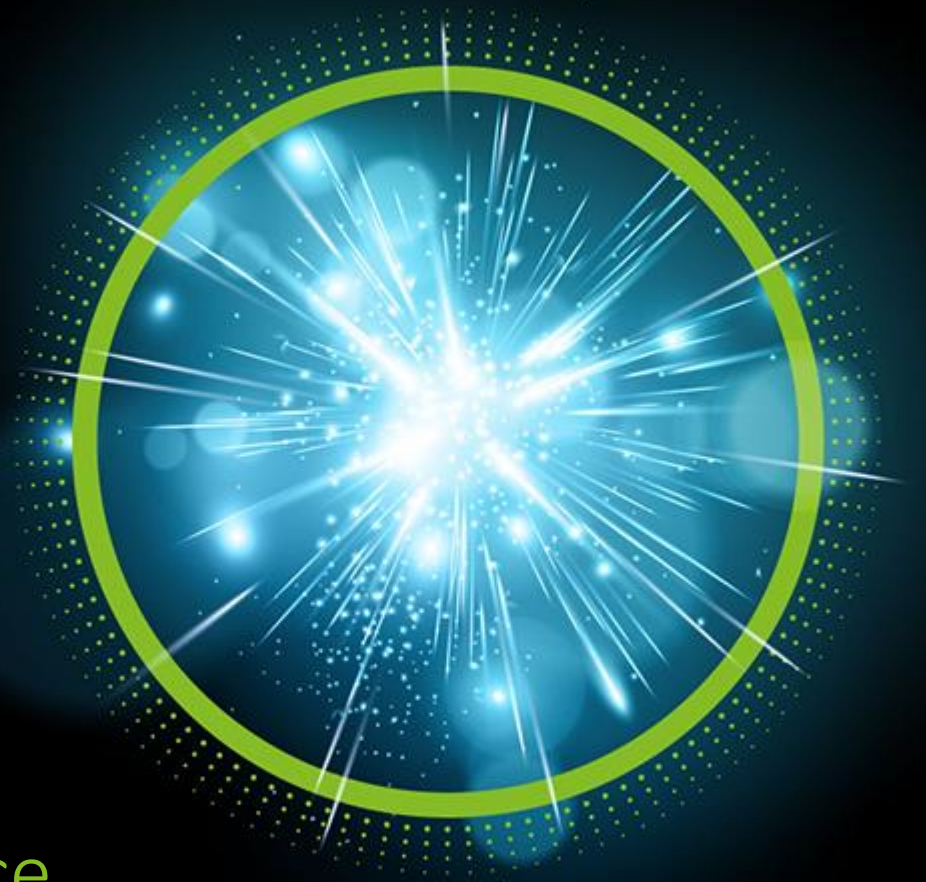


Deloitte.



2024 Global Workforce Trends

MARCH 2024



2024 Global Workforce Trends: *Enabling the global workforce*

The evolving dynamics of our global marketplace can be characterized by rapid technological advancements and interconnectedness, which continue to transform the nature of work. Traditional methods of acquiring and deploying talent are dissolving, giving rise to a more fluid and borderless global talent market. This evolution necessitates a deep understanding and proactive approach towards global talent mobility.

The future of global talent mobility is **embracing diversity**, harnessing **global networks**, and cultivating a culture of **inclusion** – and doing so in a way that **mitigates compliance risk**. Companies that recognize and adapt to this new reality will gain a distinct competitive advantage in attracting and retaining top talent from around the world.

The trends in this document have been developed by analyzing global data from Deloitte’s **Global Human Capital Trends**¹ and **Global Remote Work Survey**² as well as broader business trends across regulatory, talent, technology, and leadership. The deep-dive view on each trend is supported by extensive research and Deloitte insight, including key opportunities that Global Mobility leaders can seize.

We invite you to join us on this transformative journey. Let’s collaborate, exchange ideas, and pave the way for a future where **talent knows no borders, innovation knows no limits, and diversity and inclusion flourish**.

(1) [2024 Global Human Capital Trends](#) and [2023 Global human capital trends | Deloitte Insights](#).

(2) <https://www.deloitte.com/global/en/services/tax/research/global-tax-remote-work-survey.html>

2024 Global Workforce Trends

Global Talent Mobility teams are responding to a changing world.

THE DEMAND FOR GLOBAL MOVEMENT

ECOSYSTEM OPTIMIZATION

Borderless Skills-Based Movement

In a world where talent shortages are one of organizations' **most daunting challenges**, Global Talent Mobility can **tap into** a broader talent pool—and reduce recruitment cost—by matching candidates to opportunities **based on skills** and not geography.



Expanded Risk

Financial, operational and compliance risks are familiar territory for organizations, but societal, environmental, and personal safety risks are creating new organizational demands, and should be considered by **Talent mobility leaders** as a top priority.



Growing Distributed Workforce

Changes to **how and where** work gets done, and the values it aligns to have had a profound impact on Global Talent Mobility programs, challenging teams to **align with stakeholders** across the organization and display extreme agility. Strong **program leadership** and a **jointly defined mission with employees** are critical.



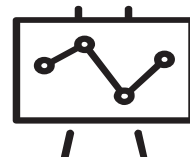
Enable with Technology

Global Talent Mobility can enable today's dynamic and disperse workforce through **the right technology strategy**. By prioritizing integrated technology solutions, organizations can address a wide range of risks and optimize processes, costs and employee experience.



Data-Driven and AI-Powered Insights

New technologies such as AI have evolved significantly over the past few years, and digitized data has grown exponentially. Global Talent Mobility has the opportunity tap into these insights and technologies to improve **employee experience, compliance, and cost efficiency** with a well-defined data strategy.



Do More with Less

Global Talent Mobility teams need to **prioritize efficiency and scale** while still considering purpose-driven initiatives such as diversity, equity and inclusion (**DEI**) and **sustainability**. As result leaders are taking a fresh look at their available resources and embracing new approaches.



Borderless Skill-Based Movement

ORGANIZATIONAL CHALLENGES

Organizations face **an urgent need to overcome talent shortages; they rethink how they fill in opportunities** by sourcing talent **without geographical limitations** and enhancing skillsets through cross-border opportunities.

WORKFORCE TRENDS



71% of CEOs have cited talent shortages as their **top external challenge** to meeting their business objectives¹



Over **80%** of leaders say a shift **from jobs to skills** demands **greater cross-functional collaboration**²



93% of leaders said that **moving away from a focus on jobs is important** or very important to their organization's success³

THE OPPORTUNITY

Global Talent Mobility can help organizations grow the available pool of talent and skillsets by removing location barriers for the sourcing of desired skills. The knowledge and experience of Global Talent Mobility should influence talent strategy early in the process. Mobility is a conduit for workers to upskill/reskill and leveraging data and technology and policies to activate a “skills-based” marketplace.

GENERATE IMPACT THROUGH:

Development of early compliance indicators – e.g., immigration, income, social security tax, PE risk, etc.



Creation of cross-functional steering committees to co-create new policies and programs and agree on compliance parameters

Leverage mobilization (e.g., virtual, remote work, assignments) as a conduit for employees to acquire new skills

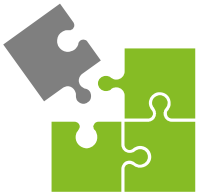
Technology and policies that enable a “skills-based marketplace” and encourage internal career movement

Expanded Risk

ORGANIZATIONAL CHALLENGES

Beyond the operational, financial and compliance risks that organizations are **generally set up to mitigate, external disruptive risks** such as environmental, social, and political conditions greatly **impact how and where work is done** and how supported employees feel within their roles.

WORKFORCE TRENDS



81% of organizations shared that **anticipating and considering broader societal and environmental risks** when making workforce decisions is important to very important to their organization's success¹



Yet only **19%** of organizations feel **ready to anticipate and consider** broader societal and environmental risks when **making workforce decisions**¹

THE OPPORTUNITY

Global Talent Mobility can support organizations by offering accelerated support amidst changing environmental or political conditions, and by designing flexible policies and programs to accommodate a variety of talent and business needs.

GENERATE IMPACT THROUGH:

Optimized strategies that account for environmental, social, and technological risk



Develop a data strategy that enables Global Talent Mobility to collect and report on a broad set of human risks

Prepare requests from authorities by clearly documenting positions and utilizing consistent processes

Establish clear roles and responsibilities that enable teams to relocate employees quickly in emergency situations

Growing Distributed Workforce

ORGANIZATIONAL CHALLENGES

The pivot toward distributed work **has increased** the scope and impact of Global Talent Mobility. **Hybrid / Remote Work** programs rely on Global Talent Mobility’s ability to effectively partner with **a diverse group of stakeholders and bring increasing complexity**.

WORKFORCE TRENDS



43% of organizations want to focus on **aligning their mobility program** with **talent strategy**¹



80% of organizations shared that they allow **some level of remote and hybrid** model for their employee's ways of working²



Remote / hybrid arrangements are shown to have **significant impacts on worker experience and retention**—hybrid work can reduce attrition by **35%** and improve employee satisfaction³

THE OPPORTUNITY

The expertise of Global Talent Mobility should inform enterprise talent strategy. The mobility program should support a variety of move types that allow employees to obtain skills and a degree of personal flexibility aligned to the organization’s overall culture.

GENERATE IMPACT THROUGH:

Refresh the mission, values, and scope of the Global Talent Mobility Program



Recalibrate tools and processes to support compliance assessments and travel pattern tracking for remote and hybrid workers

Evaluate the service delivery model against program and organizational needs and make changes

Communicate the expanded impact of the team / program throughout the organization

(1) 2023 Airinc Workforce Globalization, Mobility Outlook Survey.

(2) 2022 Global Remote Work Survey

(3) [2024 Global Human Capital Trends](#)

Enable with Technology

ORGANIZATIONAL CHALLENGES

An **increasingly dispersed** workforce means new employer obligations--many of which are **complex, unclear, and inconsistently** enforced. To **manage the complexity**, organizations have an opportunity to **reimagine the use of technology solutions** and make strategic technology choices that solve for diverse fact patterns.

WORKFORCE TRENDS



46% of organizations shared that **policy and regulation** are the top challenges to enable cross-border remote work¹



93% of business leaders believe that using **technology to improve** work outcomes and team performance is **very important or important** to their organization's success²



73% believe it is important to ensure **human capabilities** in their organization **keep pace with technological innovation**³

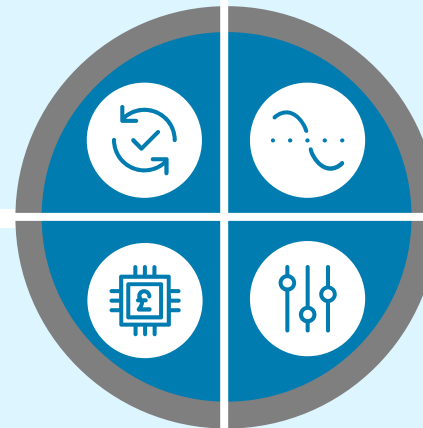
(1) [2022 Global Remote Work Survey](#)
 (2) [2023 Global human capital trends | Deloitte Insights](#)
 (3) [2024 Global Human Capital Trends](#)

THE OPPORTUNITY

Global Talent Mobility's greatest ally in the future of work will be an integrated and nimble technology ecosystem. Rather than seeking a single "off the shelf" solution, many organizations are supplementing, connecting and optimizing existing tools to craft curated and flexible environments. However, Global Talent Mobility should evaluate each technology with care to build an ecosystem that operates as an enabler rather than a blocker.

GENERATE IMPACT THROUGH:

Automated workflow to help manage compliance, policy and experience



Cross-functional teams committed to a long-term technology journey with near- and mid-term impacts

Agile solutions that meet current needs and are adaptable to future need

A current-state tech inventory and defined future-state technology goals

Data-Driven and AI-Powered Insights

ORGANIZATIONAL CHALLENGES

Organizations **aggregate large data** sets, many of which are underutilized because they span multiple systems or are difficult to analyze. By **centralizing data and enhancing** data quality / reliability, it is possible to gain insights that drive **policy development, enhance compliance, promote DEI outcomes, and measure ROI.**

WORKFORCE TRENDS



83% of organizations believe that leveraging worker data to create **benefits for both the organization and its workers** is important or very important to their organizations' success¹



Only **19%** of organization believe they **are very ready to leverage** their worker data¹



97% of HR leaders say their organizations have made changes that are **improving DEI outcomes**³

THE OPPORTUNITY

Global Talent Mobility should leverage and understand what data are required to make informed and strategic decisions with respect to talent strategy, vendor strategy, compliance thresholds, benefits packages, and employee experience. A live data set also helps measure impact of changes, creating a rapid feedback loop and allowing ongoing iterations and enhancements.

GENERATE IMPACT THROUGH:

Increasing data transparency, accuracy, and accessibility to yield more valuable data insights and data-driven decisions



Demonstrating the value that Talent Mobility can deliver to the organization through metrics and data insights

Collecting and analyzing data on worker interests, goals and skills to better inform candidate selection



Leveraging AI to generate real-time and continued analytics to help improve performance at scale

Do More with Less

ORGANIZATIONAL CHALLENGES

In a tight economic environment fewer resources are allocated **to internal functions**, including Global Talent Mobility, **although pressure to demonstrate value remains high**. Teams are balancing the demands of **optimization, expanded scope, and purpose-driven program choices**, all while controlling costs.

WORKFORCE TRENDS



75% of organizations believe that **using new or enhanced technology** would **allow them to manage** their mobility program more efficiently¹



51% of organizations expect to **see an increase** with their **overall** global mobility activity¹



Gen AI could generate **10%** of all data by 2025⁴

THE OPPORTUNITY

Global Talent Mobility programs can optimize their current programs by reducing redundant work, examining vendor relationships, utilizing technology and ensuring the DE&I and Sustainability outcomes are prioritized. Build business cases for initiatives tied to these objectives and use data to tell the story. Forecast the return on investment and have measures in place to track progress.

GENERATE IMPACT THROUGH:

Process and program re-design, focused on efficiency and automation



Build thoughtful business cases for changes and prove the impact by using data and research

Leveraging AI or other technology where possible to eliminate duplicative work and customize at scale

Examine the vendor ecosystem and identify new opportunities to integrate and optimize

Get in touch

Our insights can help you take advantage of change. If you're looking for fresh ideas, let's talk.

Time to Act



Moving talent around the world remains a business imperative. Companies need to mobilize the best talent to fuel opportunities in an intensely competitive global landscape. And yet, global mobility has remained complex, costly, and impersonal. Fortunately, Deloitte has the power to unlock new global mobility opportunities that enable technology, explore innovative insights, and develop a culture of agility.

Our teams can work with you to understand what is available now and what lies ahead, guiding you through your journey. Are you ready to embrace the possibilities?

For additional information

Americas



Chloe Yates
Principal
Deloitte Tax LLP
+1 214 558 7930
cyates@deloitte.com



Michelle Fertig
Principal
Deloitte Tax LLP
+1 212 492 4025
mfertig@deloitte.com

EMEA



Rumi Das
Partner
Deloitte LLP
+44 20 7007 0433
rudas@deloitte.co.uk



Richard Goodwin
Partner
Deloitte LLP
+41 58 279 8703
rgoodwin@deloitte.ch

Asia Pacific



Will Posey
Partner
Deloitte LLP
+65 6800 2890
wposey@deloitte.com



Tony Jasper
Partner
Deloitte LLP
+852 22387499
tojasper@deloitte.com.hk



Visit our [Deloitte Workforce Solutions](#) page to see more information about what we have to offer for your global mobility program.

Where you are on the Global Talent Mobility journey, Deloitte is here to help!



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This communication and any attachment to it is for internal distribution among personnel of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms and their related entities (collectively, the “Deloitte organization”). It may contain confidential information and is intended solely for the use of the individual or entity to whom it is addressed. If you are not the intended recipient, please notify us immediately by replying to this email and then please delete this communication and all copies of it on your system. Please do not use this communication in any way.

None of DTTL, its member firms, related entities, employees or agents shall be responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2024. For information, contact Deloitte Touche Tohmatsu Limited.

Appendix



Global Workforce publications (page 1 of 2)

Our Global Workforce team is at the forefront of research and insight. We are thought leaders and regularly collaborate with industry specialists and academics to continuously challenge ourselves and the market with innovative thinking across all areas of Global Mobility, as shown below.



Digital Innovation in Mobility

One of the biggest challenges for Global Mobility will be how to bring digital innovation closer to the core of their function, disrupt their own 'business as usual', and identify moments to adopt, adapt and embrace digital themes. So what are the different roles of Global Mobility function in the digital age? And what tools are available to tackle the challenges?




Global Mobility Trends

Global Mobility is being impacted by three core trends: diversification, employee experience and digital mobility. This report reflects on the past 12 months and highlights a shift in mindset, with leading organizations looking towards their global talent pool to create a dynamic, future-proofed workforce that provides them with competitive advantage and flexibility to address the ever changing external landscape.



The Irresistible Mobility Experience

As the global talent landscape grows in complexity, organizations are focusing on mastering the employee experience. In a Global Mobility scenario, is it possible to deliver a mobility experience that feels more like a world-class customer experience?



The Future Of Work

The future of work is a result of many changes that we see happening in today's environment where digitalisation is king. With technology progression at an exponential rate, companies are reshaping their priorities and strategies in order to meet their stakeholders' expectations.



Global Workforce Agility

In this report we consider how organizations can reshape the way mobility interacts with the business by integrating analytics and technology into their global workforce strategy, reimagining the global talent sourcing process.

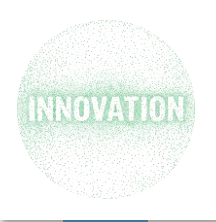


Immigration Transformation: How do you design a robust immigration program?

Deloitte's reimagines the GM immigration program, providing a framework that ensures a seamless employee experience, whilst maintaining the highest compliance standards.

Global Workforce Publications (2 of 2)


More specifically, we have written many articles and points of view related to talent attraction and flexible working, which you may find of interest. A few examples are shown below.




[Remote Work and Innovation](#)
Capital H blog post that breaks down and challenges the orthodoxy that innovation cannot be achieved in an environment where teams work remotely or in a hybrid environment. Provides a framework to flip this orthodoxy and to take on disruptions by looking at innovation through the lenses of configuration, offerings, and experience.



[Deloitte's 2023 Global Human Capital Trends](#)
Powered by more agency and choice, workers are re-examining everything: from who they want to work for to the role they expect employers to play in supporting their purpose and values. We connected with global business and HR leaders, and for the first time ever, workers themselves, to discover that the worker-employer relationship has no single future—but a multitude of possibilities



[Digital Workplace and the Hybrid Work Model](#)
This Capital H blog post discusses the importance of rearchitecting the digital workplace by taking a human centered design approach that focuses on business outcomes, workforce experiences, and the digital capabilities needed to enable them.



[The Hybrid Workplace can be a More Human Workplace](#)
This Thrive Global article by Stephanie Long, the Deloitte US Chief Talent Officer, discusses how we can apply what we've learned during the pandemic to design more equitable and human-centered work experiences.



[Maintaining culture in a virtual environment](#)
In this article Jonathan Pearce and Kate Casolaro discuss how organizations can create and maintain their culture in a hybrid work environment. They lay out how this challenge can be met by evolving expectations, keeping personhood front and center, and making the "hidden" aspects of culture more visible.



[Deloitte US CEO – A New Playbook for Talent](#)
This LinkedIn article by Joe Ucuzoglu, CEO for Deloitte US, focuses on the results of Summer 2021 Fortune/Deloitte CEO Survey which indicated talent as the top challenge and how the journey to rethink how we work and where we work can make things better.



[Planning For The World Of Hybrid Work](#)
As organizations begin planning to return to work the workforce issues that are presented by a hybrid working environment must be accounted for. This article analyzes data looking at collaboration tools, connecting physical and hybrid employees, and upskilling opportunities in this new normal.



[The Impact of the Digital Age on Global Mobility](#)
Amongst the more broader trends featured in the 2017 Deloitte HC report, four key Global Workforce trends are identified which are disrupting the mobility landscape and fuelling the digital age.



[Returning to the Office Isn't Business as Usual](#)
In this Wall Street Journal article, Stacy Janiak, Chief Growth Officer for Deloitte US, discusses return to office plans with Deloitte's global Future of Work leader Steve Hatfield