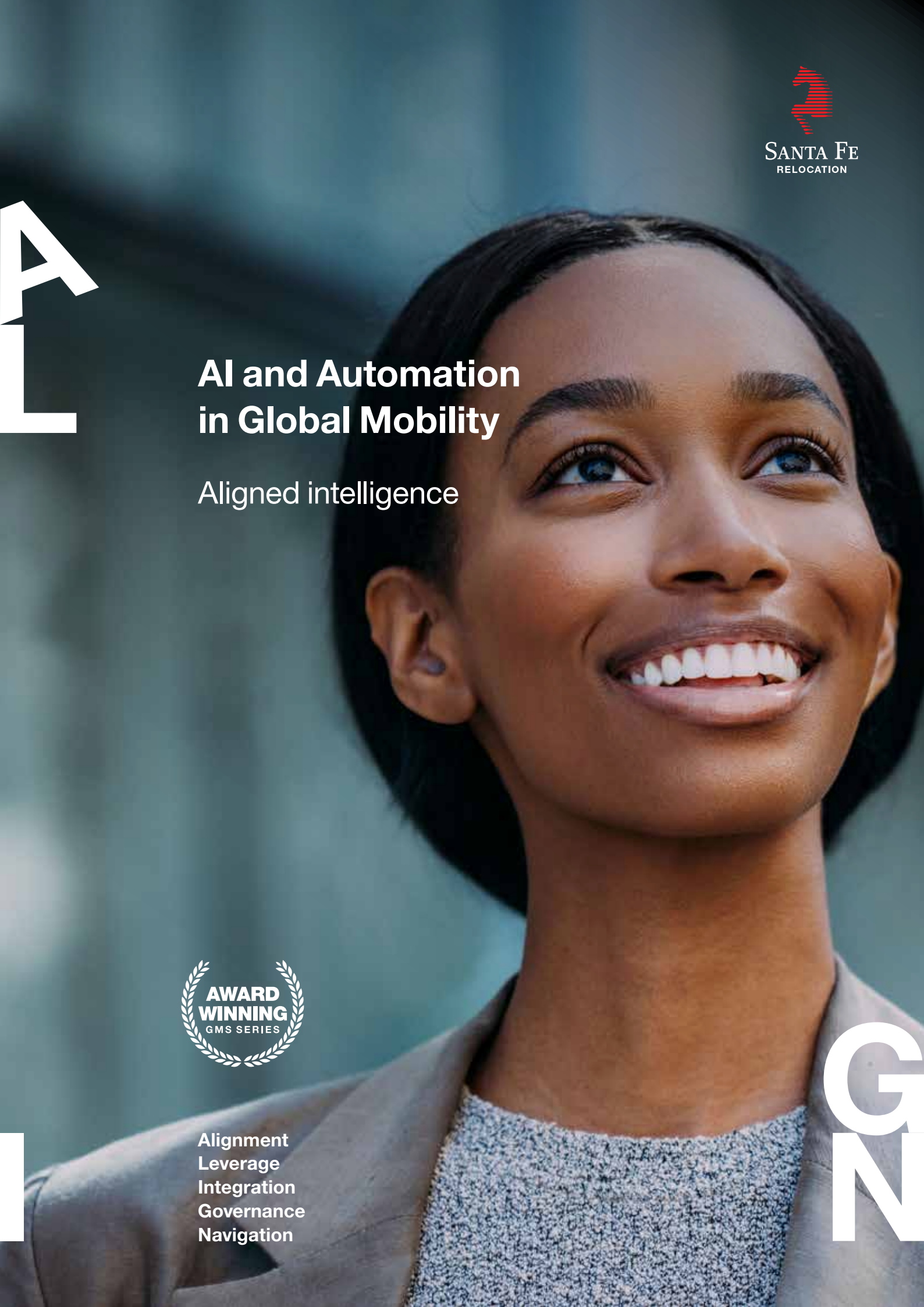
SANTA FE
RELOCATION
AI and Automation
in Global Mobility
Aligned intelligence
AWARD
WINNING
GMS SERIES
Alignment
Leverage
Integration
Governance
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1. Executive summary

Global Mobility is under sustained operational strain. This research quantifies that pressure.

Global Mobility and HR leaders report rising complexity, expanding compliance exposure and increasing reporting expectations across cross-border workforce management. Repetitive administrative activity continues to absorb a meaningful share of functional capacity while leadership demands greater visibility, speed and risk control.

Compliance coordination, data gathering, reporting preparation and policy explanation remain time-intensive and many environments still rely on manual processes and spreadsheet-based management. At the same time, senior stakeholders expect near real-time insight into cross-border exposure and workforce distribution. The result is a function balancing administrative intensity with increasing strategic expectation.

Survey profile

This report reflects insights from 57 Global Mobility and HR professionals responsible for cross-border workforce management, compliance oversight and international employee movement. Respondents represent organisations of varying scale and complexity, managing globally mobile employees and business travellers across multiple regions and industries.

The sample includes senior function leads, regional managers and operational specialists directly involved in Global Mobility governance and delivery.

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Within this context, automation and artificial intelligence are being evaluated as practical tools to reduce operational drag. Adoption remains measured, with respondents identifying data privacy, regulatory exposure, reliability of outputs and governance clarity as the strongest influencing factors when considering AI implementation. These concerns reflect the regulatory sensitivity of Global Mobility operations and the consequences of error.

The findings indicate a profession ready for intelligent efficiency supported by structured oversight. There is a clear desire to reduce manual workload, improve data visibility and increase advisory capacity, provided automation operates within defined governance frameworks and preserves professional judgement.

AI in Global Mobility should therefore be approached as infrastructure embedded within governance, data integrity and accountability standards. It offers potential to improve reporting consistency, support compliance monitoring and release capacity for higher-value advisory activity when implemented deliberately and responsibly.

This report examines where AI and automation can create measurable value, why adoption remains cautious and how Global Mobility leaders can introduce intelligent systems in a way that strengthens governance and operational control.

Global Mobility leaders are therefore facing a structural inflection point. Administrative intensity will not reduce on its own, yet strategic expectations will continue to rise. The question is no longer whether automation should be considered, but how it can be introduced in a way that strengthens control, visibility and professional accountability.

Industry perspectives

Ben Oghene

CEO

The Cozm

AI and automation are having one of the most fundamental impacts on society and the working world since the dotcom boom of the late 1990s. They are reshaping what is possible on a weekly, sometimes daily, basis as large language models and AI agents are deployed to enhance productivity across many areas and Global Mobility is no exception.

Many of the mobility processes managed for years, if not decades, can now be enhanced and in some cases significantly streamlined through technology. If 2025 was a year of reflection and learning about the impact of AI and automation, then 2026 is a year of action. The organisations we speak with are actively exploring how technology can increase productivity in practical and measurable ways.

For Global Mobility professionals to deliver greater strategic impact within their organisations, they must release time currently spent on repetitive, though essential, administrative tasks. This enables greater focus on strategic workforce planning and the link between people mobility and business performance. The survey findings reinforce this position. They indicate that the time to move from exploration to implementation is now.

In collaboration with The Cozm and Crowe UK

This research was developed with The Cozm, a specialist in structured AI and workflow intelligence. The survey explores how Global Mobility and HR professionals are evaluating automation and artificial intelligence within compliance-sensitive environments.

Santa Fe and The Cozm share a focus on disciplined governance, operational clarity and responsible integration of intelligent systems. This collaboration reflects a shared commitment to supporting Global Mobility leaders with evidence-led insight as the function evolves.

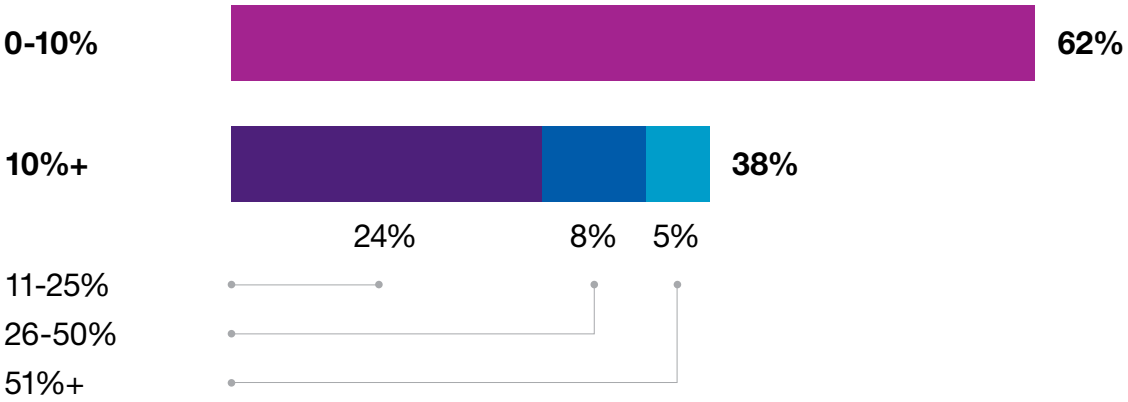
2. The operational reality

A consistent operational pattern emerges across regions and industries. Global Mobility teams report that administrative demand absorbs a meaningful share of available capacity, limiting time for forward-looking advisory work.

Respondents indicate that annual team time is allocated to repetitive tasks that could potentially be automated. These tasks include reporting preparation, data gathering, policy explanation, document handling, case tracking and coordination across multiple stakeholders.

As shown in Exhibit 1, 38% report that more than 10% of annual team capacity is dedicated to repetitive administrative activity.

Exhibit 1: Estimated team time spent on repetitive tasks



Reflections

Throughout this report, participating Global Mobility leaders share practical reflections on how AI and automation are being evaluated within their organisations. All contributors were asked:

Where could AI deliver the most meaningful impact within your Global Mobility programme?

The responses that follow are direct answers. They complement the survey findings and illustrate how governance, oversight and operational priorities are being addressed in practice.

Operational burden ratings reinforce the pattern shown in Exhibit 1. As shown in Exhibit 2, respondents report an average burden level of 7.5 out of 10, indicating sustained time pressure across routine work.

Many teams continue to rely heavily on spreadsheet-based management and partially integrated systems. Reporting often requires manual extraction, validation and formatting before information is shared with leadership. This increases effort, introduces potential for error and reduces time available for analysis and strategic engagement.

At the same time, leadership expectations continue to evolve. Senior stakeholders increasingly require real-time visibility over cross-border exposure, workforce distribution and compliance risk. Global Mobility professionals therefore balance administrative intensity with higher-level advisory expectations across the function.

Open-ended responses reflect a consistent desire for simplification, system integration and reduced manual coordination. Respondents express interest in shifting time toward advisory work and strategic contribution rather than routine administration across the function.

Sustained operational intensity has implications for team wellbeing and retention. Several respondents reference capacity strain linked to continuous administrative demand, reinforcing that process efficiency is directly connected to workforce resilience within the function.

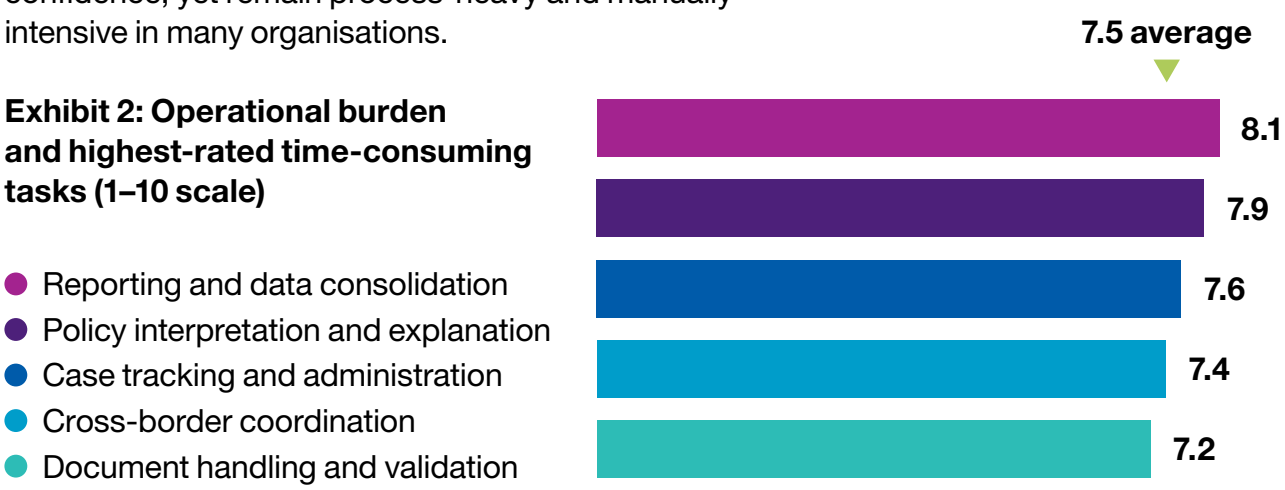
The data indicates that the challenge facing Global Mobility is structural. Operational complexity has increased while underlying processes in many organisations remain manual or only partially digital. This provides the context in which automation and artificial intelligence are now being evaluated.

The highest-rated time-consuming tasks cluster around reporting and data consolidation, policy interpretation, case administration and cross-border coordination. These activities are essential for compliance and stakeholder confidence, yet remain process-heavy and manually intensive in many organisations.

☆ In Global Mobility, AI could significantly enhance our ability to analyse and interpret large volumes of international assignment data, helping identify trends, improve logistics and reduce environmental impact through more sustainable mobility choices. It can also support more informed planning and provide greater visibility across programmes and locations. However, while AI can support decision-making and operational efficiency, it cannot replace the human support that is essential to guide, reassure and build trust with employees throughout their mobility journey and ensure a positive experience.

Eva Carroll
Chief Operating Officer
Renault Global Management

Exhibit 2: Operational burden and highest-rated time-consuming tasks (1–10 scale)



Industry perspectives

Samuel Mergui

Chief Executive Officer

Santa Fe Relocation

AI and automation are redefining Global Mobility. Administrative volume is giving way to strategic enablement. Intelligent workflow tools, predictive analytics and AI-driven compliance oversight are streamlining assignment cost modelling, immigration tracking and policy governance. Virtual assistants and self-service platforms are raising the standard of the employee experience, delivering real-time guidance and faster, more consistent support.

As organisations expand internationally with greater agility, technology is now central to maintaining consistency, compliance and cost discipline across jurisdictions. AI is actively shaping how processes operate and how decisions are made. With better data visibility, mobility leaders can anticipate trends, model workforce scenarios and align mobility programmes directly with business priorities.

The future lies in disciplined integration. Human expertise and digital capability must work together, each reinforcing the other. However far AI evolves, human judgement remains fundamental to our organisation and to the value we deliver.

AI could have the greatest impact on predictive planning, employee experience and operational automation across the Global Mobility lifecycle. AI-driven insights can forecast relocation demand, costs and compliance risk, allowing mobility teams to move from reactive execution to proactive planning. At the employee level, AI-powered guidance can personalise relocation journeys by answering policy, Immigration and destination-related questions in real time. Operationally, AI can automate documentation, vendor coordination and exception handling, improving cycle times, cost transparency and overall programme governance at scale.

Simon Bernie
SVP Head of Global Alliance
TECEZE

3. Where intelligent systems create measurable value

Global Mobility professionals are not seeking wholesale transformation. Their focus is on reducing time spent on structured, repeatable operational activity while maintaining compliance control. When asked which routine tasks consume the most time, respondents consistently ranked reporting, policy interpretation, case administration and cross-border coordination at the upper end of the burden scale. These areas share common characteristics. They are rules-based, information-heavy and often manually executed. These activities are central to maintaining compliance and stakeholder confidence, yet they are also the most suitable for structured automation.

Reporting and data consolidation can benefit from automated extraction, dashboard integration and narrative generation tools, reducing manual spreadsheet preparation and accelerating leadership updates. Policy interpretation for routine queries can be supported by structured digital assistants, providing consistent first-level responses while maintaining oversight from Global Mobility specialists.

Case tracking and workflow management can be strengthened through automated status monitoring and triggers, improving transparency and reducing manual follow-up. Document validation and compliance flagging also present opportunities for rule-based automation. Structured document recognition and predefined risk alerts can enhance monitoring without displacing professional judgement.

The survey responses suggest that operational strain is concentrated in repeatable administrative processes rather than strategic decision-making. This distinction is important. Automation is most effective when applied to structured tasks with defined logic and consistent data inputs. When implemented within governance parameters, automation has the potential to reduce administrative drag and release capacity for higher-value advisory work, stakeholder engagement and forward planning. The opportunity lies in disciplined application rather than broad disruption.

☆ AI can have the most significant impact on international mobility by automating complex and repetitive tasks such as cost estimates, international payroll calculations, requesting forms such as A1, creating contracts and letters of engagement and improving data reliability. This frees up administrative time so teams can focus on higher-value activities. Its development will also involve broader integration beyond mobility teams, connecting directly with employees on international assignments to answer questions on areas such as international health insurance coverage and mobility policy benefits, supporting a more consistent and informed employee experience.

Pierre-Marie Lerebours
International Mobility Director
Ubisoft International

4. Why implementation remains cautious

Operational efficiency remains a priority for Global Mobility teams, yet organisations are approaching automation and AI with structured caution. Respondents report an average barrier score of 6.8 out of 10, indicating material governance considerations.

The highest-rated concerns cluster around data privacy, regulatory exposure, reliability of outputs and governance clarity. Integration with existing HR and mobility systems also emerges as a practical constraint. These findings reflect the operating environment of Global Mobility. The function sits at the intersection of immigration regulation, employment law, tax exposure and data protection. Errors can carry financial and reputational consequences. As a result, automation decisions are assessed through a risk lens rather than a purely efficiency lens.

Open-ended responses reinforce this perspective. Respondents reference the need for defined ownership of AI governance, structured validation processes and accountability mechanisms before deployment. Technology adoption is therefore linked to oversight architecture rather than isolated procurement. The data suggests that hesitation is rooted in risk management rather than resistance to innovation. Organisations are piloting selectively, evaluating integration and governance structures before scaling implementation.

This pattern indicates a maturity challenge. Effective automation requires clean data inputs, defined validation protocols and alignment between operational workflows and technology architecture. Without these foundations, efficiency gains may be offset by increased exposure. AI adoption in Global Mobility is therefore a governance decision as much as a technical one.

☆ In HR and cost management, depending on the profile sought for an expatriate position, AI could compare different expatriate candidates in order to calculate the international mobility support package based on technical skills, family composition, whether or not the spouse is also expatriate, remuneration and similar criteria.

Environmental considerations are another area where AI could help by identifying the most suitable types of transport, materials and packaging optimisation in order to better control energy costs.

Élise Ferreira
Responsable Mobilité France
TotalEnergies Global Services

The shift in skills and mindset in Global Mobility

There is a growing question around the future role of Global Mobility and HR professionals. Some express concern around job security as automation increases. Others point to a shift in both skills and mindset, with greater emphasis on oversight, interpretation and advisory capability. This reflects a broader transition in how Global Mobility functions operate, as routine activity reduces and strategic responsibility increases.

Industry perspectives

Dino Jangra

Global Practice Leader

Crowe UK

It's clear that complexity and regulation show no signs of slowing in the mobility area. If we follow this logic, regulators and authorities will also deploy automation and AI. The result will undoubtedly be yet more complexity and risk for mobility professionals to manage. Technology holds the key to managing this but the importance of mindset and skills should not be underestimated. Adopting different mindsets and skills is critical to navigating the change required to adopt technology. These two factors will also play a hugely important role in the evolving responsibilities of mobility professionals. Day-to-day activity will shift away from process, supported by technology and focus more on human-centric and advisory interactions that guide the business and its employees.

Ernst Steltenpohl

Chair

Platforms Multinationals

Author of The governance of global work in the age of AI

AI will significantly reshape Global Mobility operations and accelerate process efficiency, particularly within relocation and immigration management. Structured automation can reduce administrative friction and strengthen consistency across repeatable workflows.

However, effective use of AI requires professional understanding. Poorly framed prompts or unvalidated outputs can produce convincing but inaccurate results. As organisations adopt intelligent systems, governance must extend beyond data protection and regulatory control to include capability development, validation discipline and clear accountability.

AI can enhance productivity and support faster reporting, yet it does not replace regulatory judgement or contextual interpretation. Successful integration depends on structured governance, defined ownership and alignment between digital capability and compliance-sensitive environments.

5. The AI paradox of efficiency and risk

AI can meaningfully support Global Mobility, provided its outputs are reviewed by practitioners to ensure accuracy, fairness and alignment with policy. Human judgement remains indispensable, particularly as AI systems continue to learn and evolve.

The most immediate benefits lie in streamlining immigration workflows through faster document checks and policy guidance, strengthening compliance monitoring by tracking travel, visa and tax-related risks in real time and enhancing planning and employee experience via data-driven cost insights and personalised relocation support. Used responsibly, AI can improve efficiency while humans safeguard quality and judgement.

Werner Cloete
Head of Global Mobility
Silver Vitality Status

A structural tension is evident within Global Mobility operations. Respondents describe sustained administrative pressure alongside increasing expectations for visibility and strategic contribution. At the same time, they highlight governance concerns that temper rapid automation.

Global Mobility professionals are seeking efficiency gains while maintaining compliance integrity. They want improved data visibility and reduced manual workload, yet they recognise that poorly governed automation could introduce new exposure. The evaluation of AI therefore sits between operational necessity and regulatory accountability.

Exhibit 3: Average operational pressure versus adoption caution (1–10 scale)

As illustrated in Exhibit 3, operational pressure slightly exceeds governance hesitation, creating controlled demand for automation. Structured, rules-based processes with consistent data inputs present clear opportunities for automation. Activities requiring contextual judgement, regulatory interpretation or stakeholder sensitivity continue to require human oversight. Where data quality is inconsistent, automation risks amplifying existing weaknesses unless foundations are strengthened first.

Several respondents indicate interest in reducing manual reporting and coordination activity, while expressing caution about automated interpretation of complex policy or regulatory requirements without validation. This distinction points toward phased adoption rather than wholesale replacement of processes.

Efficiency and risk management are aligned when governance, validation and accountability mechanisms are embedded from the outset. Automation is most effective when it supports professional judgement and strengthens consistency across repeatable tasks.

The survey findings suggest that organisations which approach automation deliberately and within defined governance frameworks are better positioned to capture operational benefit while maintaining trust.

6. AI capability maturity framework

Most organisations remain in the early stages of automation maturity. Manual processes, spreadsheet-based reporting and partially integrated systems are still common, while interest in structured efficiency improvements is growing.

AI adoption in Global Mobility can be viewed as a staged capability progression rather than a single implementation decision. Based on survey patterns and observed operating models, five maturity levels emerge.

Survey responses indicate that most organisations currently operate between Levels 1 and 2, with selective experimentation at Level 3. Fully embedded assisted intelligence remains limited.

As outlined in Exhibit 4, progression across maturity levels requires defined data governance, structured workflow integration and clear ownership of validation processes. Progression across levels requires more than technology procurement. It depends on structured data inputs, defined governance ownership, validation protocols and integration with HR and finance systems. Advancing without these foundations may increase exposure rather than reduce workload.

The findings point toward deliberate evolution rather than rapid disruption. Automation becomes sustainable when embedded within process design and governance architecture with clear ownership.

Level 5 — Predictive governance

Cross-border activity modelling, workforce movement forecasting and integrated risk scoring shift the function toward forward-looking insight.

Level 4 — Assisted intelligence

AI-supported reporting narratives, structured policy query assistance and automated risk flagging support professional judgement while maintaining oversight.

Level 3 — Workflow automation

Automated reminders, structured document collection and integrated dashboards reduce manual follow-up and improve transparency across stakeholders.

Level 2 — Structured digital foundations

Dedicated mobility systems, defined workflows and centralised case tracking are in place, yet much activity remains manual and resource-intensive.

Level 1 — Manual and reactive

Spreadsheet-driven management, email-based coordination, manual document validation and ad hoc reporting preparation define this stage. Operational visibility depends heavily on individual effort.

7. The changing role of Global Mobility professionals

Global Mobility professionals are managing sustained administrative demand alongside increasing strategic expectation. Automation does not remove this responsibility but instead reshapes how capacity is allocated, shifting focus across operations and strategic priorities.

Respondents consistently express a desire to reduce manual workload and increase time spent on advisory activity, stakeholder engagement and forward planning. Interest in simplification and system integration reflects an ambition to strengthen strategic contribution rather than reduce accountability across the function.

As organisations progress through the maturity framework, administrative coordination becomes more structured and system-supported. Reporting preparation can be automated, routine policy clarification assisted by structured tools and workflow tracking made more transparent. This shift can release capacity for higher-value activities.

The role of the Global Mobility function increasingly centres on strategic workforce planning, risk anticipation, cross-border governance advisory and policy alignment with organisational objectives. These responsibilities rely on contextual judgement, regulatory interpretation and stakeholder trust.

Survey responses do not indicate widespread concern about displacement. Instead, they emphasise governance oversight, data integrity and accountability. This reinforces the view that automation is understood as a support mechanism rather than a substitute for expertise.

As digital capability matures, the profile of the Global Mobility leader may increasingly include data literacy, governance stewardship and technology fluency alongside traditional compliance and advisory strengths. The function's strategic positioning within HR and organisational leadership can strengthen when administrative friction is reduced.

The findings suggest that the next phase of Global Mobility will be defined by structured integration of professional expertise and intelligent systems, with human judgement remaining central to decision-making.

AI can deliver meaningful impact in our Global Mobility programme by simplifying complexity while strengthening employee experience and decision-making. AI-powered tools can automate case management, eligibility checks and document processing, reducing cycle times and administrative effort. Predictive analytics can support cost forecasting, compliance risk detection and policy optimisation, giving mobility teams clearer insight when planning and managing assignments. AI can also analyse expat survey results, including written comments, to identify trends and recurring pain points.

In addition, conversational AI chatbots can generate personalised answers to employee questions around the clock, providing relocating employees with immediate, reliable access to policy, Immigration and destination guidance, improving transparency, satisfaction and programme scalability.

Catherine Fagnan
Group International Mobility Manager
Michelin

8. Leadership considerations

Global Mobility functions continue to operate under sustained administrative intensity while evaluating structured automation as a means of improving efficiency. AI adoption is neither reactive nor dismissive. It is being assessed through a governance and risk management lens.

For senior leadership, the decision is strategic rather than technical. The relevant considerations include identifying where repetitive workload creates operational drag, determining which processes are sufficiently structured to support safe automation and establishing clear ownership of governance and validation. Data quality, system integration and accountability frameworks are central to sustainable implementation.

Most respondents remain in early stages of automation maturity. This presents an opportunity for deliberate progression. Organisations that introduce intelligent systems within defined governance structures are better positioned to improve reporting consistency, enhance visibility and reduce administrative friction while maintaining compliance integrity.

However, operational demand continues to intensify while reporting expectations increase. Organisations that delay structured automation risk widening the gap between administrative workload and strategic contribution. Over time, this imbalance can limit visibility, constrain advisory capacity and reduce the function's influence within enterprise decision-making.

Automation in Global Mobility should be approached as operational infrastructure embedded within oversight architecture. Its value lies in strengthening consistency and scalability rather than accelerating unchecked change.

The emerging model is not human or technology in isolation. It is disciplined integration of professional judgement and intelligent systems. Structured automation can enhance consistency and visibility, while human expertise remains central to regulatory interpretation, stakeholder trust and governance accountability.

AI adoption within Global Mobility is unfolding alongside wider enterprise transformation. Across HR functions, intelligent systems are being embedded into workforce analytics, service delivery and planning architecture. Alignment with broader organisational data strategy and AI governance frameworks will therefore be critical to sustainable progress.

The survey suggests that structured integration of human expertise and intelligent systems represents the most credible path forward. Professional judgement, regulatory interpretation and stakeholder trust remain central to the function's identity. Intelligent tools can enhance these capabilities when implemented with discipline and accountability.

Global Mobility leaders who approach automation deliberately are likely to strengthen both operational control and strategic influence in an increasingly complex cross-border environment.

Tracy Hunt

Group Move Management and Implementation Manager

Santa Fe Relocation

Global Mobility programmes are judged through the visibility they give clients and the experience they create for relocating employees. Clients want clear reporting, consistent standards and confidence that delivery is being measured properly across destinations, policies, routes and service lines. They expect to understand spend, quality and performance at a practical level, with data that helps them track trends, compare outcomes and make informed decisions across the full assignment lifecycle.

For relocating employees, quality is felt through the service itself. Clear communication. Reliable coordination. Timely support. A smoother experience across each stage of the move. For clients, those same qualities need to be backed by reporting that shows what is happening across the programme, from satisfaction and service quality to cost visibility and agreed KPIs. That level of insight strengthens trust and helps organisations manage mobility with greater control.

As artificial intelligence develops within Global Mobility, its value lies in making that visibility faster, clearer and easier to use. It can support stronger analytics, quicker access to trends and more consistent reporting across complex programmes. For Santa Fe, the opportunity is to apply intelligent systems in ways that strengthen insight, support service quality and make Global Mobility easy.

9. Key structural themes

The survey findings point to five structural themes shaping the future of Global Mobility. Alignment across these themes defines the structural foundation of the function.

Alignment

Operational demand and strategic expectation must be brought into balance.

Leverage

Structured automation creates measurable value in repeatable processes.

Integration

Governance, risk and system architecture shape adoption decisions.

Governance

Oversight and accountability define sustainable AI implementation.

Navigation

Strategic influence strengthens as administrative friction reduces.

☆ I've seen expectations not being managed effectively when employees move from their home country to a host country, particularly regarding living costs. AI could be used within Global Mobility to support cost projections by sourcing realistic housing prices and living costs in the host country using reliable online data. These figures could then be compared with equivalent costs in the home country to provide a practical comparison for the expatriate and their family, helping to manage expectations and provide greater clarity on how day-to-day life and expenses may change when relocating.

To support this, expatriates and their families would need to invest time in comparing their current lifestyle with their anticipated lifestyle in the host location. By actively engaging in this process, the likelihood of culture shock during the initial transition could be reduced. This approach could also extend to supporting spouses or partners, for example by using AI to better understand the local job market.

Werner Cloete
Head of Global Mobility
Silver Vitality Status

These themes indicate that the future of Global Mobility lies in structured integration of intelligent systems within defined governance frameworks. Operational control and strategic contribution are achieved when automation is designed around professional judgement.

10. From insight to practice

Automation in Global Mobility delivers value when it operates within clear governance, accountability and structured oversight. The research findings consistently reinforce this principle. Efficiency alone is not the objective. Sustainable control and visibility define performance.

As Hema Jesani, Global Head of Relocation and Immigration at Santa Fe, observes, “Global Mobility operates in a highly compliance-sensitive environment where visibility and control matter. Intelligent systems strengthen clarity when designed around governance from the outset. Automation should reinforce professional judgement and accountability.”

This perspective has shaped Santa Fe’s approach to developing its Business Travel Solution in collaboration with The Cozm. The focus has been on integrating automation within compliance architecture, enabling organisations to manage cross-border travel activity with greater transparency and consistency while maintaining defined oversight.

The objective is structured progression. Intelligent systems, implemented deliberately, strengthen operational resilience and reinforce governance in an increasingly complex global mobility environment across regions, operating models and regulatory contexts.

Aligned and in control.

☆ In a nutshell, as someone who advocates for people and sees artificial intelligence as a bonus in terms of expression or synthesis, I would say that, having seen and experienced mobility first-hand, one thing is clear to me. What really makes the difference is people. Processes and tools matter, however effective they may be. Above all, it is an encounter between cultures, ways of working and different sensibilities. Artificial intelligence can be a real help in simplifying and structuring, but it remains a support. What really transforms mobility into lasting success is human interaction, the trust created in the field and the ability to learn from each other. People are not a complement to the programme. They are at its heart.

Nadia Manseur
Deputy Managing Director RGM
Renault Global Management

Special thanks to our contributors

We thank the following Global Mobility leaders and industry experts for sharing their perspectives and contributing to this research:

Simon Bernie — SVP Head of Global Alliance, TECEZE
Eva Carroll — Chief Operating Officer, Renault Global Management
Werner Cloete — Head of Global Mobility, Silver Vitality Status
Élise Ferreira — Responsable Mobilité France, TotalEnergies Global Services
Catherine Fagnan — Group International Mobility Manager, Michelin
Dino Jangra — Global Practice Leader, Crowe UK
Pierre-Marie Lerebours — International Mobility Director, Ubisoft
Nadia Manseur — Deputy Managing Director, Renault Global Management
Ben Oghene — CEO, The Cozm
Ernst Steltenpohl — Chair, Platforms Multinationals

Industry perspectives

Olivier Jourdan

Chief Commercial Officer

Santa Fe Relocation

Artificial intelligence in Global Mobility must deliver tangible value for clients and relocating employees. Organisations are facing tighter regulatory oversight, closer cost scrutiny and greater accountability for cross-border risk at leadership level. The commercial question is clear. Does technology improve visibility, strengthen control and increase confidence in decision-making? When reporting clarity and compliance oversight improve, clients gain firmer command of workforce movement, exposure and spend across jurisdictions.

Clients expect consistency, transparency and measurable performance. Intelligent workflow tools and structured automation enhance reporting accuracy, increase case visibility and support earlier identification of compliance and financial risk. For relocating employees, this translates into clearer communication and more dependable support throughout the assignment lifecycle. Predictability and accountability are now central to service credibility.

At Santa Fe, AI is embedded within defined governance and compliance frameworks. Automated processes remain accountable and professionally overseen. Our investment in intelligent systems is directed toward strengthening client confidence through operational clarity, disciplined execution and consistently high standards of service across every region we support.

Santa Fe Relocation is a Global Mobility company specialising in managing and delivering high-quality Relocation services worldwide. Our core competence is helping organisations, their employees and their families relocate and settle in new places. These services are delivered to a consistently high standard, locally and globally, through our own operations and approved partners.

We help people work, live and thrive in new places around the world

Global Mobility made easy