




TALENT MANAGEMENT Trends Review



Hilldrup™

2017



What a difference nine years make. Around this time in 2008, the country was in the early weeks of the Great Recession with people everywhere either looking for a job or simply hoping to hold onto the one they had. Fast forward to 2017, the national unemployment rate is at an all-time low and we want to equip HR managers and relocation professionals with the tools they need to attract and retain top talent.

The number of reports, articles and studies written about employee retention, talent shortages, as well as all the other issues and trends HR managers are responsible for addressing, are almost too many to count – let alone read. While we

can't necessarily solve all of these problems for you and your business, we can help you better understand the biggest HR and relocation trends of 2017 in a manageable way.

Our annual Talent Management Trends Review is a look at the topics impacting the HR and relocation industries. We pull all the key data and insights from the top reports, white papers and infographics from organizations like SHRM and Worldwide ERC and then compile it into one easy-to-read report. Because if there's one thing that's apparent every year, it's that HR professionals don't have a lot of hours on end to read all the different reports out there.

Some of the other topics this year's trends review covers include:

- Improving the employee experience
- Millennials and Generation Z's impact on the workforce
- International assignment cost trends and issues
- The most common domestic relocation policy benefits

As always, if there's anything in the report that resonates with you and the issues your organization is facing, please contact your Hilldrup Client Services Manager to discuss how we can help you address it!

3

HR HOT TOPICS

27

GLOBAL MOBILITY

45

DOMESTIC MOBILITY



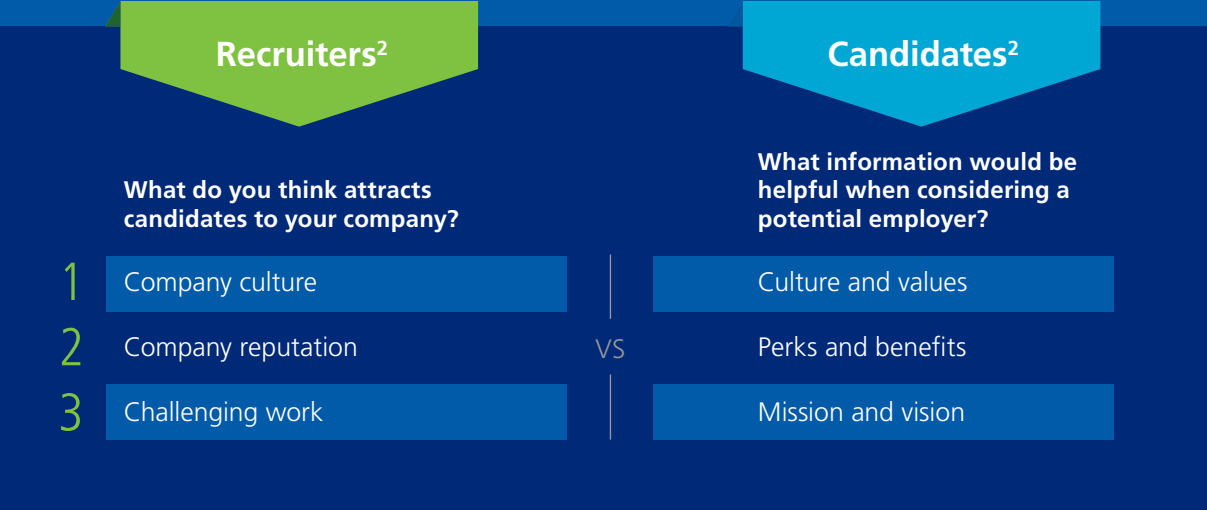


HR HOT TOPICS

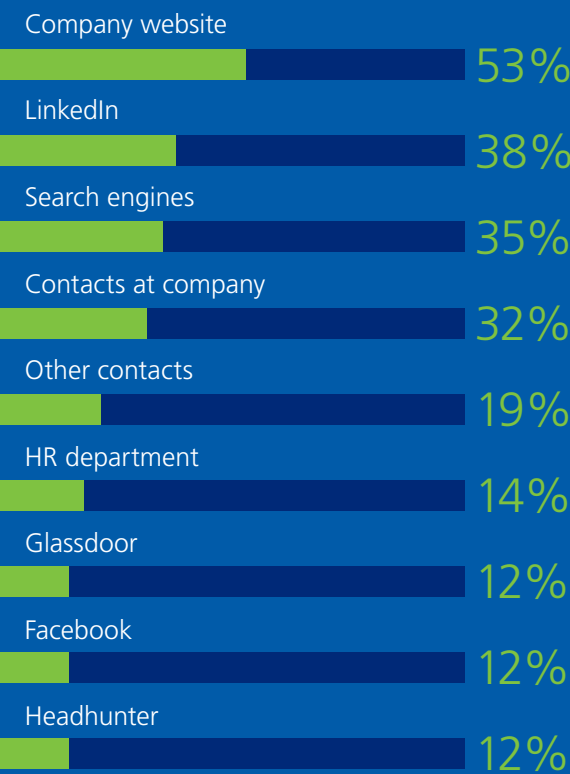
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Millennials	16
Generation Z	20

Recruiting

Recruiting difficulty has continued to increase over the last five years, and competition for talent is high. To attract and retain top talent, organizations must leverage the benefits package they offer to their employees.¹



Where Candidates Get Information Before Applying To Jobs³



What Candidates Say Was Most Useful To Hear From Interviewers⁴



Two Golden Rules For Your Interview Process⁵

1

Don't underestimate the power of moving quickly

How to do it

Use 2-3 months as a benchmark. If your company takes four months to hire, tighten up your process so you have a better shot at making an offer first.

Why it works

We'd rather avoid a loss than receive a gain. A candidate is more likely to take the first of two equal offers because the risk of losing both feels worse than the benefit of getting both. A job offer now is worth two in the future.

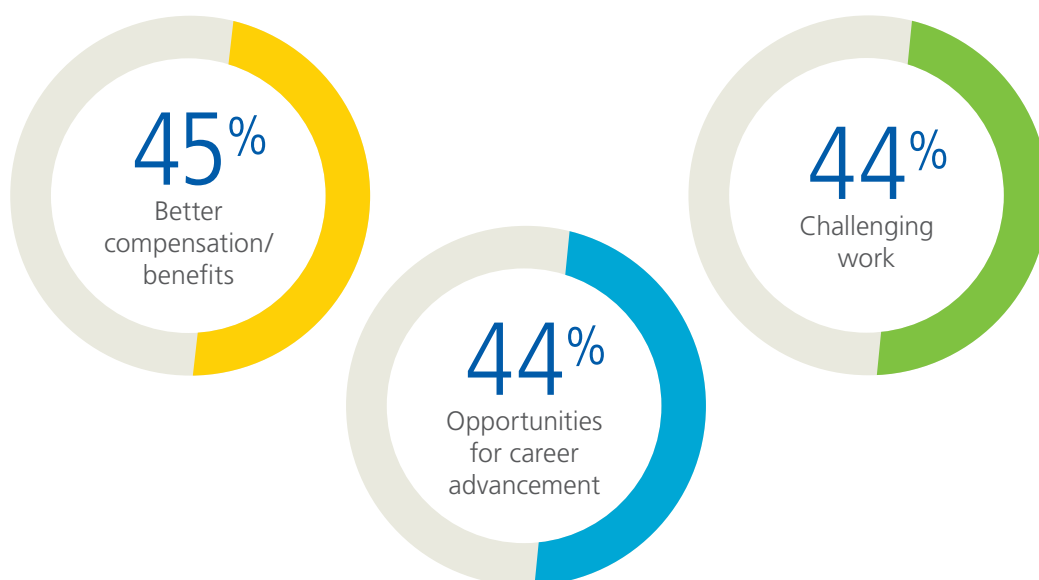
2

Don't overburden candidates with too many interviews

Use three as a guide when evaluating your interview number. If you're putting candidates through 13, you're turning them off.

Fewer interviews keeps candidates feeling fresh and excited about your company rather than drained. Plus if your process is efficient, they'll assume your company is too.

What Swayed You To Accept Your Current Company's Job Offer?⁶



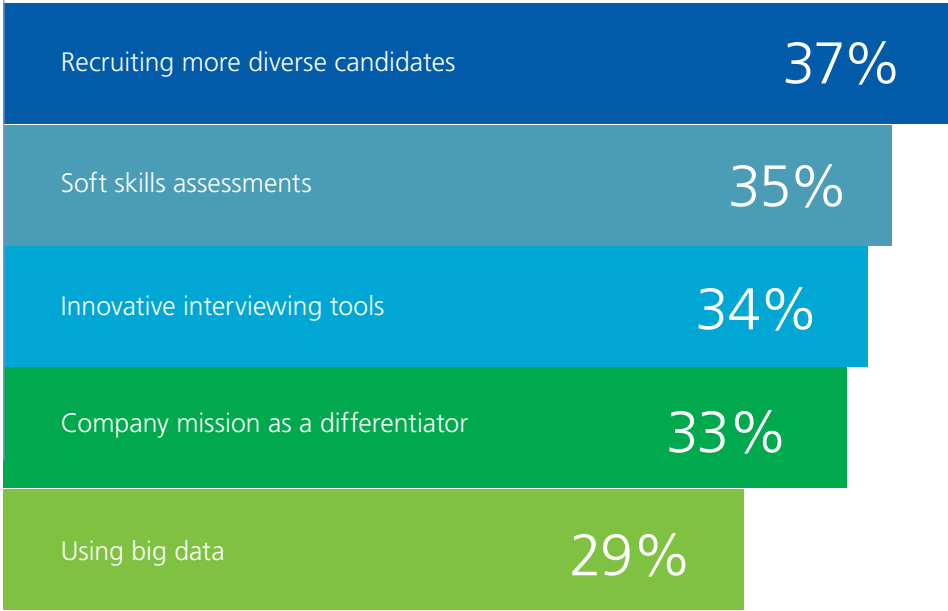
5. LinkedIn: Inside the Mind of Today's Candidate, page 19 | 6. LinkedIn: Global Recruiting Trends Report 2017, page 24

”



More than half of employees (53%) say a role that allows them to have greater work-life balance is “very important” to them when considering whether to take a new job.²

What Are The Top Trends That Will Shape The Recruiting Industry In The Next Few Years?¹



Branding

As the war for talent is intensifying, companies want to keep their positions filled. In order to do this, a company needs to have a strategic advantage. Otherwise, what's stopping prospective and current employees from working for the competitor? By developing and marketing your employer brand, you can ensure that job seekers know why they should work for you.³



80%

of talent leaders agree that employer brand has a significant impact on their ability to hire great talent.⁴



Companies with **positive brands** get twice as many applications as companies with negative brands, and they spend less money on employees.⁵

Companies with **bad reputations** pay 10% more per hire.⁵



3. www.recruiting.com/blog/the-case-for-employment-branding | 4. LinkedIn: Global Recruiting Trends Report 2017, page 21 | 5. Randstad: Employer Brand Research 2017, page 28

If You Had An Unlimited Budget, Where Would You Invest?¹

29%

Training for
recruiters

30%

Candidate
experience

38%

Better sourcing
tools

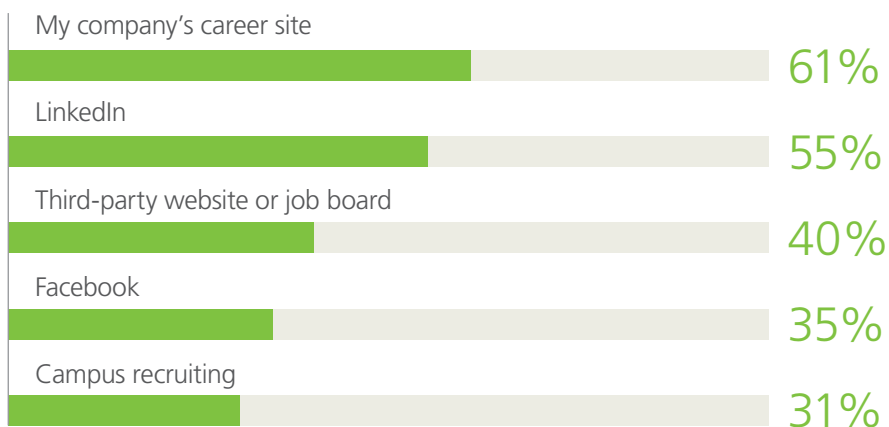
39%

New
technology

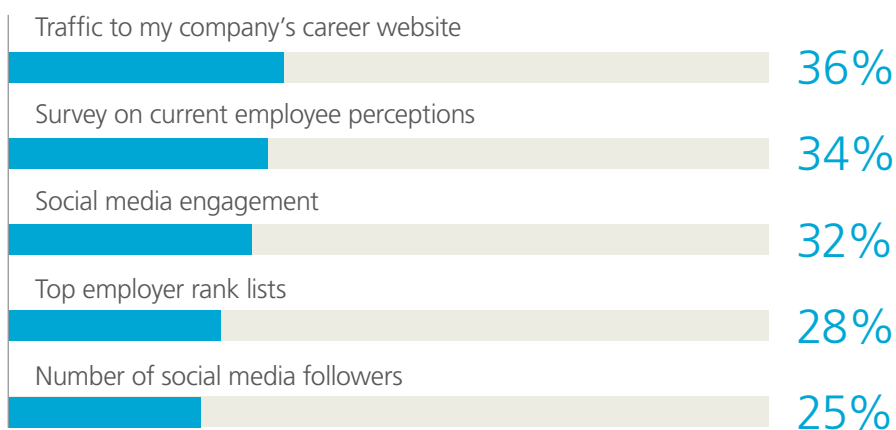
53%

Employer
branding

What Are The Best Channels For You To Build An Employer Brand?²



What Are The Top Ways You Measure Your Employer Brand?²



Employee Experience

Companies need a new approach — one that builds on the foundation of culture and engagement to focus on the employee experience holistically, considering all the contributors to worker satisfaction, engagement, wellness, and alignment.¹



Employee Experience

According to HR, 83% said that “employee experience” is either important or very important to their organization’s success, and in order to enhance the experience, they are investing more in **training** (56%), **improving their work space** (51%) and **giving more rewards** (47%).²



Work-Life Balance

While 84% of companies have some program to measure work-life balance, just 23% claim their solutions are excellent.³

Employee Experience: Percentage Of Respondents Rating This Trend “Important” Or “Very Important”⁴



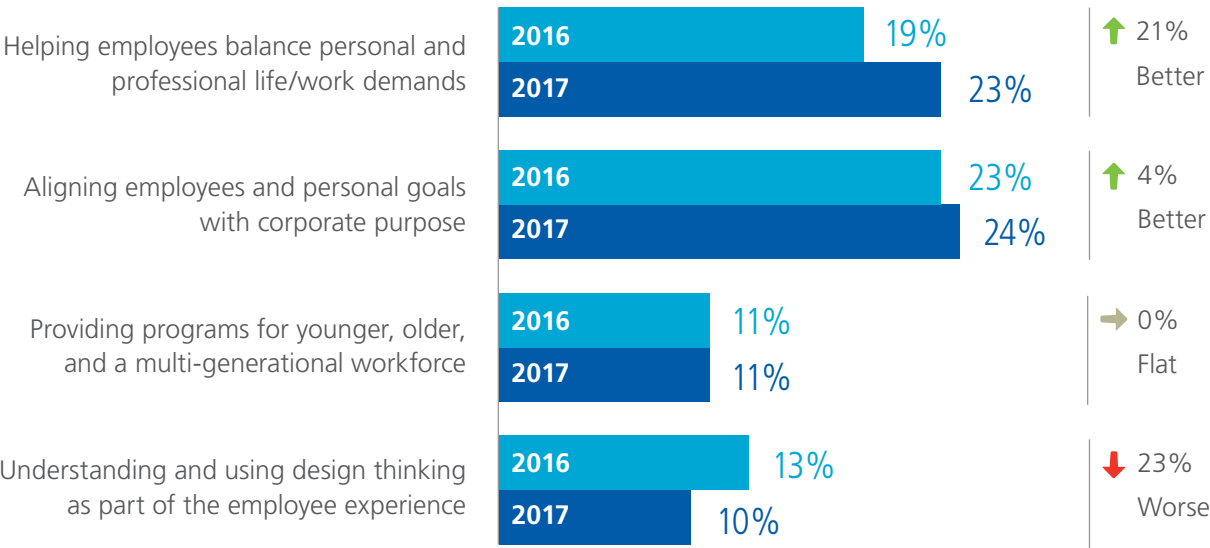
1. Deloitte: Global Human Capital Trends 2017, page 54 | 2. Forbes Leadership Blog: 10 Workplace Trends You’ll See In 2017 | 3. Deloitte: Global Human Capital Trends 2017, page 56 | 4. Deloitte: Global Human Capital Trends 2017, page 52

Factors That Contribute To A Positive Employee Experience⁵

SIMPLY IRRESISTIBLE ORGANIZATION™ MODEL



Percentage Of Companies That Feel They Are Excellent In Each Area⁶

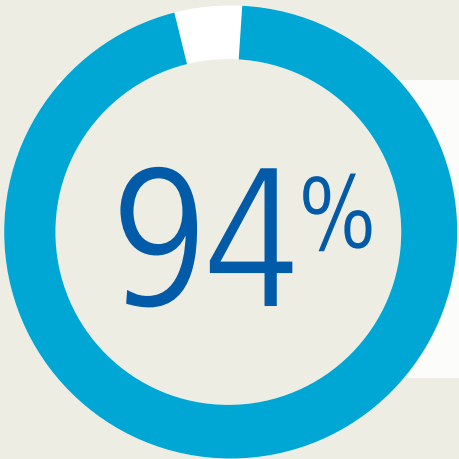
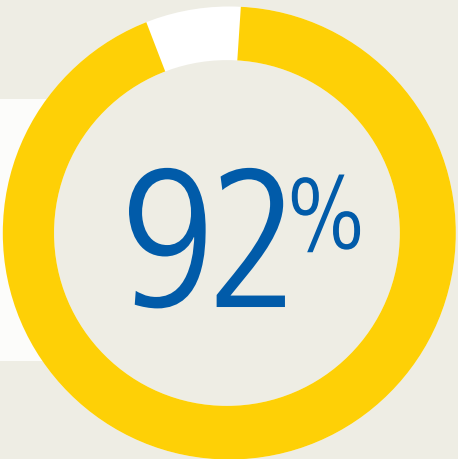


5. Deloitte: Global Human Capital Trends 2017, page 55 | 6. Deloitte: Global Human Capital Trends 2017, page 52

Teams

How is your company structured? Hierarchical? Teams? Only 14% of executives believe that the traditional organizational model-with hierarchical job levels based on expertise in a specific area makes their organization highly effective. Instead, leading companies are pushing toward a more flexible, team-centric model.¹

Nearly all (92%) of companies rate “organizational design” as their top priority and three-fourths of Gen Z’s and Millennials said they are well prepared to work effectively in a team.²

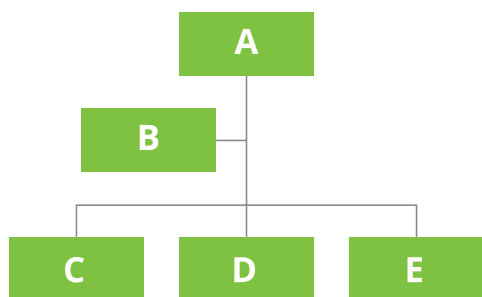


94% report that “agility and collaboration” are critical to their organization’s success, yet only 6% say that they are highly agile today; 19% describe themselves as “not agile.” 32% say that they are now designing their organization to be more adaptable and team-centric.³

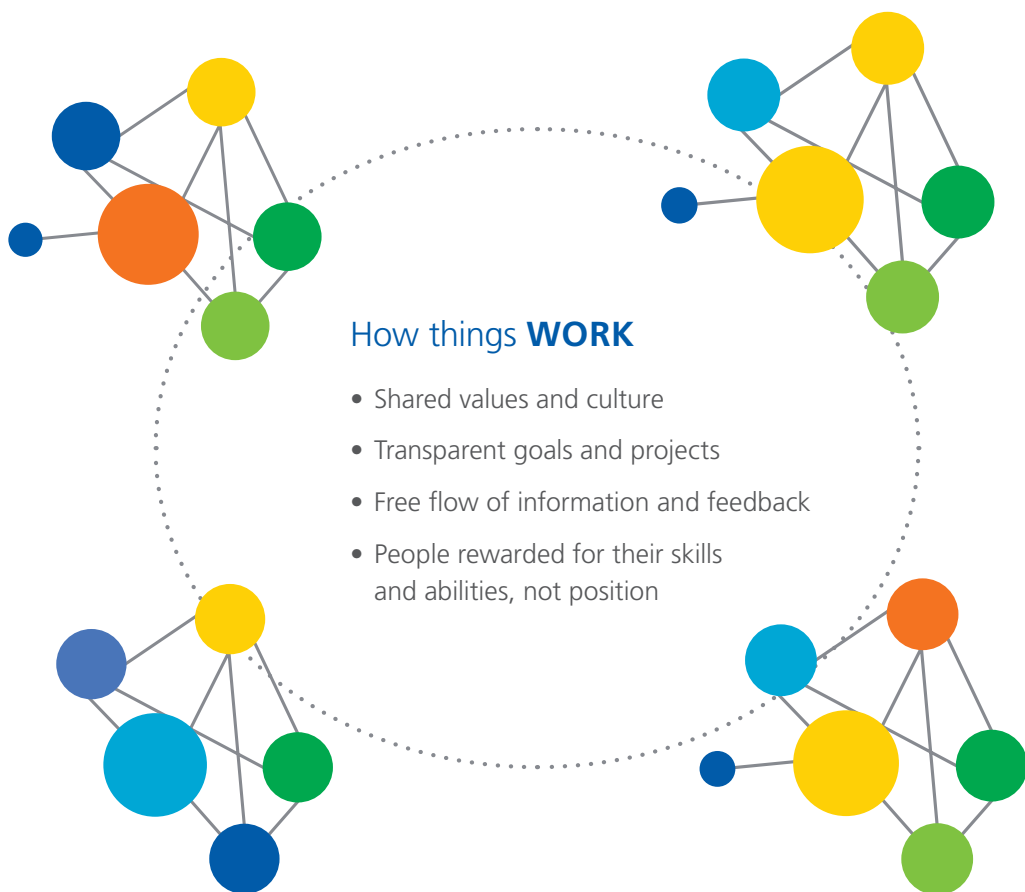
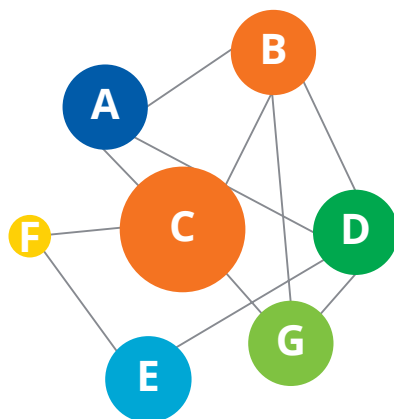


A Network of Teams³

How things **WERE**



How things **ARE**



Continuous Performance Management

HR executives, CEOs, and managers the world over have come to realize that in order for performance management to be effective, it needs to be continuous and agile. A single yearly review simply no longer cuts it in a fast-paced business environment.¹



While 88% of companies find feedback valuable or extremely valuable in driving performance, **65% of employees say they need more feedback** than they currently get. Companies spend 17 hours per employee doing annual reviews, yet 59% of office workers feel performance reviews have no impact on how they do their job.²



A new breed of pulse survey tools, **performance management tools**, and open survey tools is making this possible. Today, 22% of companies survey employees quarterly or more often, 79% survey employees annually or less, and 14% never survey employees at all.³

82%

of companies reported that performance evaluations were not worth the time.⁴

91%

of companies that have adopted continuous performance management say that they now have better data.⁵

1. Entrepreneur Leadership Blog: Ditch Annual Appraisals: Continuous Performance Management Is The Way Forward

2. HCI.org: Welcome to the New Era of Continuous Performance Management | 3. Deloitte: Global Human Capital Trends 2017, pages 55-56 | 4. Deloitte: Global Human Capital Trends 2017, page 65 | 5. Deloitte: Global Human

Capital Trends 2017, page 66

Challenges and How to Overcome Them⁶

1

Some companies are risk-averse and fear change

With appropriate training and a carefully thought-out transition plan, the change will benefit the company in the long run.

2

Concerns regarding rewards and pay-related decision making

You can retain ratings as a part of a continuous approach, and as these ratings will be based on knowledge of the employee's performance throughout the year rather than a single meeting, they will be far more reflective and objective.

3

Companies might have concerns about how to manage the administration

Technology has advanced and software now exists that allows employees to schedule check-in meetings, track progress against goals and capture feedback, notes and actions throughout the year.

4

They want to stick with their tried and tested method of working

If you ask yourself, "What process would you put in place to help your employees to perform to the best of their abilities?" your answer would probably not be an annual performance review. It would include regular conversations to discuss targets, performance, and progress.

5

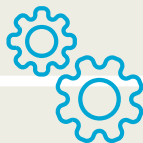
There is not enough practical advice on how to make the change

New articles and studies are being written every day, and there are experts out there willing to offer practical answers and share the benefit of their knowledge.

6. Entrepreneur Leadership Blog: Ditch Annual Appraisals: Continuous Performance Management Is The Way Forward

Millennials

Millennials now represent the largest share of the labor market — 32% — a percentage that will only grow over the next decade. By 2025, they will comprise 75% of the global workforce.¹



More than 44% of Millennials are now in leadership positions, but **most believe they are receiving little to no development in their roles.**²



Based on US job switching activity in 2016, Millennials were 50% more likely to relocate and 16% more likely to switch industries for a new job than non-Millennials. **The most frequently cited reason by Millennials for leaving a job was a lack of opportunities for career advancement, followed closely by dissatisfaction with compensation/benefits.**³



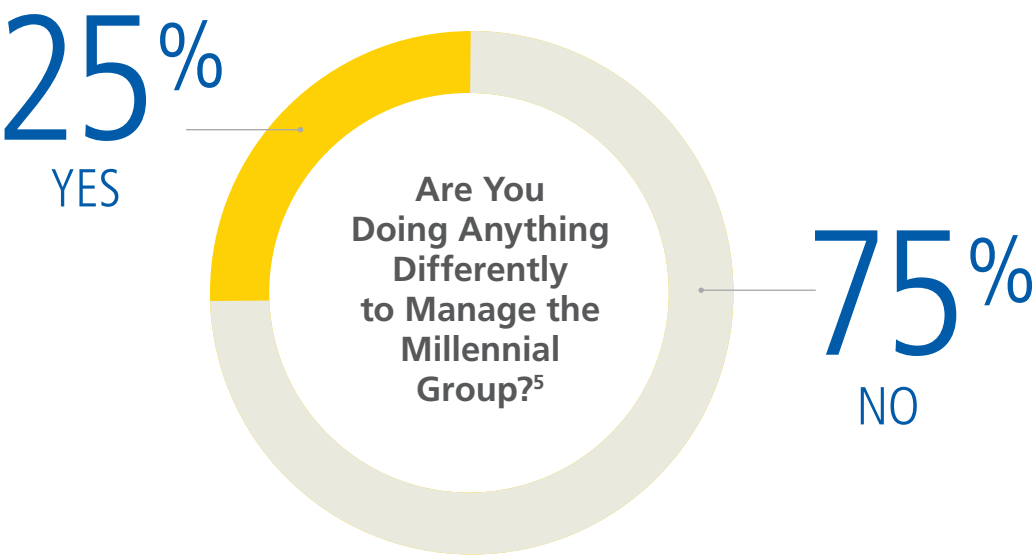
In this year's survey, 54% of companies report they have excellent or adequate programs for Millennials, up from only 33% two years ago. Despite this shift, **Millennials still feel left out; only 28% believe their organization is fully taking advantage of their skills.**²



Glassdoor data reveal that among Millennials, the "ability to learn and progress" is now the principal driver of a company's employment brand. Yet **only one-third of Millennials believe their organizations are using their skills well, and 42% say they are likely to leave because they are not learning fast enough.**⁴

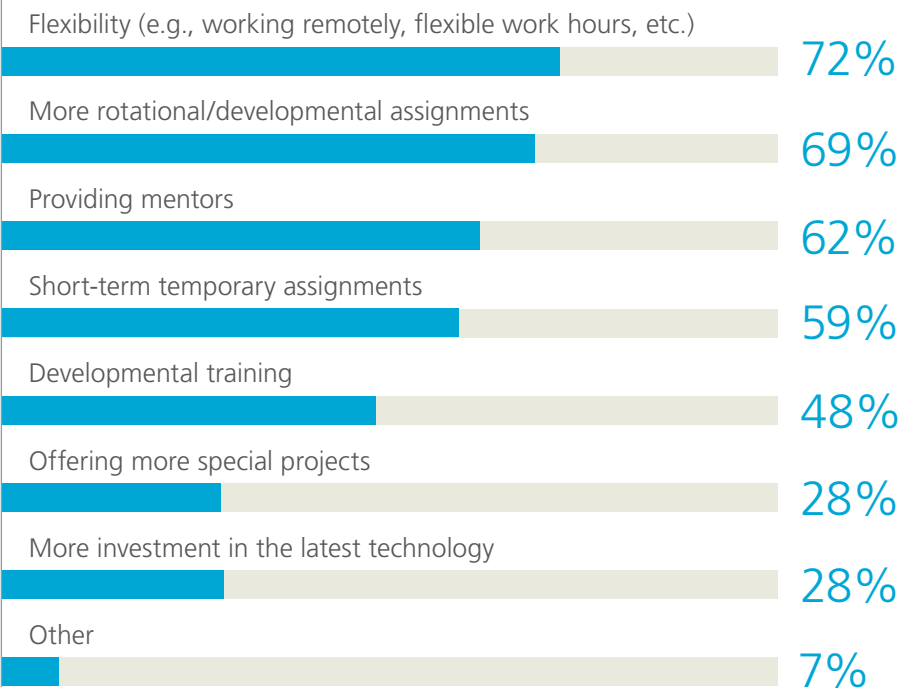


1. Sodexo 2017 Global Workplace Trends, page 65 | 1. Deloitte: Global Human Capital Trends 2017, page 79 | 3. LinkedIn Talent Blog: The Top Industries Gaining and Losing Millennials, According to LinkedIn Data | 4. Deloitte: Global Human Capital Trends 2017, page 29



What strategies have you implemented, or are you planning to implement, to retain your Millennial talent?

(multiple responses possible)⁵



Millennials and Mobility

The topic of Millennials is not new. Millennials are aging, of course, and many find themselves mid-career – or at least established in their organizations.

What is emerging, is our ability to recognize how Millennials are reshaping mobility. There are certain ways that our industry and organizations continue to adjust to meet Millennials' requirements. **These shifts are becoming an industry norm (not just for a demographic population)¹:**



Self-initiated moves

are becoming a standard option; the millennial's desire for international adventure early-career is being supported as a means of recruiting and retaining talent



Online Do It Yourself (DIY) alternatives for the employee to organize housing, transportation, travel arrangements, safety information, payments, information sharing, etc.



Low-cost policies and strategies to increase international opportunities

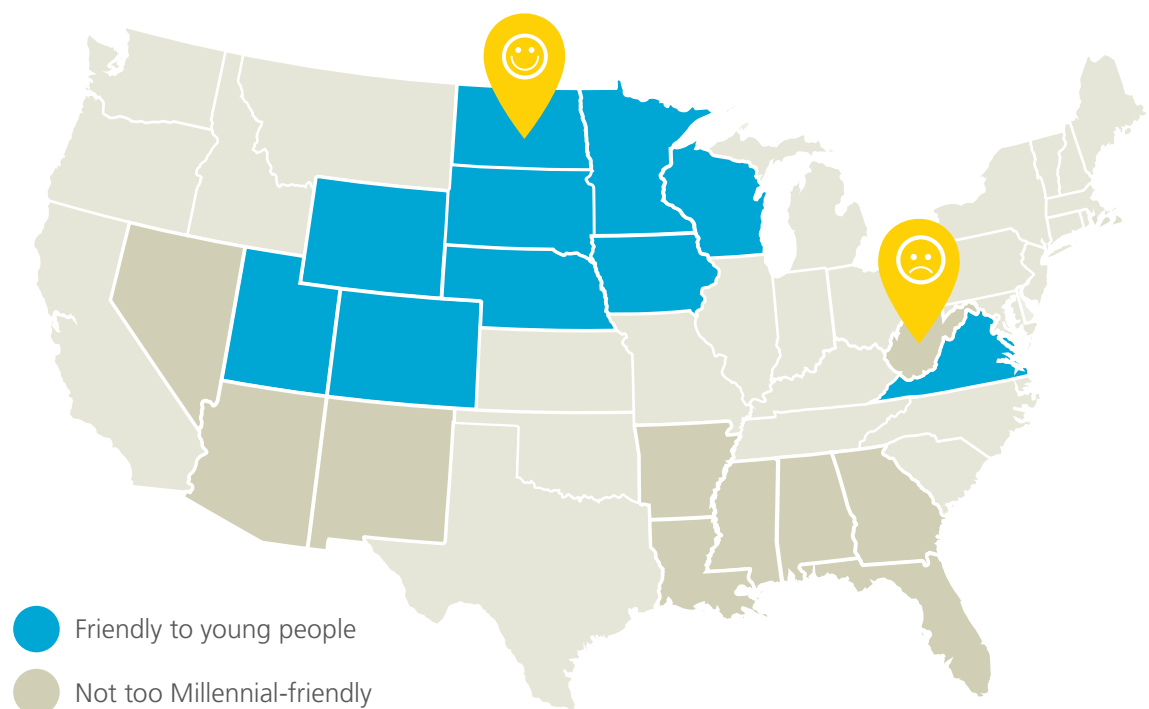


Flexible approaches to how some policy elements are offered, such as cash allowances for home leave or housing; furnished apartments or furniture allowances in lieu of shipping, etc.



The Most Millennial-Friendly State Is...²

North Dakota is the most livable place for young people, according to personal finance website WalletHub, which considers average monthly earnings and the unemployment rate for Millennials, among other factors, in ranking states. West Virginia was found to be the least Millennial-friendly state.



In some of the largest and most prosperous markets, such as New York, San Francisco, Boston and Los Angeles, housing construction has been stronger than normal in the urban core but weaker in the suburbs, where new housing can be built abundantly and more cheaply.

Preferences have changed among young people, many of whom want to live closer to transit, restaurants and their workplaces.³

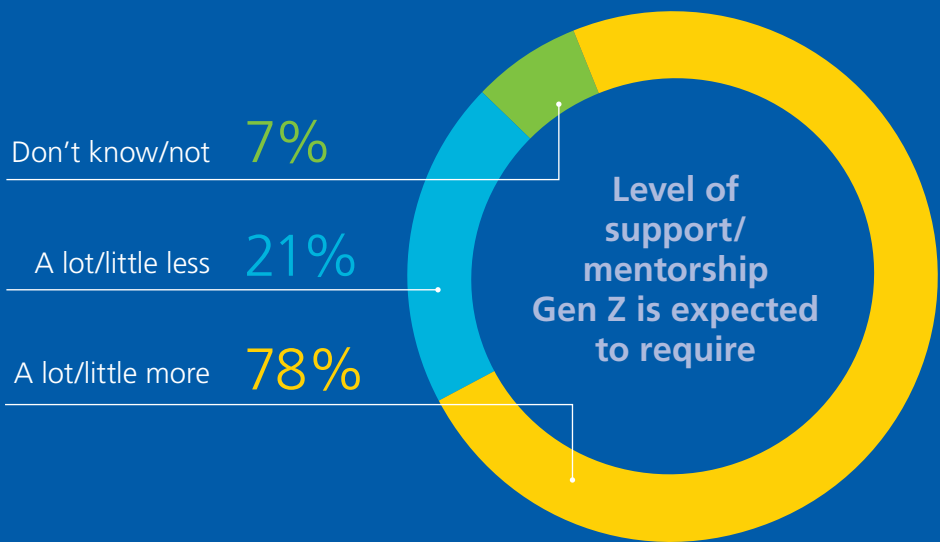
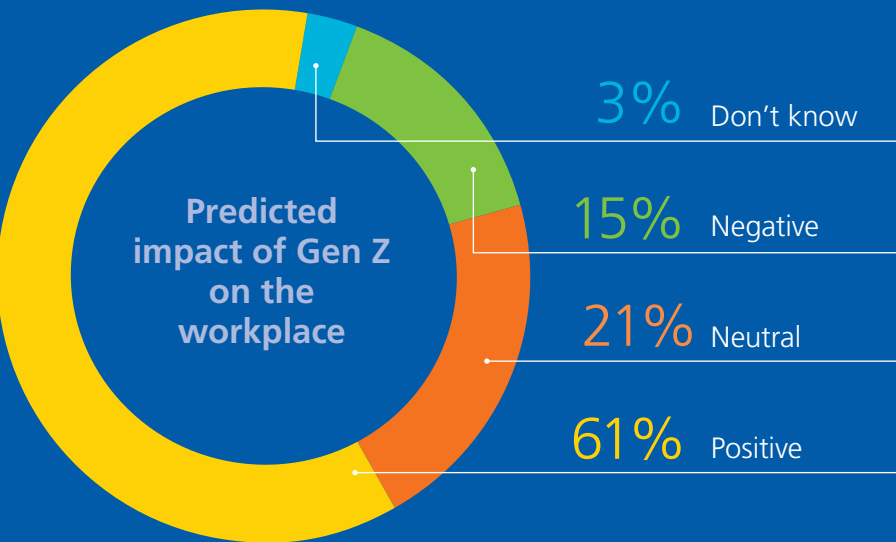


More than 3 in 4 Millennials would choose to spend money on a desirable experience or event over buying something desirable.⁴

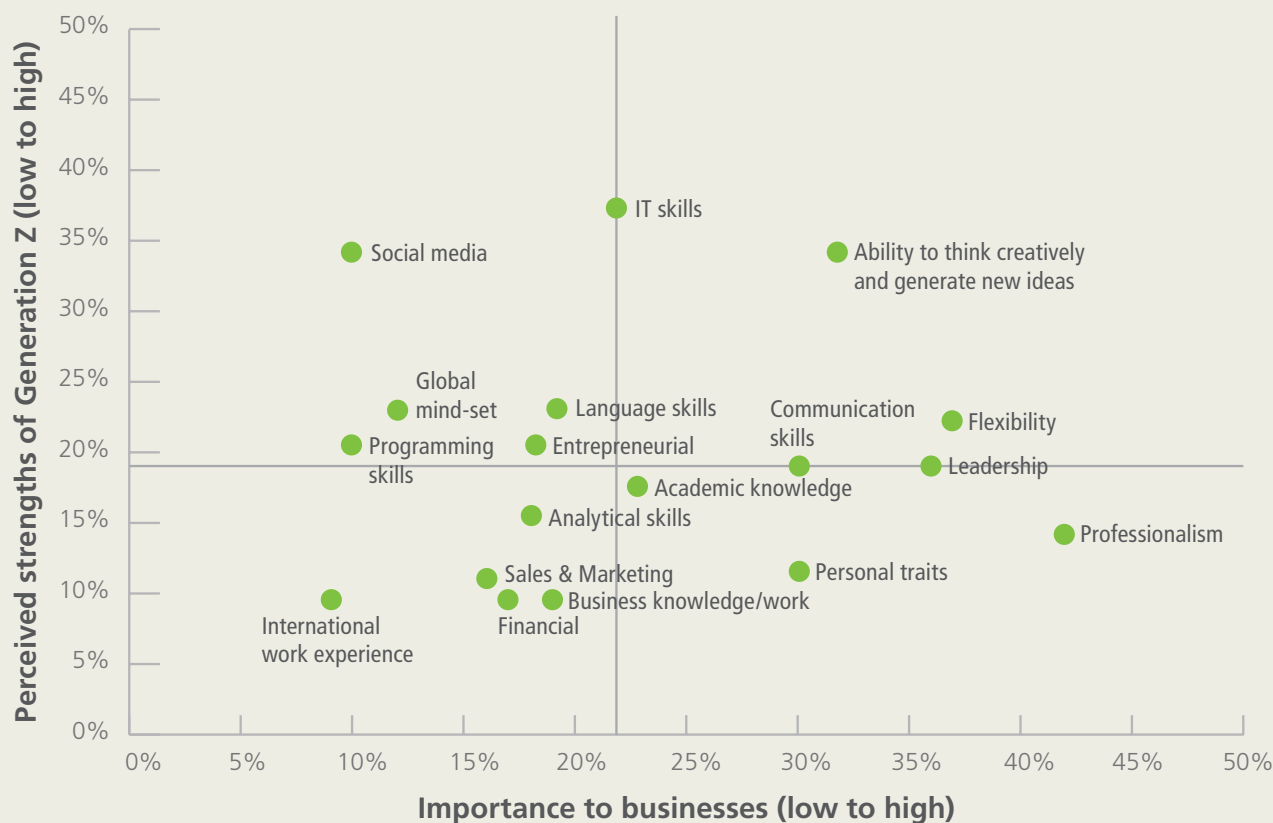
Generation Z

Now as old as age 21, this large, diverse, and digitally entrenched generation will soon take the trend-driving mantle from Millennials. They are exhibiting attitudes, beliefs, and behaviors that combine their tech-saturated world with elements of generations past.¹

Gen Z expected to have a positive impact... but may need more support than Millennials required.²



Gen Z well placed to meet demand for creative thinking, say senior Millennials³



3. Deloitte: Global Human Capital Trends 2017, page 30

Things You Need to Know for Hiring Gen Z¹



But that doesn't mean they're not pragmatic

- It's best to get right to the point
- They value stability and a consistent paycheck
- Show them you're invested in your employees success and long-term careers



You won't win them over with dollar signs

- Only 28% said money would motivate them to work harder and stay with their employer longer
- Focus on career advancement opportunities



They're concerned about the future

- Don't just talk about what the job or company can do for a Gen Z candidate right now, but what it can do for them far into the future



They're ready to talk careers... now

- An impressive 77% of high school students are either "extremely interested" or "very interested" in interning — with the aim of getting career experience





Gen Z doesn't want to waste time

- Gen Z doesn't want to waste time in the office doing busy work
- They carry their phones everywhere and will work late hours or off hours, but don't want to have to sit in an office and do meaningless tasks
- Highlight flexible work hours — that your focus isn't on the number of hours spent behind a desk but on the output and quality of your employees work



And they're prepared to try to get by on their own

- Gen Z has a huge entrepreneurial spirit
- Show these candidates how this spirit can be used — flexibility, the ability to showcase new ideas, etc.



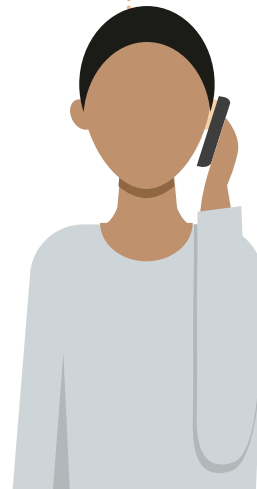
The have a love-hate relationship with technology

- Short, digestible messages across multiple platforms — texting, social media, Skype, and more
- Gen Z prefer face-to-face contact in the workplace

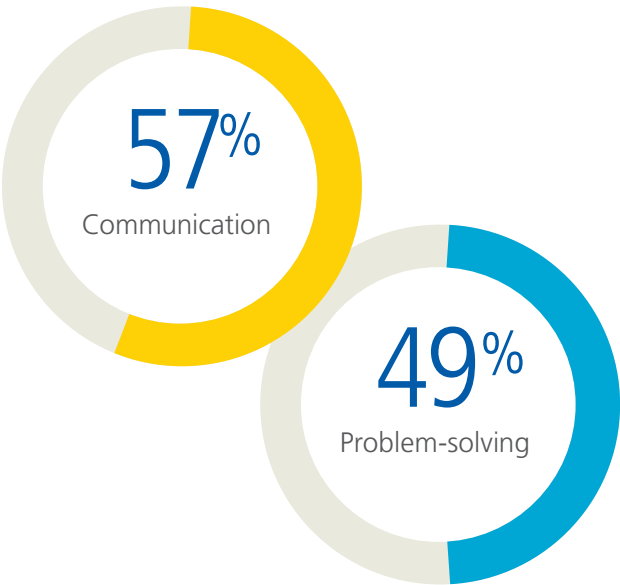


They want a company that gives back

- This doesn't mean an annual volunteer day; it means having charity embedded into the culture of the company

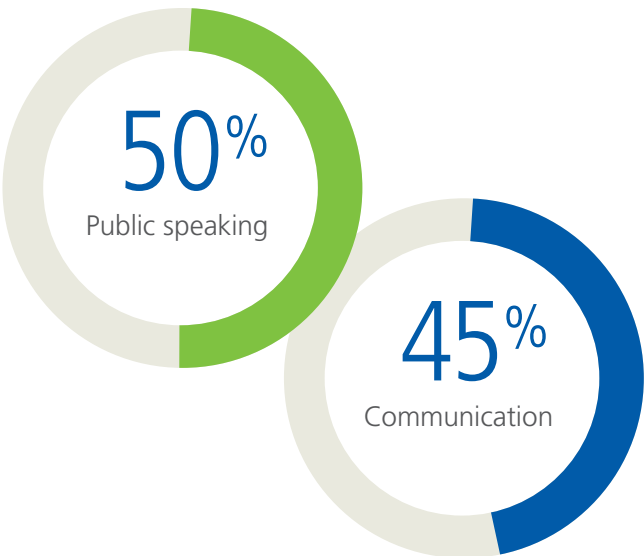


Gen Z’s Believe They Most Need These Two Skills to Succeed¹

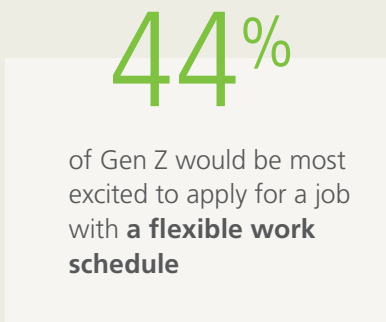
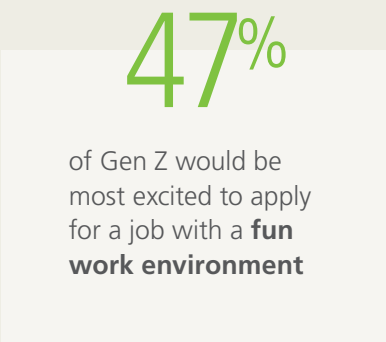


But They’re Still Afraid of the Same Things¹

Even for a generation that has grown up using FaceTime and with virtual reality as the future, Gen Z thinks they need the most improvement in these two areas:



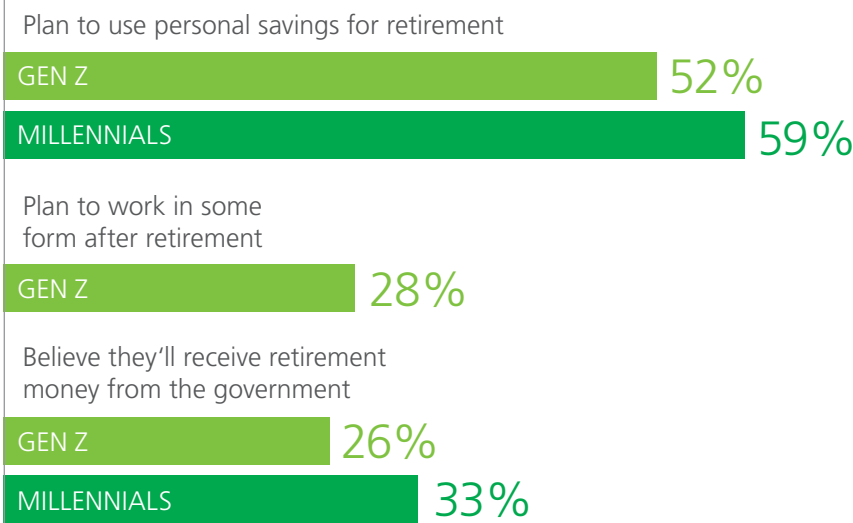
Gen Z Is Primed for Workplace Perks Created by Millennials²



1. The Center for Generational Kinetics Blog (genhq.com): Gen Z Infographic – Employees, Workplace, and Retirement, page 10 | 2. The Center for Generational Kinetics Blog (genhq.com): Gen Z Infographic – Employees, Workplace, and Retirement, page 12

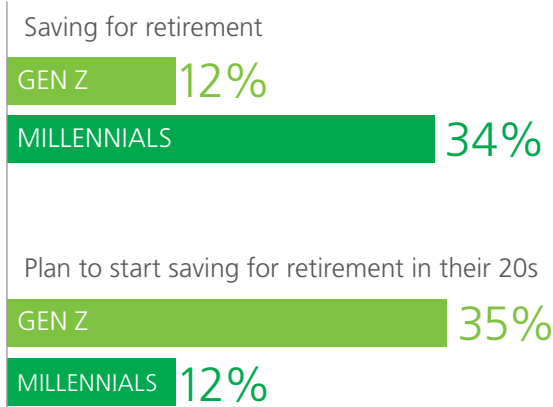
Gen Z Is Already Thinking about Retirement³

Discovering that Gen Z is already thinking about retirement bodes very well for both Gen Z and the US in general. Recognizing the need to save for retirement early is the key to being prepared if Social Security or other government programs are not available 50+ years from today.



And Acting Now⁴

The fact that any members of Gen Z are already saving for retirement is both startling and exciting. Especially when that number is over 1 in 10 — and we're studying members of Gen Z as young as 14! These numbers show both the promise and room for improvement the generation has when it comes to paving a path toward retirement.



3. The Center for Generational Kinetics Blog (genhq.com): Gen Z Infographic – Employees, Workplace, and Retirement, page 13 | 4. The Center for Generational Kinetics Blog (genhq.com): Gen Z Infographic – Employees, Workplace, and Retirement, page 14



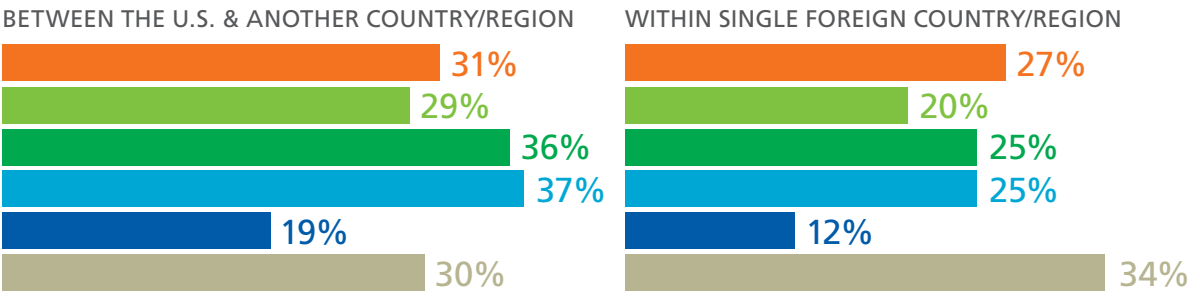


GLOBAL MOBILITY

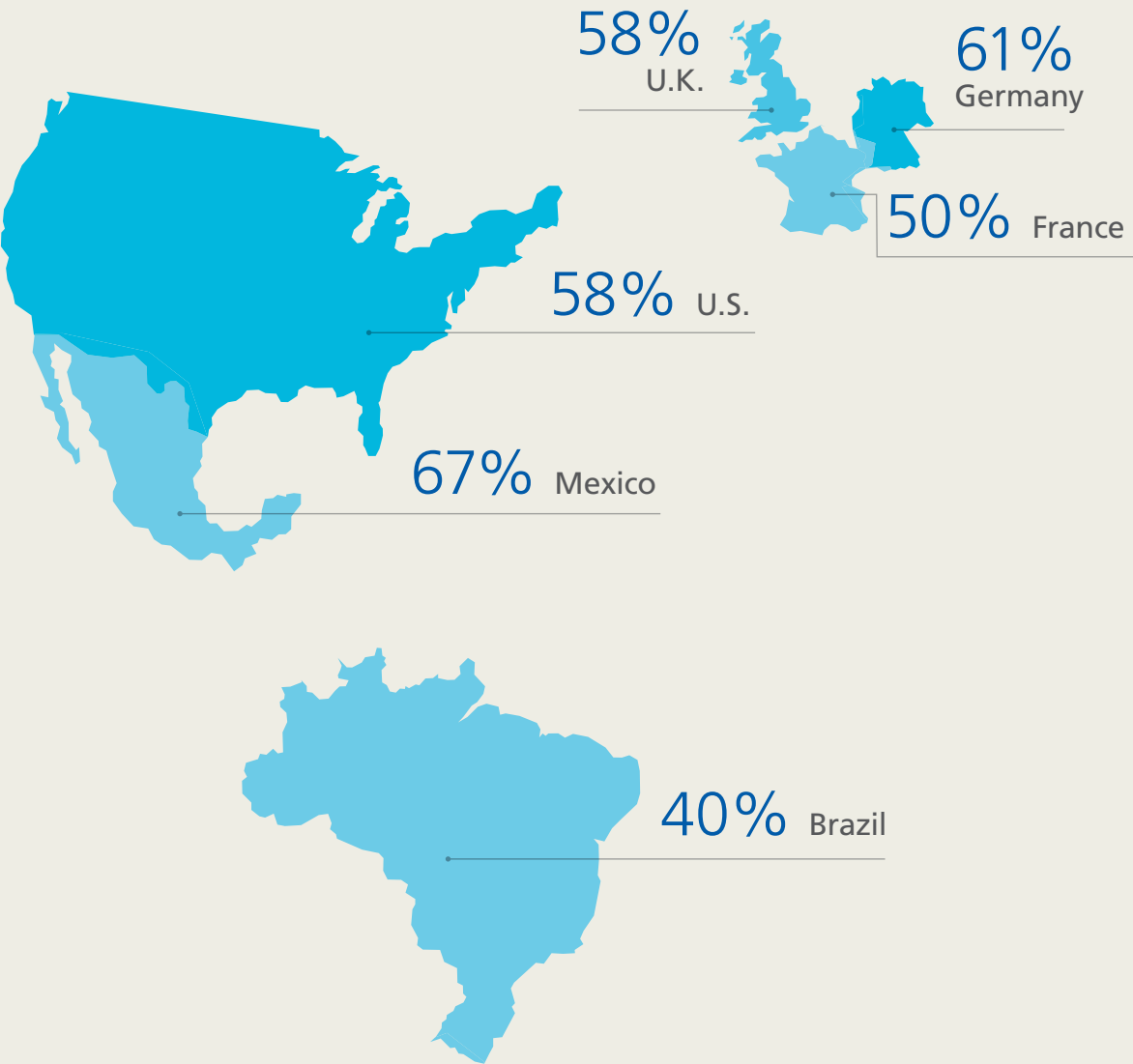
Volume and Growth	28
Mobility Growth	33
Assignments Cost	35
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Global Challenges	40
Outbound Immigration	42

Volume and Growth

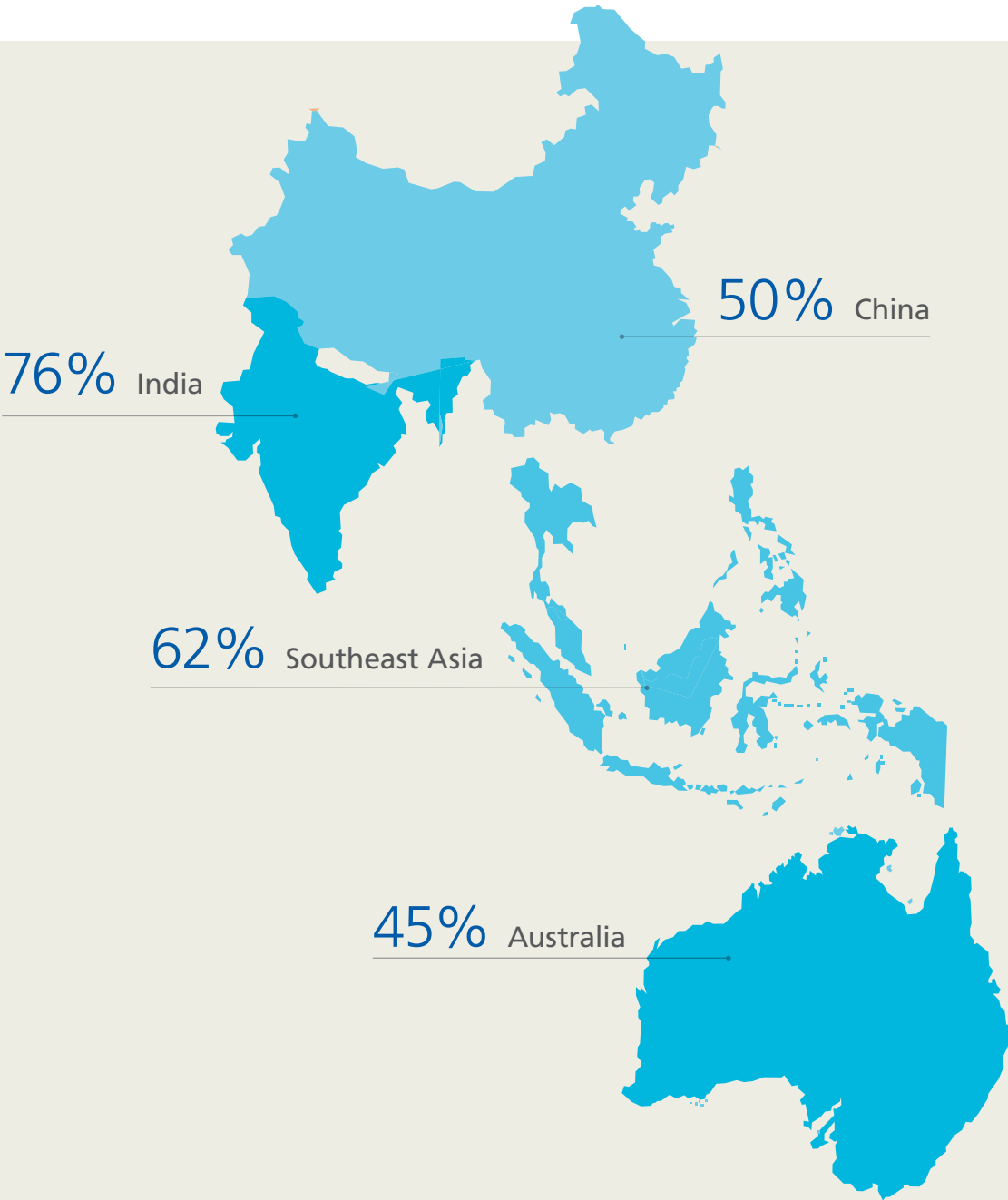
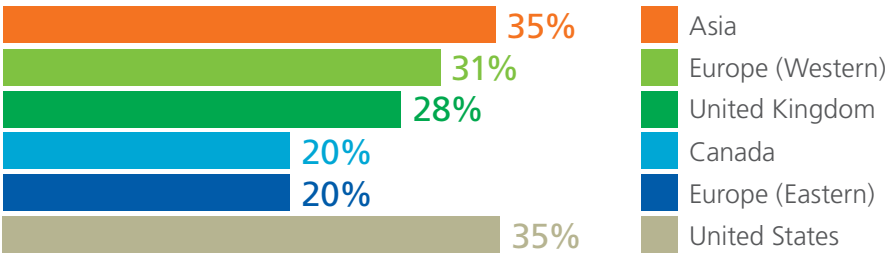
Most Frequent Destination(s) of Transfer:¹



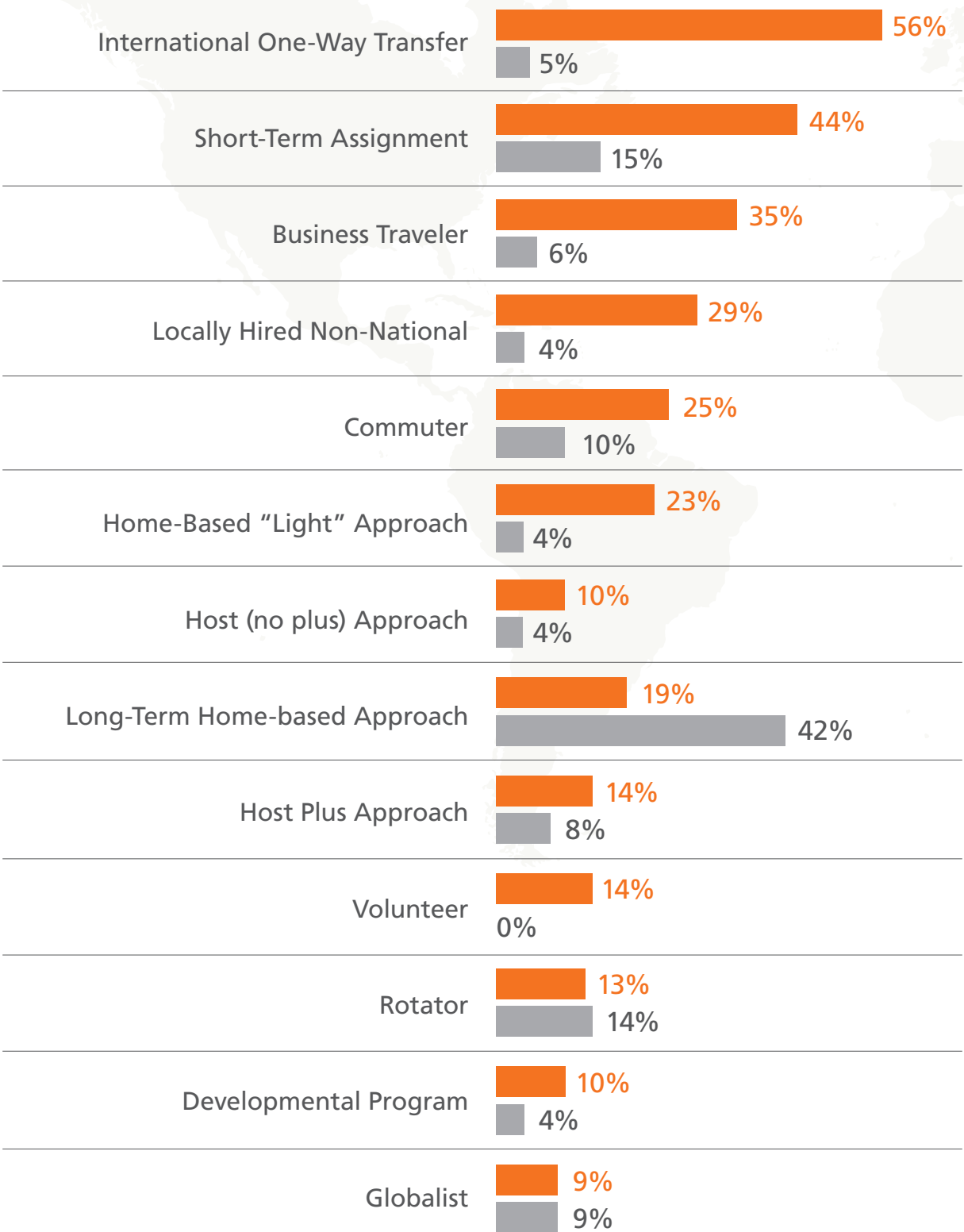
Expected Hiring Volume Increase Across the Globe in 2017²



BETWEEN TWO FOREIGN COUNTRIES/REGIONS

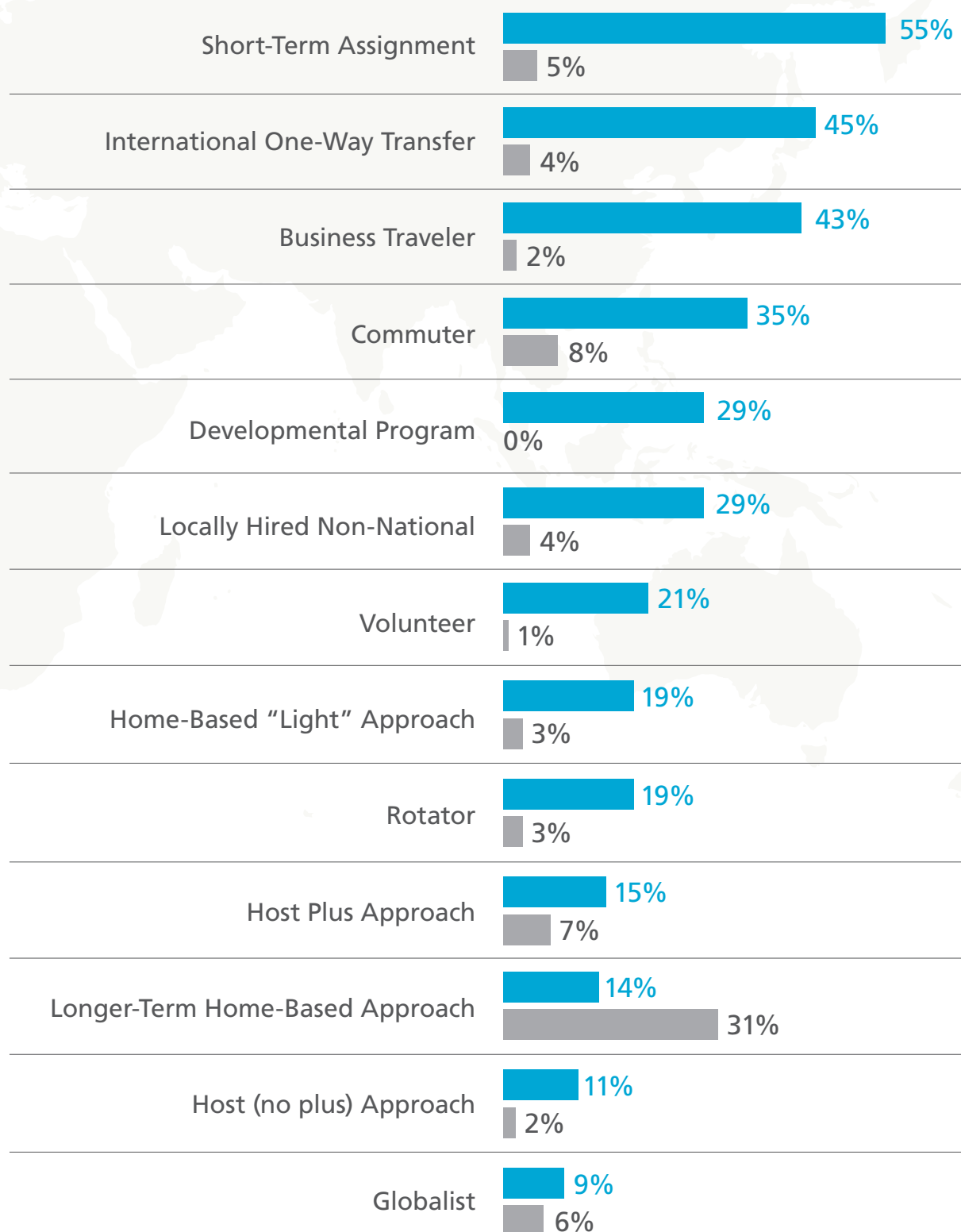


In the **past** year, did the number of assignees on the following policies increase, decrease or remain the same?¹



Increased Decreased

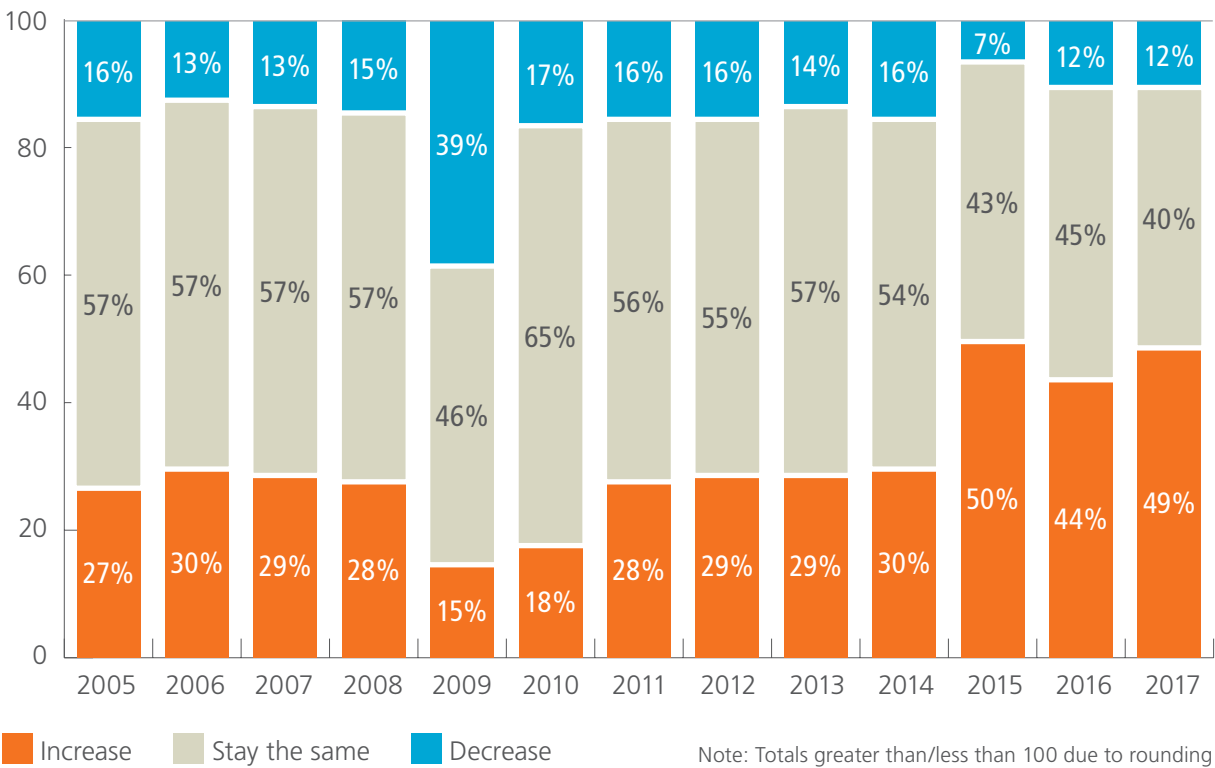
In the **upcoming** year, do you expect the number of assignees on the following policies to increase, decrease, or remain the same?¹



■ Increase ■ Decrease

International Relocation Volume¹

Compared to [last year], do you anticipate that the number of employees your company will relocate internationally during [this year] will...

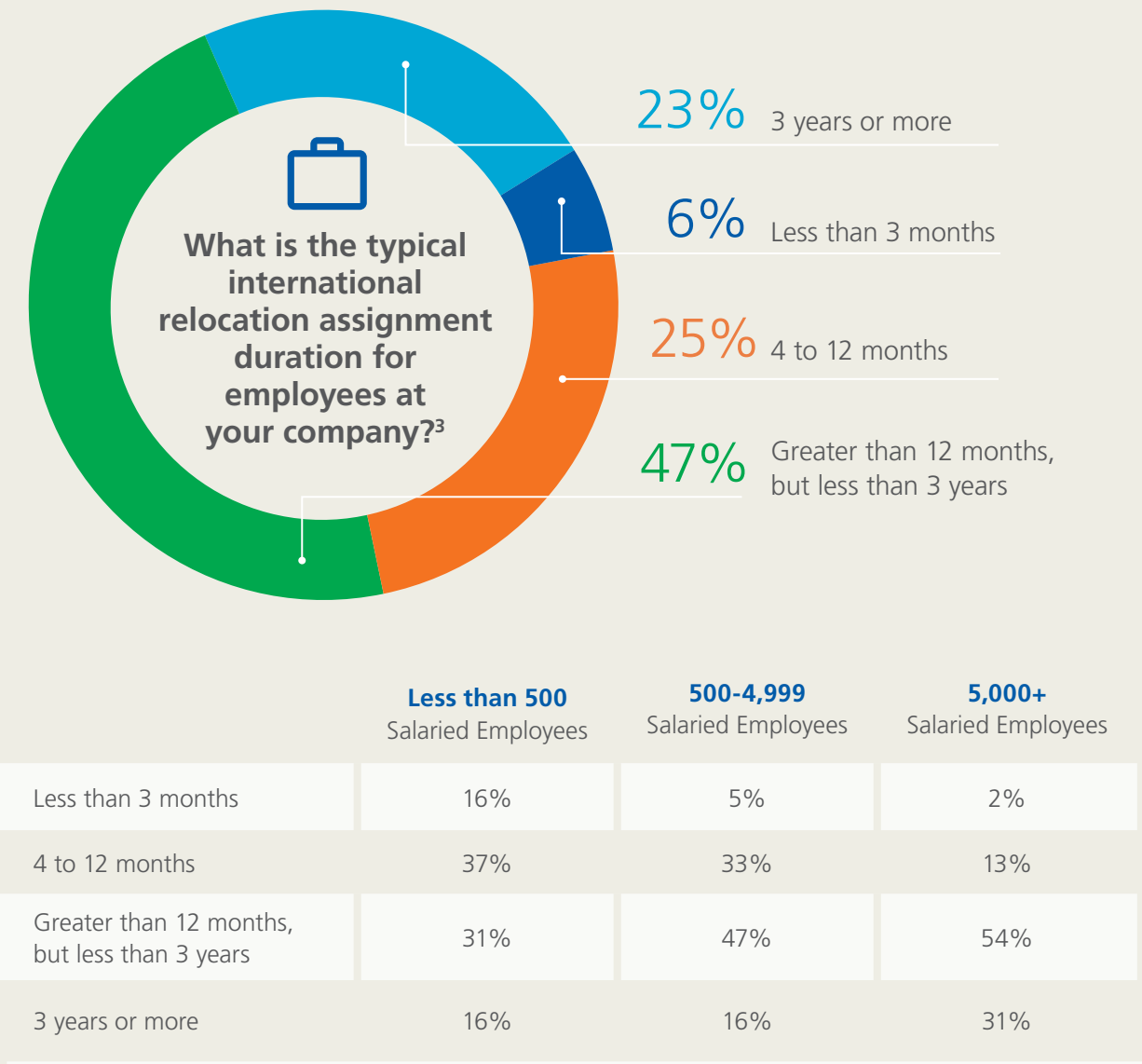


What is the age range of your most frequently relocated salaried employee?^{2*}

Of Total Sample	Less than 500 Salaried Employees	500-4,999 Salaried Employees	5,000+ Salaried Employees
11% Less than 30 years	13%	9%	10%
29% 30-35 years	34%	28%	22%
28% 36-40 years	22%	28%	37%
19% 41-45 years	15%	20%	24%
9% 46-50 years	10%	10%	7%
4% More than 50 years	5%	4%	1%

*Excludes those who don't know

Mobility Growth

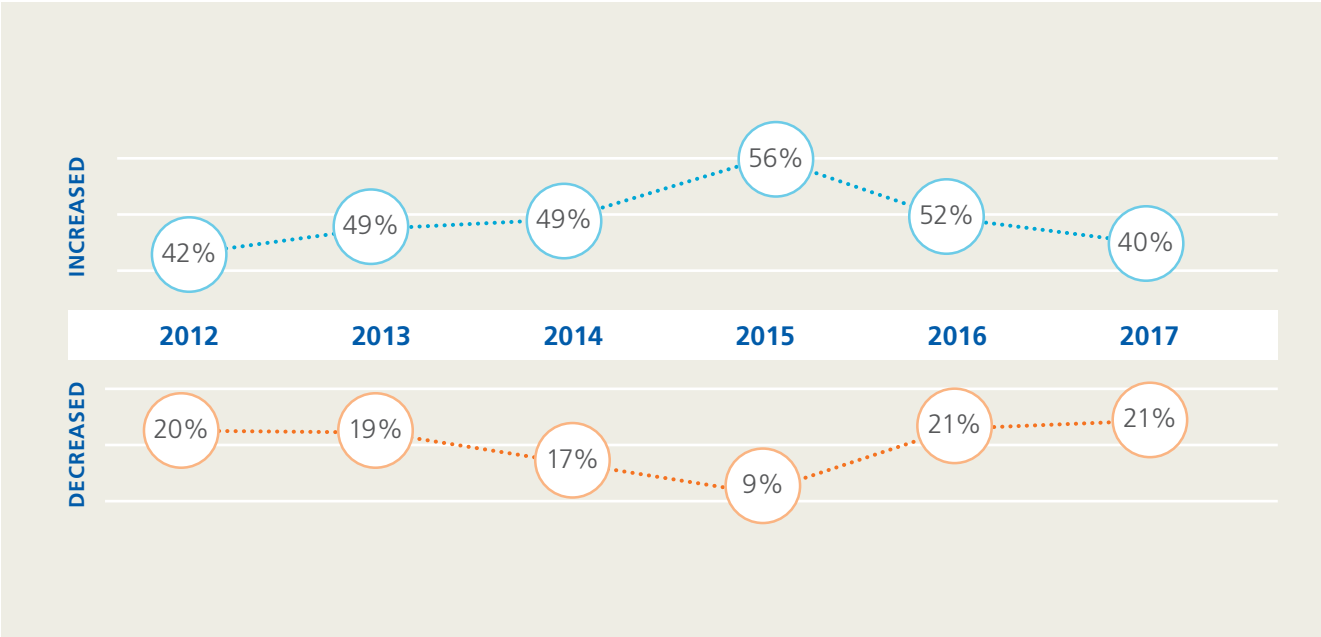


Do you track retention rate after repatriation?⁴

	Overall	Oil & Gas	Pharma	Consumer Goods	Financial Services	High Tech
YES	31%	33%	14%	36%	45%	33%
NO	69%	67%	86%	64%	55%	67%

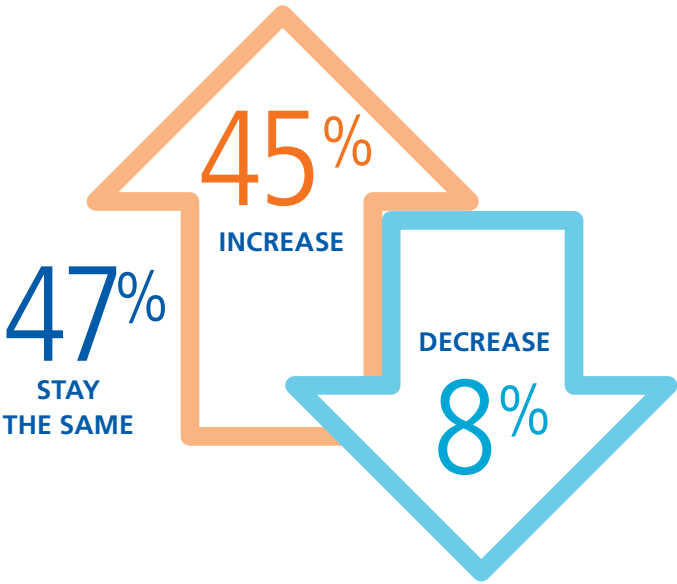
3. Atlas World Group 50th Annual Corporate Relocation Survey Results, page 49 | 4. AirInc Mobility Outlook Survey 2017, page 5

Has the overall need for international mobility at your company increased, decreased, or remained the same in the past year?¹



Do you expect the overall need for international mobility at your company to increase, decrease, or remain the same in the next year?¹

Looking ahead to the upcoming year, 92% of companies anticipate a growing or stable need for international mobility. Only 8% anticipate a decreased need for international mobility in the upcoming year.



Assignment Cost

Companies that compare estimated and actual assignment cost data over time can improve the accuracy of their future estimates. Cost accuracy helps Mobility confidently report on program costs and reinforce credibility with the business.¹

Do you measure the actual cost versus estimated cost for international assignments?¹

	Overall	Oil & Gas	Pharma	Consumer Goods	Financial Services	High Tech	Asia Pacific	Europe	North America
YES, FOR ALL ASSIGNMENTS	23%	10%	29%	14%	16%	15%	14%	14%	31%
CASE BY CASE BASIS	29%	33%	14%	29%	32%	46%	50%	36%	23%
NO	47%	57%	57%	57%	53%	38%	36%	50%	46%

Employers invest in benefits that will more effectively acclimate expats and international employees into the local culture and their companies. Forty percent of employers pay for dependent visas and green cards for family members.

Employers also realize the importance that employees place on international work and experience. Twenty-nine percent of employers offer secondments/overseas assignment opportunities.²

40% Pay for dependent visa or green card applications for family members

32% Transportation (car service, company car, rental car)

40% Travel (free airfare to visit his or her home country, airfare for immediate family members' travel)

31% Cultural assimilation, training

39% Housing (temporary housing, corporate housing)

29% Secondary/overseas assignment opportunities

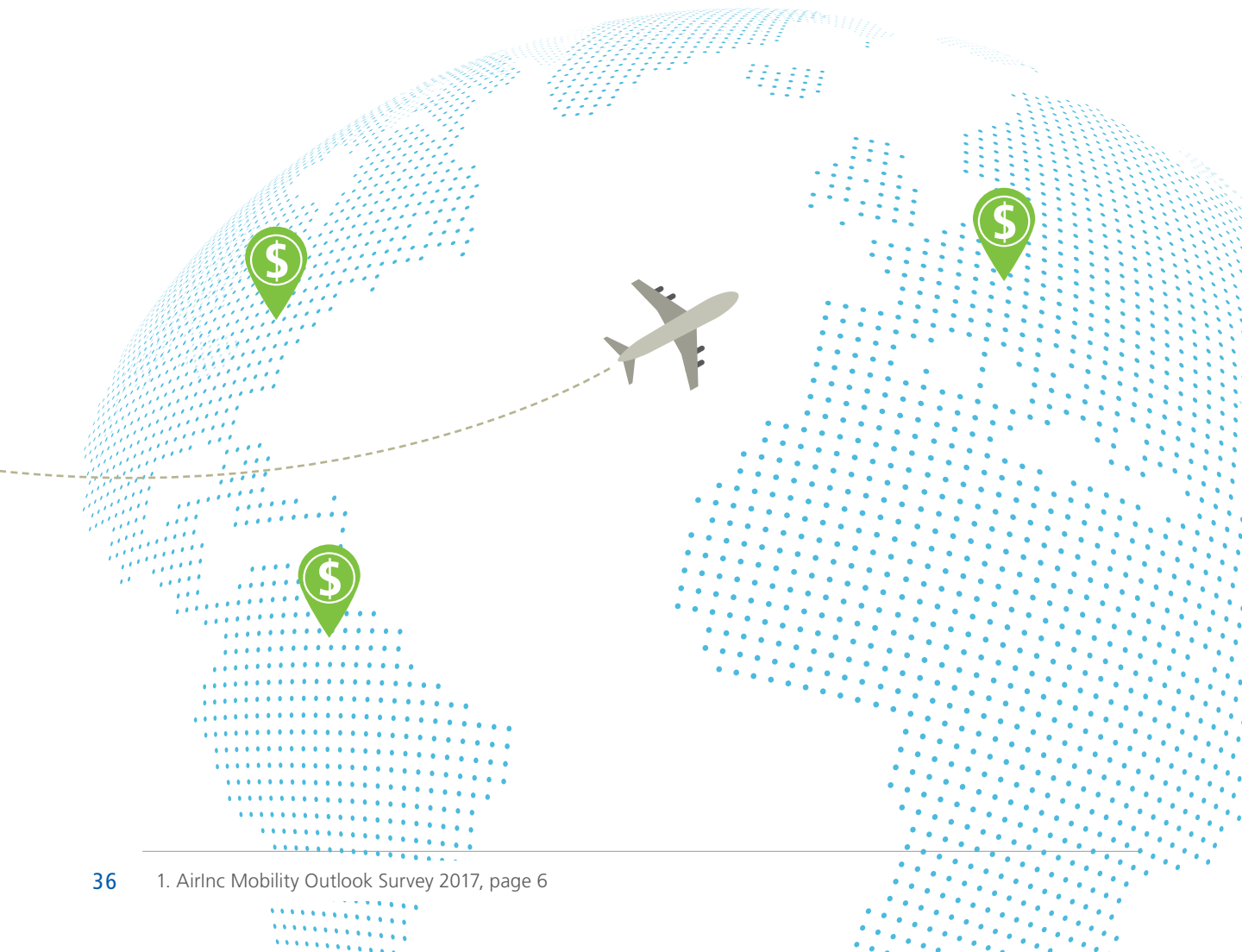
34% Immediate green card sponsorship

17% Do not offer immigration-related perk packages

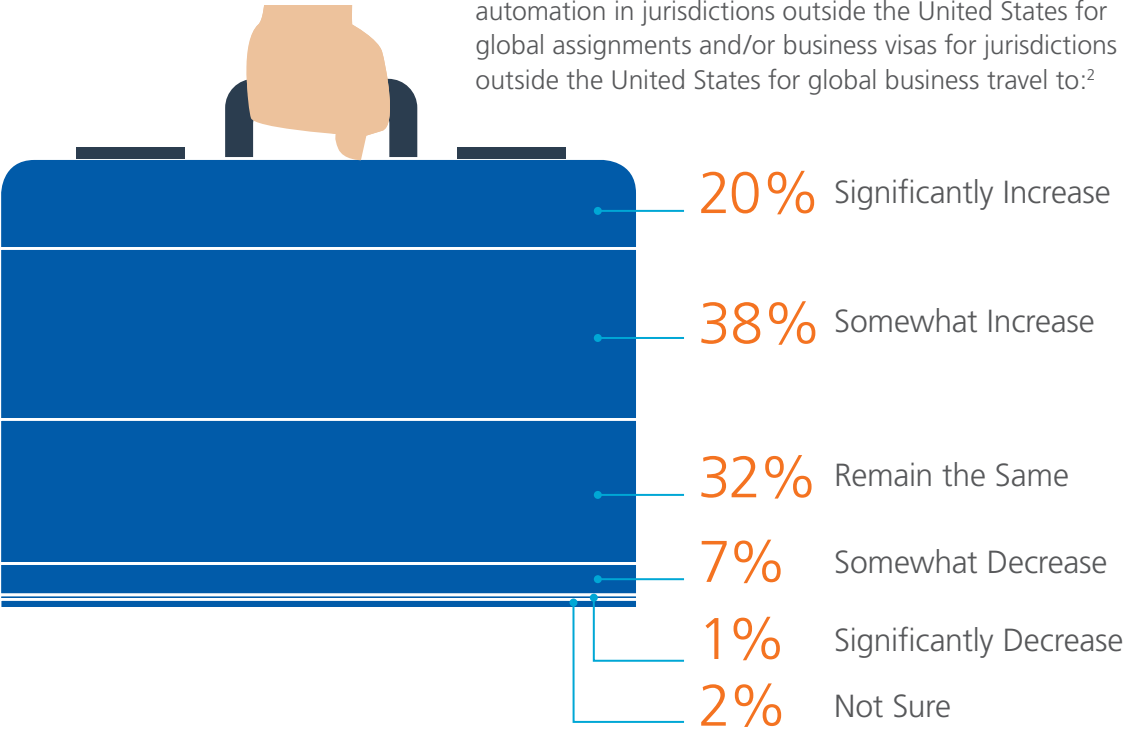
1. Airlinc Mobility Outlook Survey 2017, page 6 | 2. Envoy Global Workforce Mobility Survey 2017, page 7

Is Global Mobility under pressure to reduce costs?¹

Overall 2016	Overall 2017	Oil & Gas	Pharma	Consumer Goods	Financial Services	High Tech	Asia Pacific	Europe	North America
Cost containment is a high priority for Global Mobility right now									
38%	31%	62%	0%	36%	30%	23%	14%	37%	31%
Cost containment is always an issue for Global Mobility but there isn't an increased focus on it at this time									
56%	61%	38%	71%	57%	55%	77%	71%	56%	61%
Cost containment is not an issue for Global Mobility right now									
6%	8%	0%	29%	7%	15%	0%	14%	7%	8%



During the next year do you expect your demand for automation in jurisdictions outside the United States for global assignments and/or business visas for jurisdictions outside the United States for global business travel to:²



Employers place high value on a global workforce. The following items are very or extremely important to more than seven in 10 employers in regards to their company having a global workforce:³

	Extremely Important	Very Important	Somewhat Important	Not at all important
Fills skills gap	37%	40%	20%	3%
Global competitiveness	40%	35%	16%	8%
Foreign nationals bring valuable perspectives to the way our company does business	32%	41%	22%	5%
Foreign nationals have knowledge of markets, business practices and cultures outside the United States	32%	41%	21%	6%
International transfers are critical to managing and expanding our global business	37%	35%	21%	8%

2. Envoy Global Workforce Mobility Survey 2017, page 4 | 3. Envoy Global Workforce Mobility Survey 2017, page 6

Organizing for Success

As companies reevaluate their globalization strategies in light of protectionist pressures, they should also think about structural changes that can help boost performance. While a country-centric structure makes sense if adaptation is a firm's only global strategy, companies would do better to adopt models that also support aggregation and arbitrage. Two are particularly worth highlighting:¹

1

REGION-BASED STRUCTURES: Organizing according to region allows companies to take advantage of similarities between neighboring countries. An analysis of 29 distance variables shows that in almost all cases countries from the same region average higher similarity scores than countries from different regions - and often by very wide margins. The (partial) caveat is that two vital regional agreements, the EU and NAFTA, are subject to considerable strains as of this writing.

2

FRONT-BACK STRUCTURE: This variant on the matrix organization focuses on localizing at the front end (close to the customer) while employing a centralized back-end platform to support integration in R&D, production, support functions and so on. Where the line is drawn can vary: many companies integrate only back-office functions. Others – Uber and Airbnb, for example – go to market with IT platforms that enable rapid, asset-light globalization.

What are your Globalization Options?²



Adaptation boosts revenues and market share by tailoring products and services to suit local tastes and needs.



Aggregation delivers economies of scale by expanding operations into regional or global markets.



Arbitrage exploits differences in labor costs, tax regimes, and other factors between national and regional markets.

Assignment Success



What do you use to measure assignment success?³

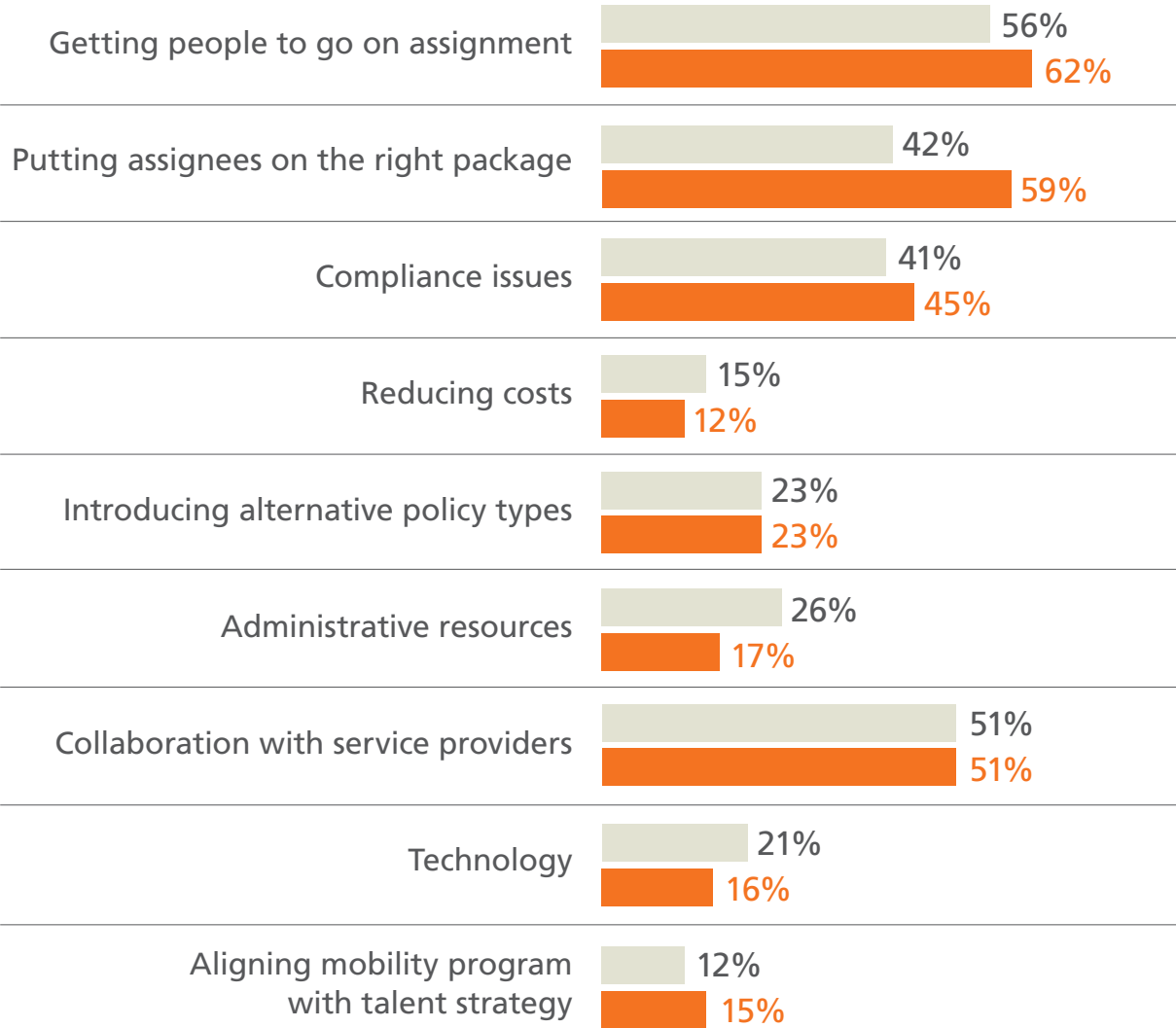
	Overall	Oil & Gas	Pharma	Consumer Goods	Financial Services	High Tech
N/A, we do not measure assignment success	41%	43%	71%	29%	28%	8%
Retention rate after assignment ends	29%	10%	14%	43%	39%	54%
Job performance rating during assignment	26%	33%	14%	43%	33%	38%
Job performance rating after assignment	14%	29%	14%	7%	28%	8%
Job promotion(s) during assignment	16%	24%	0%	21%	28%	8%
Job promotion(s) after assignment	19%	24%	14%	7%	28%	23%
Assignee satisfaction survey during assignment	35%	24%	14%	43%	50%	62%
Assignee satisfaction survey after assignment	28%	19%	0%	21%	33%	54%

3. AirInc Mobility Outlook Survey 2017, page 4

Global Challenges

Compared to last year, more mobility functions are reporting success in getting people to go on assignment, selecting the correct packages, and managing compliance. However, fewer companies than last year are reporting success with administrative resources, perhaps a result of the challenge of accomplishing increased tasks with the same or fewer resources. Fewer companies than last year are reporting success with their technology. This may be because mobility’s tasks are expanding or changing so rapidly, that the existing technology no longer addresses all the requirements.

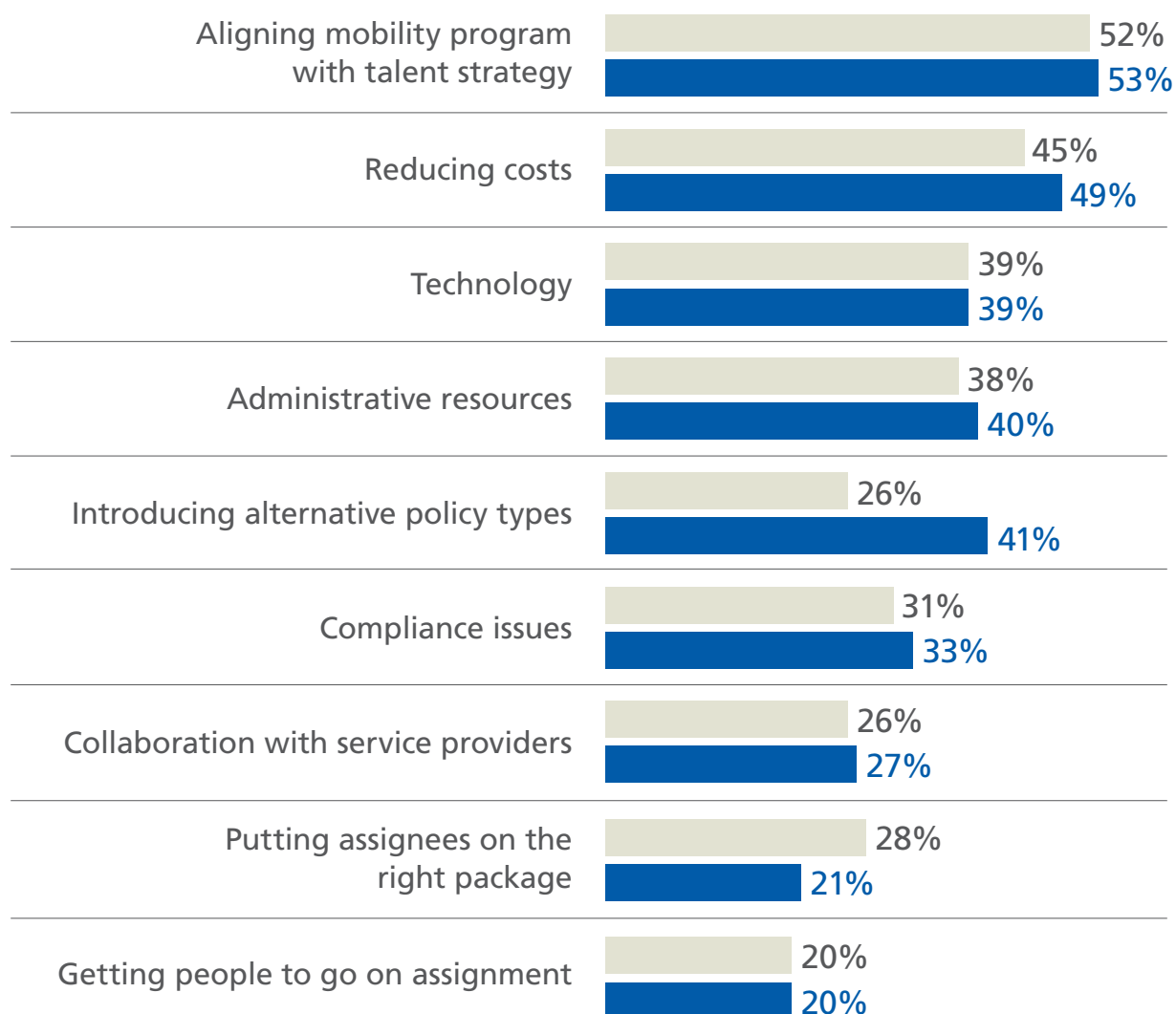
Please share what you feel is working well for you in Global Mobility¹



2016 2017

This year, more companies reported challenges with reducing costs, introducing new policies, and managing resources. Reducing costs and adding new policies are both tasks associated with serving the business. Having staff that can execute on those tasks may improve the long-term success of mobility.

Please share any challenges you are facing in Global Mobility²

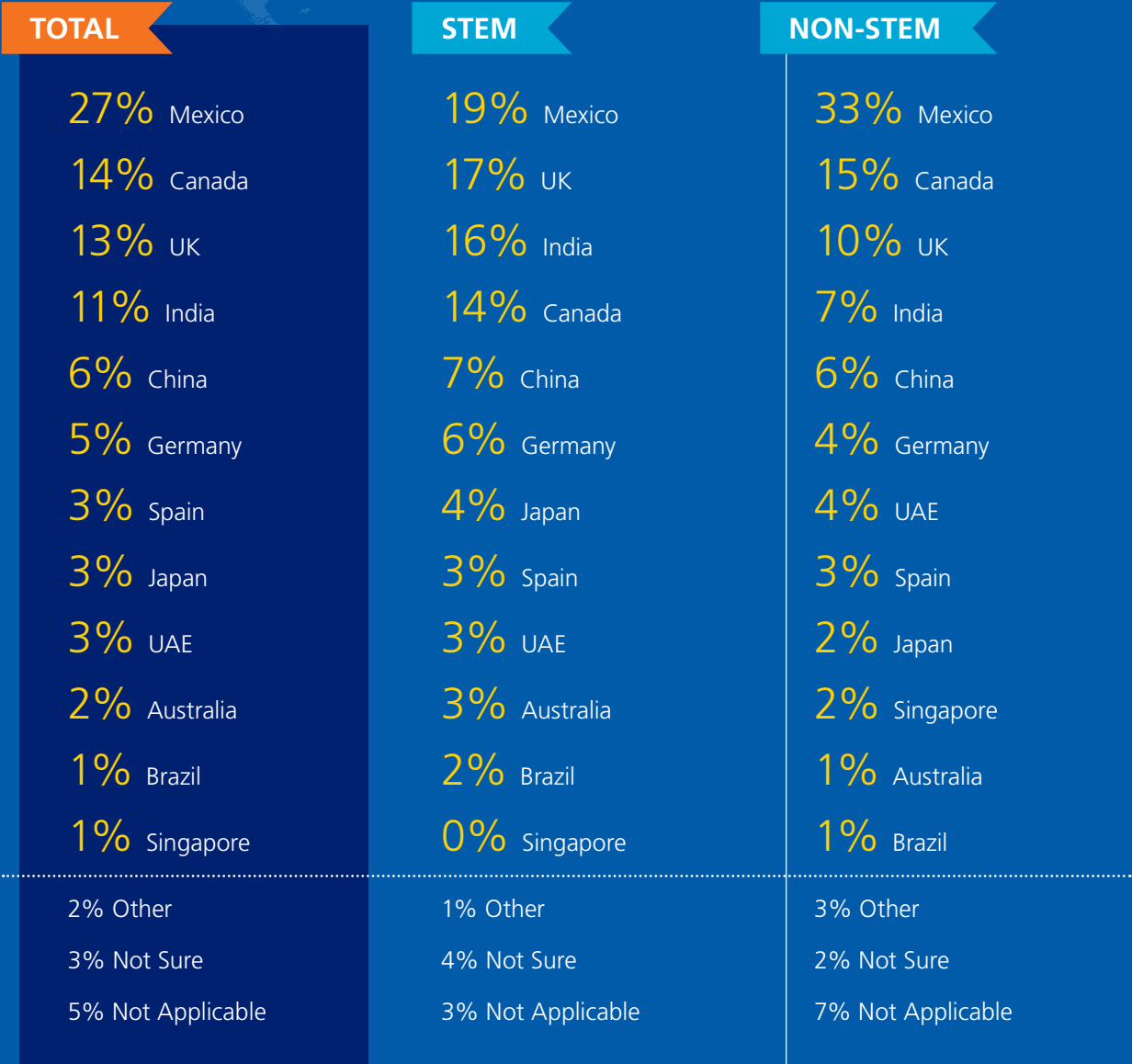


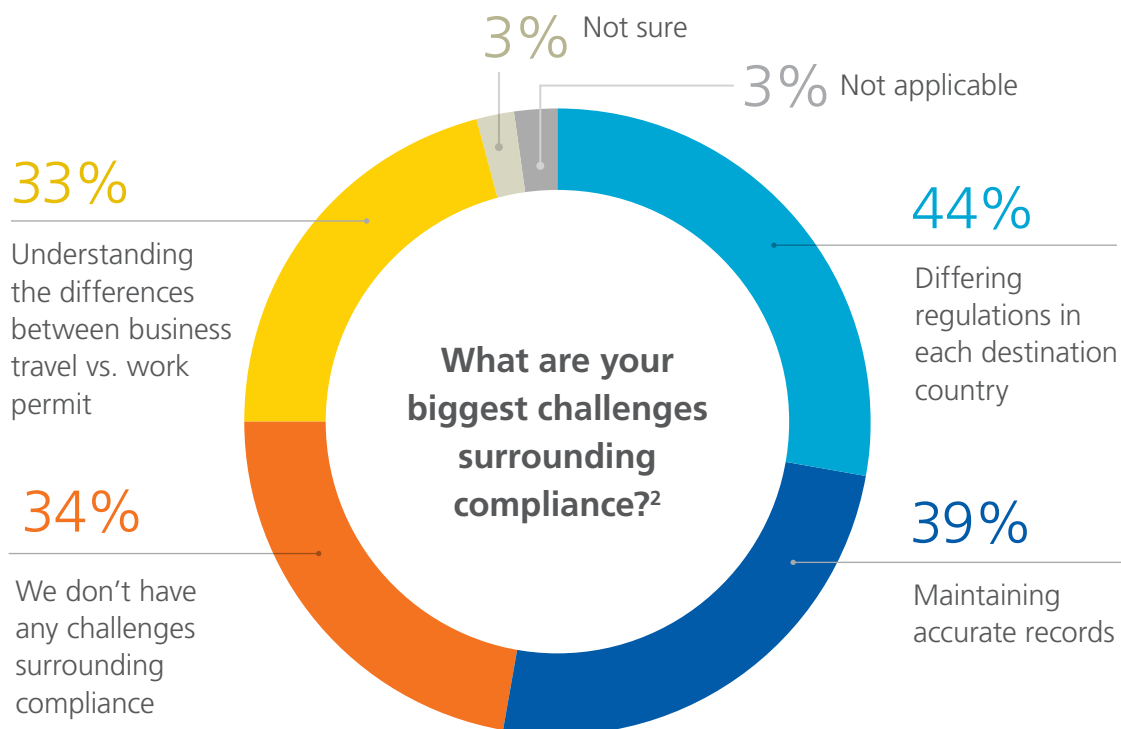
■ 2016 ■ 2017

Outbound Immigration

When companies look to send employees abroad, the most popular destinations are Mexico, Canada, U.K. and India. STEM companies are significantly more likely than non-STEM companies to deal with the U.K. and India, while Mexico is the most commonly dealt with country for non-STEM companies.

Which country do you deal with most often for outbound (non-U.S.) immigration?¹





Travel Risk Management Checklist³



Develop Your Policy

Ensure that managers and executives of all levels have reviewed and signed off on the policy.

Set up training programs to inform workers of your policy or any changes to it.



Initiate Planning Stages

After completing an initial review, set clear objectives and key performance indicators that are in line with policies to ensure effective implementation.



Define Clear Roles and Responsibilities

Make sure arrangements are in place to dictate how senior-level executives, managers, and even contractors understand and comply with roles, policies, and procedures.



Secure and Drive Implementation

Develop a training schedule with programs that address workers and their families, individuals organizing travel, and other relevant stakeholders.





DOMESTIC MOBILITY

Directionality/Migration Trends 46

Weight And Miles 48

Domestic Housing Market 50
& Relocation Policy

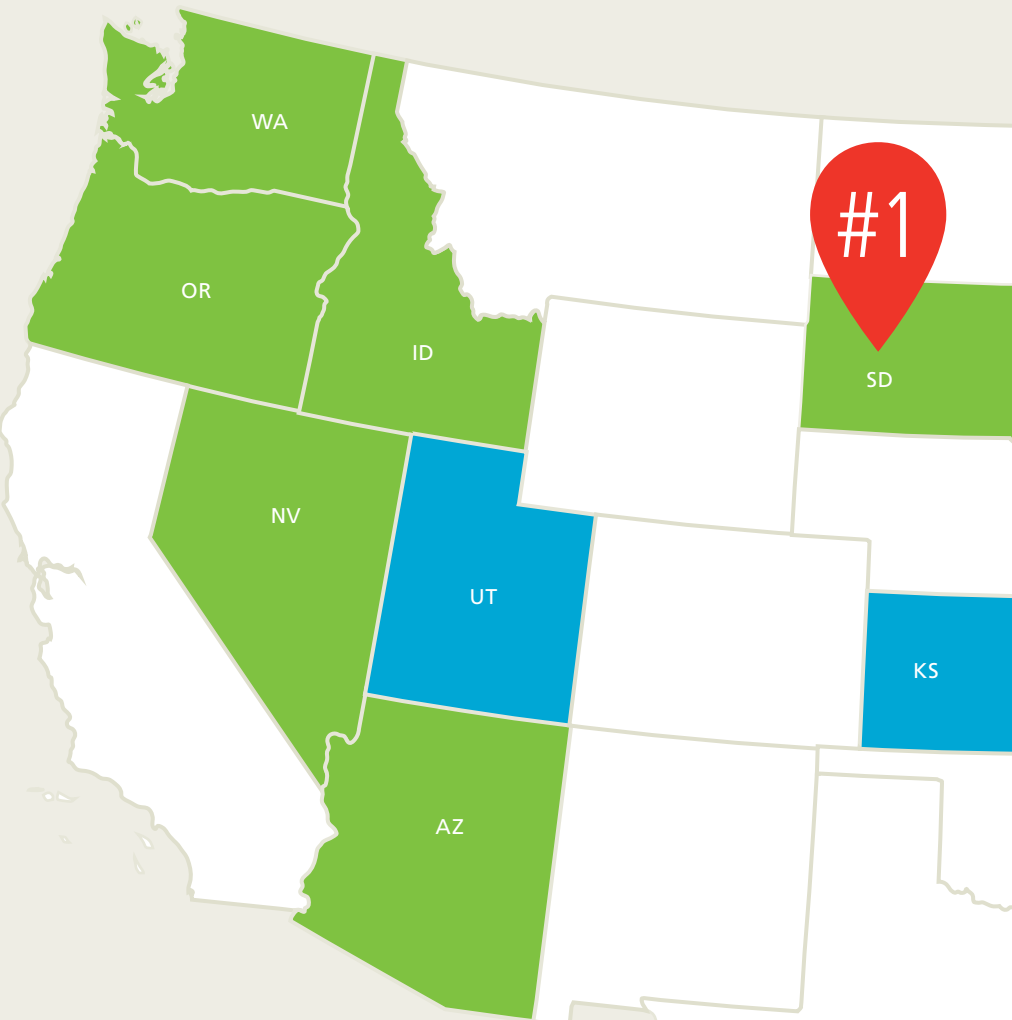
Directionality / Migration Trends

For 40 years, United Van Lines has been tracking which states people are moving to and from. The most significant trends seem to be developing with retirees and job seekers. Retirees are continuing to move to the Mountain and Pacific West while job seekers are establishing their own trends as the U.S. economy continues to recover.¹

Top Moving Destination

South Dakota is the most popular moving destination of 2016 with nearly 68% of moves to and from the state being inbound. The state has continued to climb the ranks, increasing inbound migration by 23% over the past five years. New to the 2016 top inbound list are South Dakota at No. 1 and Arizona at No. 10 with 68% and 57% inbound moves, respectively.

- High Inbound
- High Outbound
- Balanced



Moving In

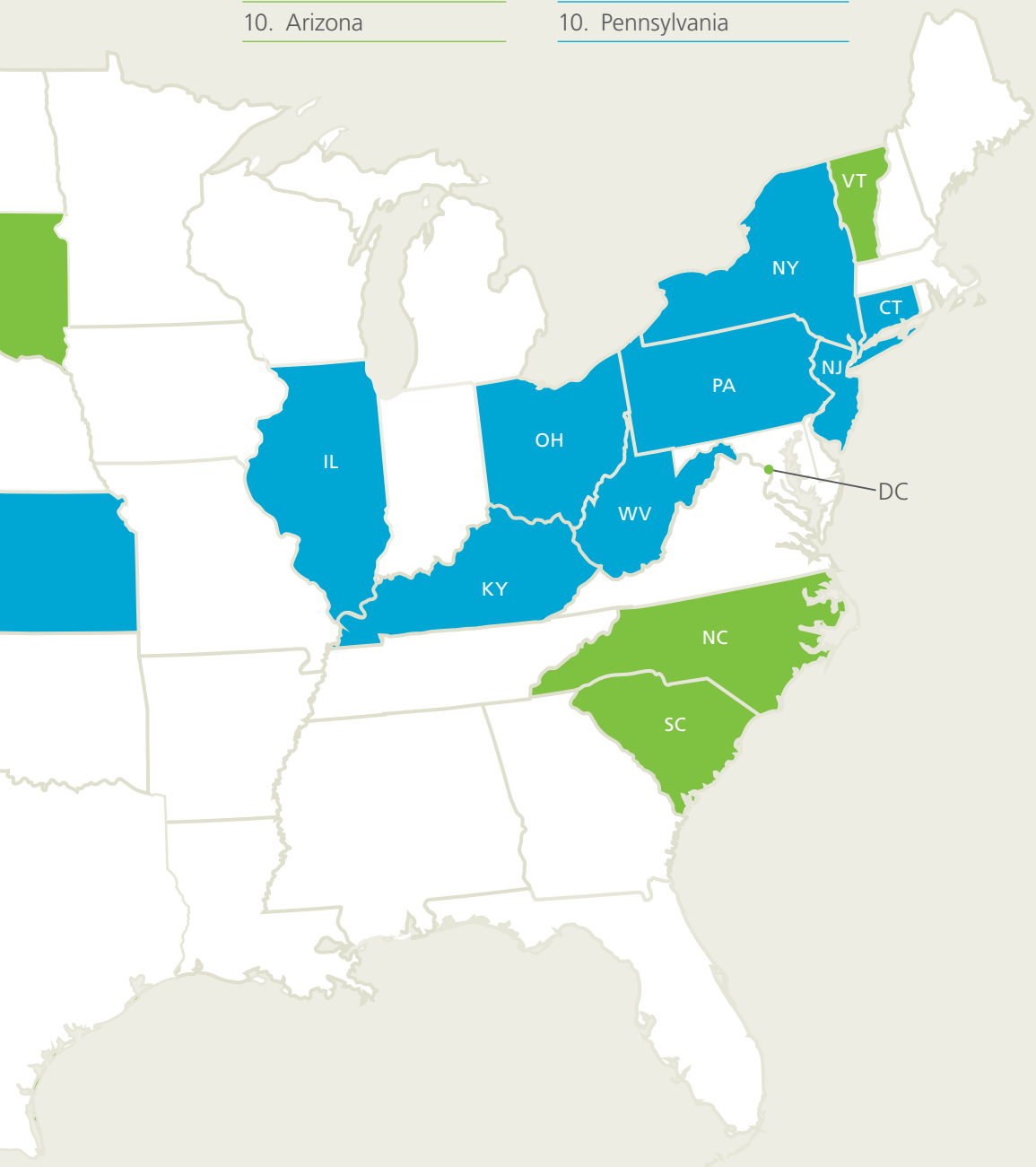
The top inbound states of 2016 were:

1. South Dakota
2. Vermont
3. Oregon
4. Idaho
5. South Carolina
6. Washington
7. District of Columbia
8. North Carolina
9. Nevada
10. Arizona

Moving Out

The top outbound states for 2016 were:

1. New Jersey
2. Illinois
3. New York
4. Connecticut
5. Kansas
6. Kentucky
7. West Virginia
8. Ohio
9. Utah
10. Pennsylvania



Weight and Miles

From 2006-2016, the average weight of shipments decreased. Looking at average mileage for the past 10 years, we see that it has remained largely the same, with a 50 mile increase from 2006 to 2016.

Shipment Summary (Corporate Account)¹

YEAR	# SHIPMENTS	SHIPMENTS % OF TOTAL	AVG. WEIGHT	AVG. MILES
2016	151,776	37.7%	8,138	1,160
2011	155,197	34.4%	8,635	1,139
2006	203,748	34.9%	9,564	1,142

Shipment Volume Comparison (Corporate Account)²

(Based on pickup)

YEAR	NEW ENGLAND	MID-ATLANTIC	GREAT LAKES	CENTRAL	SOUTHEAST	SOUTHWEST	WEST	AVERAGE
2016	6,949	8,056	8,904	8,711	8,629	8,639	8,040	8,275
2011	7,384	8,415	9,190	9,181	9,073	8,936	8,041	8,603

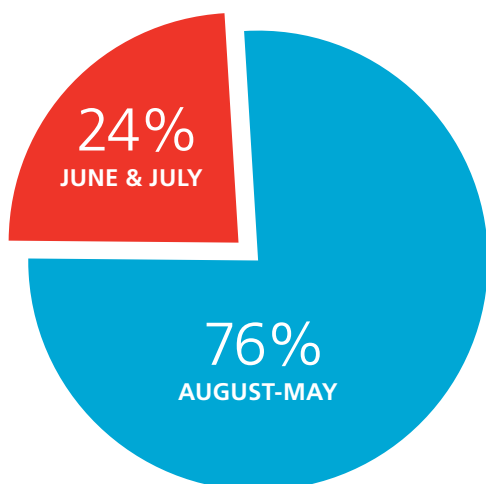


Seasonality³

Overall, volume was spread out similar year-by-year. One trend we see during the past decade is more people are moving later in the year, with September and October shipment totals rising almost every year since 2006.

Yearly Shipment Totals

Shipment totals for June and July make up about 24% of all traffic for the year. Historically, these two months are always the busiest for movers.



In 2016, **July** was the most popular month to move, coming in about

1,100
shipments higher than June.



Domestic Housing Market & Relocation Policy

The National Association of REALTORS® reports that sales of existing homes increased about 3.8 % in 2016. Sales for the month of April 2016 are up 1.6% over the previous April. Sales totals are up in most regions, apart from the northeast and the west, which are projected to fall slightly in 2017. Overall, new and existing home sales totals for the year are projected to increase by 120,000 homes.

Snapshot Of Existing Home Sales¹

NUMBER OF EXISTING SALES	U.S.	Northeast	Midwest	South	West
2016	5,450,000	740,000	1,300,000	2,220,000	1,190,000
ANNUAL BASED ON APR 17	5,570,000	730,000	1,360,000	2,300,000	1,180,000
APR 16 VS. MAR 16	-2.3%	-2.7%	3.8%	-5.0%	-3.3%
APR 16 VS. APR 15	1.6%	-2.7%	-0.7%	3.6%	3.5%

% Change In Sales From 1 Year Ago¹

REGION	\$0 -100K	\$100 -250K	\$250 -500K	\$500 -750K	\$750K -1M	\$1M+
NORTHEAST	-8.5%	-4.6%	-1.9%	4.3%	19.4%	7.7%
MIDWEST	-15.5%	-7.4%	5.3%	20.4%	42.4%	-5.5%
SOUTH	-20.1%	-3.7%	13.4%	13.7%	18.4%	9.7%
WEST	-32.2%	-15.7%	-0.2	10.0%	15.7%	16.7%

SALES DISTRIBUTION²

4%

Under \$150,000

13%

\$150,000-\$199,999

28%

\$200,000-\$299,999

24%

\$300,000-\$399,000

5%

\$400,000-\$499,000

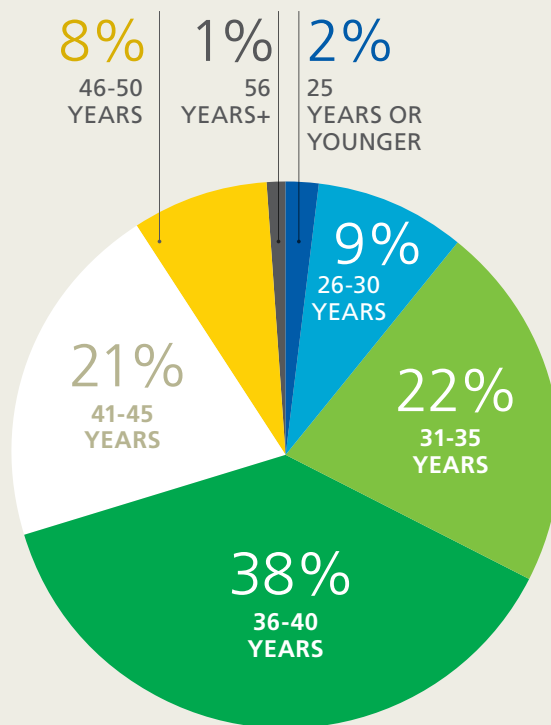
5%

\$500,000-\$749,999


5%

\$750,000 and over

What do you estimate is the average age of your company's typical transferee?³



Estimate the percentage of transferees who are: female, married, being relocated for the first time by your company and being relocated for a promotion (not a lateral move).⁴

 35%
FEMALE

 55%
MARRIED

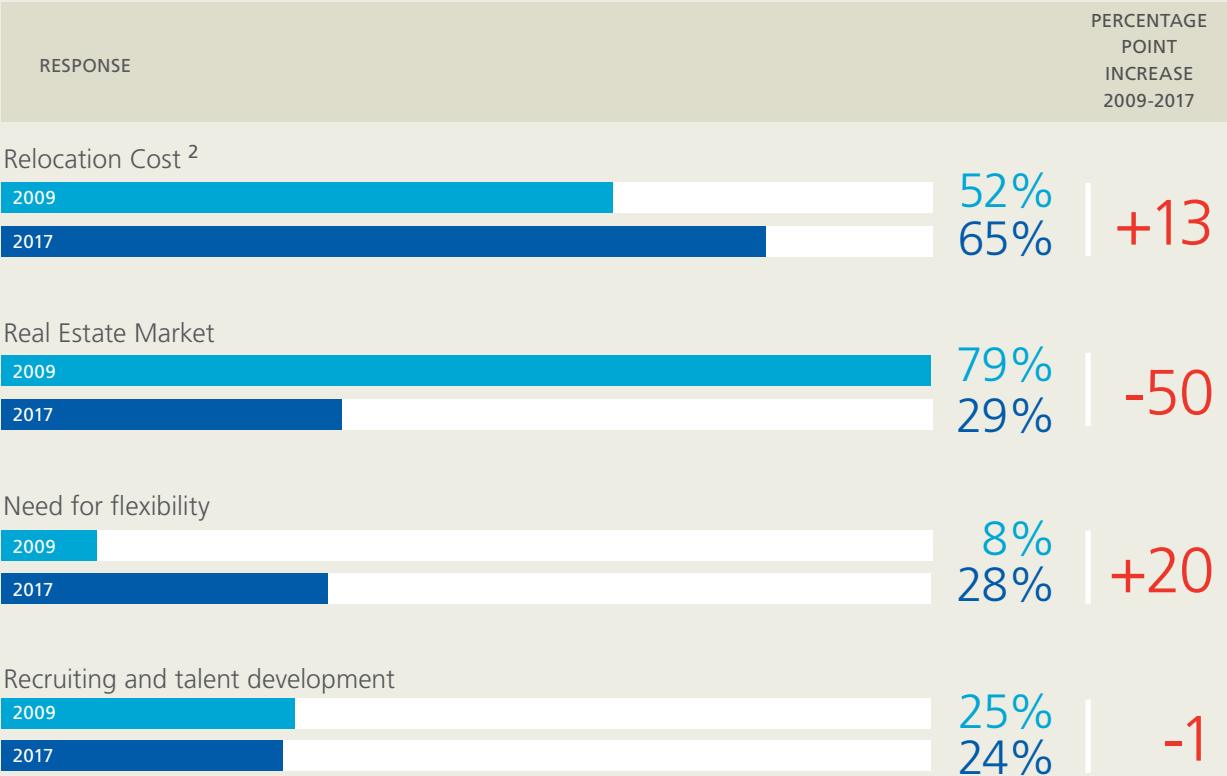
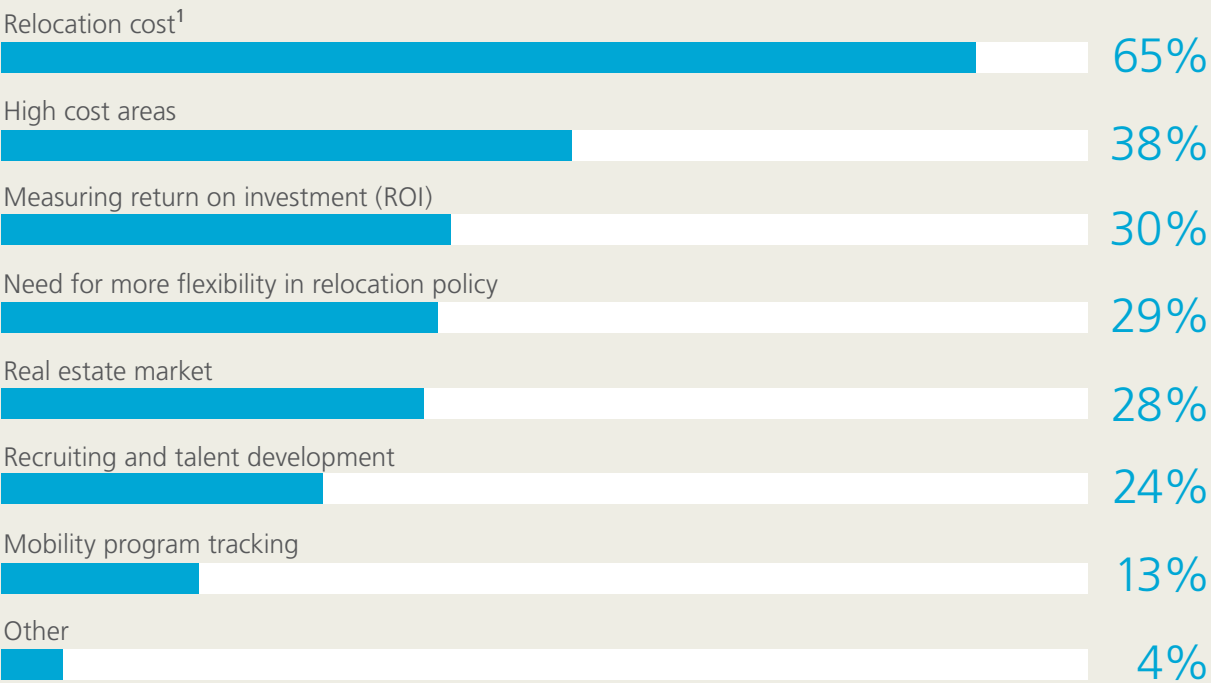
 44%
FIRST TIME

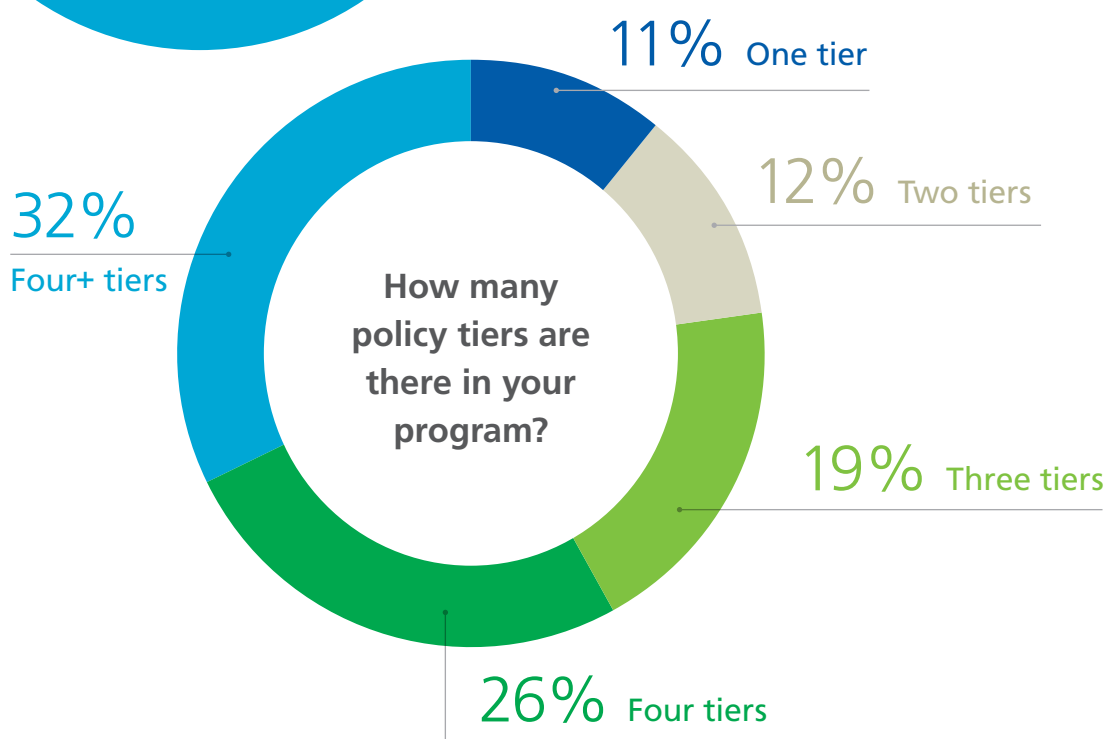
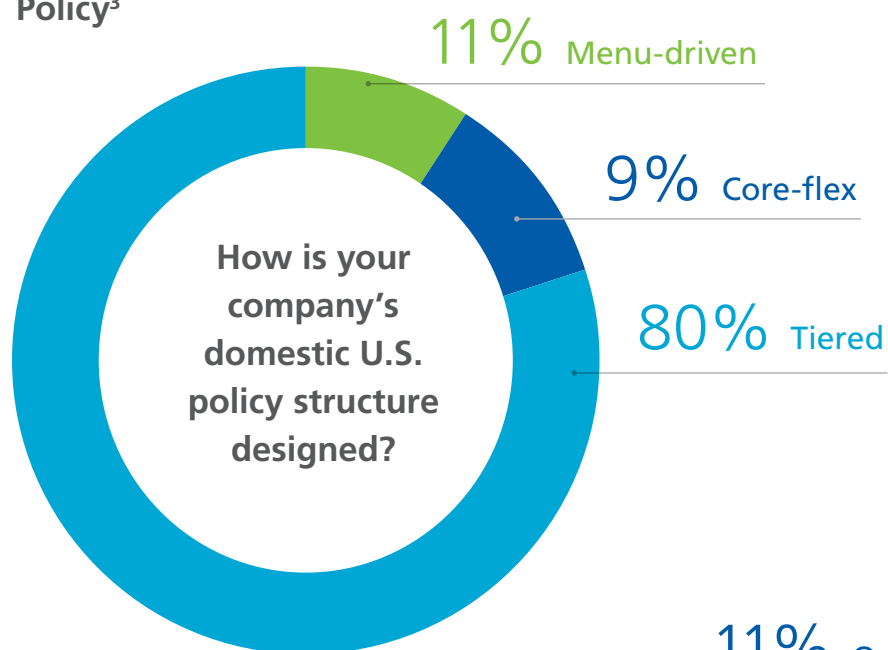
 44%
PROMOTION

2. AMSA Industry Trends Issue 1, page 11 | 3. Worldwide ERC® Relocation Assistance U.S. Domestic Moves Survey 2017, page 26 | 4. Worldwide ERC® Relocation Assistance U.S. Domestic Moves Survey 2017, page 25

Challenges/Changes

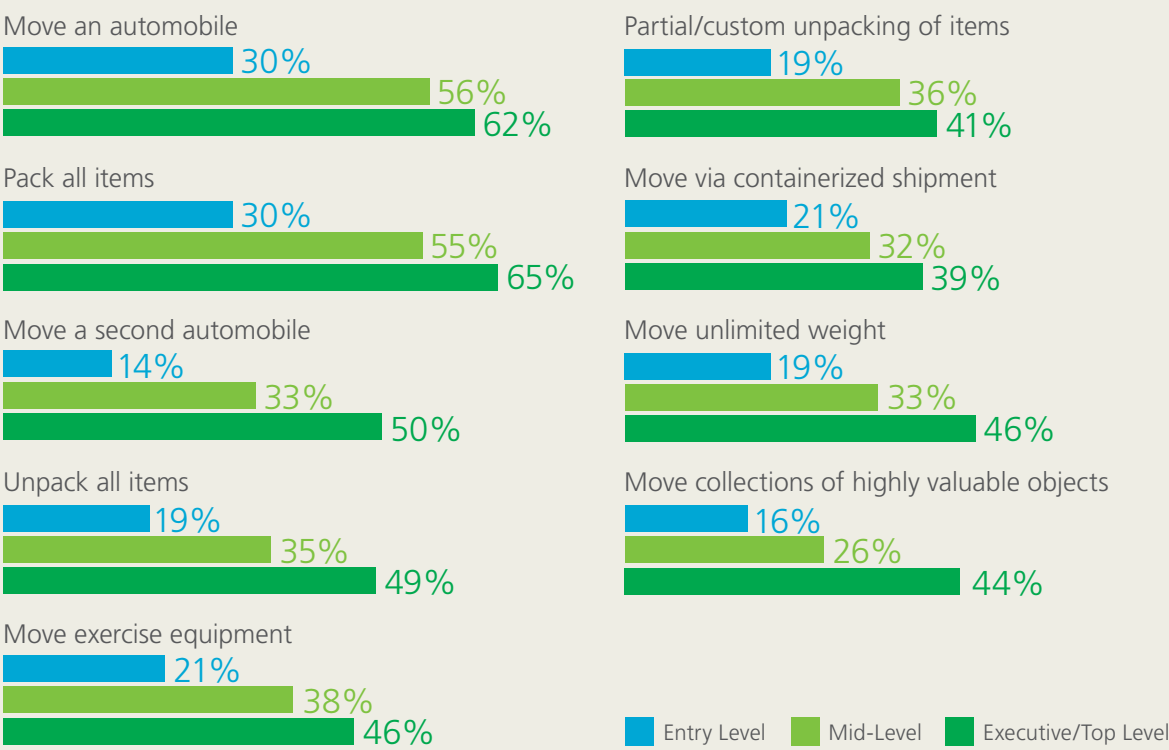
What are your organization’s most significant current challenges in relation to U.S. domestic relocation?
(multiple responses possible)



Policy³

Cost Coverage (Top 9)¹

For relocating employees (transferees OR new hires), does your company reimburse/pay to...



Individual Policy Provision Caps²

EXPENSE CATEGORY	COMMON CAPS EMPLOYED BY SURVEY RESPONDENTS
Miscellaneous Expense Allowance	\$5,000, \$7,500, \$10,000
Temporary Living	\$3,500, \$4,000, \$5,000, \$6,000, \$7,500, \$12,000
Household Goods	18,000 lbs., 25,000 lbs., 30,000 lbs. \$5,000, \$12,500, \$15,000, \$25,000 \$1,500 or \$2,500 for crating/third party services
Home Purchase Expenses	2% of purchase price \$5,000, \$7,500, \$10,000

Relocation Costs Considered Core Coverage/Fixed Benefits³

What type(s) of relocation costs are considered fixed benefits within your relocation policy?

Final move (travel expenses)



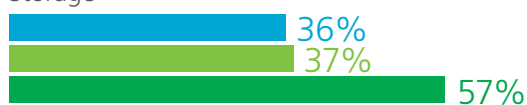
Temporary housing



Household goods shipping



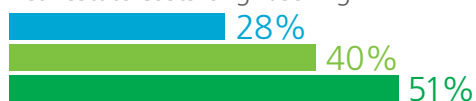
Storage



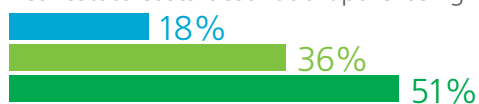
Miscellaneous allowances



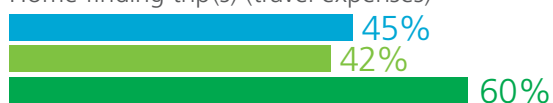
Real estate costs-origin/selling



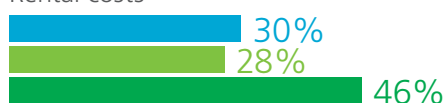
Real estate costs-destination/purchasing



Home finding trip(s) (travel expenses)



Rental costs

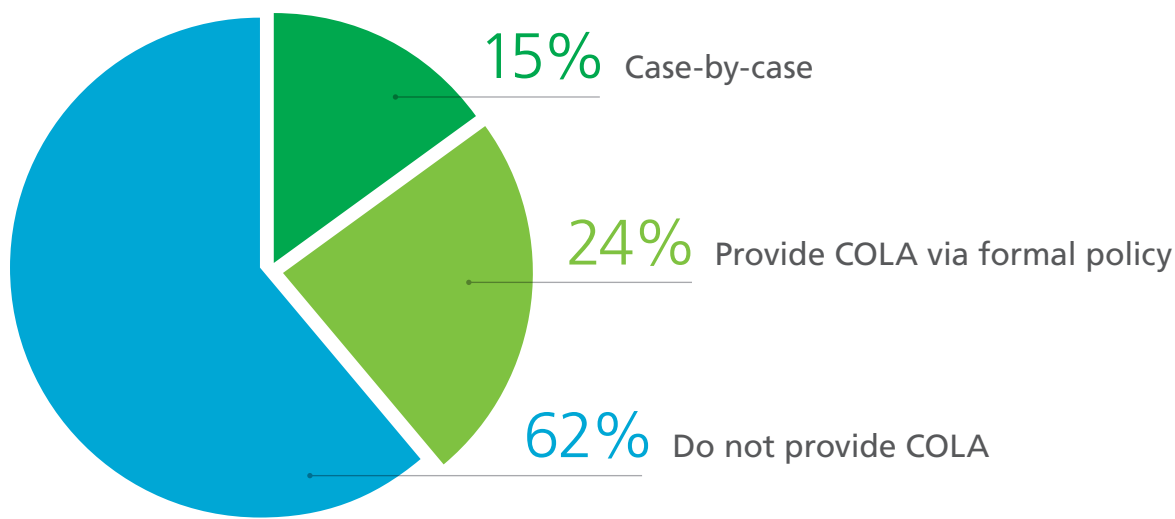


■ 5,000+ ■ 500-4,999 ■ Less than 500

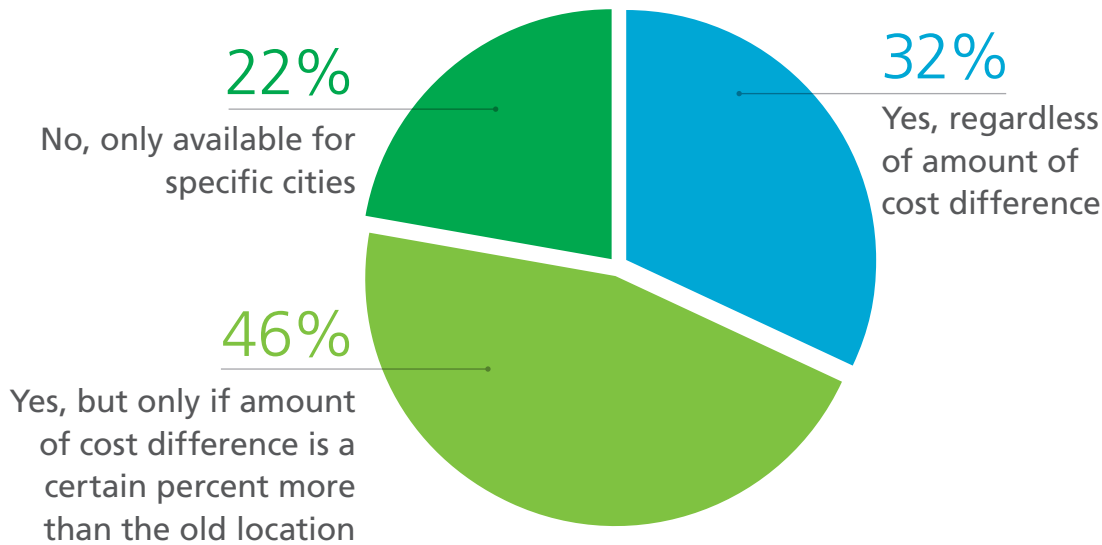


3. Atlas World Group 50th Annual Corporate Relocation Survey Results, page 13

Does your company currently provide a specific allowance to compensate for higher living/housing costs?¹

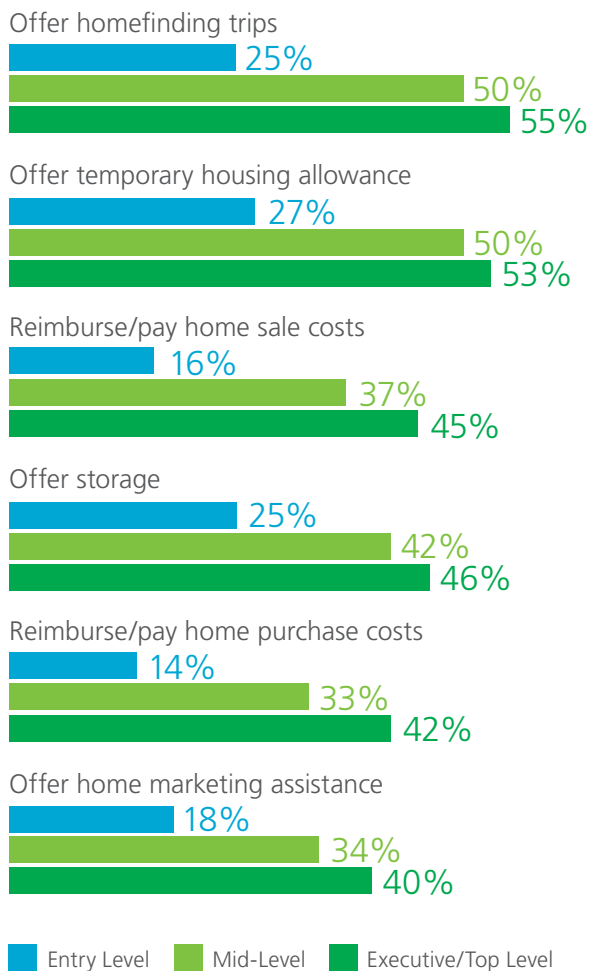


Is the allowance available in all cities with costs higher than the old location?¹



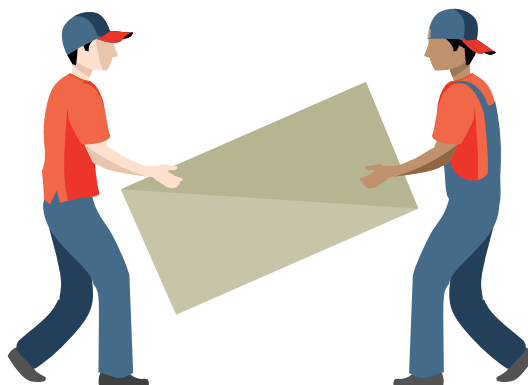
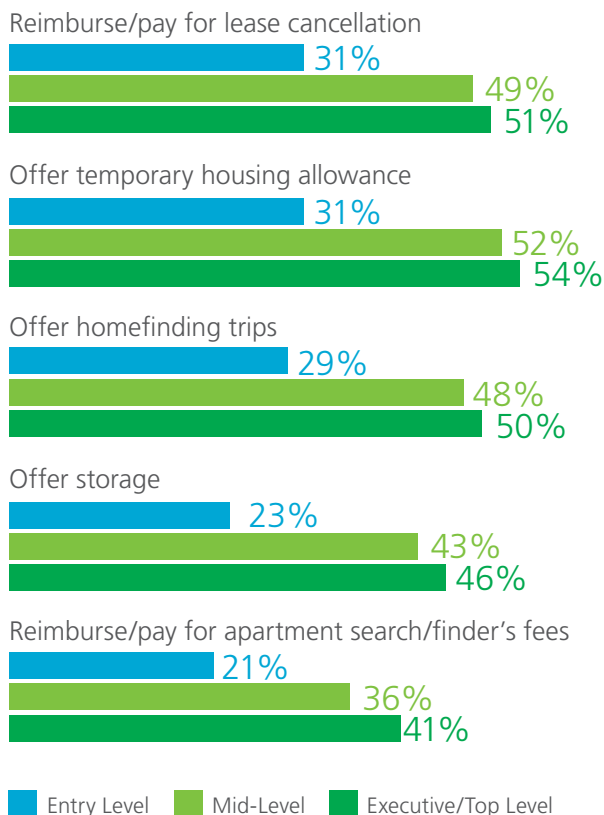
Homeowner Assistance (Top 6)²

When a relocating employee (transferee OR new hire) is a homeowner who will be buying (not renting), does your company...



Homeowner Renter Assistance (Top 5)³

When a relocating employee (transferee OR new hire), will be renting (not buying), does your company...



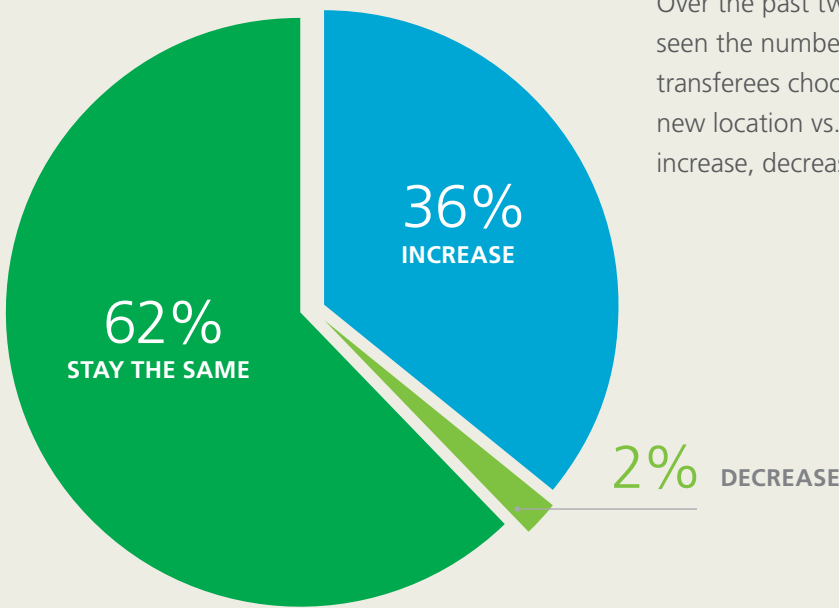
The majority of firms, regardless of size, continue to offer assistance to homeowners/renters.

Homeowners

Generally, homeowner assistance for specific items trends more likely for mid-level and executive/top level relocations than for entry-level positions. Generally, renter assistance for specific items trends more likely for mid-level and executive/top level relocations than for entry-level positons.¹

Homeowners To Renters²

Over the past two years, have you seen the number of home owning transferees choosing to rent in the new location vs. buy a home increase, decrease, or stay the same?







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