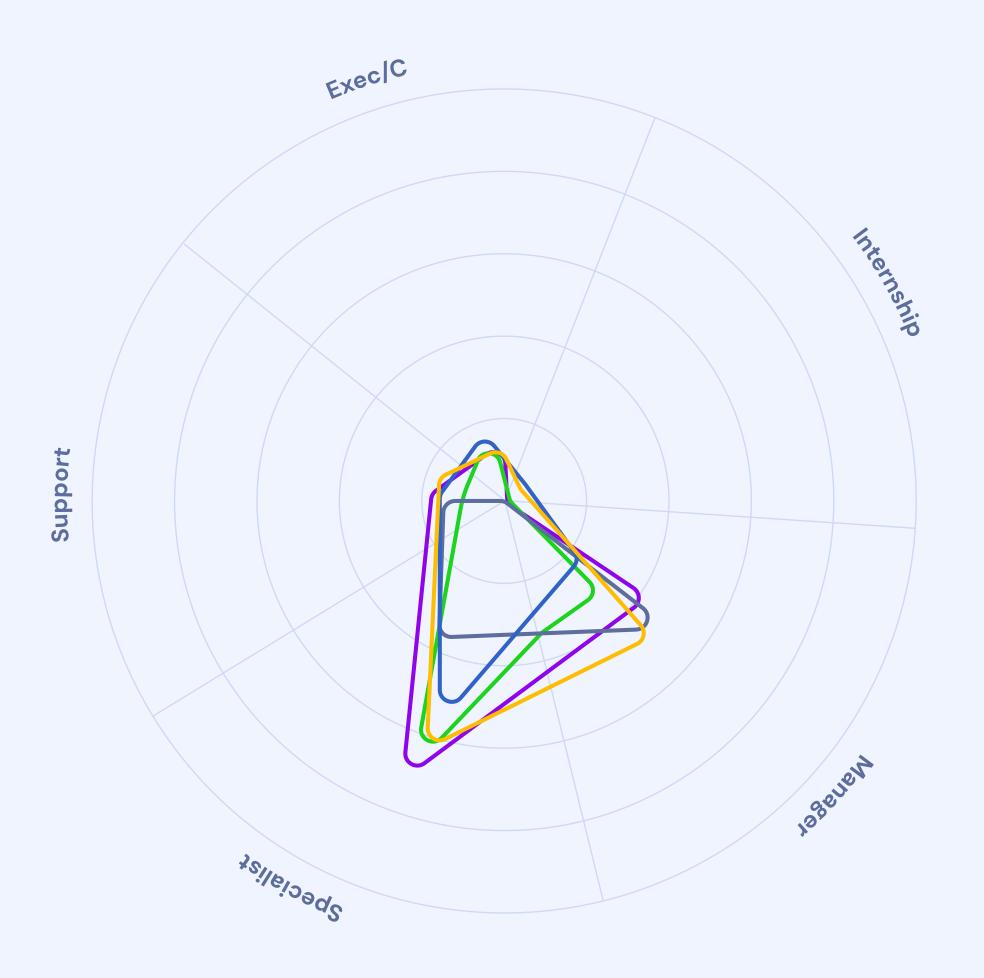


### What Level Of Employees Do You Relocate?

The most common job function that companies across all size ranges tap into the global talent pool for is **Specialists**, **accounting for 43.90%** of all relocations. This is logical, as highly skilled individuals for sapecific functions are naturally fewer than those with general skill sets. The next most common relocated talent category is **Management (broadly defined)**, **followed by Support**, **making up 28.05% and 14.63% respectively for all companies**.

Here is the breakdown by company size for the positions they typically relocate for:

Company Size	Exec/C	Internship	Manager	Specialist	Support
Small	0%	0%	45.45%	36.36%	18.18%
Medium	11.11%	0%	25.93%	51.85%	11.11%
Large	16.67%	5.56%	22.22%	38.89%	16.67%
Extra Large	14.29%	0%	21.43%	50%	14.29%
<b>Enterprise</b>	10.98%	2.44%	28.05%	43.90%	14.63%







**Tijana Watson** *HR Team Member* 



Employee satisfaction is crucial in relocation processes. What are some tips IDH uses to ensure a smooth and positive relocation experience for employees?

While the relocation services are outsourced, we still make sure that there is a direct contact between the new joiner and a dedicated IDH representative, who monitors their relocation and is in constant exchange with the relocation provider. We believe that timely and precise communication is the key to a positive relocation experience.

We encourage both the relocation provider and the employee to make cost-effective choices

• In terms of cost management, what are some best practices IDH follows to balance cost efficiency with employee satisfaction in your relocation programs?

To make sure our new team members feel welcomed and supported, we provide each employee with a relocation budget. This budget covers a variety of pre-approved services to help them settle in comfortably. We encourage both the relocation provider and the employee to make cost-effective choices, whether it's booking flights or hiring a moving company. As a cost-conscious organization, any unused funds from the relocation budget will be returned to IDH and used for future relocations. By combining this budget provision with careful monitoring by both IDH and the relocation provider, we believe we offer a well-balanced service to ensure high rates of employee satisfaction.



### Chapter Two: Relocation Packages

An overwhelming majority of surveyed companies (91.30%) provide some form of relocation support for their employees, often referred to as a relocation package. Such packages may include housing assistance, financial and tax advice, moving support, and other benefits. For 65.22% of companies, these packages are clearly defined, while more than a third (34.78%) tailor their offerings on a case-by-case basis.

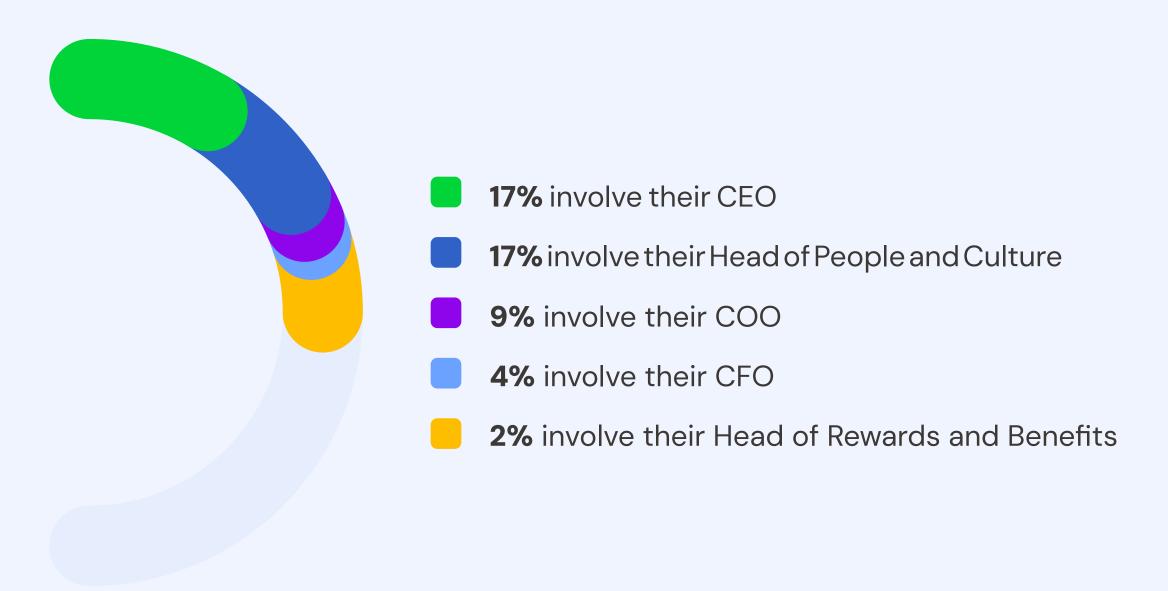
This chapter delves into the structure of these relocation packages.





### Who Has The Final Say On Relocation?

Half of all companies (50%) have their C-level executives or heads of HR departments make the final decision on relocations.



As expected, companies with over 5000 employees do not involve C-suite executives in relocation decisions; instead, other job functions typically handle this responsibility. In contrast, HR Managers or Global Mobility Leads often have the final say.

Companies employing between 51-1000 employees reported an even split among decision-makers, highlighting the diversity in company structures. CEOs are most involved in companies with 1000-5000 employees, whereas 28.57% of small companies (11-50 employees) have their CEO making the final relocation decision.

### What Is A Relocation Package?



When relocating employees to their new roles and country of residence, companies often provide additional perks and services known as a relocation package. Companies typically structure their relocation packages in several ways:

- Managed completely in-house
- Managed in-house with support from specific external partners
- Managed externally by key vendors and selected partners
- Managed externally by one vendor

Most companies (67%) depend on external support when constructing their relocation packages. Typically, responsibilities are divided among different vendors, with over 50% of companies closely collaborating with these vendors to tailor the package according to their needs.





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Similar to last year, the three primary services all companies offer—whether through external vendors or managed internally—for their relocating employees are immigration assistance, 30% ruling, and appointment coordination.

Housing support is also highly prioritised, with over 60% of companies providing assistance with temporary or permanent housing. The least commonly offered service is pet support, provided by only 24% of companies.

### All Companies

Companies utilise external vendors primarily for:

- 77% Immigration services
- **71%** on 30% Ruling
- 68% Coordination of registration appointments
- **68%** Temporary housing
- **65%** Permanent housing
- 48% Schooling assistance for children
- 42% Cultural integration and settling-in benefits
- 25% Partner support



Considering these factors beyond the workplace helps ensure a smooth relocation for employees.

The data underscores that companies of different sizes have varying preferences for relocation package perks. The following breakdown details these preferences by company size.

There is a widespread reliance on external vendors across all service categories, indicating the breadth of services they provide. Over 50% of companies incorporate support for seven perks within their packages, with more than 30% opting for as many as 13 perks from their vendors.





#### **Small Companies**

Among the 17 services small companies (11-51 employees) surveyed use external vendors for, only two categories—30% Ruling and Immigration—have support from more than one company. All other categories show an even distribution, highlighting the diverse needs of smaller companies in terms of relocation package support.



#### **Medium Companies**

For medium-sized companies (51-250 employees), there is a notable emphasis on housing. Out of the 55 services these companies surveyed opt for, 12.72% receive support for permanent housing and 14.55% for temporary housing. Other significant services include tax support (12.72%), coordination of registration and appointments (12.72%), and the 30% ruling (12.72%). Partner support is provided by only 1.81% of surveyed companies.



#### Large Companies

The primary service supported by external vendors for large companies (251-1000 employees) is Immigration, with 9.37% of the 64 services utilised by these companies focused on this area. There is a relatively even distribution across other key services, including bank account setup, 30% ruling, coordination of registration, partner support, shipment of goods, and temporary housing.



#### **Extra Large Companies**

For extra large companies (1000-5000 employees), bank account setup receives the highest support from external vendors. This is followed by coordination of registration, immigration, permanent housing, schooling support for children, and shipment of goods.



#### **Enterprise-Sized Companies**

The largest companies surveyed (5000+ employees) primarily receive support for Immigration from external vendors, more than any other service. Following Immigration, significant support is provided for the 30% ruling and tax support, with an even distribution across other support categories.



65.22%

34.78%

- 65.22% of companies surveyed confirmed that they have a standardised relocation policy in place.
- 34.78% companies then organise their relocation packages and standards on a case-by-case basis.

#### Do Your Employees Have Access To The Relocation Policy?

54.35%

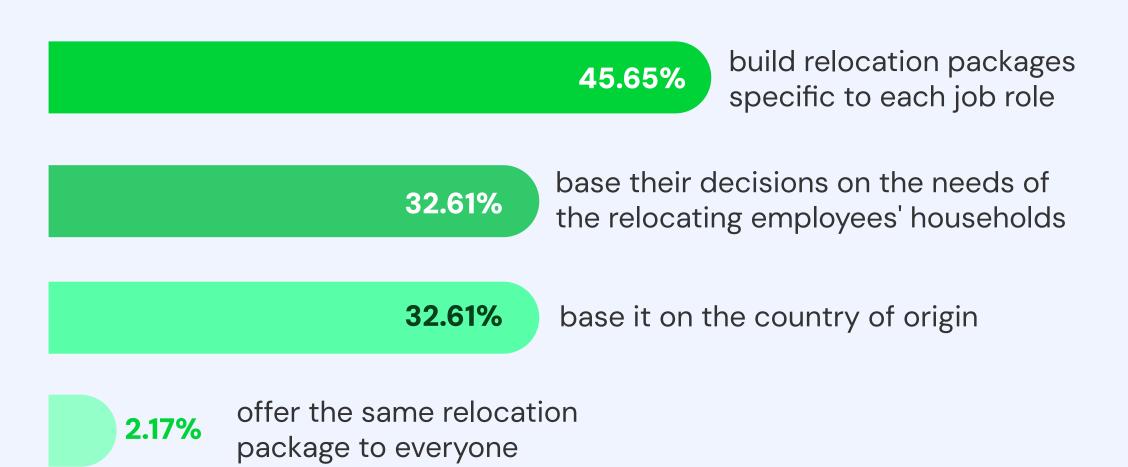
We identified that there is a pretty even split between companies that provide access to their relocation policy and those that do not.

• 54.35% of the surveyed companies that have a relocation policy provide access to their employees.

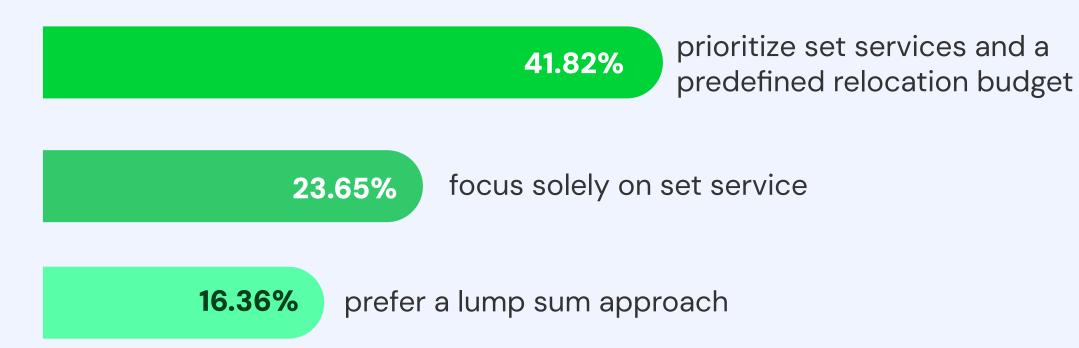
### How Is Your Relocation Package Structured?

The structure of a relocation package typically depends on several factors, with job role being the primary determinant for most companies.

#### **Factor Determining The Structure Of Relocaiton Packages**



#### Service Included in Relocation Packages







Julie Sustronck
Talent Mobility Manager



• How does TomTom support employees and their families during the relocation process?

We have a dedicated program for employees and their families. TomTom supports employees and their families by offering a range of family-friendly services. This includes assistance with finding suitable schooling, a higher furniture allowance, housing and providing information on local family activities and resources. Each employee and their family are assigned a dedicated consultant who guides them through the entire relocation process, minimizing the need for multiple points of contact.

Just recently started tracking several key metrics to evaluate the success of our relocation initiatives.

• What metrics or KPIs do you find most useful for evaluating your relocation initiatives?

We just recently started tracking several key metrics to evaluate the success of our relocation initiatives. **These include employee satisfaction surveys and exceptions.** Next will be evaluating retention rates of relocated employees and investigating how diverse our program is.



### Chapter Three: Findings & Areas of Improvements

This chapter investigates how satisfied companies are with their relocation packages. **We break the findings** down into company size and look into the areas and services where improvements can be made.

The **overall satisfaction level of all companies with their relocation services was 7.09 out of 10.** All companies divided by management level are as follows:

Managed in-house: 6.60 out of 10

• One external vendor: 8.25 out of 10

• In-house with external partners: **7.13 out of 10** 

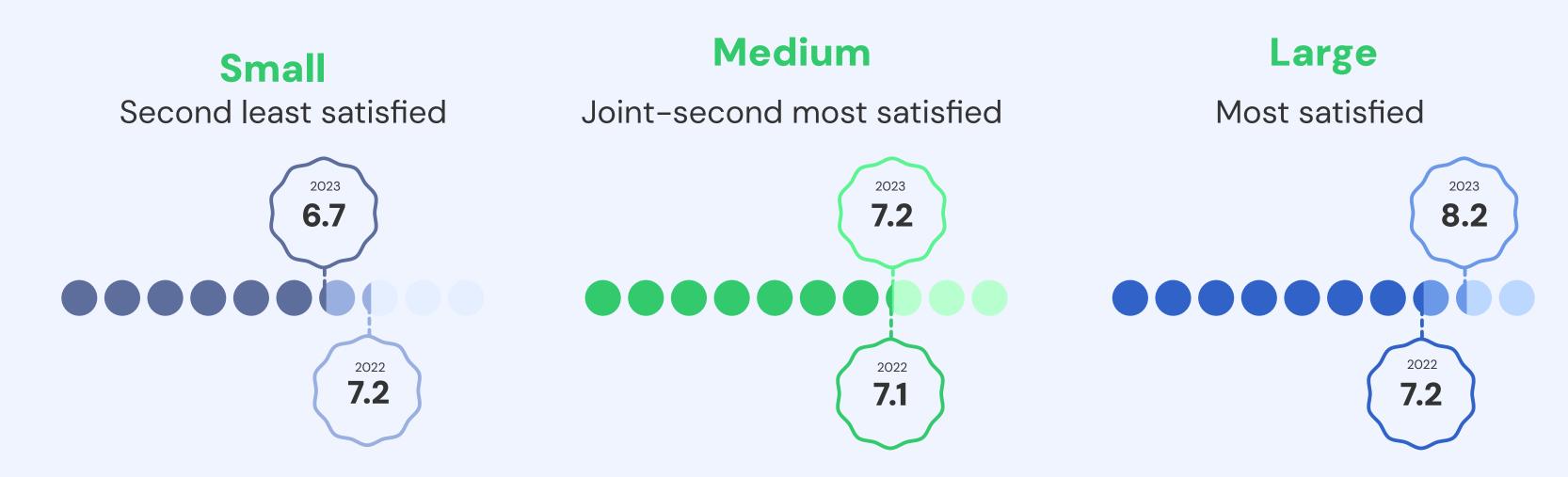
Key vendors and selected partners: 7.50 out of 10

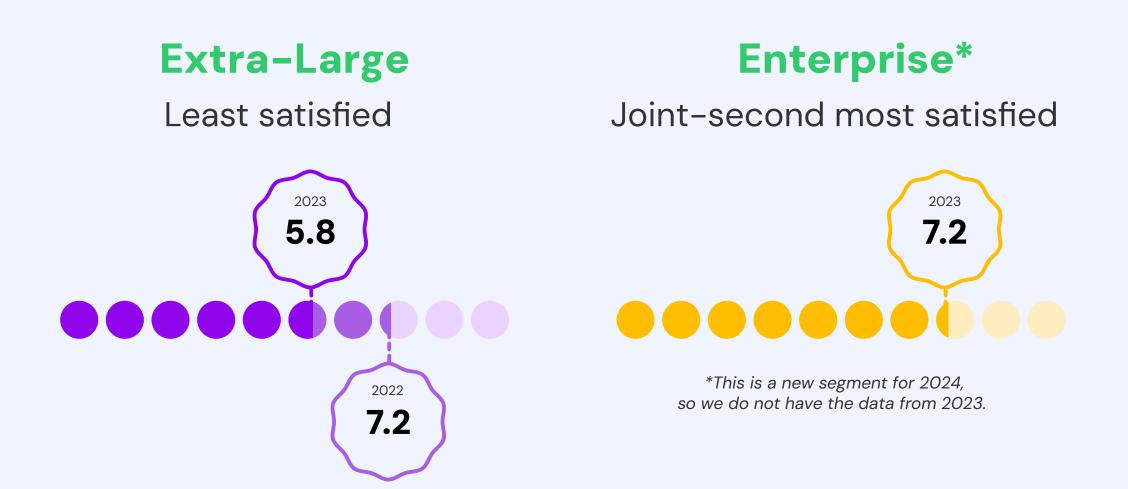


### How Satisfied Are Companies With Their Relocation Packages?



To gauge performance with relocation packages, we asked each company to benchmark their satisfaction rating out of 10. Here are the findings:







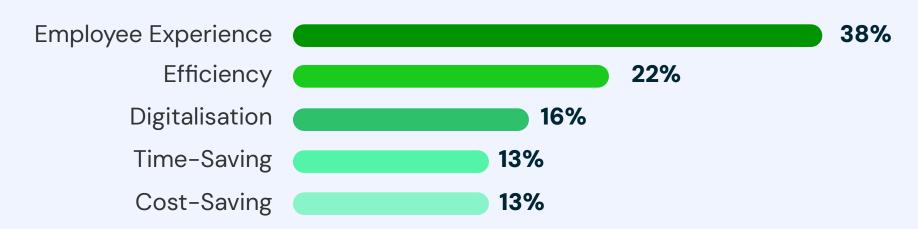


There are **four ways in which a company can manage their relocation packages.** They can either handle everything in-house, combine their in-house team with specific external partners, outsource to one trusted partner, or leverage a mix of key vendors and external partners.

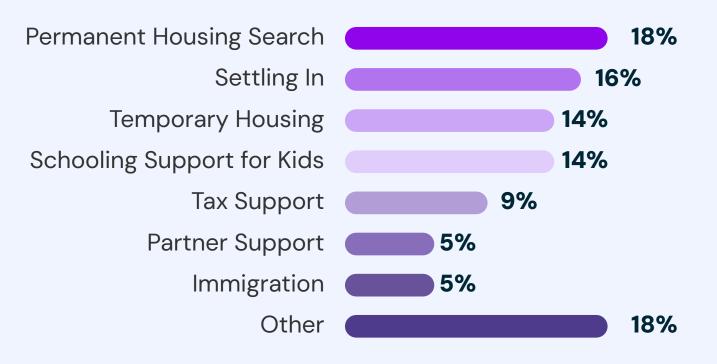
What follows is a breakdown of the most requested improvements by management style.

#### Managed In-House

#### **Key areas of improvement:**



#### **Key services of improvement:**

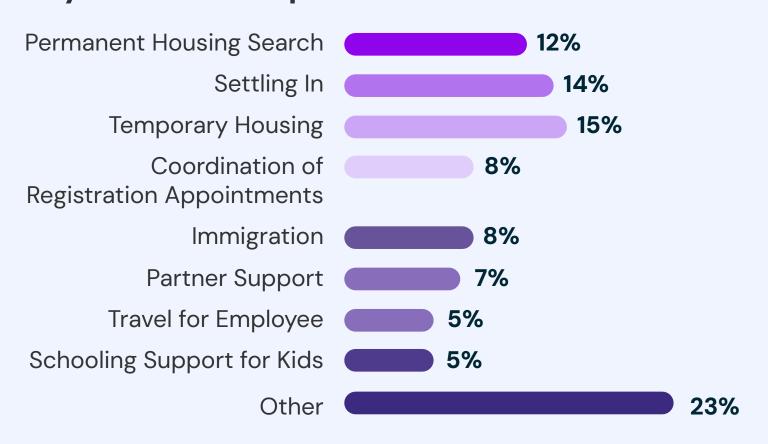


#### Managed in-house team with specific external partners

#### **Key areas of improvement:**



#### **Key services of improvement:**



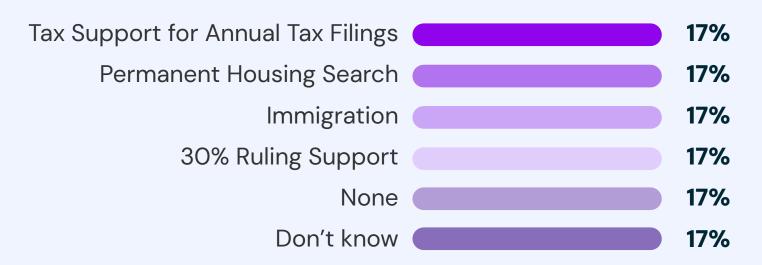


#### Outsourced to one trusted partner

#### **Key areas of improvement:**



#### **Key services of improvement:**



#### Managed in-house team with specific external partners

#### **Key areas of improvement:**



#### **Key services of improvement:**







### **Small Companies**

**External support: Improvement** 

From this survey, the small companies that work with external vendors only work with one trusted partner. Not one company outsources to numerous vendors or partners. The improvements reported that they would like to see are improved accuracy and more support with permanent housing and immigration.

Blended support: Improvement

Very few small companies combine their in-house team with external partners. Those that do would like to see improvements to time-saving and stronger services for **temporary housing**, **coordination of registrations and travel for both the employees and their families.** 

1n-house: Improvement

The majority of small companies manage their relocation packages entirely in-house. These companies are least satisfied with the employee experience they deliver, the efficiency of managing relocation as well as cost and time management. They also feel they could provide better support for settling in, temporary housing and navigating the Dutch tax system.



### **Medium Companies**

**External support: Improvement** 

There was not a single Medium-sized company that we surveyed that 100% outsourced their relocation packages to external vendors. That goes for both a single partner and numerous external companies.

Blended support: Improvement

Many Medium-sized companies did, however, build their relocation packages with external vendors – utilising their in-house teams in coordination with partner companies. The most cited area of improvement they would like to see is with the employee experience. This was followed by time and cost savings, digitalisation and better efficiencies.

When it comes to services, most medium-sized companies felt that they underperformed with their settling-in services and housing. There was then quite an even spread of ways they felt their relocation packages could be better.

#### 1n-house: Improvement

Much like with the blended group, the medium-sized companies that managed their relocation packages entirely in-house want to see improvements to the employee experience. **Efficiency and cost savings** were also on the list.

The satisfaction of the offered services is relatively high, but improvements could still be made to housing, settling in and tax support.









There was **only one area of improvement** raised by Large companies that outsource their relocation packages to numerous external partners: **employee experience**. In terms of services, permanent housing, immigration, travel and 30% ruling could all be improved.

For Large Companies that outsource their relocation packages to a single external partner, the biggest issues were proactivity, communications and partnerships. The services that could be better are support with the 30% ruling and tax advice.

### Blended support: Improvement

When large companies work with external partners the main area for optimisation is efficiency. **They would also like to see a better employee experience**, cost and time savings and an improved digital experience.

There were few cited services for improvements from large companies, but those that were listed include 30% ruling, tax support, partner support, immigration and temporary housing.

### 1n-house: Improvement

The three areas of improvement for large companies that manage relocation entirely in-house are with **employee experience**, **efficiency and digitalisation**. The services that they feel they're lacking are permanent housing search, schooling for children and improved settling-in support.





### Extra Large Companies

#### **External support: Improvement**

For the extra large companies that outsource relocation packages to numerous external partners, they would like a more efficient process with both time and cost savings. Additional

services could include permanent housing and immigration.

There was not a single extra-large company surveyed that relied on just one external partner for their relocation packages.



#### Blended support: Improvement

For the extra large companies that combine their in-house teams with external partners, improvements could be made to the employee experience and the costs. Other areas include efficiency, digitalisation and time savings.

In terms of services, housing ranked the highest with extra large companies wanting to see improvements to both temporary and permanent housing searches. Immigration, settling in support, schooling and coordination of appointments all also ranked high.

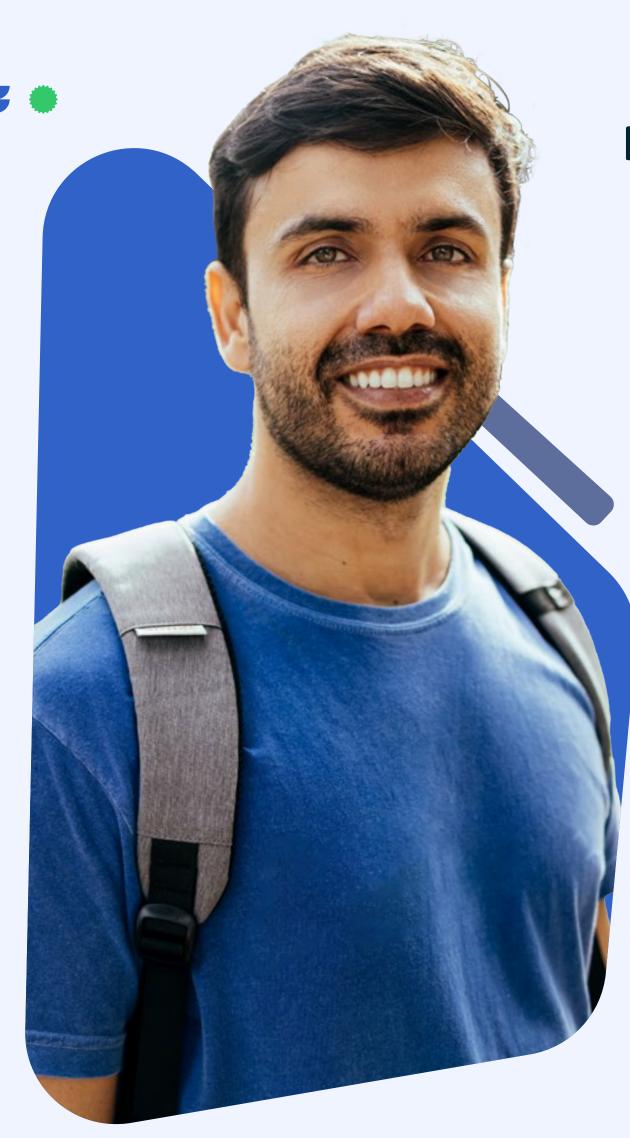


#### 1n-house: Improvement

Few extra-large companies manage their relocation entirely in-house, but those that do report that they'd like improvements made to the following areas: employee experience, efficiency, digitalisation, time-saving and cost-saving. There was also an equal spread of demand for better service offerings across all areas.







### **Enterprise-sized Companies**

**External support: Improvement** 

The largest company segment, when outsourcing their relocation packages, will work with numerous vendors and companies. The two areas of improvement cited are employee experience and efficiency. Shipment of goods and temporary housing were the only two services that they felt could be improved.

Blended support: Improvement

The areas of improvement for the largest company size that has their in-house team working with external partners were evenly split across the following: **employee experience**, **efficiency**, **cost-saving and digitalisation**.

n-house: Improvement

Employee experience ranked the highest area for improvement with the largest company size managing relocation packages in-house. **Efficiency and digitalisation were the other two cited areas of improvement.** There were also a few services that they'd like to work on – permanent housing, settling-in support, temporary housing, tax support and immigration.

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• Relocation can be challenging for families and individuals alike. How does IDH support employees and their families during the relocation process?

Whether we are talking about an individual or a family, with or without pets, we strive to ensure that their needs are met, and they feel supported. What interested us in Settly is that the family members can also communicate with the relocation coordinator. This added feature helps make the entire relocation experience smoother and more enjoyable for everyone involved.

We believe that timely and precise communication is the key to a positive relocation experience. "

• Tracking and reporting on the success of relocation programs is important. What metrics or KPIs do you find most useful for evaluating your relocation initiatives?

We monitor the success of the relocation program through targeted employee surveys. The higher the score, the happier the employee and us.



Alena Vititneva HR Team Member





Chapter Four: Relocation, Retention and Results

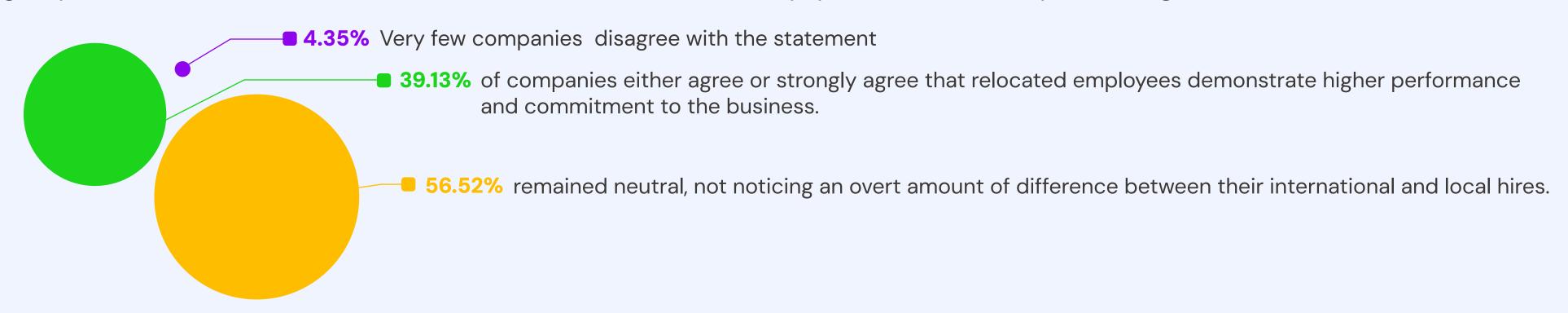
For 2024 we've added a new chapter. Following the feedback and responses from last year's report, we felt like some key information was missing. We've taken a deep dive into the value that relocated talent brings to their new companies, investigating just how valuable these hires are.



#### Do You Agree That Relocated Employees Tend To Demonstrate Higher Performance And Commitment To The Business?



When you're looking to relocate international talent, the big question that is likely at the forefront of your mind is: do international hires demonstrate higher performance and commitment to the business? We asked this very question in our survey. **And the good news:** 



### Do You Recognise A Correlation Between A Positive Relocation Experience And The Levels Of Engagement And Retention Of Your International Talent?

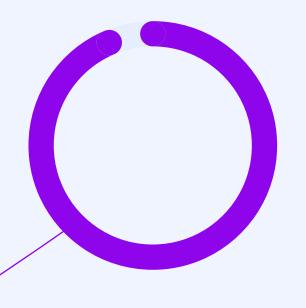
More than three-quarters of respondents (76%) report a positive correlation between a positive relocation experience and the levels of engagement and retention of your international talent. 22% weren't sure and only 2% saw a negative correlation.



#### In Your Experience, What Kind Of ROI Has Your Company Observed From Employee Relocations?

Most surveyed companies (67.39%) reported a positive or significantly positive ROI from employee relocations. Just over a quarter of companies (28.26%) reported that their ROI broke even, while just 4.35% saw a moderately negative return on investment.

This confirms that the risks for relocating international employees are relatively low, with 95.65% of companies either breaking even or making positive returns on investments through relocating talent to the Netherlands.





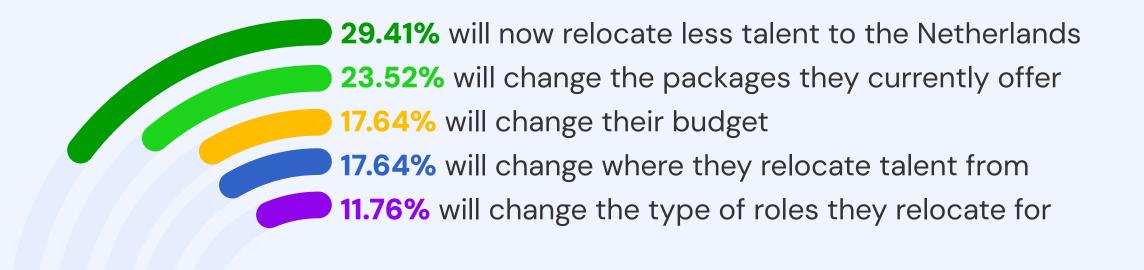


In light of recent government changes in the Netherlands



#### **How Have These Changes Impacted Your Relocation Strategy?**

There have been a few government changes in the Netherlands this past year, and this has influenced how some companies (21.74%) shape and manage their relocation packages. Out of those companies that have implemented changes:



The two biggest changes made to the 29.41% of companies that adapted their relocation strategies due to governmental reasons are changes to the packages on offer and the decreased number of people they relocate. Other changes include new relocation packages offered (23.53%), new budgets per relocation (17.65%), different locations of origin (17.65%) for relocated talent and changes in the types of roles to relocate for (11.76%).

### What's next?



This report can only give an overview and an impression of the relocation landscape, providing a benchmark for best practices and pricing. When it comes to each individual case, these figures are reference points and each relocation is individual and personal.

If you are still unsure whether relocation is the right strategy for your company, we've put together a quick three-step questionnaire to help you determine your decision:

- - What are the business objectives for the short and long term?
  - How do they trickle down to the hiring and talent strategy?
  - ☑ Who is responsible for what (top-line) goals? (your stakeholders)
  - ☑ How well are we performing on our people's goals and especially on talent attraction (eg. time and cost to hire) and retention (engagement, attrition)?
- ⊘ Step 2 Evaluate your current employee relocation set-up and offering and consider external vendors and additional services if necessary
  - ☑ How much time and money are we spending on relocation?
  - ☑ Are we supporting in-house, externally, or blended? Why and what's the quality of the set-up? Are we empowering our HR/Mobility teams?
  - ☑ How is the current support received by our international talent? Where do they see improvements?
  - ☑ Where are the biggest pain points? What are the apparent and hidden costs of these pain points?
  - ☑ Is the solution, outsource, change, or optimise the relocation offering?
- **⊘** Step 3 Develop, implement, and measure success
  - Define how to measure success and the return on investment.
  - ☑ Make sure you're aware of the final decision maker and their agenda.
  - Collect data, case studies, and best practices.
  - Build a business case including recommendations and ROI.
  - Create a rollout plan and start implementation
  - Measure, analyse, and iterate.
  - Share learnings & successes





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