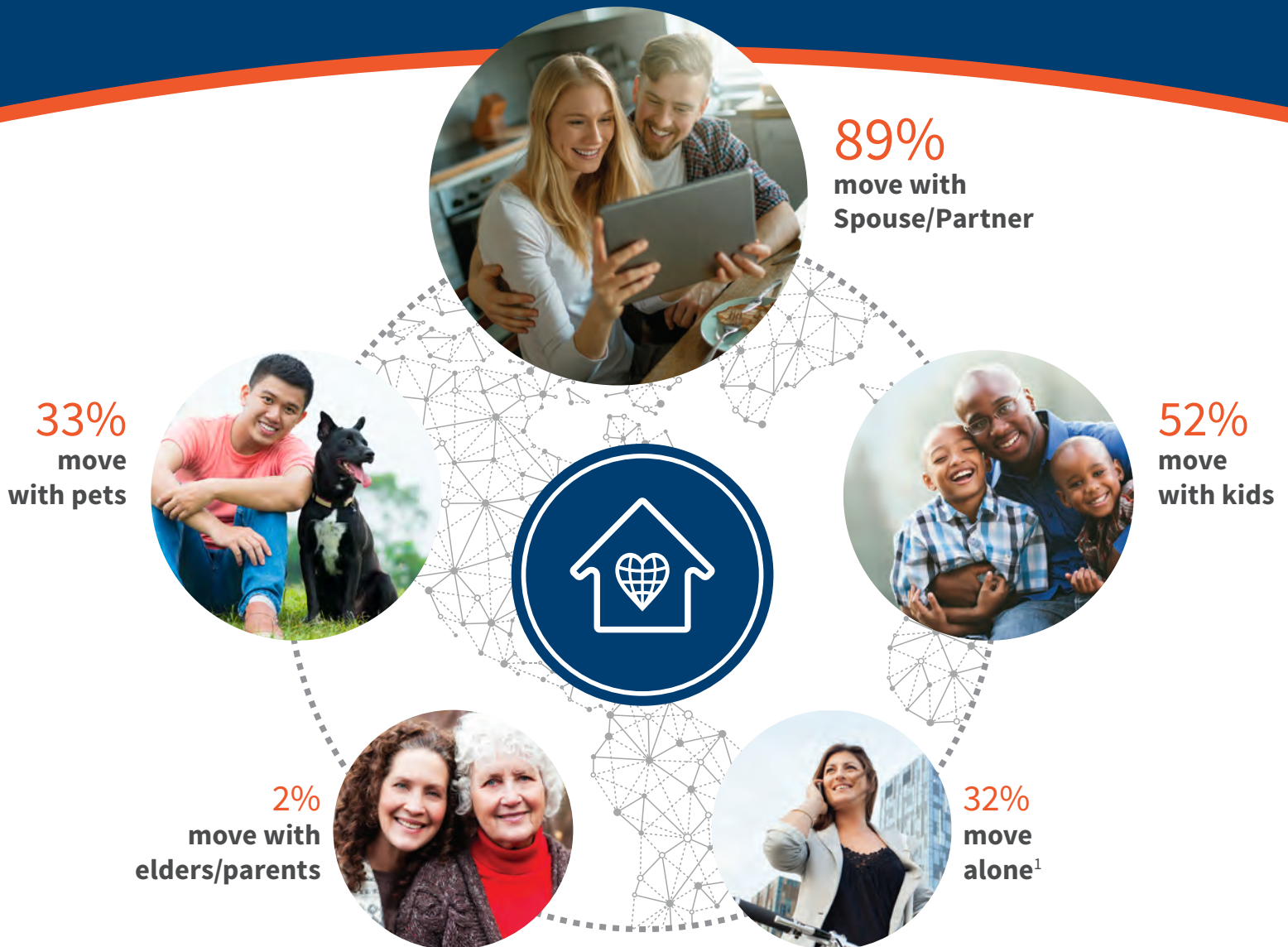


THE *People Perspective* on Relocation



 **3,078 People**

 **54 Countries**

 **372 Clients**

Moving Careers **FORWARD**

Wonder what keeps your relocating employees up at night?

With thirty years of transition coaching experience, we know everyone in the home responds differently to the move. Amidst the challenges, chaos and excitement of moving, what matters most to your employees' relocation success? And when it's done, would they do it over again?

I'm excited to share what we learned from our "relocators" in our *The People Perspective on Relocation* report. From the roller coaster of emotions they experience to the practical resources they need to settle in, the results show that employees and families are exponentially more productive, happier and engaged when they receive the right relocation support services.

IMPACT Group founded the relocation spousal coaching industry to make transitions more productive and less stressful for everyone in the family. We are passionate about empowering people to find and grow great careers—propelling them to thrive at home and the office. I invite you to dig deep into these findings in order to maximize your greatest asset as they embark on one of life's greatest transitions.

Thank you to our partners at Relocation Management Companies (RMCs), to our Corporate Clients and to all of the transferees and families we serve. I'm especially grateful to the 3,078 people who shared their experiences with us in this survey. It brings us immense joy to make a positive impact in your relocation stories each and every day.



Best,
Lauren Herring
CEO, IMPACT Group



THE *People Perspective* on Relocation



Key Findings

- 1 Engagement is High among Relocating Employees.**
Employees who relocate report extremely high levels of engagement.
- 2 Employees Thrive on Development.**
Personal Career Development is the driving force for relocation acceptance—not promotions or compensation.
- 3 Employee Productivity Soars.**
Employees ramp up and reach peak productivity faster when they receive Integration Assistance.
- 4 Millennials' Needs For Success are Unique.**
97% of Millennials rate their relocation a success, despite the newness of it all.
- 5 Career Coaching Results in Proven Skills Improvement.**
Dual-income partners substantially increase job search skills with Job Search Coaching and Assistance.
- 6 More Time Equals More Smiles!**
When offered Integration Assistance, the whole family saves time—and they're happier, too!

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Sizable Response

METHODOLOGY

IMPACT Group, the global leader in career/transition coaching, reached out to over 14,000 participants who received our career and transition coaching services. Our goal: Gather insights on their relocation and job search experiences and find out how they're doing today. These individuals completed their coaching programs between January 1, 2016 and June 30, 2017. Strop Insights assisted in the preparation and analysis of this data.

Range of Programs

+ Full Service Spouse/Partner Job Search & Family Integration Support

One-on-one (1:Me™) career coaching and job search resources for spouse/partner; personalized transition coaching and customized research on integration needs for all family members.

+ Spouse/Partner Job Search Only

1:Me™ career coaching and job search resources for spouse/partner.

+ Family Integration Assistance Only

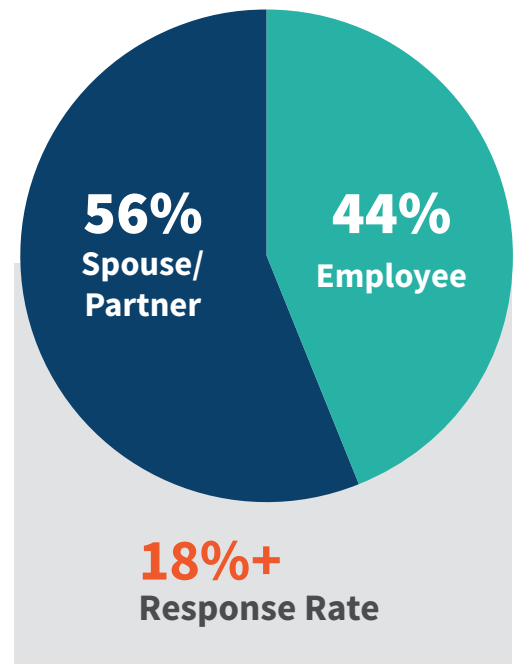
Personalized 1:Me™ transition coaching and customized research on integration needs for all family members.

+ Single Employee Integration Assistance

Personalized 1:Me™ transition coaching and customized research on integration needs for relocating employee.

*Job seeker data also includes
Outplacement Job Search Support.*

Survey Respondents



Minimal incentive
with opportunity to win
1 of 4 gift cards (\$250 each).

DEVICES

 **59.6%** Desktop

 **40.4%** Mobile/Tablet

Represented in the Survey:

3,078
Respondents

54
Countries

372
Clients

34
Relocation
Management
Companies

The Faces and Voices of Relocation

Relocators represent a full spectrum of individual demographics, emotions, careers and goals. When we group them as a larger population, certain personas do emerge. To improve our understanding of who our clients relocate, we find these three personas insightful.

FULL DEMOGRAPHIC DATA
Learn more on pages 18-19



Relocating Employee (with spouse/partner)

Male, White, Early 40's
Highly Educated

COMMUNICATION WITH COACH

- Email
- Evenings

PAIN POINTS

- + 43.9% First-time relocators
- + Adjustment of spouse and family
- + Job search of spouse
- + Making friends

RELOCATION RESULTS

- 93.5% happy
- 85.9% would relocate again



Relocating Spouse/Partner

Female, White, Early 40's
Educated Job Seeker

COMMUNICATION WITH COACH

- Phone and Email
- Mornings

PAIN POINTS

- + Finding a job
- + Family adjustment
- + Making friends
- + Juggling move, kids and more

RELOCATION RESULTS

- 91% happy
- 78.2% would relocate again



Relocating Employee (single)

Male or Female
More Diverse Ethnicity
Millennials (Born 1982-2004)
Highly Educated

COMMUNICATION WITH COACH

- Email
- Mornings

PAIN POINTS

- + Where to live
- + Making friends
- + Fitting in at new company

RELOCATION RESULTS

- 96.7% happy





The Employee Story

The Engagement Effect & Importance of Personal Career Development

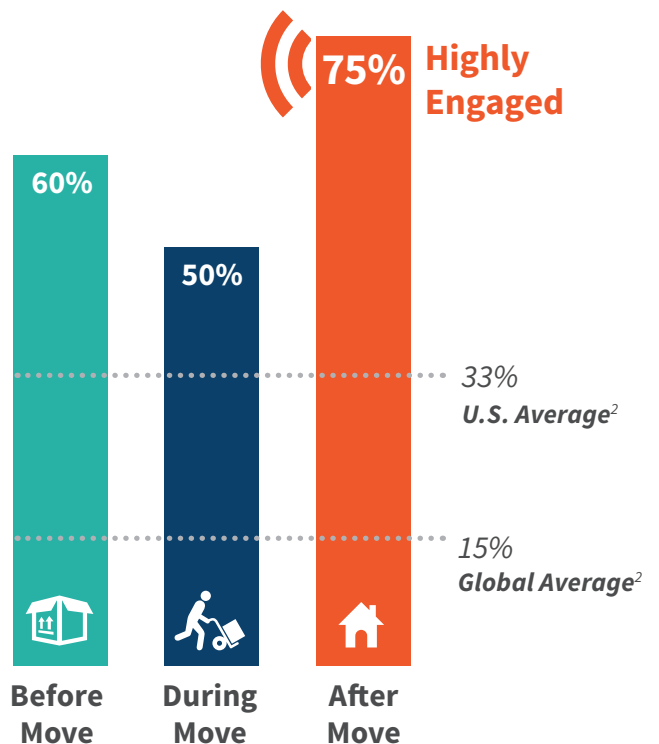
Transferees are a productive, highly engaged and growth-oriented population! They're happy, too.

We're pleased to report that relocating employees are engaged—highly engaged actually. While most of the U.S. and abroad are experiencing a depressing 15-33% employee engagement rate², 75% of relocating employees report High Engagement after the move.



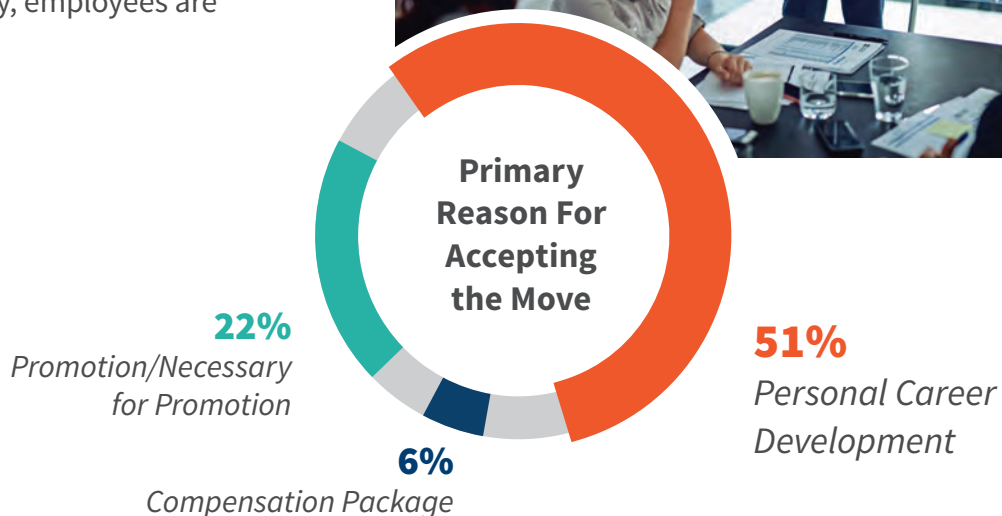
TIP Take engagement and results even higher with focused leadership/ career development. See our Recommendations (page 17) on ways to further drive return on your investment.

Relocating Employees Reporting High Engagement at Work



Relocation Motivators

The opportunity for **career development** is a **key driver** for this 75% high engagement rate. When an organization identifies employee potential and acts on it with a new growth opportunity, employees are psyched.



Productivity Soars

When employees are this engaged, they work at peak performance! Employees ramp up fast and productivity soars when they receive Integration Assistance.



73% report being **more productive** at work



Millennials on the Move

Younger employees have a lot to teach us. Employees under 30 comprise almost half of IMPACT Group’s customers who receive Singles Integration Assistance programs.

The professional and personal needs of these younger, highly educated and more ethnically diverse transferees are unique in one integral way—the newness of it all.

They report dealing with many new situations—new job, new financial stressors as well as new life apart from family and friends.

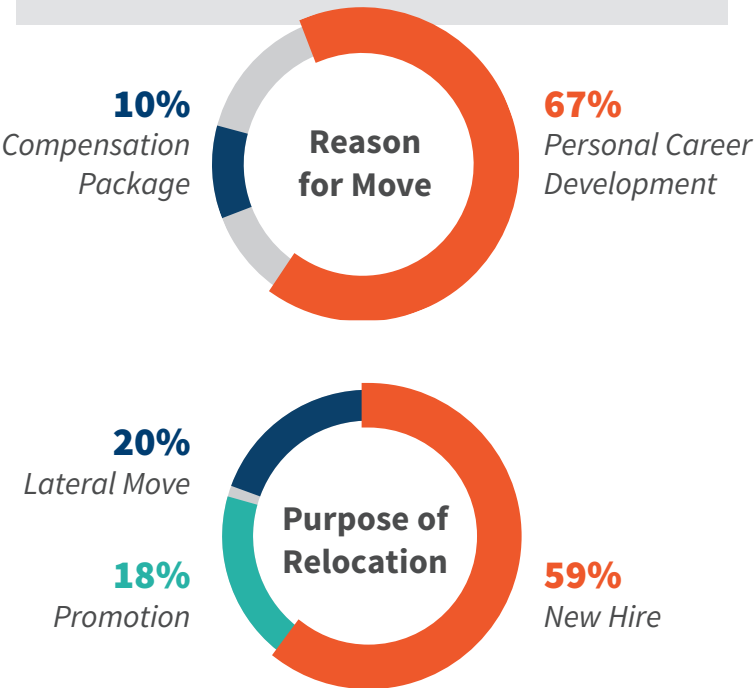
Professional Motivators

Launching full speed into their careers, Millennials are driven by career advancement and social responsibility more than compensation.

They also want to know that you’re invested in their success. In fact, 50% responded that having Integration Assistance in their relocation package, “Shows the company cares about me.” When they know you care, you’re more likely to keep this critical population in your talent pipeline.

DEFINITIONS

sin·gles <i>noun</i>	Employees who relocate solo or with dependent children. 42% < 30 years 72% < 40 years
mil·len·nials <i>noun</i>	Largest growing population in workforce. Born 1982-2004.



Ease Rookie Jitters

Relationships and neighborhoods represent Primary Concerns for moving Millennials. While finding their fit, they have unique concerns that separate them from their older colleagues.



Top Relocation Concerns



**Where
to Live**



**Making
Friends**



**Finding
Resources**



**Fitting in at
the Office**

TIP

Networking skills, personal and professional, are key for millennials. Integration Assistance coaches them on ways to connect.

41%

worry about making new friends

Increased Diversity is Encouraging

Companies with ethnically and gender **diverse talent are 35% more likely to outperform their competitors³**.

Our data indicates that the gender balance and ethnic diversity of relocators is on the rise.



“My coach’s professionalism and consistency gave me a layer of calm.”

**- RELOCATING SINGLE
EMPLOYEE**



Two-Income Equation

Addressing #1 Concern: Relocating Partner’s Career

Since the majority of families are sustained by two incomes, it’s not surprising that **employees indicate their partners’ career is their biggest concern.**

Earlier, we reported that Personal Career Development drives relocation acceptance for the employee. The Spouse/Partner also desires personal career growth, as well as sustaining the second income, when embarking on the relocation journey.

Dual-income Families:

- + 61% in the US⁴
- + 69% in Canada⁵
- + 75% in Europe⁶

Job Seeker Salary	6%	\$150k+
	16%	\$100k
	16%	\$75k-\$99.99k
Average \$71,500	24%	\$50k-\$74.9k
	19%	\$35k-\$49.9k
	19%	<\$35k

Consider that the mean salary for relocating spouses is \$71,500 USD! The importance of finding a job quickly is evident.



Relocating Partners’ careers extend through all levels, departments and industries.

Certified professionals—healthcare, education, lawyers, trades—represent 25% of Spouses/ Partners, adding an extra challenge when moving to a different state or country.



Skill Improvements After Career Coaching

Percent Increase of People with Above Average Skills



Coaching: Not a “Soft” Service



Participants rated their knowledge before and after coaching on Five Critical Elements of Job Searching. To keep it simple, let's focus on the ideal goal—Above Average Knowledge.

We all want to be A students, right?

The number of participants reporting improvement to an Above Average level increased significantly in every category. This is hard proof that coaching is key to success.

Increased skills empower success.

For those who accepted a new position, 43% received 2+ employment offers.

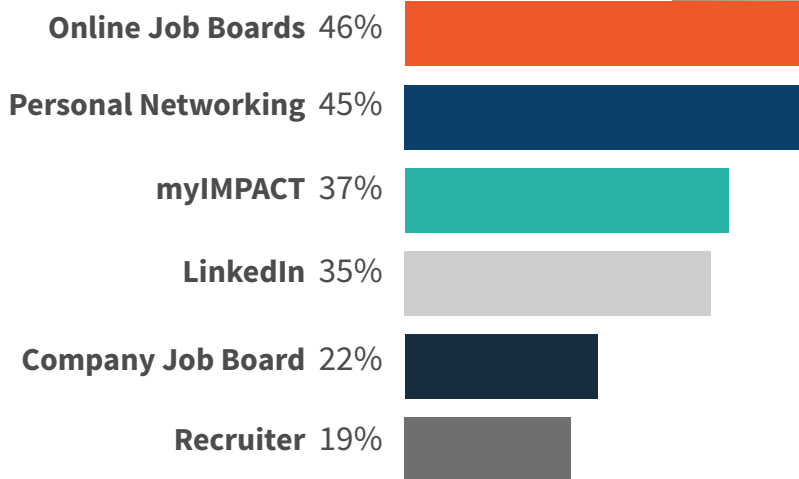
THE JOB SEEKER'S JOURNEY

Learn more on pages 12-13.

The Job Seeker's Journey

Understanding Personal Branding for Social Media and Networking is imperative for success.

Landing the Job Starts Here ►

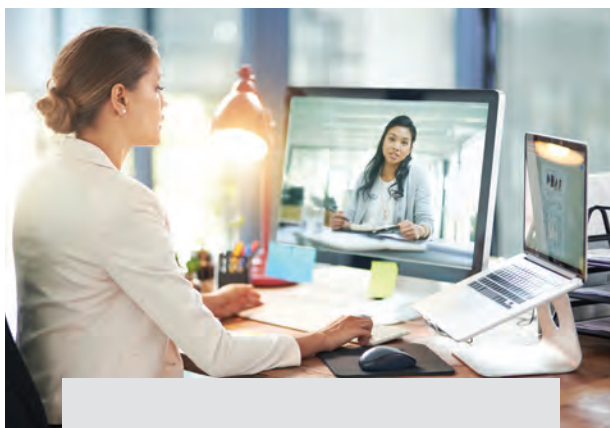


13.4
Job Applications



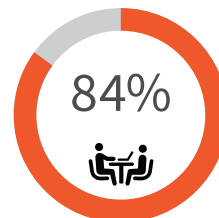
4.5
Interviews

On average, participants apply for 13.4 jobs and secure 4.5 interviews from those submissions.

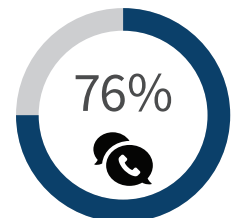


Virtual Interview Tools, like the one on myIMPACT, help individuals improve body language and eye contact for both live and virtual interviews.

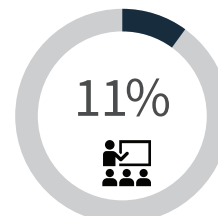
The Interview Experience



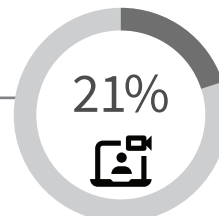
One-on-One



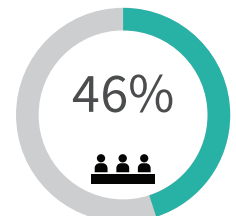
Phone



Presentation



Virtual



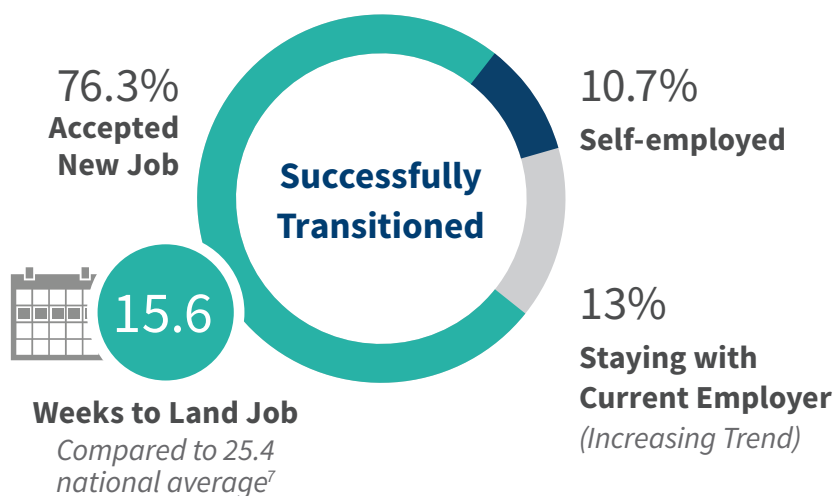
Panel

You're Hired!

As participants navigate constantly changing technologies and career options, success can mean accepting a new job, starting a new business, volunteering a skill or going back to school. Of those seeking employment, 79.5% successfully transition.

Occasionally, the job search is stymied by a lack of job openings in the new location, certification or visa issues or just a change in family focus. This was experienced by 20.5% of our respondents.





For those who successfully transitioned, here's more detail on the results.



Where Are They Now?

Change is a big part of relocation.
30% change careers | 36% change industries

Top Industries Post Relocation

- 16%  Healthcare/Medical/Biotech
- 15%  Manufacturing/Automotive
- 11%  Government/Military/Aerospace
- 10%  Education



**Accepting
a New Job**



**Changing
Industries**



**Starting a
New Business**



**Going Back
to School**



**Volunteering
Skills**

With the nuances and new challenges that come with a relocation, 12% of dual-income spouses suspend their job search during the transition.



Improve the Experience

with Integration Assistance

The unique challenges each employee or family faces can threaten their work and relocation. When personal and company success hinge on transferees focusing on their new role, it's worth the investment to ensure their needs are met at home.

WHAT IS INTEGRATION ASSISTANCE?

Coaching that directly addresses the emotional and personal nuances and needs of all family members during the relocation.

Roller Coaster of Emotions

Relocations bring a roller coaster of emotions, often changing daily. Respondents report that **excitement remains high throughout** the process.

Yet **21% rate fear as high** before the move also. As they move forward, literally and figuratively, worry over finances and getting settled mellow.

For many, **loneliness doubles after the move.**

Ups & Downs



Expert Researchers Save Time

Where does a family begin?

Trying to wade through the glut of the internet is time consuming and frustrating. When coaches work with expert researchers to solve relocators' needs, employees report that IMPACT Group's services allow them to be more productive while saving them time.

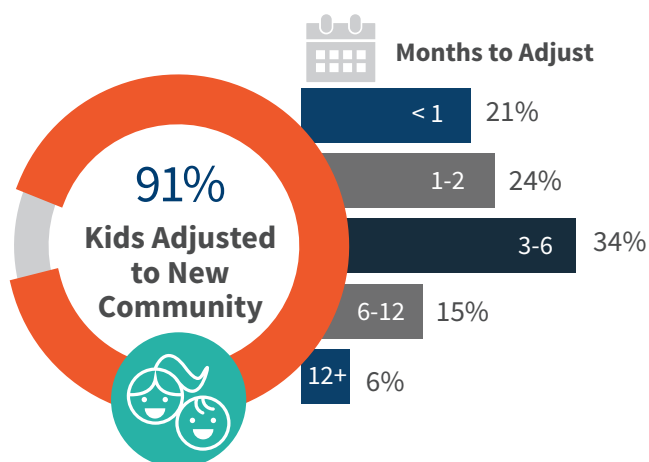
Top Concerns ▶ Popular Research Findings

<i>My (Partner's) Career</i>	▶	Employers, Industries and Associations
<i>Helping My Family Adjust</i>	▶	Neighborhood and Community Information
<i>Education</i>	▶	Schools/Day Cares
<i>Making Friends</i>	▶	Recreation/Fitness
<i>Finding Healthcare</i>	▶	Doctors and Dentists



Relocating Kids

We all worry about the added turbulence relocation brings to a child and family. In real life, kids are way more resilient than we give them credit for. Check out our site, RelocatingKids.com, on ways families can ease the transition.



Does Integration Assistance Increase Success and Happiness?

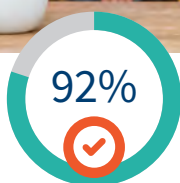
Our data says, "Yes."

Respondents who had Integration Assistance report increased happiness, relocation success and willingness to relocate again. We'll continue to measure this and look forward to sharing more with you in future reports.

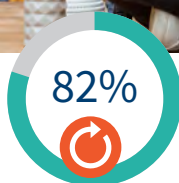


“We’re Home”

When an individual starts to refer to the new location as home, that’s a good sign. The positives from the relocation experience improve their lives and create a brighter future—at home and the office.



successful
relocation



would
relocate again



are
happy

Top 3 Positive Outcomes of the Move

Gain New
Experiences



71%

Better Long-Term
Career



55%

Moved to a Better
Community



40%

3 Metrics for Relocation Success

The true measures of a positive relocation for your employee and family are demonstrated with:

1. Relocation Success
2. Willingness to Relocate Again
3. Overall Happiness

In all three areas, IMPACT Group participants excel.



Let's build
a better world
by empowering
people
to find and grow
great careers.



RECOMMENDATIONS

Based on our findings and 30 years of people experience in relocation, our top recommendations will impact results for your employee, their family and your organization.

- 1. Develop and communicate concrete career development plans for each employee. Include relocation as part of the dialogue.** When 60% accept a relocation for Personal Career Development, it's smart to use talent mobility to strategically build your pipeline. And you'll see their engagement go sky high.
- 2. Review your relocation policy to ensure the best employee experience.** If you're among the 35% of companies that don't offer spouse support or the 65% that don't offer Integration Assistance, perform a cost-benefit analysis. Our data shows a strong correlation between these services and productivity, engagement and happiness. You'll also increase your odds of adding women to your leadership pipeline. Don't overlook the productivity and profitability impact of Integration Assistance.
- 3. Address the unique needs of your Single Employees.** When moving solo, the weight lies squarely on your employee's shoulders. Google doesn't solve most of these needs. This important talent is experiencing numerous "firsts," such as determining the right neighborhood and fitting into a new job. Offer them Integration Assistance so they'll thrive professionally and personally.
- 4. Relocation Support is Core—Not Flex.** We frequently hear, "I didn't know what I didn't know." It's easy for HR or Relocation Consultants to make assumptions, but often the providers and family don't truly know the answers. Providing this benefit in your Core policy, while authorizing all relocating employees for support, is an opportunity for success. Relocation support is a Core service that saves costs and talent.

Respondent Demographics

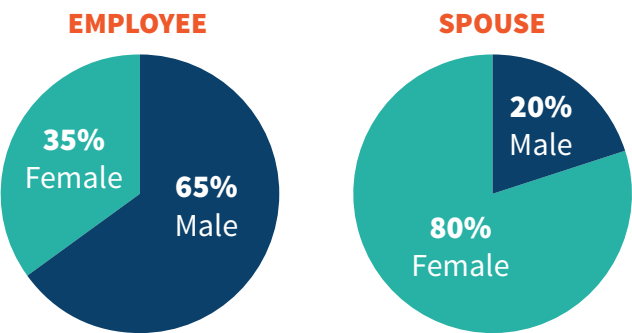
We sliced and diced and analyzed the data in hundreds of ways. Overall, we found that demographic data is **consistent across global and domestic programs**.

Variations are evident between Family Programs and Singles Programs.

- + **Family:** Spouse/partner support for dual-income partners and integration support for families.
- + **Singles:** Integration support for the employee. Dependents, if applicable.

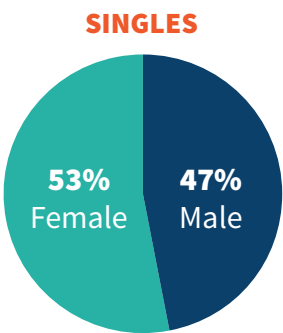
Gender

Family Programs



The number of female transferees is slowly increasing. In global programs, males represent almost 90% of transferring employees.

Singles Integration Program

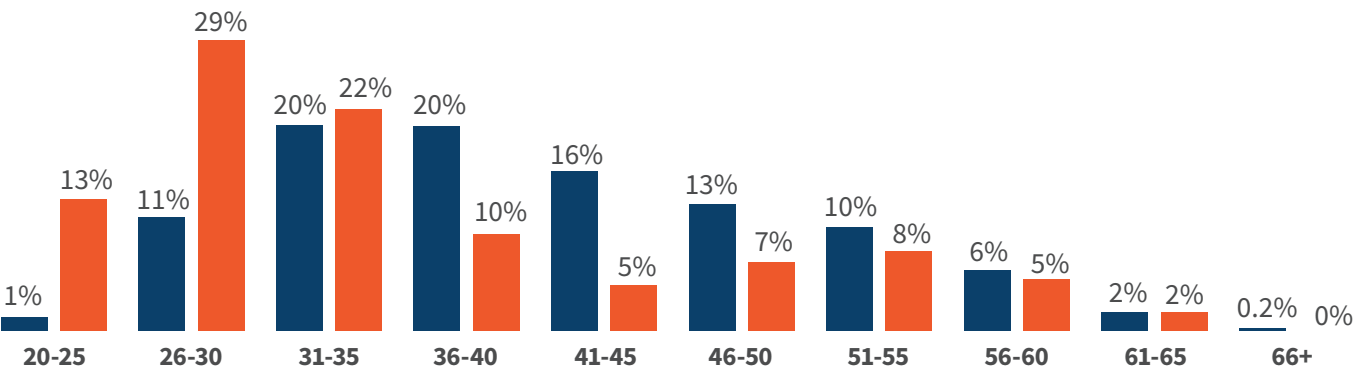


Gender parity exists when looking at single employees.

Age

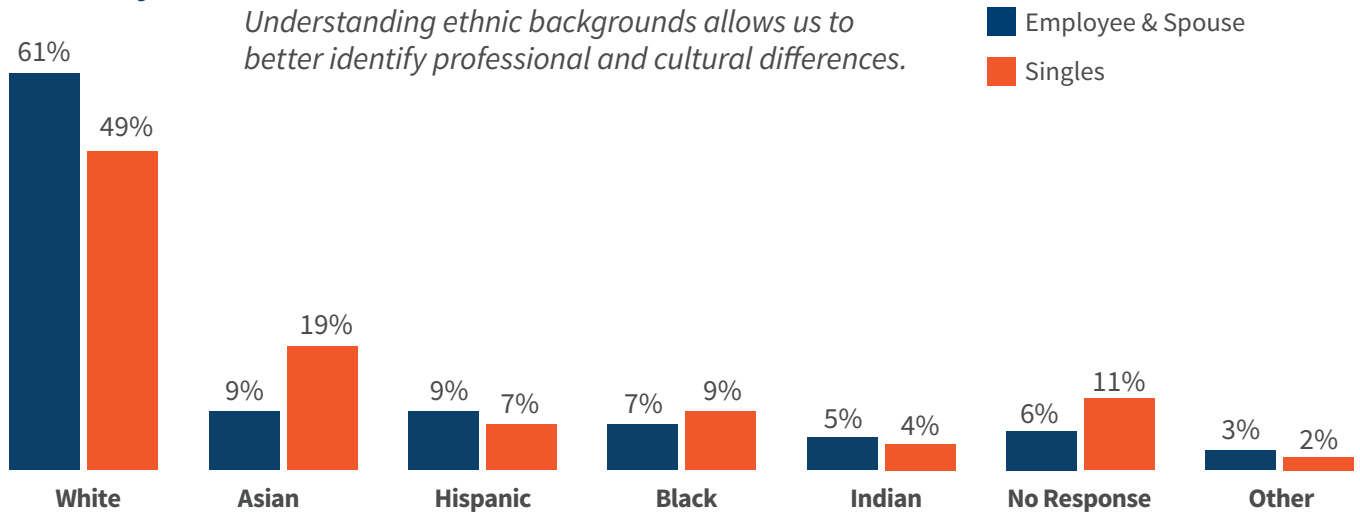
Respondents represent professionals from 20-65!
*Employee and Spouse ages correspond and are combined.

Employee & Spouse
Singles



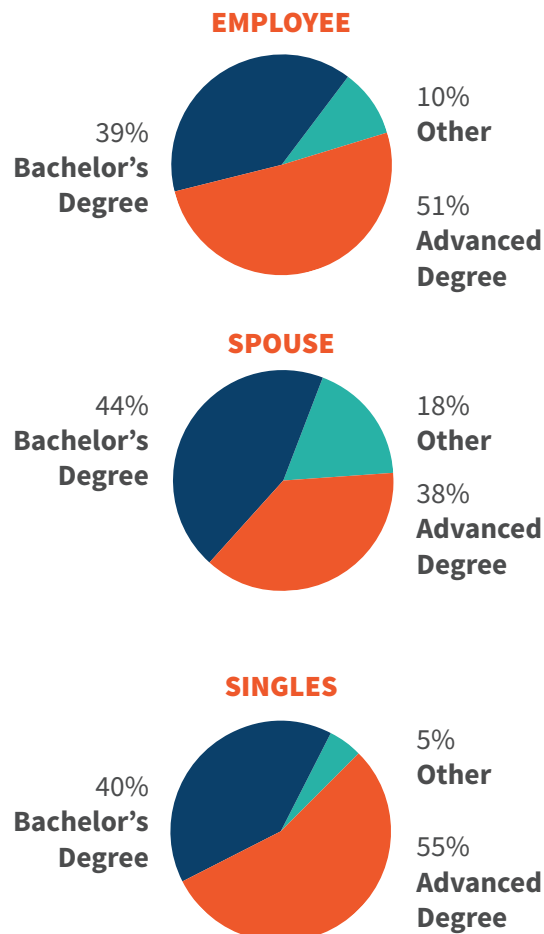
Ethnicity

Understanding ethnic backgrounds allows us to better identify professional and cultural differences.



Education

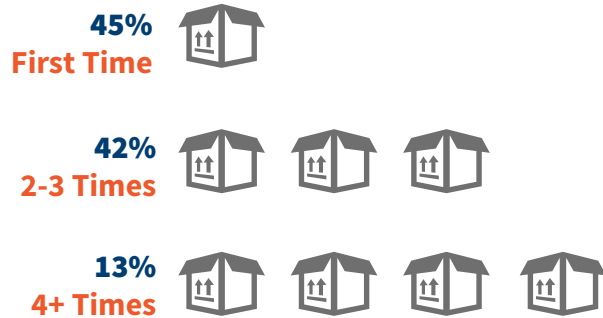
These well-educated groups represent a broad spectrum of professions.



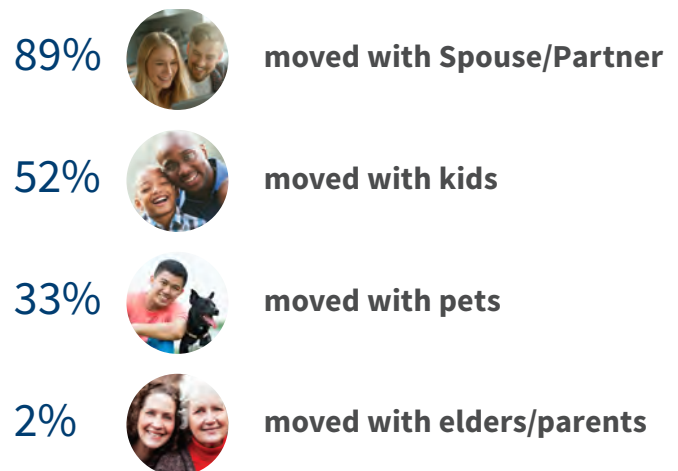
*Other includes Associate Degrees, Some College and High School.

Relocation Experience

Even the most tenured relocater needs support.



Who Relocated with the Employee?



Represented in the Survey



Argentina

Australia

Belgium

Brazil

Canada

Chile

China

Colombia

Costa Rica

Czech Republic

Denmark

Egypt

England

Finland

France

Germany

Greece

Hong Kong

Hungary

India

Ireland

Israel

Italy

Japan

Jordan

Kuwait

Malaysia

Mexico

Myanmar

Netherlands

New Zealand

Norway

Pakistan

Panama

Philippines

Poland

Puerto Rico

Russia

Saudi Arabia

Scotland

Serbia

Singapore

Slovakia

South Africa

Spain

Sweden

Switzerland

Taiwan

Thailand

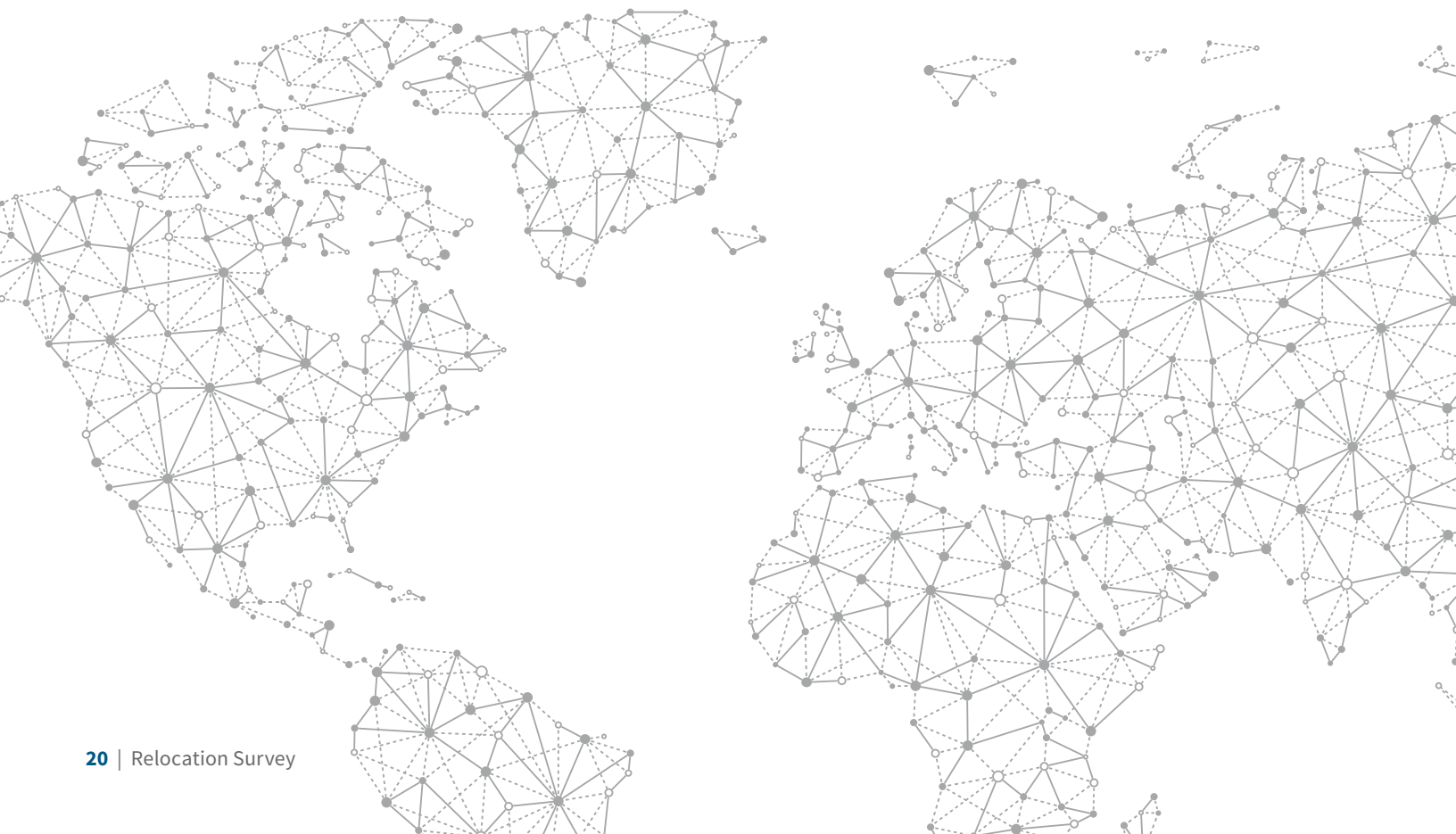
Turkey

United Arab Emirates

United States

Venezuela

Vietnam





372
Total
Clients

SELECTED LIST WITH TOP RESPONDENTS

Boeing	Honeywell Federal Manufacturing & Technologies	TE Connectivity
Genentech	FedEx	Yum! Brands
Johnson & Johnson	Union Pacific Railroad	Ameriprise Financial, Inc.
Monsanto Company	Facebook	Employers Insurance Group
AT&T	Alexion Pharmaceuticals Inc.	Ventana
Pfizer	Novartis Pharma AG International	LeapFrog Enterprises, Inc.
PepsiCo Inc.	DuPont Company	CHI St. Luke's Health
Eaton Corporation	Nestle USA	Land O' Lakes, Inc.
John Deere	Corning Inc.	Metlife
Chevron	Purdue Pharma	Boehringer Ingelheim (Schweiz)
Merck	Klarna	Axiom Corporation
AbbVie	Continental Automotive	Colgate-Palmolive Company
Ford Motor Company	Southern Company	Cimarex Energy Company
Reynolds American, Inc. (RAI)	The Coca-Cola Company	Goodyear
W.W. Grainger, Inc.	CMS Energy	MillerCoors LLC
Honeywell	Owens-Illinois, Inc.	Edward Lifesciences
Toyota	Nestlé Purina	Albany Molecular Research
Caterpillar	Citadel LLC	Abbott Laboratories
Lowes	Duke Energy	Solar Turbines Inc.
3M	ExxonMobil	JPMorgan Chase
Kellogg's	Eli Lilly and Company	Anritsu
Allstate Corporation	Walgreens	Hormel Foods Corporation
Regeneron Pharmaceuticals Inc.	Social Security Administration	Tyco International
P&G	Anixter International, Inc.	Expedia Inc.
International Paper Company	Weyerhaeuser	Libbey
Mercedes-Benz USA	Cabot Microelectronics	Reckitt Benckiser Pharmaceuticals
Roche	Samsung Electronics	BB&T Corporation
AB InBev	Westrock Company	Schneider Electric
General Motors	Mylan Inc.	American Express
Alcoa	Mars Inc.	BWXT Services
Shire Pharmaceutical	Anadarko Petroleum Co.	Covance
Bayer	Gates Corporation	Ernst & Young
GlaxoSmithKline	ETP	Dynegy, Inc.
Cummins, Inc.	Daimler Trucks North America	Nestle RGO
PricewaterhouseCoopers LLP	The Walt Disney Company	Delphi Corporation
Wm. Wrigley Jr. Company	Gulfstream Aerospace Corporation	Armstrong World
Lumeris	Medtronic, Inc.	Henkel Corporation
Zoetis	Wells Fargo	Arizona Chemical Company
American Honda Motor Company, Inc.	Owens Corning, LLC	University Corp./Atmosph
BP America, Inc.	CSX Transportation	RSRCH
Illinois Tool Works	JCP	Harley Davidson
Career Education Corporation	Nissan	M.A. Mortenson
ABB, Inc.	Verizon Communications	BAE Systems
Mosaic Company	Linde North America, Inc.	Volvo
Dow Chemical Company		
SC Johnson		

Most Valuable Part of Relocation Support

Top Rated by Participants



Empower Employees to Succeed with Career Coaching



Relocation Support

One move at a time, our personalized coaching and cutting-edge technology help your employees and their loved ones relocate with less stress. Together, we can increase acceptance rates and enable your employees to be more engaged and productive in their new roles.



Outplacement Assistance

Empower your exiting employees to move forward quickly during layoffs of any size. IMPACT Group will ensure you have a strategic plan to make the transition as smooth as possible. Expert coaches will guide separated employees to quickly secure the best opportunity for them.



Leadership Development

Invest in your most important asset and the long-term competitiveness of your business. Our comprehensive leadership, career and competency development solutions will enable talent from top to bottom of your org chart to realize their full career potential.



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IMPACT Group founded the relocation spousal coaching industry to make transitions more productive and less stressful for everyone in the family. For 30 years, we've assisted 300,000+ families with building a new life and making new memories faster. IMPACT Group expanded our services to specialize in Leadership Development, moving careers forward through all stages of transition.



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- ² *2017 State of the Global Workplace Study, Gallup.com* [↗](#)
- ³ *2015 Diversity Matters Report, McKinsey & Co* [↗](#)
- ⁴ *Employment Characteristics of Families, Bureau of Labor Statistics* [↗](#)
- ⁵ *Percentage of Dual-Income Families Nearly Doubled in Last 40 Years, The Globe and Mail* [↗](#)
- ⁶ *Emerging trends in earnings structures of couples in Europe, European Commission* [↗](#)
- ⁷ *Unemployed Persons by Duration of Unemployment 2017, Bureau of Labor Statistics* [↗](#)