



#interns #internships

INTERNS & MOBILITY

Research Report 2022

Weichert®
WORKFORCE MOBILITY











Weichert®
Corporate Housing





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About the Survey

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With competition for talent rising, companies are looking at internships as critical to their future workforce strategy.

The onset of the pandemic saw many organizations either cut down or cancel their internship programs or shift from the traditional face-to-face to a virtual experience. As we adapt to living with COVID, many organizations are reexamining their internship programs. Undoubtedly, mobility will play a more prominent role in supporting intern strategies and protecting your organization's investment while ensuring a positive experience for your interns.

In December 2021, **Weichert Workforce Mobility** and **Weichert Corporate Housing** conducted a study of the practices and policies of 32 leading companies to identify internship trends and the mobility provisions necessary to land tomorrow's interns.



93% of organizations agree that internships are critical to developing future talent

Interns by the Numbers

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The pandemic had a significant impact on internships, forcing many companies to temporarily reduce or even eliminate these programs. In fact, according to a survey by Glassdoor, 50% of internship programs were canceled in the US during the spring of 2020. Good news though, things appear to be picking up, with the majority of those we surveyed expecting internship volumes to increase in 2022, while 44% indicate that levels will remain the same.

56%

INDICATE VOLUME OF
INTERNSHIPS WILL
INCREASE

1-3 months

Average Length of Internships



Internships, in general, are getting longer. While the most common timeframe continues to be under three months, we saw a significant increase in timeframes of 4-6 months jump from 26% in 2015 to 46% this year. As companies develop their programs to provide meaningful work experiences, there seems to be a correlation to the longer timeframes. According to a recent survey by the National Association of Colleges and Employers, interns (60%) and co-ops (70%) spend most of their time on analytical/problem-solving work and performing project management duties.

There are few differences among industries. The Manufacturing and Consumer Product industries reported the highest number of internships under three months. Meanwhile, an increasing number of companies in the Financial Services and Pharmaceutical industries report longer internships of 6 months or more.

Interns as a Workforce Strategy



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Employers typically prefer graduates with relevant work experience, as internships are rated higher for career success than a GPA and other academic records. Companies agree that the best way to assess new talent is face-to-face.

On average, employers begin the intern recruitment process eight and a half months before the start date. The planning process involves several elements:

- Identify an internship coordinator,
- Establish realistic goals for the program,
- Create an application process,
- Research local laws,
- Set individual plans and offer mentorships, and
- Create a mobility program that supports an exceptional experience.

Successful programs require a well-organized supply chain and flawless preparation between the competition for talent and limited resources in certain areas.

Nearly all participants agree on the importance of internships to their overall talent strategies.

93%

Develop a pool of critically skilled candidates

52%

Advance the company's reputation as an employer of choice

52%

Career development

BEST PRACTICES

- Include a variety of stakeholders and providers in the planning process to ensure all aspects of the company and internship are addressed.
- Assign mentors to guide each intern throughout the program - invite them to lunch or meetings and provide introductions to key individuals.
- Begin logistical planning at least six months in advance to ensure adequate housing and leverage cost savings.

Interns as a Workforce Strategy

At the pandemic's peak, only 7% of organizations paused their internship program. Of those who continued, more than half used a combination of virtual and in-person internships. Companies that took a cautious approach are now using ongoing data to evaluate circumstances, assess the benefits and drawbacks of virtual vs. in-person internships and formulate a plan for moving forward.

Companies expect to go back to in-person programs to drive the success and outcome of internships and research backs this up. According to the National Association of Colleges and Employers, those who held virtual internships reported the quality of networking and interactions with interns suffered. This can hinder the company's primary goal—to identify a qualified pool of candidates for future employment.



53%

Combination of virtual & in-person



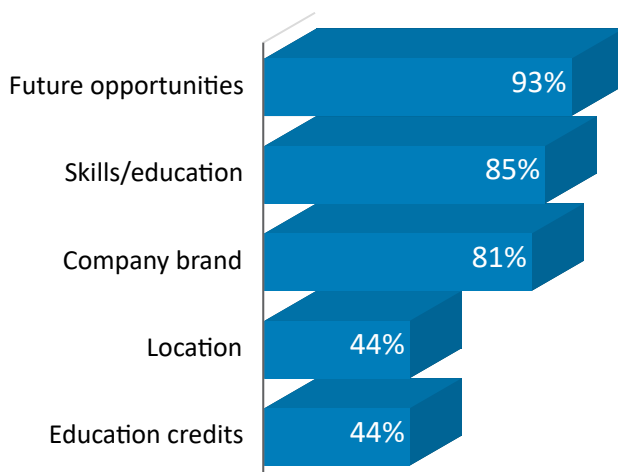
44%

In-person only

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CAREER PATH / SKILL BUILDING

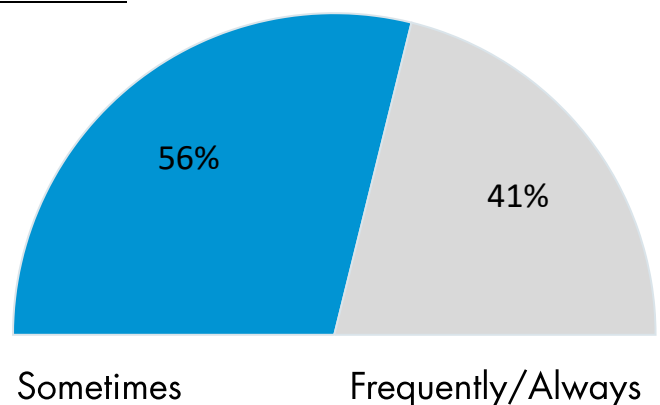
Mobility managers agree that the most important factors when selecting an internship are future opportunities and employer brand from the intern's perspective.



PERMANENT PLACEMENT

According to our research, nearly one-third (35%) of organizations have difficulty placing the person in a position at the end of their internship.

Percentage of Interns that Transition into Permanent Placement



Diversity, Equity and Inclusion

#interns #diversity

96%

ACTIVELY PROMOTE
DIVERSITY AND INCLUSION
IN THEIR INTERNSHIP
PROGRAMS

Organizations are increasing their initiatives around **DIVERSITY, EQUITY and INCLUSION**, which extend to their internship programs.

- Recruiting from diverse organizations (i.e. HBCU, INROADS, Society of Women Engineers)
- Diversity and inclusion training
- School partnerships
- Hosting intern days for HBCUs



This is an integral part of our company strategy and we strive to promote D&I in all recruitment processes.

- Global Biopharmaceutical Company

BEST PRACTICES

- Reach out to HBCUs, particularly those in the local region or within your industry, to expand your pool of candidates.
- Remove biases throughout the internship process to remove an unseen "price of entry" and ensure an equitable experience. For example, communicating to candidates about support for housing and transportation opens the door to lower-income students and empowers employers to develop relationships with a broader array of candidates.
- Provisions should reflect the various needs of candidates, including those with special needs or concerns, such as shuttle services and accommodations with first-floor access.
- If sharing accommodations is encouraged, carefully consider [roommate matching](#) services. There may be privacy concerns, such as gender identity, that a candidate may not be willing to disclose, particularly with their employer.

Candidate Considerations

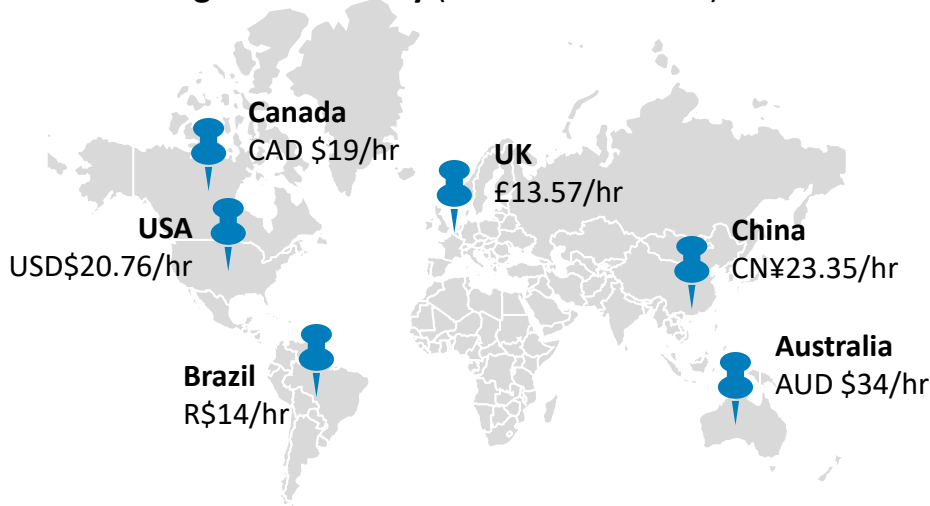


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COMPENSATION

Research varies on how many organizations pay interns; according to the National Association of Colleges and Employers, up to 61% of interns are paid. Our study revealed that 96% of companies offer paid internships to candidates. Anecdotally, companies across nearly all industries recognize the need to stand out among the competition; offering a stipend to interns is just one way to present themselves as an **Employer of Choice**.

Average Intern Salary (Source: Glassdoor)



SELECTION

The majority of organizations obtain interns directly from local colleges.

92%

College Students

30%

Recent Graduates

30%

Experienced Graduates

30%

Co-operative Programs

Candidate Considerations

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Internship programs are an investment in the next generation of talent for your organization. When developing a new internship program or enhancing an existing one, it's important to consider what experience you're offering. Here are some suggestions:

- Create a communication plan with your provider to align messaging around timelines and guidelines covering arrival times, emergencies and off-hour contacts.
- Beware of information overload! Balance written materials with virtual sessions to encourage interaction and give them time to retain essential procedures.
- Create excitement—plan virtual town halls to help interns get to know the company and people.
- Plan a mandatory town hall approximately 1-2 weeks before arrival to confirm move-in procedures, provide a virtual tour of the facility and answer any last-minute questions.
- Upon arrival, follow up with a welcome reception, including an onsite tour of the housing accommodations.
- Remember it's the small details that make a significant impact. Upon arrival, provide a welcome basket to their housing location and include company swag, bottled water, and snacks.

More than half (55%) of companies provide additional services and events to enhance the overall internship experience.



55%

Arrival reception



55%

Online information or resources on the area



55%

Welcome gift or basket



36%

Other services or events

Mobility Plays a Key Role

58%

WHO HAVE A FORMAL
INTERNSHIP PROGRAM
PROVIDE MOBILITY
BENEFITS

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Mobility assistance may be a critical aspect of overall success; however, our study found that it's not top of mind for candidates. Nearly half (44%) of our respondents revealed that the location plays an important role, yet only 19% of respondents cited mobility benefits as a deciding factor in their choice of programs.

Mobility Benefit	Percentage Offered
Travel between home location and internship location	58%
Tax gross-up	58%
Allowance or per diem for mobility-related expenses	53%
Paid housing	47%
Paid destination services with a broker (area tour)	21%
Return trips	21%
Shipment of household goods or extra baggage	16%
Transportation during internship	16%
Rental finding trip	11%

BEST PRACTICES

- Outsource to a provider experienced in identifying housing, coordinating move-in dates and reimbursing expenses so you can focus on the program objectives.
- Reinforce duty of care throughout the internship. Extend security briefings to include surrounding locations, local transportation and emergency contact information.
- Consider a transportation allowance or shuttle services on weekends, to help interns get to know the community. Keep in mind that age restrictions may prevent some from renting a car.
- Include meals and incidental expenses in your allowance calculations.
- Add a provision for one return trip home for internships greater than three months.
- Assign a single point of contact to guide them and answer questions throughout the internship.



Mobility Expenses

It is common for companies to provide an allowance for some or all mobility-related expenses.

The remaining 30% of companies did not specify their approach to expenses and may directly bill/cover costs.



58%

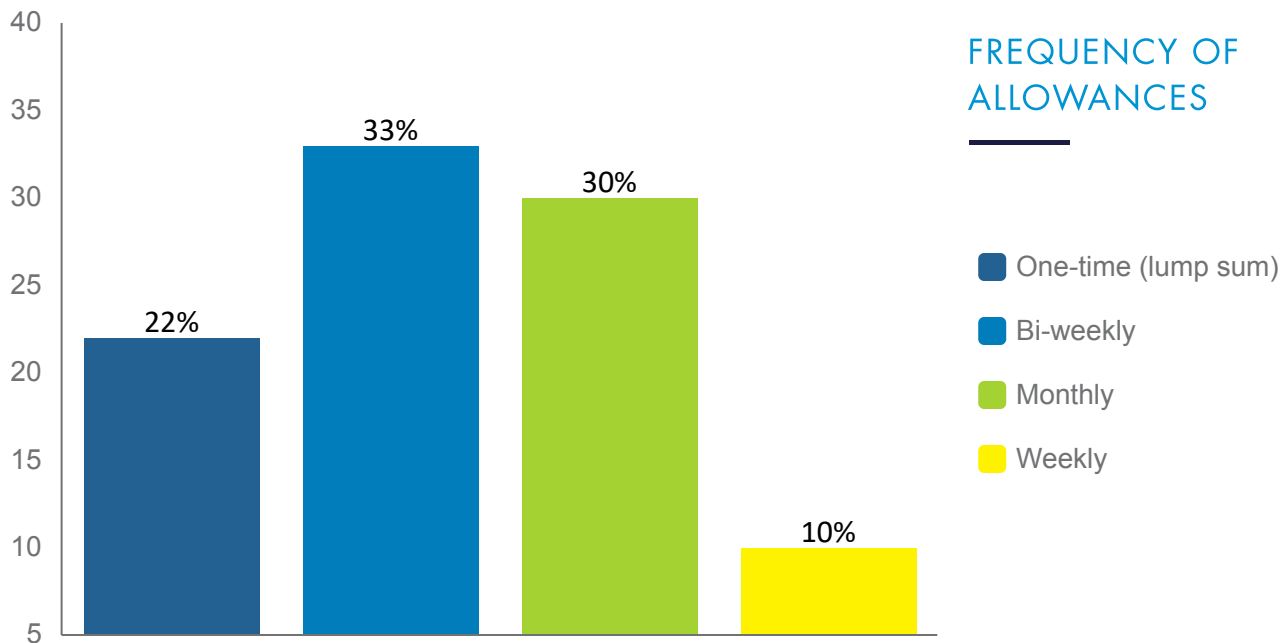
Allowance



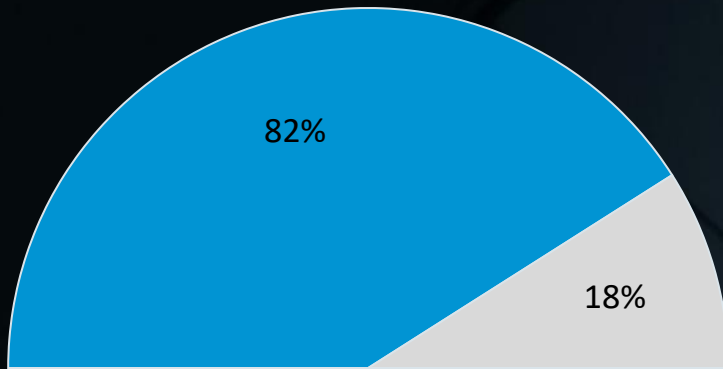
12%

Reimbursement of certain expenses

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Among those that provide a one-time lump sum allowance, the majority (77%) provide amounts over USD\$1,500.



Fixed Amount

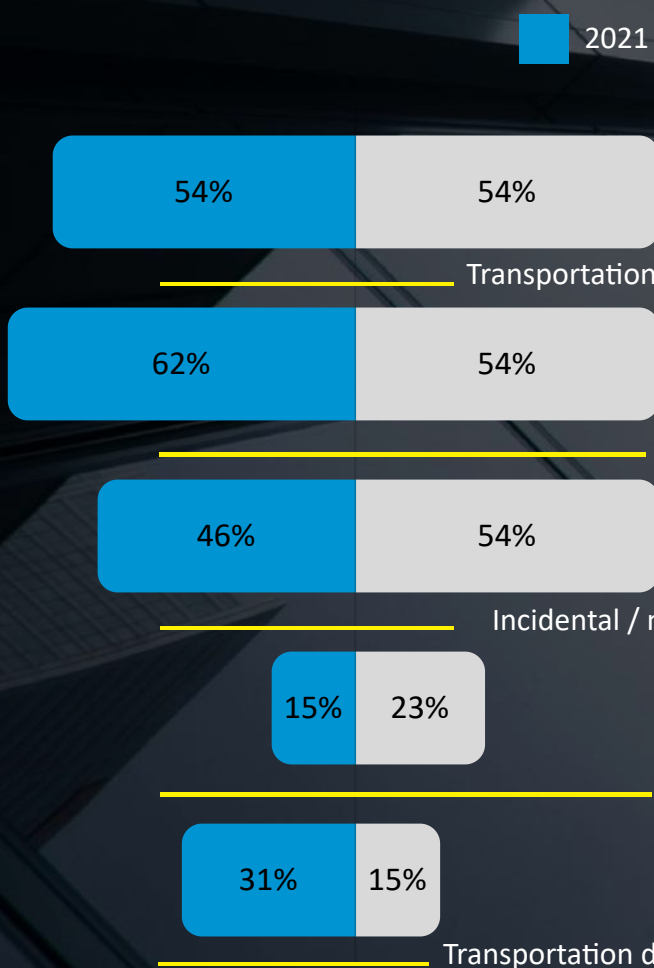
Calculation

The majority of organizations use a fixed amount approach when calculating the allowance for internship programs.

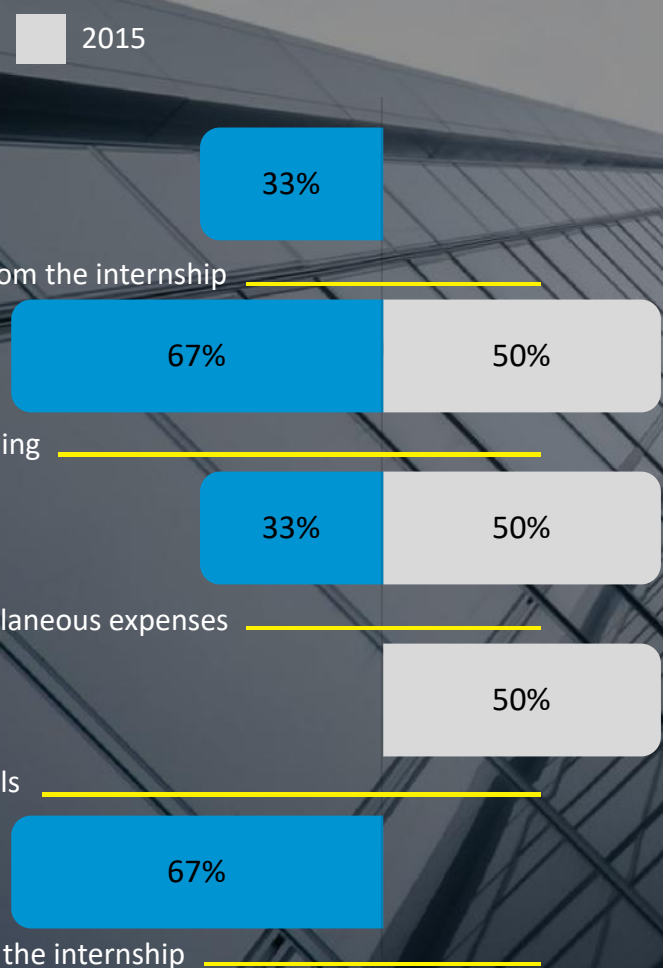
35%

Require interns receiving mobility benefits to sign a
REPAYMENT AGREEMENT

ONE-TIME ALLOWANCE COVERS:



ONGOING ALLOWANCE COVERS:



Accommodations are Critical



Consistent with our survey six years ago, two of the top three challenges cited are related to accommodations. This is an essential service and presents considerable challenges when inventory is limited.

According to research by the Harvard Business Review, "38% of first-generation college students would be unable to accept an internship without housing support - nearly twice the rate for other students."

More than half (57%) of companies indicate that inadequate supply of housing is their biggest challenge.



57%

Inadequate supply of housing



39%

Lack of knowledge about housing options

BEST PRACTICES

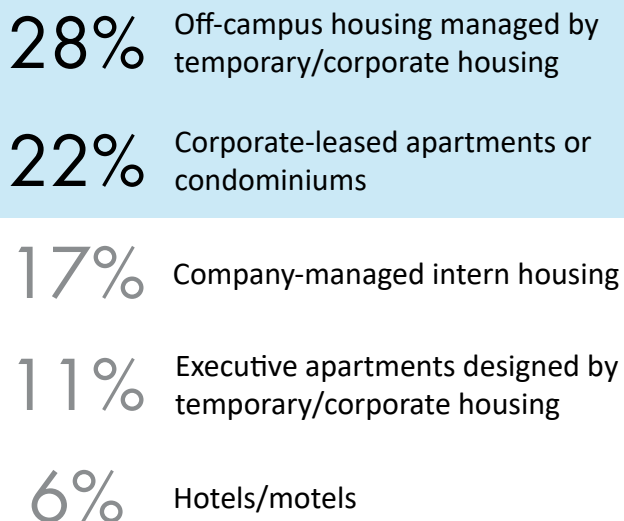
- Secure housing early to contain costs. Leveraging the expertise of an experienced mobility partner working directly with the property and furniture rental provider can help.
- For locations with limited availability, it may be advantageous to secure housing for an extended period to ensure availability and accommodate changes to the scheduled program.
- Consider timeframes that support a warm welcome (i.e., allow interns to move in on a Friday before starting Monday).
- Verify that your provider can handle multiple billing structures (i.e., if housing is not fully covered can your provider work with the intern on any additional costs, do they accommodate split invoices...)

Importance of Quality Accommodations

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HOUSING

Our research indicated that 50% of companies provide a lump sum or per diem and interns find their own housing. For those that do provide housing, nearly half provide either off-campus housing or corporate-leased apartments or condominiums.



BEST PRACTICES

- Consider living arrangements carefully and, when possible, place interns directly into furnished temporary accommodations to minimize their time finding a rental.
- Depending on the size of your intern program, reserve additional accommodations to allow for changes later on.

In Practice: Weichert worked with a global technology company to source and manage their interns' housing needs in a highly competitive market through the use of both apartments and hotel accommodations. With a short window of time and a high volume of interns, we assigned a dedicated Account Manager to ensure quality accommodations were secured at competitive rates and aligned with intern timelines.

Roommate Matching

At least one-quarter of companies cite a lack of roommate matching services as one of the major challenges in administering their intern program. Companies occasionally consider roommate matching services; however, data suggests that most haven't adopted a formal approach.

Of those who require interns to room together, 36% indicated that each individual requires their own bedroom, while the majority did not specify.

26%

Indicate the lack of roommate matching services a major challenge

21%

Require interns to room together

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BEST PRACTICES

- Determine a practical and inclusive approach to roommates that respects the individual. If interns are not comfortable with a roommate, consider alternative arrangements.
- Consider if sharing accommodations is mandatory, recommended or up to the candidate?
- At a minimum, each individual should have a separate bedroom and bathroom.
- Verify that your provider can accommodate split invoices for those sharing accommodations.



Final Thoughts

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Our research has shown that, across all industries, in various types of programs, internships are a vital ingredient to a company's workforce strategy. By increasing their duration time, adopting enhanced benefit and duty of care strategies and adding flexibility for the intern, companies are differentiating themselves as employers of choice to attract new talent so critical to their organizational sustainability.

Sources:

- *Average Intern Salary*, Glassdoor.com.
- *3 Strategies to Recruit and Support First-Gen College Grads*, 2021, Harvard Business Review.
- *Internship and Co-op Survey Report*, 2021, NACE.
- *To Intern or Not to Intern: 30+ Eye-Opening Internship Statistics*, 2021, SmallBizGenius.net.
- *111 Internship Statistics for 2022: Pay, Benefits & Trends*, 2022, FinancesOnline.

Participants

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A special thank you goes out to all our participants.

- Amcor Flexibles North America
- Apache Corporation
- AstraZeneca
- AutoZone
- Avanade, Inc.
- BCI
- Best Buy
- Blue Cross Blue Shield of North Dakota
- Canadian Tire Corporation
- Cenovus Energy Inc.
- Chanel, Inc.
- Colgate Palmolive
- GE
- Honeywell
- Humana, Inc.
- ITW
- Kennametal Inc.
- Keystone Automotive (LKQ)
- Mars Inc.
- Micron Technology Inc.
- Moderna
- Molson Coors
- Nestlé USA
- OpenText
- Pacific Gas and Electric
- Qurate Retail Group
- Suncor
- Vale Canada Limited
- WestRock



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