

## How will remote work shape the Future of Global Mobility?

Webinar

17 November 2021

# Introduction



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Q&A

FROM CAREERS TO PORTFOLIOS:

THE RISE OF THE INDIVIDUAL



ECONOMIC

VIRTUAL WORKING:

MOVING THE JOB TO THE EMPLOYEE



HYPER-INCLUSIVE WORKPLACES:



WORKER WELL-BEING:

CONNECT WELLBEING TO PERFORMANCE



SOCIAL

ENVIRONMENTAL

#STAYONTHEGROUND:

SEEKING LOW-CARBON TRAVEL ALTERNATIVES



# KEY TRENDS

PROTECTIONIST TRADE POLICIES:

RENATIONALISATION & RESHORING



POLITICAL

INNOVATION HUBS:

TECHNOLOGICAL

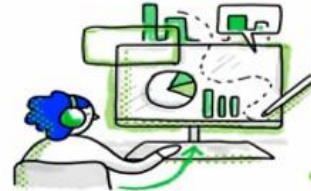
TAPPING INTO EMERGING TALENT HOT SPOTS



DIGITAL WORKFORCE

EXPERIENCE:

PERSONALIZED DATA-DRIVEN & TECH FIRST



IMMIGRATION COMPLEXITY:

ANTI-IMMIGRATION SENTIMENT RISES



PURPOSE-DRIVEN GENERATION:

ATTRACTING MILLENNIAL & GEN Z WORKERS



# About our Future of Global Mobility survey



Survey conducted  
in the spring of  
2021



Online  
questionnaire



Sent to a diverse  
group of Global  
Mobility, Reward,  
Payroll and/or HR  
leaders

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# Survey results



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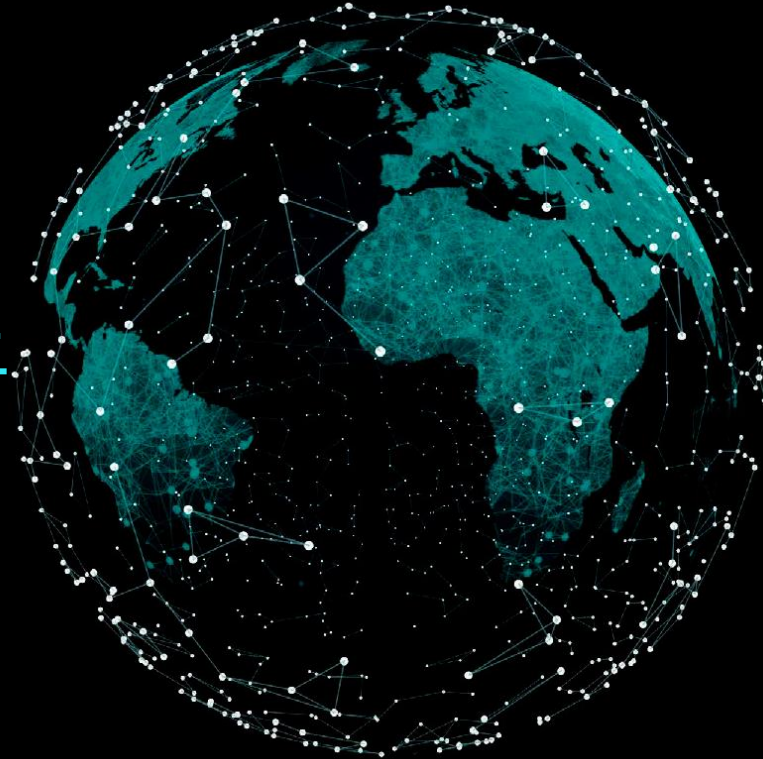
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**The evolution of type  
of assignments**

**Introduction of  
contingent workforce?**



**Remote worker  
trends**

**Business travel  
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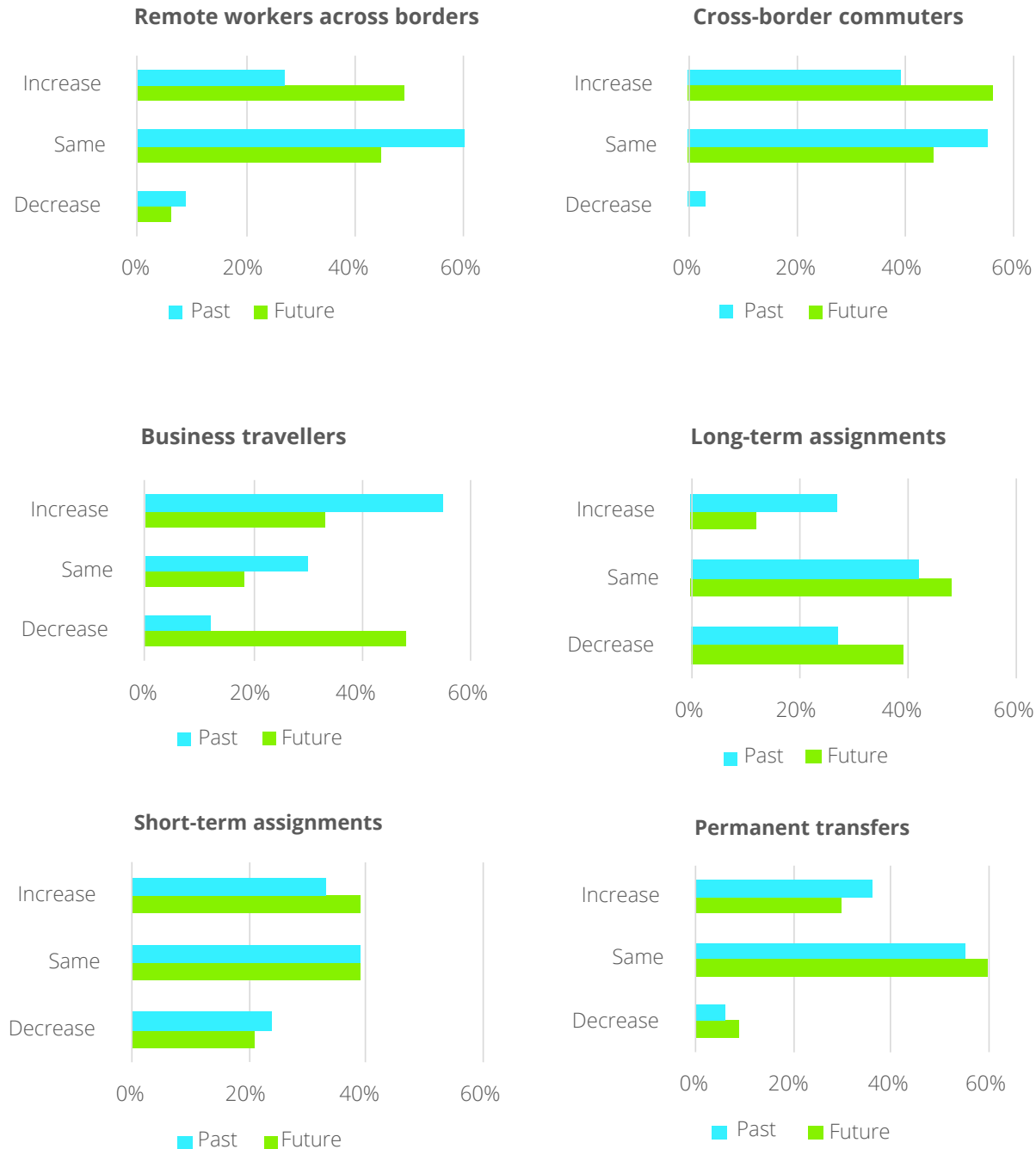
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## The evolution of type of assignments

## Introduction of contingent workforce?



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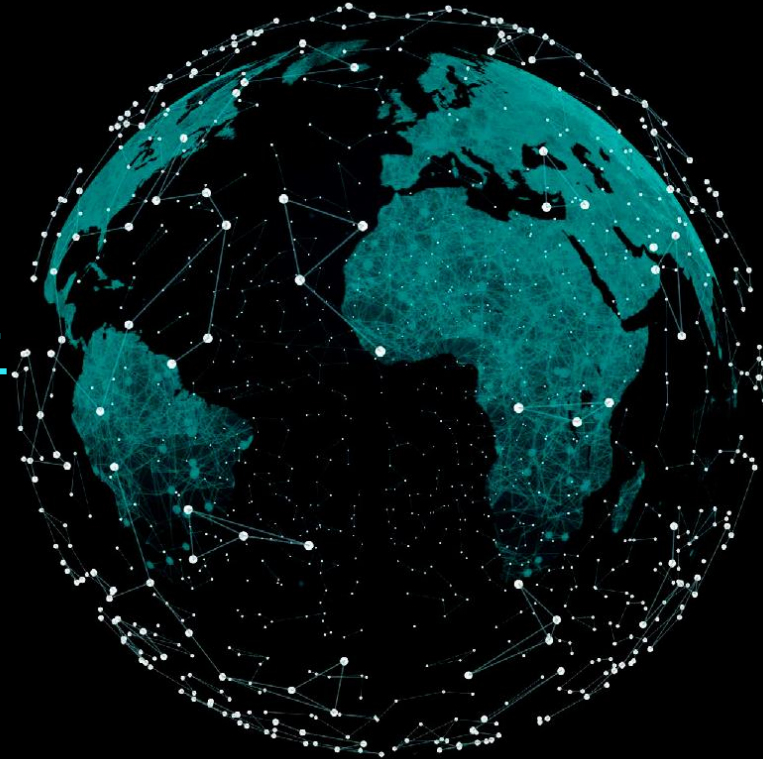
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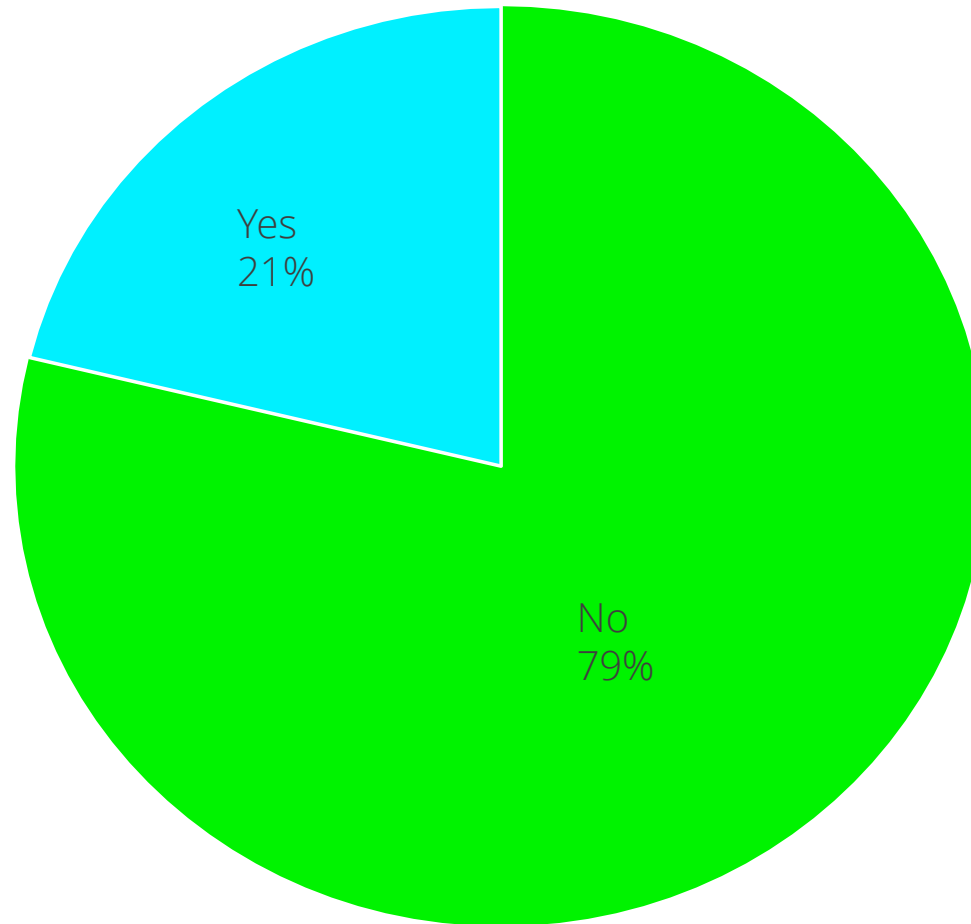
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**The evolution of type  
of assignments**

**Introduction of  
contingent workforce?**

**Is your company considering to  
work with freelancers?**



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**Is your company considering to work with freelancers in your global mobility program?**

Yes

No

I don't know

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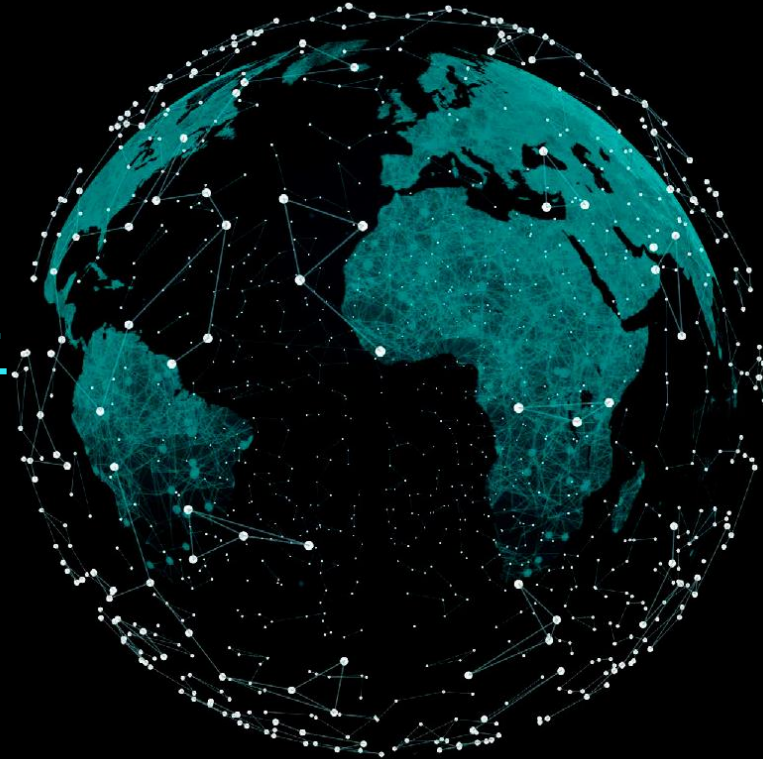
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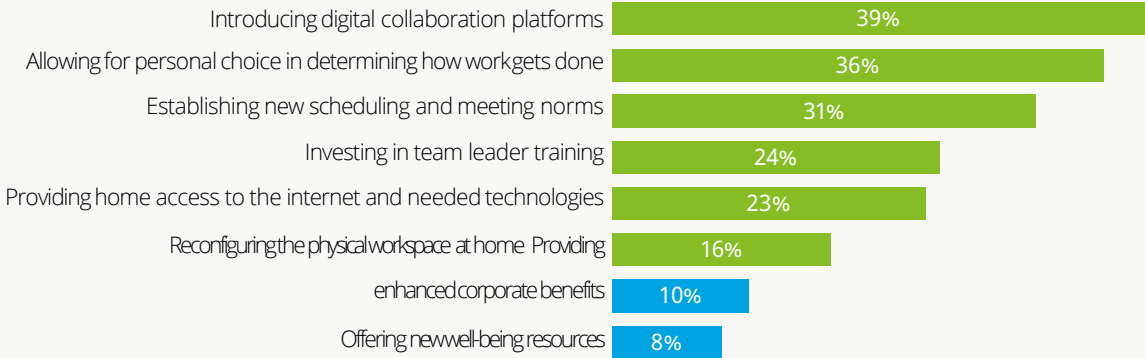
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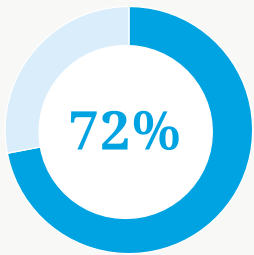
# Remote worker trends

## HC trend

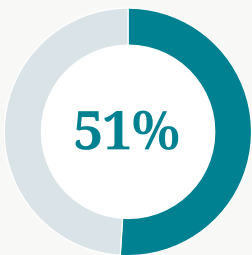
What are the most important factors in making remote/virtual work sustainable?  
 The top factors in making remote work sustainable were related to work design



Workers who have been working remotely during the pandemic would prefer to continue doing so



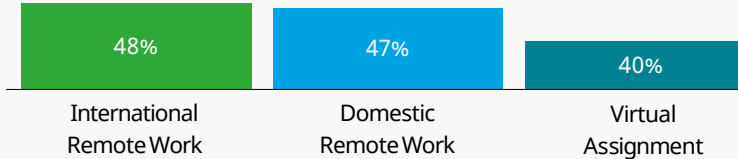
of workers believe they are equally or more productive working from home than at the office



Of organizations cite increased engagement, flexibility, and well-being as key benefits of remote work

## GM Response

Policies expected to increase:

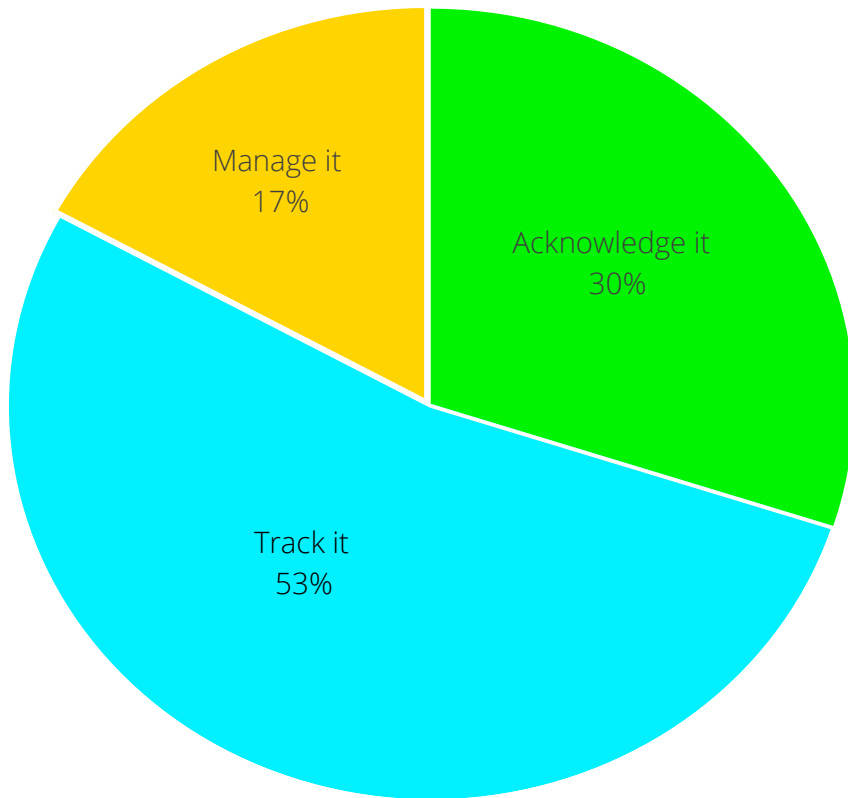


### The key opportunity to implement international remote working

- Start with a feasibility study to understand:
- 1** The **benefits of virtual cross border working** at your organization, based on your working culture and desired behaviour
  - 2** The **compliance parameters** (e.g. industry regulation, data security, safety etc)
  - 3** The **way forward** for cross border virtual working balancing the desired strategy and operational parameters

# Remote worker trends

What stage is your company at in developing a long-term remote work policy?



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# Remote work in practice

## From a strategy...

Considering the global policies, corporate tax strategy, and group structure, define a process map & action plan to manage individual cases

## ... to operate...

Remote Work in practice required substantial resources from the talent functions. How to manage?

## ... to technology

Technology solutions are in the market to support with the Remote Work assessments and case management.

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What stage is your company at in developing a long-term remote work policy?

**Acknowledge it:**

No proactive policy  
or strategy

**Track it:**

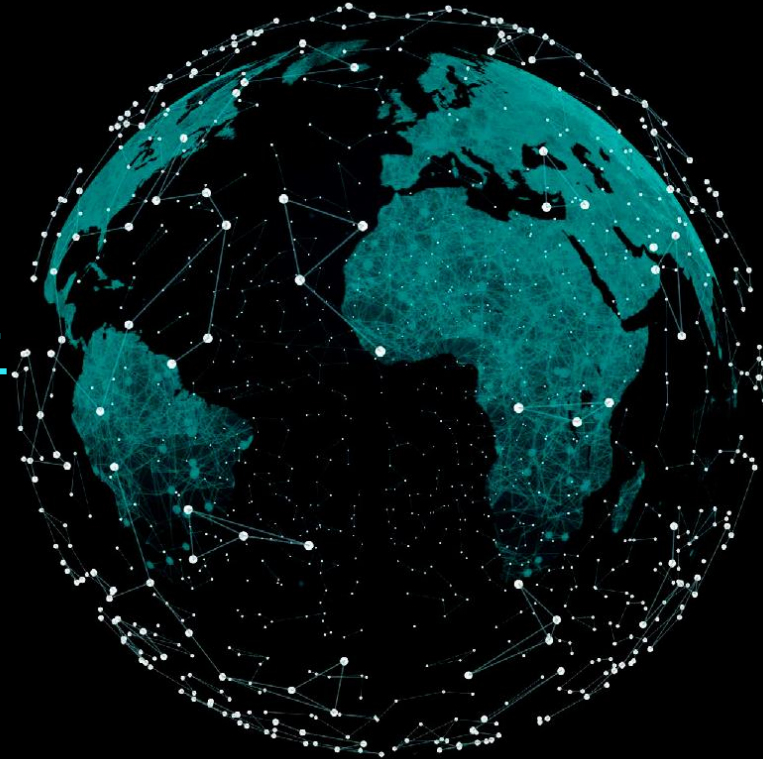
Evaluating company  
ownership and  
approach, defining the  
policy

**Manage it:**

Creating infrastructure  
and guidelines, already  
rolled out and aligning  
it with our return-to-  
work strategy

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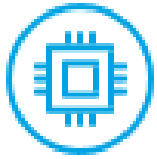
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## Presence of technology tool which allows for real-time tracking of employees

No, and currently there are no plans to implement such a technology tool	62%
No, but there are concrete plans to implement such a technology tool in the near future	14%
Yes, current location	10%
Yes, expiry of the visa or work authorisation in place at the time	3,5%
Yes, passport nationality held at the time of travel	7%
Yes, visa or work authorisation in place at the time	3,5%

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# Business travel under pressure

## Trend

**What are the most important actions you are taking or will take to transform work?**




**134 million**  
There were more than 134 million visits to or from the UK during 2019




**34.9 million**  
And there were only around 34.9 million visits to or from the UK during 2020. This is around **74% fewer** than 2019 due to COVID-19

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**China's emitted 27% of the world's greenhouse gases in 2019**




**China's carbon dioxide emissions have reduced by 25% because of measures taken to contain COVID-19**

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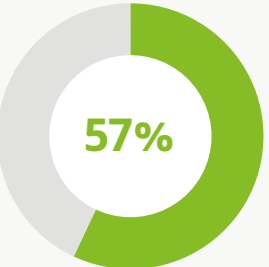
In 2017, the US announced its withdrawal from the Paris Climate Agreement



In 2021, the US announces it will aim to cut its greenhouse gas emissions in half by 2030

## GM Response

**What actions are you taking towards sustainability?**



**57%**  
Of organizations reported that they were already taking steps to minimize the impact of business travel on the environment at the start of 2021



**79%**  
Of organizations were investing in videoconferencing technology as an alternative to short-term travel even before the pandemic

**But 79% of respondents admitted that they didn't know how travel emissions were incorporated within sustainability reporting**

## Three key opportunities to integrate sustainability into Global Mobility

- 1** Obtain and analyze data to understand the current GM footprint, and create targets for the **future, defining the measures of success**
- 2** Reduce the emissions of the supply of travel through activities such as developing a sustainable supply chain, encouraging responsible behaviors through the travel policy (e.g. ability to claim air miles) and **carbon offsetting**
- 3** Consider aligning incentive pay with climate goals to ensure employees are rewarded for environmental conscious behaviors

# Conclusion & recommendations



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# The future of work is here – act now!

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Guide & define



Track & monitor



Manage & embrace

# Q&A



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# Thank you!

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