Weichert
WORKFORCE MOBILITY

China Revealed: The Present & Future State of Mobility

A Research Report on Current Trends

HOW TO READ THIS REPORT

We have broken this narrative down into distinct categories and quick links as follows:

Introduction	3-6
Key Findings	7-8
China's Role in Company Growth	9-10
China-touching Mobility in Three Directions ■ Inbound ■ Outbound ■ Domestic	11-27
Conclusion	28-30

INTRODUCTION

The Foundation of Global Mobility in China

The last decade of the 20th century was pivotal for China's economic ascent. Key reforms in the late '70s began to bear fruit in the '80s as the country shifted from a centrally planned economy to a more market-oriented one. This transition included opening up to foreign trade and investment, which spurred rapid industrialization and modernization. The government implemented the first 5-year plan focusing on industrialization and began to join international organizations like the United Nations. **These changes, coupled with a large labor force and a focus on export-led growth, laid the foundation for China to emerge as the world's second-largest economy.**

Since the new millennium, China has experienced an economic growth trajectory unlike that of any other nation in modern times. The expansion of China's economy spurred numerous opportunities for businesses and individuals alike, attracting foreign companies and expatriates seeking to capitalize on the country's new market opportunities.

Conversely, economic prosperity has also enabled Chinese companies and individuals to invest abroad, thus facilitating outbound relocation. Factors such as advancements in infrastructure, a growing middle class with increased purchasing power, and the country's strategic focus on digital and green transformations have made China an attractive destination for global talent and investment while empowering domestic entities to expand internationally.

Global mobility in China in the new millennium period thus far can be summarized into three distinct phases:

2001-2015

China joined the World Trade Organization (WTO) in 2001, formally integrating into the global economy. As a result, it attracted substantial foreign investment due to its abundant, skilled and educated workforce and vast consumer market. By 2010, China surpassed Japan to become the world's second-largest economy. At this point, 46 Chinese companies were listed as part of the Fortune Global 500, growing to 135 in 2024 (the highest number from any country).

2015-2023

In 2015, China's GDP growth rate slowed significantly for the first time in three decades to 7%, its nascent stock market crashed, and the global economy reacted with alarm. 2019 saw the origination of the global COVID pandemic in China, which led to the country effectively sealing its borders for the next three years. Mobility in and out of China stopped almost overnight as employees relocated to neighboring countries or repatriated to their home location.

2023+

In April 2023, Beijing's halting of the mandatory mask mandate for travelers signaled the end of three years of strict measures to contain the pandemic. China re-opened its borders, becoming the last major economy to join the post-COVID global marketplace. Since then, the economy has regained momentum. However, China is experiencing significant challenges in stabilizing its economic growth.

Today, growth continues, albeit at a slightly slower pace, ushering in an era of transition and transformation for China and the world. As such, this timely survey deeply examines global mobility in all its forms: Inbound into China, Outbound from China and Domestically within China.

"Mobility continues to extend into different facets of the entire organization and well beyond traditional HR roles. Now, mobility is often part of business continuity, succession planning/ talent development, and crisis management." - US HQ IT Company

China’s Economic Significance: From Factory to the World to Global Growth Engine

Recently, China’s markets have been battered by a profound property sector crisis, slowing GDP growth and geopolitical tensions. COVID forced many global companies to prioritize reconfiguring their supply chain strategies to lessen dependence on China: some attempting full-scale relocation out of China, others adopting “China+1” or “China+++” strategies. Moreover, geopolitical tension with the US has led to speculation of “decoupling” the two countries’ commercial relationship.

China’s economy continues to evolve faster than many may realize.
It shed its status as a low-cost manufacturing paradise. Today, the world’s second-largest economy is focused on its role as a formidable competitor in a wide array of technologies, from smartphones, AI, robotics, and automation to semiconductors, clean energy, and electric vehicles.

It is well known that rising labor costs and concerns about China’s political and economic stability have driven global businesses to diversify their supply chains. **What is less well known, perhaps, is that China-headquartered companies are doing the same thing,** as part of their own global economic growth strategy.

Here are a couple of examples:

- Chinese electric vehicle maker BYD threatens Tesla’s dominance in Electric vehicles (EVs). BYD is building assembly lines in Brazil, Hungary, Thailand, and Uzbekistan and is readying the same in Indonesia and Mexico. The company announced in February 2024 that it is scouting for a location in Mexico to begin manufacturing 150,000 cars annually. Most recently, it has confirmed scouting for a second production facility in Europe.
- China now has billions invested in solar panel component manufacturing and finished panel assembly in Thailand, Vietnam and Malaysia.

Much is made of China's declining growth in GDP in recent years, but when all is said and done, nothing remotely threatens China's status as the world's second-largest economy.

For 2023, China posted 5.2% growth, and sustained this level in Q1 2024, posting 5.3% growth.

If China's GDP grows at a conservative rate of 2% each year, by 2030, its GDP will grow to an equivalent to that of India in 2021. If we increase the rate to 5%, China's GDP growth will be equal to the 2021 of Inda, Japan, and Indonesia combined.

- China accounted for **28%** of global manufacturing in 2023 (equal to the US, Japan and India combined).
- China accounted for **25 – 40 percent** of the entire global market for industry sectors such as cars, luxury consumer goods and industrial equipment in 2022 (according to McKinsey).
- China's manufacturing market share for solar panels exceeds **80%.**
- China accounted for **65%** of the global wind capacity in 2023.
- For electric vehicles (EV) batteries, Chinese companies accounted for 60% of the global market in 2023 according to the International Energy Agency, as well as 60% of EV battery production.

KEY FINDINGS

This is the first study in almost a decade to uncover current challenges, leading policy and program administration practices, and expectations for the future state of talent attraction, recruitment and retention for companies investing in China's growth.

China Maintains Influence on Company Growth Strategies

78.5%
Of survey participants feel that China's role in their company's growth strategy today is the same or more significant than before the pandemic.

Volume Recovery Anticipated for all Forms of Global Mobility Touching China

Will China relocation volume return to pre-pandemic levels?

51%
Of respondents say that global mobility Inbound into China will **either go back to the same or similar levels.**

14%
Of respondents say that global mobility activity will **grow** from pre-COVID levels.

Tier 1 Cities Continue to Dominate

86%
Of companies report either all or most of Inbound China activity within Tier 1 cities (Beijing, Shanghai, Guangzhou, Shenzhen).

29%
Of respondents have some degree of volume into Non-Tier destinations.

Domestic Mobility in China Continues to Evolve

43%
Of respondents have domestic China mobility in their global mobility program.

95%
Of respondents indicate their companies consider these programs to be either "Important" or "Very Important."

Cost is the Dominant Challenge for all Mobility Directions

The survey data underscores the challenge of **managing** vs. cutting mobility costs effectively while maintaining the quality of the employee experience.

Tiered Programs are Dominating

Nearly 2/3
Of companies tier Inbound and Domestic China mobility programs.

58%
Of companies tier their Outbound China mobility programs.

Post-COVID Dilemma: What Employees Want vs. What Companies Need

67%
Of respondents cite meeting the needs of the business amongst the top challenges.

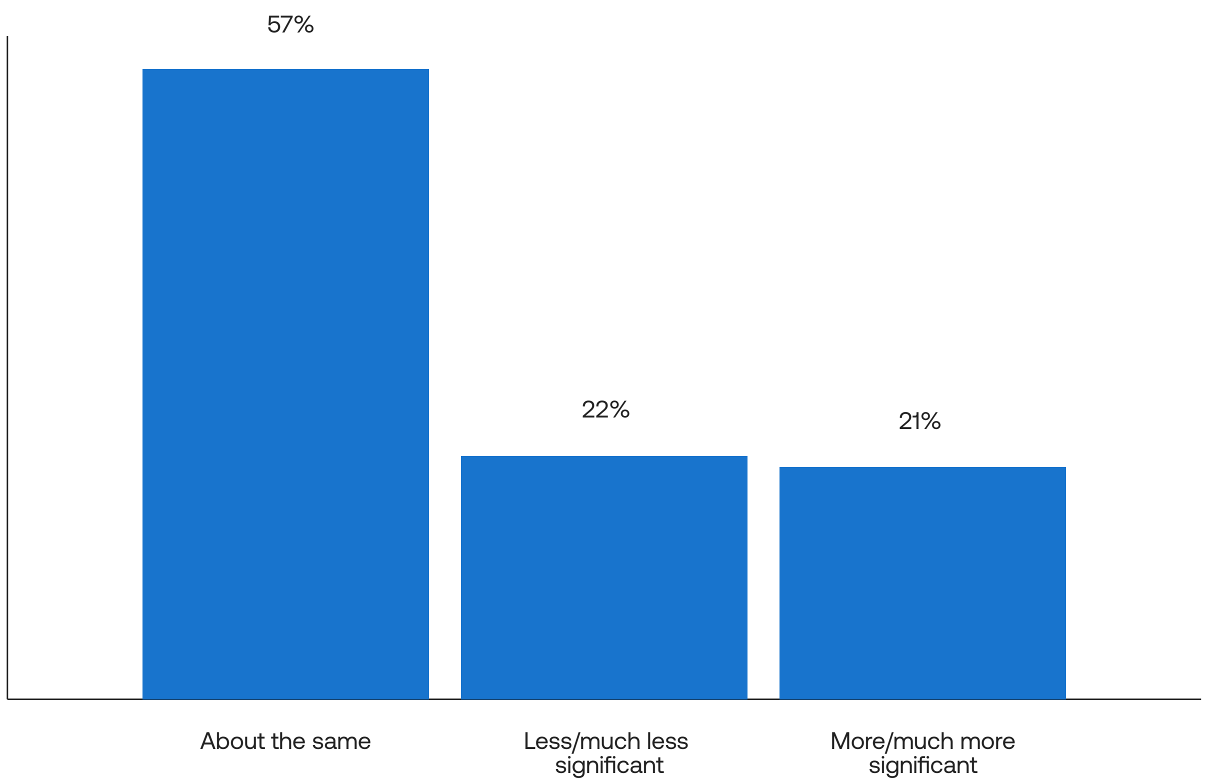
61%
Of respondents cite managing the employee expectations as amongst the top challenges.

China's Role in Company Growth Strategy

More than half of the companies surveyed see no change in China's role in their company's growth strategy compared with pre-COVID.

The remaining respondents are nearly evenly divided between those who say China's current role is either more or less significant than pre-COVID.

Compared to before COVID (i.e. 2019), has China's role in your organization's growth strategy changed?



For those who responded that China's role in their company's growth strategy has diminished since COVID, the two primary drivers cited by 35% each, are adverse effects of how COVID was handled, plus geopolitics/talk of decoupling.

Just over one-quarter of respondents indicated that China has become less attractive as a manufacturing location, with 17% indicating loss of appeal as a consumer market, in their company's view.

What are the top 3 reasons China's role in the company's growth strategy has stabilized or become more significant compared to pre-pandemic?

66%
Attraction of China as a consumer market

34%
Attraction of China as a manufacturing location

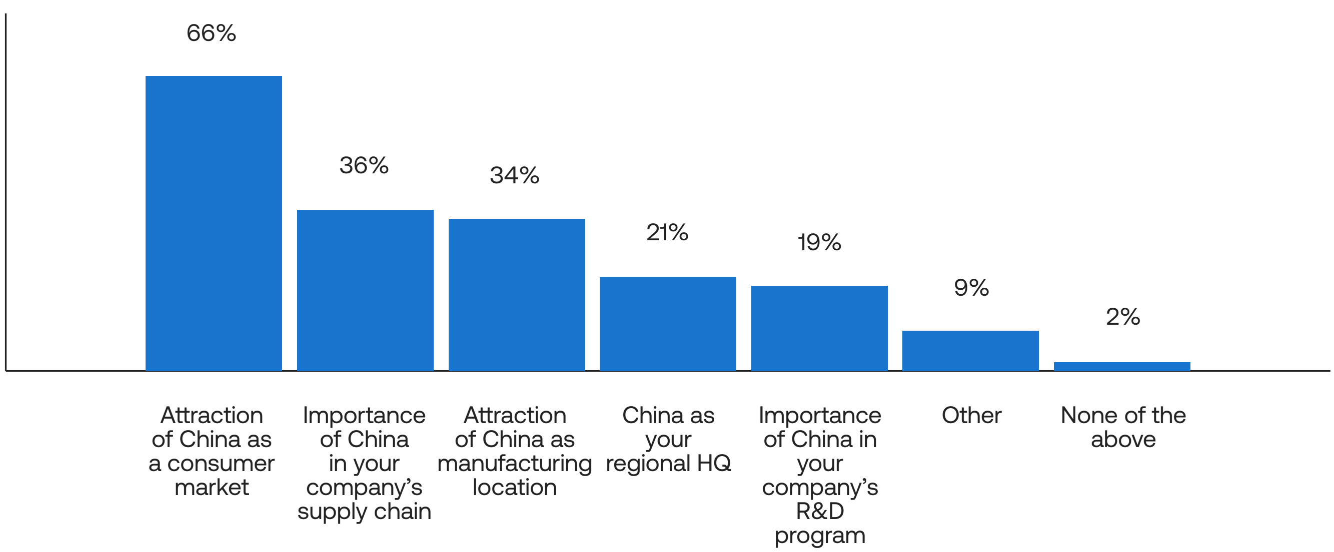
36%
Importance of China in your company's supply chain

When we take a closer look at those respondents who believe China's role in growth strategies has stabilized or become more significant than pre-COVID, 66% cite the appeal of China as a consumer market as the top reason. The importance of China to a company's supply chain and attraction of China as a manufacturing location are closely grouped for second and third place reasons for positive views of China's role in a company's growth strategy.

Companies are indeed adopting complex strategies to drive supply chain diversification and divert manufacturing to less costly locations. Having spent decades building up high-value supply chains in China, disengaging from the Chinese market is challenging – at least in the near term.

Consider this: According to Canada-based **TechInsights,** in Q2 2023, Apple sold more iPhones in China than in any other country worldwide (24% of all sales), including the US (21%). China represents around 20 percent of Apple's global revenue, around US$75 billion. Any rapid withdrawal, much less decoupling from China, is very unlikely.

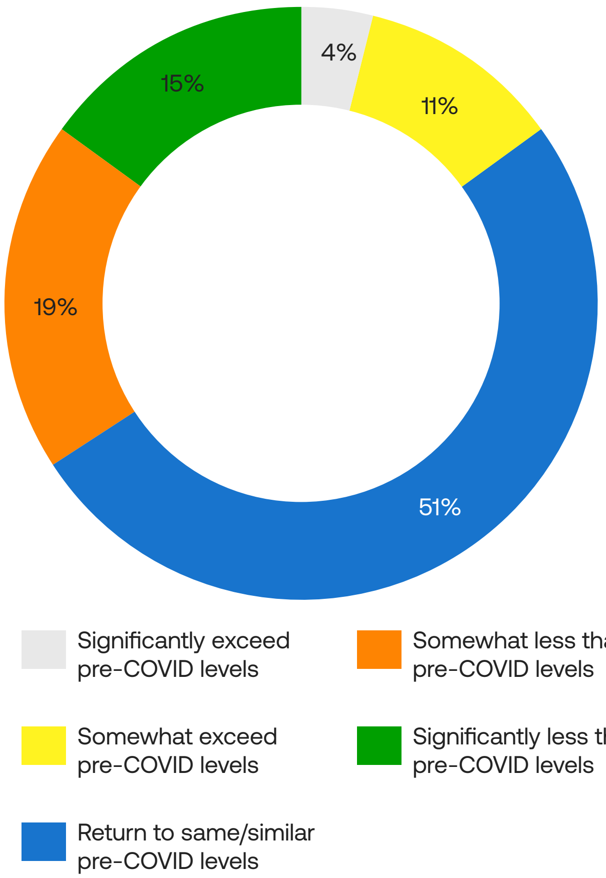
What are the top reasons China's role will return to or surpass pre-COVID levels?



*Please note that each respondent could select multiple reasons, so the percentages total more than 100%.

INBOUND CHINA MOBILITY

Inbound China Mobility: Volume will...



95% of respondent companies currently have Inbound mobility activity to China, and 84 companies elected to provide volume forecasts for their Inbound China activity.

Of these, a simple majority (51%) expect a "return to the same or similar levels" for their Inbound China volume relative to before COVID. When those companies expecting an increase in their Inbound China activity are added to this number (14%), the percentage of respondents expecting either a return to pre-COVID levels of Inbound China mobility or an increase rises to 65%.

Interestingly, regardless of where the respondent companies are headquartered, the proportion of global mobility populations into and out of China are increasingly moving from and to other Asian countries. This finding supports our anecdotal impression that China is truly an Asia talent magnet in both directions.

What the Inbound Volume Data Tells Us

The volume expectation data for Inbound mobility into China correlates to the following:

- Trade between China and ASEAN (Association of Southeast Asian Nations) has soared recently, reaching US$970 billion in 2022. China's trade with ASEAN has overtaken trade with Europe and the US in scale. It follows that increased mobility between China and ASEAN would accompany this substantial growth in business.

- US/China trade and US/EU trade are still hugely significant, amounting to US$758 billion in 2022 with the US and US$853 billion with the EU.

- For North American and European-headquartered companies, a large proportion of their Inbound talent is being relocated to China from within the Asia region, as opposed to the US, Canada, or Europe. This may be (at least in part) due to the higher cost of moves from outside the region and the need to meet increasing talent development demand within Asia.

- Of those companies expecting reduced mobility into China (34%), western headquartered companies are predominant (US, Canada, Europe).

Inbound China Mobility: Top 3 Drivers

42%
Talent/leadership development

40%
Knowledge/tech transfer

36%
Filling talent shortages

Talent/leadership development, knowledge/tech transfer and filling talent shortages are the key mobility drivers for Inbound activity, debunking the widespread speculation about China's diminishing importance in the global business environment.

Inbound China Destinations

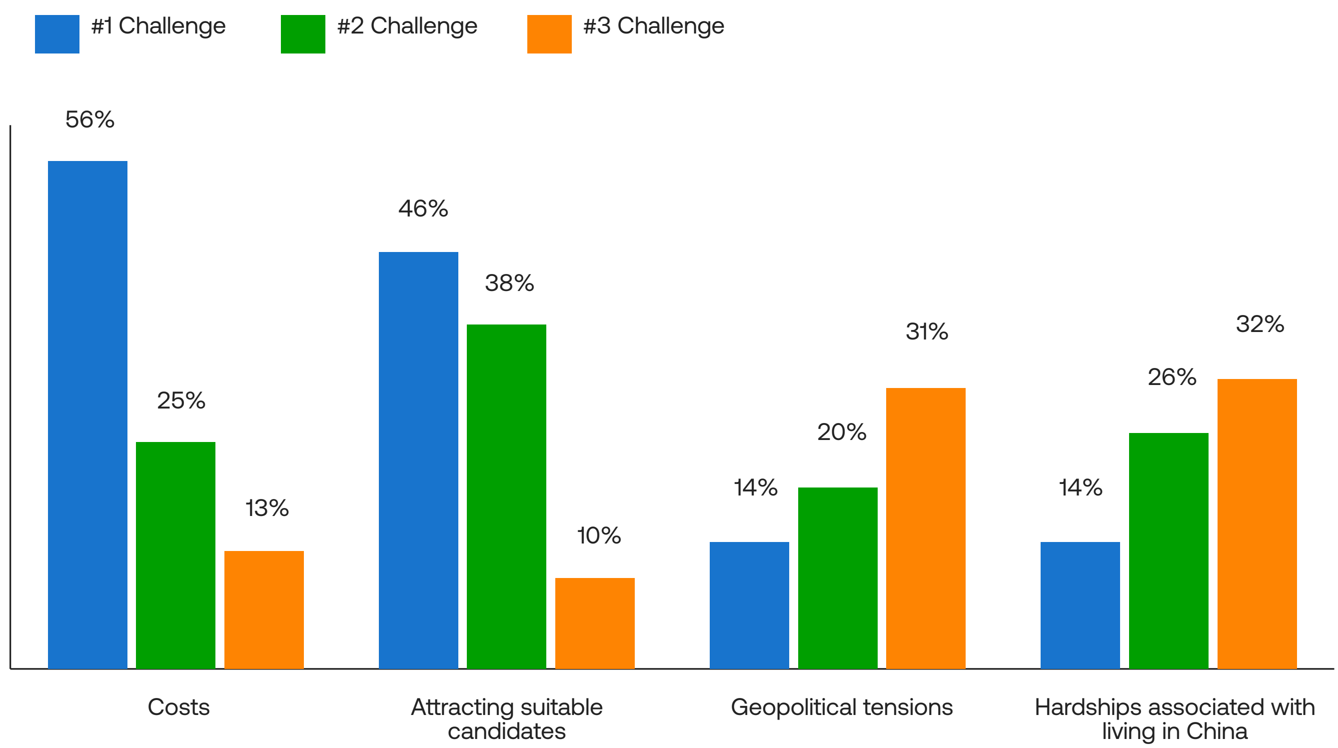
The Tier 1 cities Beijing, Shanghai, Guangzhou, and Shenzhen are still overwhelmingly the top destinations for moves into China. Eighty-six percent of companies have either ALL or MOST of their Inbound destination volume into these cities.

Top reasons Inbound activity volume is to Tier 1 cities:

- Higher salary job opportunities compared with lesser tiered cities.
- Easier access to international imported products and comforts.
- More educational options for expat families, ranging from reputable international schools to local Chinese schools that accept international students.
- Superior medical facilities.

Inbound China Challenges

Regarding your company's Inbound China Mobility program: please rank the top 3 challenges in order of importance



*Please note that each respondent could select multiple reasons, so the percentages total more than 100%.

More than half of respondents identified **costs as the #1 challenge.** This high concern about costs aligns with the findings of an American Chamber of Commerce Shanghai survey conducted in March 2024, where 69% of respondents also placed cost as the major challenge. The survey data underscores the challenge of **managing** mobility costs effectively while maintaining the quality of the employee experience. When this challenge is expressed as "**cutting** mobility costs and improving employee experience" (often the case), one can almost hear herds of unicorns sweeping across other-worldly plains.

Geopolitical tensions pose significant barriers to effectively positioning a superior employee experience with prospective candidates, which is a contributing factor to why "attracting suitable candidates" is cited by almost half of respondents as the top challenge.

One can infer that the perceived hardship of living in China is not defined as a lack of world-class infrastructure, access to international goods and services, or world-class medical facilities. Nor are air quality concerns that have been significantly reduced through concerted local government efforts in recent years.

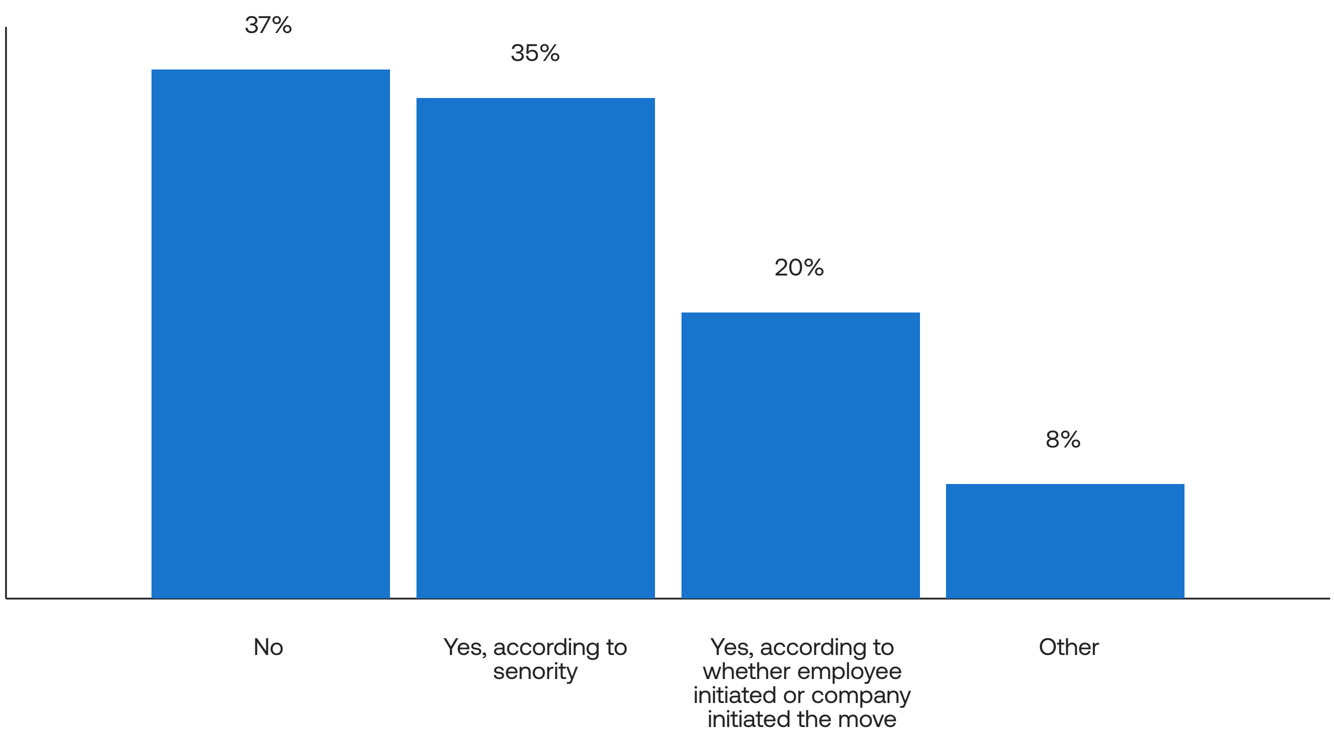
Rather, it is due to the extended period of lockdown unique to China, during the pandemic. COVID has cast a longer and deeper shadow in China than in most locations. The controversial government measures, primarily relating to quarantine policies and prolonged and hermetic lockdowns, directly affected the expatriate community. Not surprisingly, hardships associated with living in China are also seen as a top challenge.

While 30% of respondents cite “perceived lack of career path” as “not applicable” (and therefore not illustrated in the previous graph), this underscores that although there are perceived negatives associated with living in China today, working in China is not seen as detrimental to one’s career.

Inbound Benefits Analysis

As is the case for companies with country-specific policies, the benefits provided, and the tiering of those benefits, mainly vary based on the length of the assignment, seniority, and family size rather than the destination location.

Inbound China Mobility: Do you tier benefits?



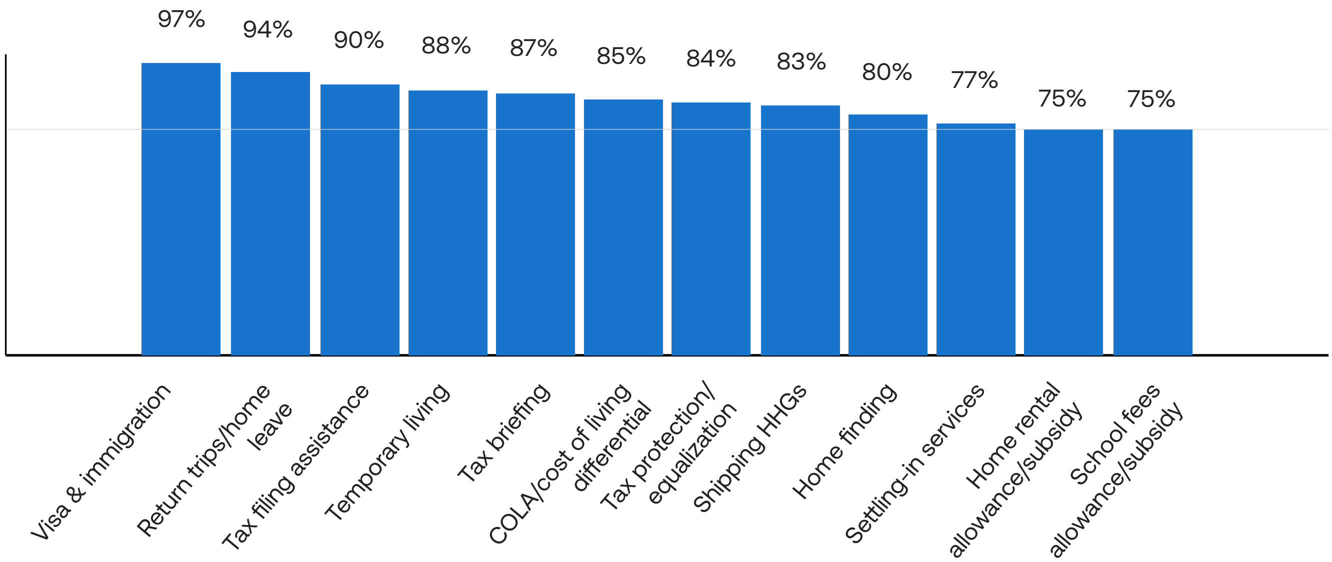
As one example, a European multinational pharmaceutical company noted: “Only the host housing budget and company car entitlement will vary according to the job grade.”

Inbound Move Types

Long-term Assignments (LTAs) are the most common move type. Short-term Assignments (STAs), Local Plus/Locally Hired Foreigners and Permanent One-Way Moves, also referred to as Permanent Transfers (PTs) combined account for less than half the incidence of LTAs.

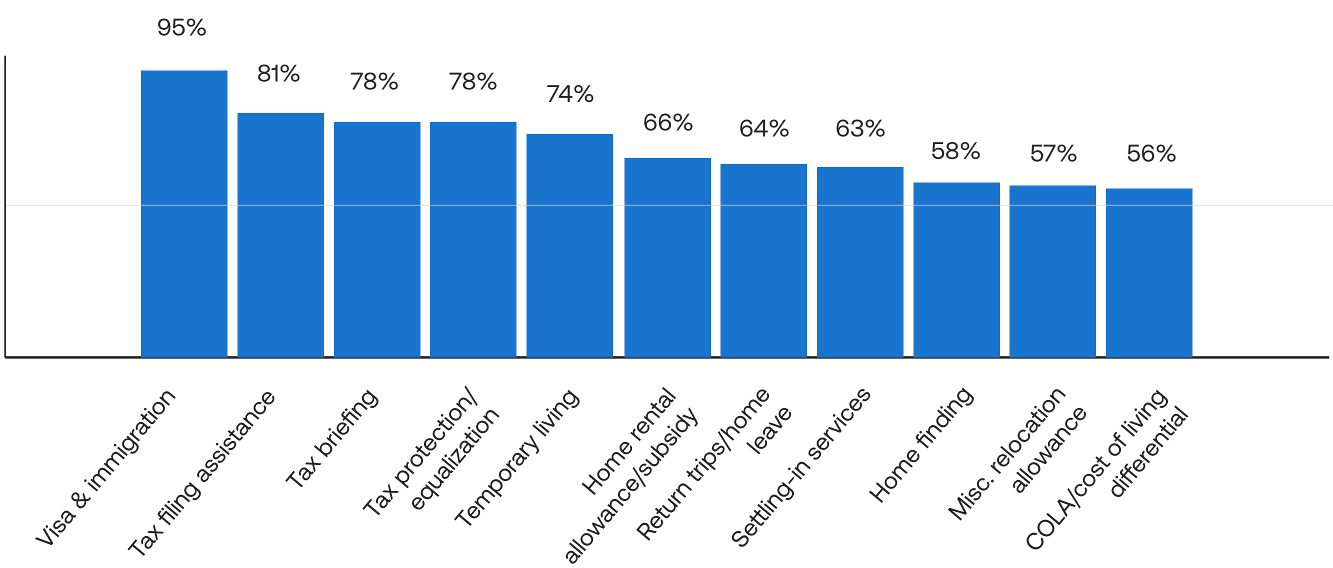
Inbound China Mobility: Long-Term Assignments

The following benefits are "always" provided at least 75% of the time:



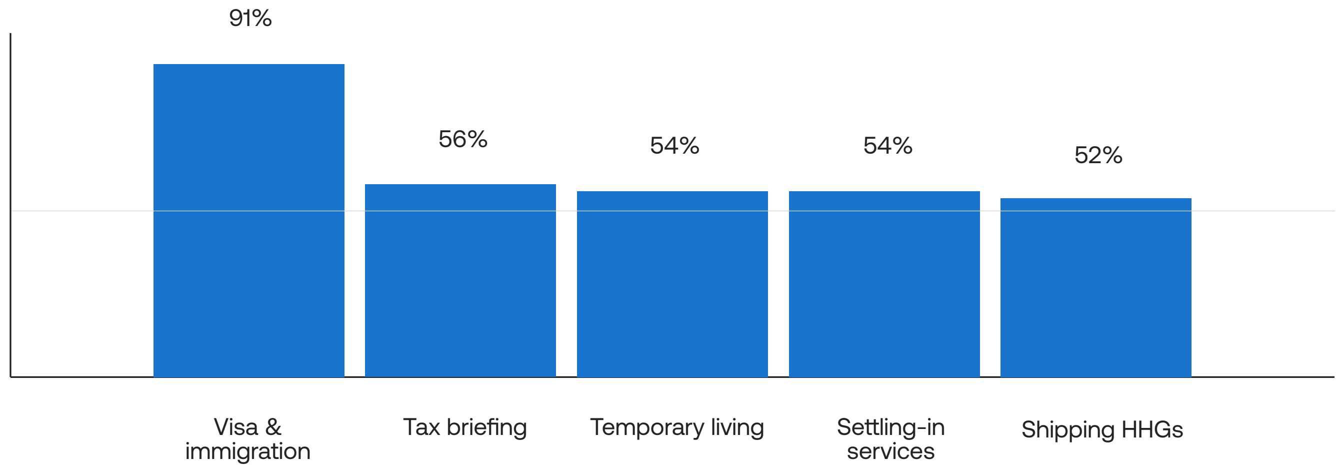
Inbound China Mobility: Short-Term Assignments

The following benefits are "always" provided at least 50% of the time:



Inbound China Mobility: Permanent One-Way Moves

The following benefits are “always” provided at least 50% of the time:



OUTBOUND CHINA MOBILITY

Outbound China Mobility: Top 3 Drivers

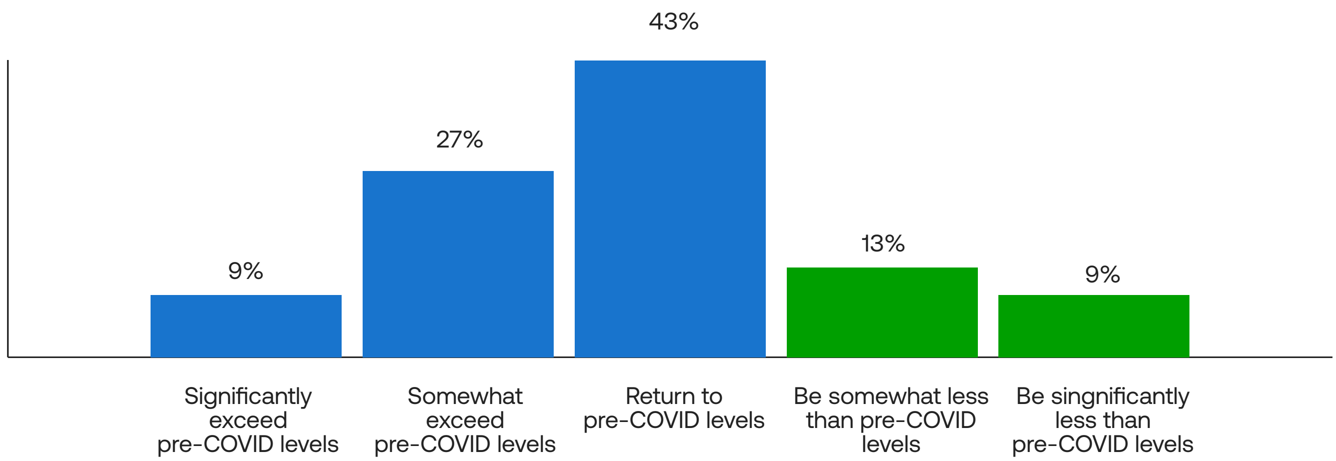
42%
Talent/leadership development

40%
Knowledge/tech transfer

36%
Filling talent shortages

Given the top drivers above, it becomes clear that Outbound China mobility is primarily about China as a source of talent export and talent brokering for global companies.

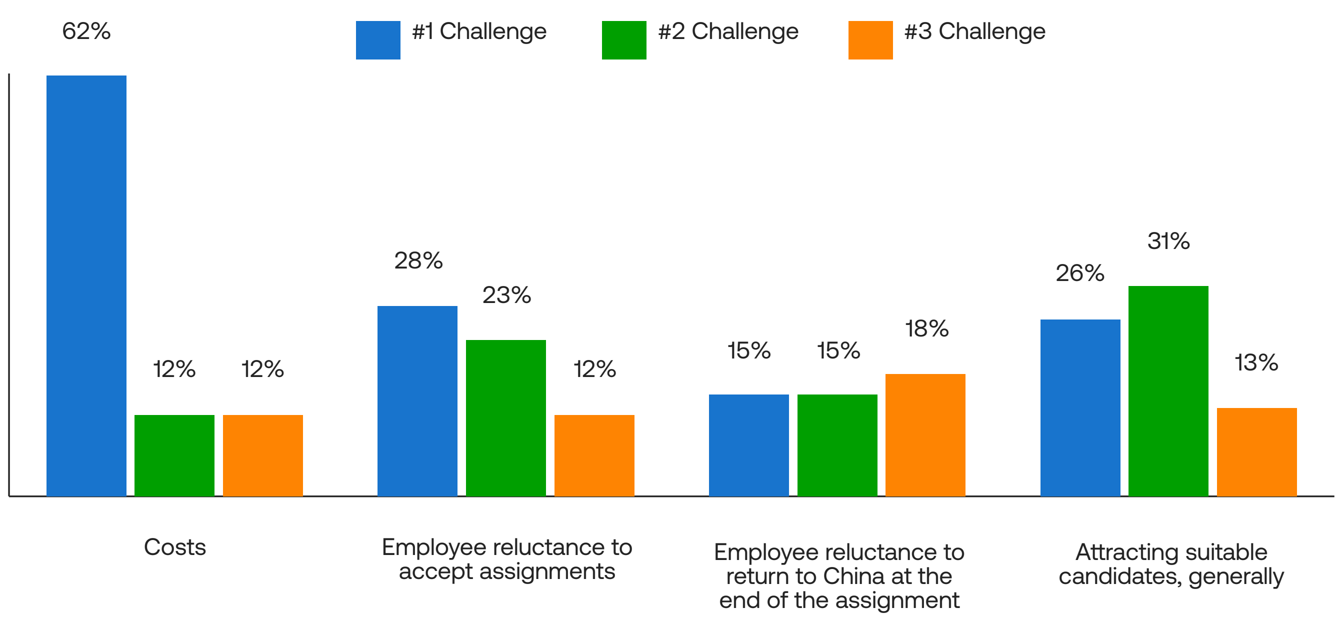
Outbound China Mobility: Volume Will...



Seventy-five percent of respondent companies have Outbound mobility activity from China. In total, 79% expect Outbound mobility to either return to pre-COVID levels or exceed them.

Expectations for volume growth are much more robust for Outbound mobility than Inbound: 36% expect “Some” or “Significant” increase in Outbound mobility compared with pre-COVID, versus just 14% for Inbound.

Outbound China Mobility: Top 3 Challenges



From a client perspective, costs are the top challenge for Inbound moves, while employee reluctance to accept assignments and attracting suitable candidates are the second and third most pressing issues facing companies with Outbound mobility from China.

Outbound Benefits Analysis

Benefits packages for talent moving Outbound from China not only include essential compliance components but also closely match those that companies “always” provide for Inbound assignees. This sheds light on two key findings:

- As we have already seen, talent considerations in the broadest sense are the major drivers for Outbound mobility from China. Companies therefore must feel the need to provide more often than not, a wider range of relocation benefits support in order to attract the China-based talent required for cross-border mobility Outbound from China.
- This in turn, underscores the high degree of concern over costs, cited as the #1 challenge by 62% of respondents for Outbound, which is six percentage points higher than both Inbound or Domestic.

Outbound China Mobility: Long-term Assignments

The following benefits are “always” provided over 80% of the time:

100%
Visa & immigration

96%
Temporary accomodation

93%
Home finding

93%
Tax briefing

91%
Return trips/home leave

89%
Tax filing assistance

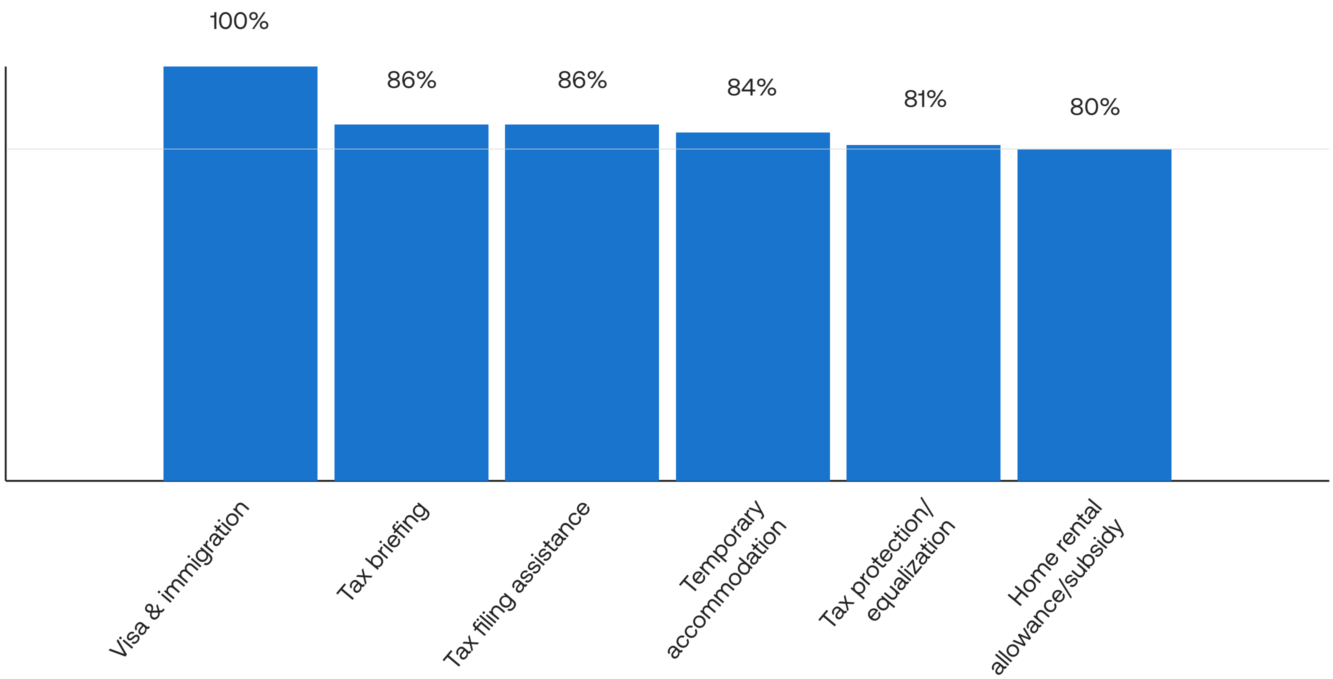
83%
Home rental allowance/subsidy

82%
Misc. relocation allowance

80%
COLA/cost of living differential

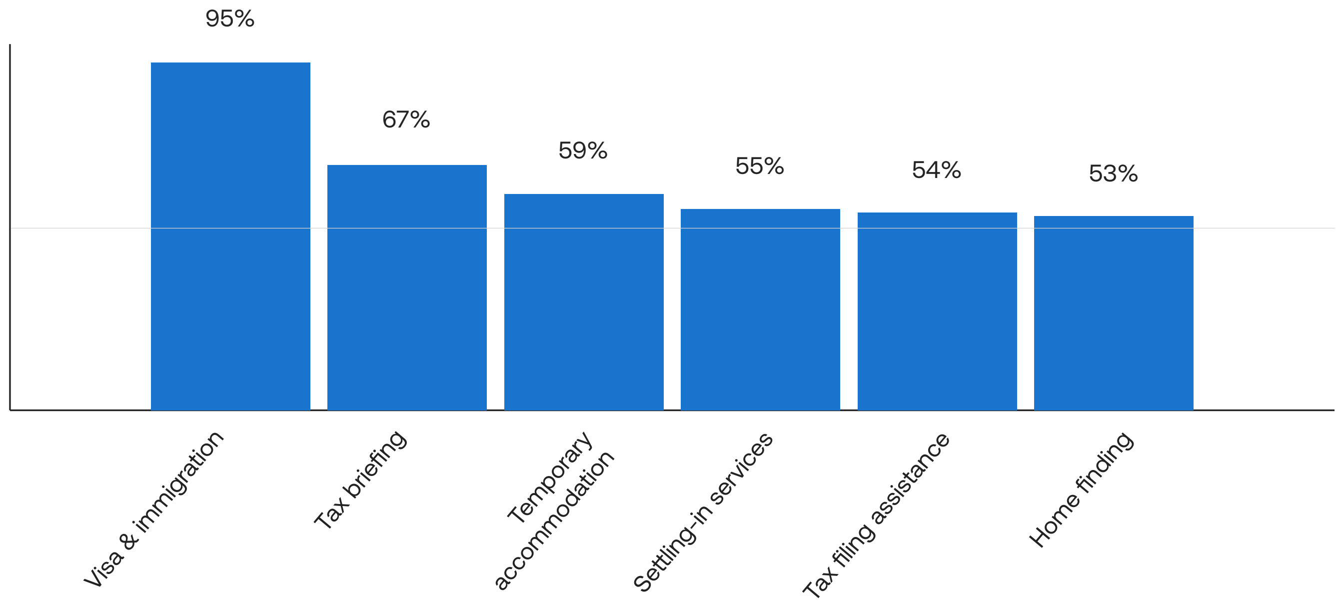
Outbound China Mobility: Short-term Assignments

The following benefits are "always" provided over 80% of the time:



Outbound China Mobility: Permanent One-Way Moves

The following benefits are “always” provided over 50% of the time:



Outbound Move Types in Summary

Particularly noteworthy is that the number one Outbound China move type is Permanent One-Way Moves (Permanent Transfers). This is a significant change from pre-COVID times, when Short-term Assignments (STAs) and Long-term Assignments (LTAs) dominated Outbound China activity. A much more substantial proportion of China-based talent now appears open to living and working abroad permanently.

DOMESTIC CHINA MOBILITY

Domestic Mobility Drivers

Before 2010, Domestic mobility in China was predominantly ad hoc with no formal structure. Little documentation is available, but anecdotally, support consisted of a bonus or stipend to assist with essential moving costs.

By the late 2000s and early 2010s, China saw an increase in Domestic mobility due to the significant growth in both foreign global company and China headquartered company investment and domestic business expansion. Despite this activity, ownership of domestic relocation continued to reside with local businesses and HR – with benefits scant and associated processes handled on a case-by-case basis.

In the latter half of the 2010s, "global domestic" emerged as a mobility phenomenon in response to the need to better align companies' mobility policies and processes globally. Four factors drove this effort:

- Global business growth
- Focus on attracting, retaining, and developing local talents
- Alignment between companies' talent and mobility strategies
- Employee equity and duty of care

Domestic mobility saw significant gains during the COVID-19 pandemic. During these lost cross-border years, many organizations ramped up their focus on domestic recruitment efforts in search of the best and brightest talent. China was no exception.

The harsh containment and quarantine measures implemented in China for three full years, during both the initial and concluding phases of the pandemic, have obscured the fact that although China's borders remained sealed, the country still enjoyed extended periods of relative freedom of movement internally. It also continued to grow economically without pause.

China's economy not only continued to grow throughout 2020–2022, but this growth rate also outpaced global growth in 2020 and 2021. In 2022, whilst most other countries were moving or had already moved into their post-COVID phase, China more or less matched the global growth rate of 3.1%, whilst its borders remained sealed. Therefore, the economic drivers for domestic mobility largely remained intact throughout the COVID years.

Unlike Inbound and Outbound activity, business expansion is the top driver for Domestic mobility. Akin to Inbound and Outbound movement though, knowledge transfer and talent development are thereafter the most significant drivers of Domestic mobility today. Filling talent shortages is also a significant factor, as qualified talent—and talent in general—remains in demand throughout China.

Domestic China Mobility: Top 3 Drivers

58%
Business expansion

43%
Knowledge/tech transfer

35%
Filling talent shortages

Domestic China Mobility Programs & Policies

Just 43% of respondents confirm that Domestic China mobility forms part of their global mobility program. However, the responses suggest that Domestic mobility in China continues to evolve, adopting more sophisticated approaches and practices that align more closely with their global domestic equivalents. In fact, of the companies with a Domestic China mobility program, 95% report their company's view of these programs as either "important" or "very important."

This does not necessarily mean that a minority of companies have Domestic mobility programs in China. Since many survey respondents have "global" or "regional" remits focusing on cross-border mobility, they may not know their company's Domestic China mobility arrangements. Based on Weichert's additional research on global domestic mobility and secondary industry research, we know that most global domestic programs fall under the auspices of local HR or local regional or country business management. Therefore, it is reasonable to infer that talent mobility within China, in many instances, is not yet aligned with, or visible to, the corporate global mobility function.

Close to three-quarters of these companies (71%) believe they have well-defined policies and processes. The remainder are working on them (29%).

What statement best describes your company's Domestic China mobility policies?

71%
Of companies have well-defined policies and processes

29%
Of companies do not have well-defined policies and processes, but are working on it

Just over one-third (37%) of these companies administer these arrangements at the regional or global level, in alignment with other policies. The remaining one-third of companies are split: some are working towards regional or global alignment (29%), while others appear to be maintaining local HR and business units in control for now (34%). North American or European-headquartered companies account for 75% of the companies who seem content — for the moment — to keep local HR and business units primarily responsible for their Domestic programs.

37%
Companies align with regional and/or global mobility arrangements

29%
Companies are working on aligning with regional and/or local mobility arrangements

34%
Currently administered by local HR and business units

Domestic Volume Expectations

For 2024, nearly two-thirds of companies expect a return to the same volume levels as pre-COVID, with a further 10% expecting an increase in their Domestic mobility levels.

Domestic China Mobility: Volume Will...

3%
Significantly exceed pre-COVID levels

8%
Somewhat exceed pre-COVID levels

62%
Return to pre-COVID levels

22%
Be somewhat less than pre-COVID levels

5%
Be significantly less than pre-COVID levels

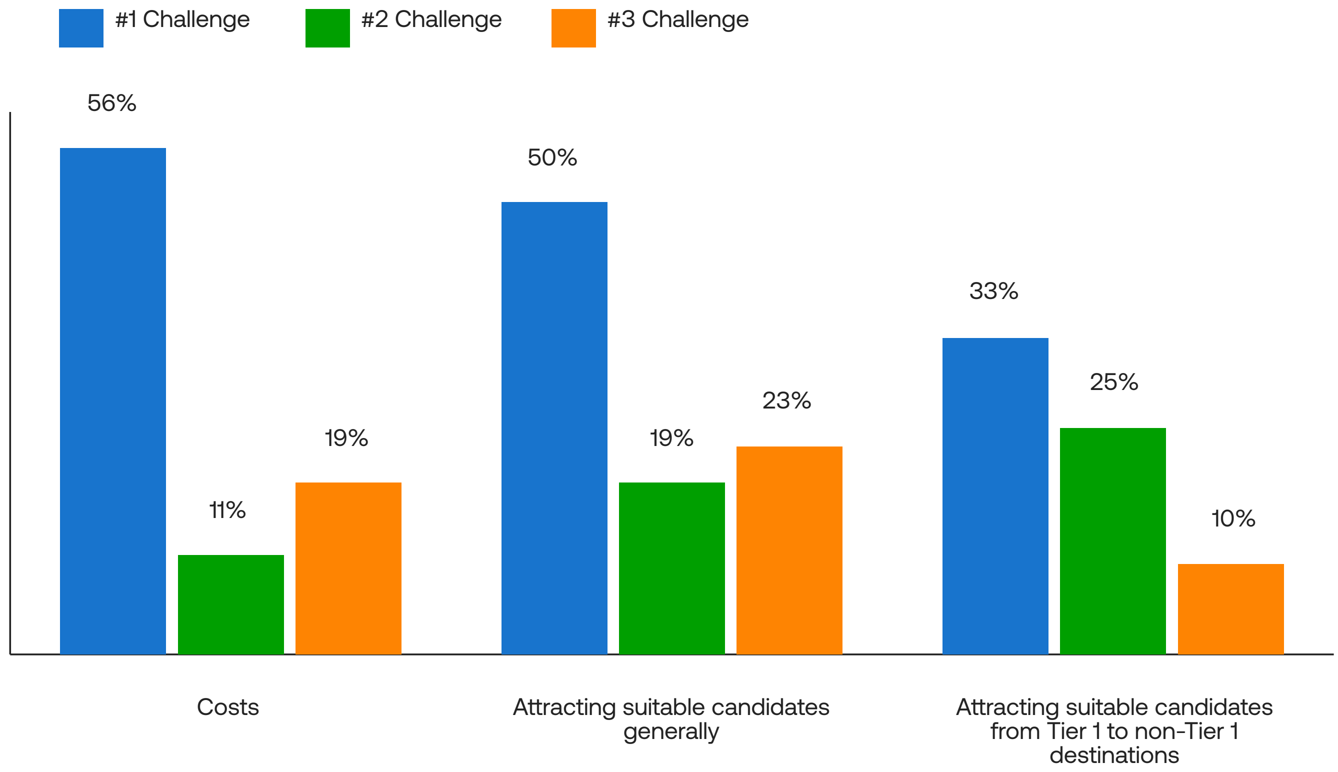
Looking beyond 2024, 48% of respondents expect some growth in either Tier 1 or non-Tier 1 cities. Yet, with 40% expecting no further growth and the remaining 12% unsure, one can reasonably conclude there is guarded optimism about increases in talent mobility within China. The current depressed economic situation around Domestic consumption is most likely contributing to this guarded optimism.

Domestic Key Challenges

China's Domestic mobility challenges mirror what we see in Domestic mobility across many countries:

- Lack of understanding of the support required to relocate.
- Business aversion to absorbing relocation costs.
- Variances in infrastructure between Tier 1 and other Tiers—with the quality of transportation, education, and housing options as the primary factors.
- Cost of living differentials impacting the employee when moving from a non-Tier 1 to a Tier 1 location.

Domestic China Mobility: Top 3 Challenges



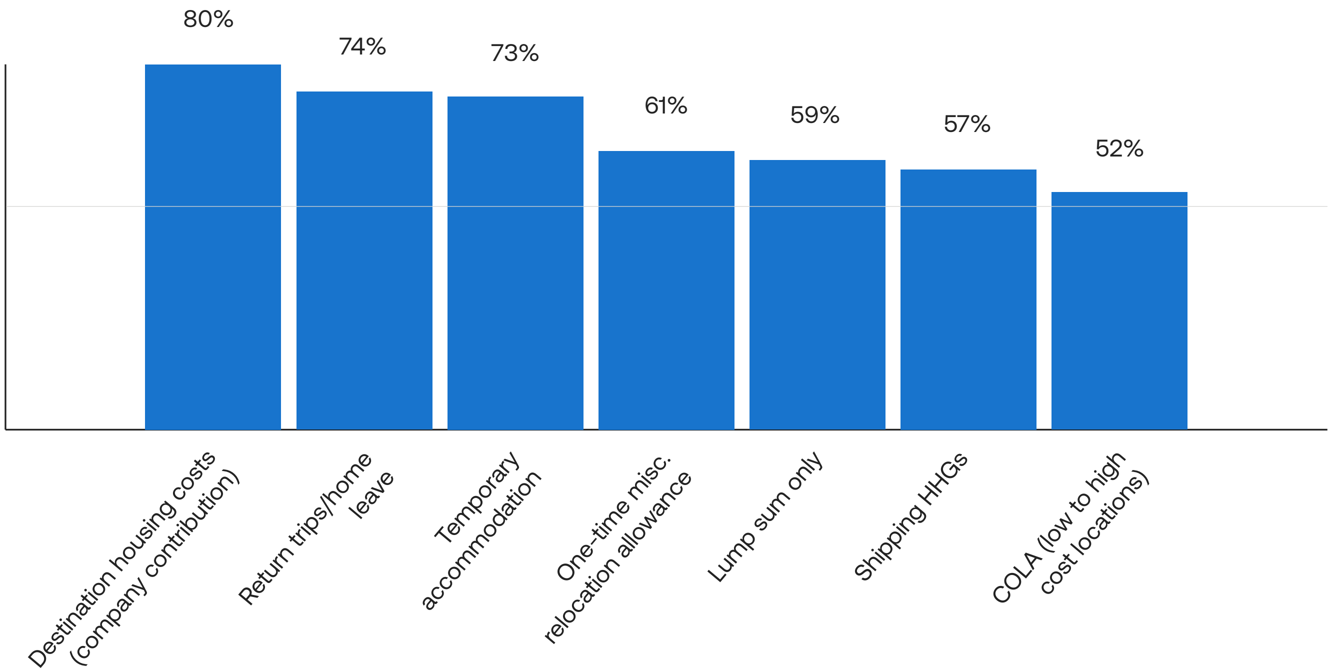
Interestingly, "**partner/spouse career** considerations," for the most part, fell below the top three challenges overall. However, it is still mentioned by 14 companies as a top 3 issue. This begs the question of whether companies pay the requisite attention to this and to what extent they know how this factor impacts their Domestic mobility program.

It is vital to note that approximately 400 million people in China are currently characterized as "dual income, no kids." This dual career demographic is under particular pressure from the effects of China's current domestic economic travails, especially in the property sector.

Anecdotally, stories have been widespread about Tier 1 residents (both locals and more recent "transplants") actively looking for opportunities to move to non-Tier 1 cities to escape the financial burdens of Tier 1 cities.

Domestic China Mobility: Long-term Assignments

The following benefits are reported as “always” provided at least 50% of the time:

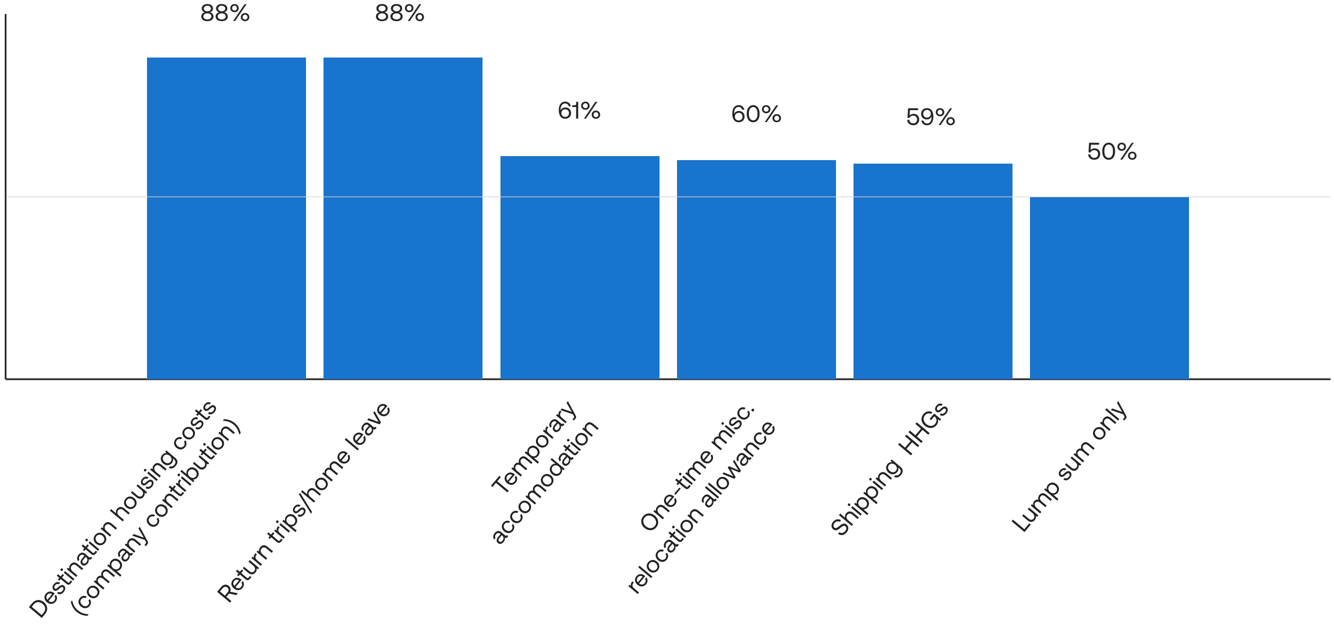


Of note, more than half (59%) of respondents always provide LUMP SUM ONLY in lieu of a policy with specific benefits. This speaks to the enduring popularity of Lump Sum approaches for domestic moves in China and many other countries. Also noteworthy are the following points that are not captured by this graph (above) which demonstrates only those benefits “always” provided by at least 50% of respondents:

- 52% provide COLA for Low-Cost to High-Cost locations. One-third (33.3%) NEVER provide this benefit—this one is important—and only slightly more than ½ provide it, yet this is a top reason for reluctance to relocate.
- 73% NEVER provide School Fees/ education costs contribution, yet this too is often a top reason for reluctance to relocate.
- Just 2 out of 19 companies (11%) ALWAYS provide Partner/Spouse Assistance, which, as remarked earlier, is a meager figure. This indicates that most companies do not have clear insight into the effects of dual careers on domestic talent mobility and the potential loss of one income due to an assignment.

Domestic China Mobility: Short-Term Assignments

The following benefits are reported as “always” provided at least 50% of the time:



Compared with LTAs, Lump Sum Only programs are less popular for STAs.

Considering the short-term nature of this type of assignment, it is surprising that just 61% provide Temporary Accommodation as a benefit.

Domestic China Mobility: Permanent One-Way Moves/International Transfers

Temporary Accommodation is the only benefit reported as “always” provided at least 50% of the time.

50%
Temporary Accommodation

CONCLUSION

Post-COVID, China's GDP growth has slowed compared to its "glory days" yet remains well above the global average. There is a significant return of job opportunities for foreign talent, especially in Shanghai. Today, companies are redeploying talent as required by their China-based business, in whichever direction it is needed: Inbound into China, Outbound from China and Domestically within China.

At the same time, many Western-headquartered companies are cautiously approaching their China talent mobility strategies amid concerns about the depth of China's economic recovery and ongoing geopolitical pressures. Many also feel obligated to more aggressively incentivize top talent to come to China. There are areas with an emergence of new hardship locations, requiring more due diligence and the expertise of partners to look for these trends.

For all mobility touching China (In, Out, Within), there's a palpable need to focus on managing effectively, both what employees want and the business needs. Yet, a significant gap remains between what companies provide and what it takes to incentivize talent through more robust relocation offerings.

Since the end of COVID-19, what are the most significant changes or challenges you face managing mobility in China (Inbound, Outbound, and/or Domestic)

61%
Managing employee expectations

67%
Meeting the needs of the business

46%
Keeping up with changes to compliance rules

Nonetheless, positive changes are taking place. In 2023, the still-fresh experience of lockdown and the lack of clarity over tax issues affecting expatriates were cited as primary reasons for many foreign companies to hold off on hiring decisions.

However, in August 2023, the Chinese authorities extended the significant tax exemption for foreign workers, which was about to lapse, on eight categories of fringe benefits, including housing rental, children's education costs, and language training costs for another four years.

In March 2024, the Chinese government announced plans to eliminate entry barriers to foreign investment in the manufacturing and financial sectors and to issue long-term work visas to expatriates and their families. Hence, the country is extending olive branches to welcome foreign talent back into China.

Perhaps China is starting to think more deeply about its greatest long-term talent mobility challenge. The country's demographic profile (which has an accelerating aging population problem that, according to some analysts, may lead to the present population halving by 2100) would seem almost to guarantee an ongoing focus by Chinese authorities on reforming their immigration policies and continuing to devise measures designed to attract more foreign talent (back) into the country.

China remains a country to watch. Mobility professionals know that growth signals volume. Despite a few years of tempered activity, this economic powerhouse is positioned to fuel future growth and the mobile talent needed to be a leader in the global market.

THANK YOU

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