



Remote Work: Setting the right strategy

Subject matter experts

We will discuss...

1

Human capital trends relevant to remote / hybrid work

2

India and US tax, mobility and immigration* issues to be considered in setting a remote / hybrid work strategy

3

Operational challenges to be navigated in the changing talent and regulatory environment

** The Deloitte US firms do not practice law or provide legal advice*



Human capital trends relevant to remote / hybrid work

The future of work is no longer the future

Workforce and employer sentiment are driving decisions around returning to work

Current State

50%

Of employers have more than

35%

Of their workforce working away from the usual work state or country⁵

38%

Have employees working virtually from more than

20

Different countries⁵

Workforce Sentiment

3 in 5

workers who have been working remotely during the pandemic would prefer to continue doing so post-pandemic¹

60%

of workers say that they are confident they can efficiently do their job remotely²

50%

of workers believe they are equally or more productive working from home than at the office³

Employer Sentiment

57%

of CEOs expect over 50% of their workforce to be remote in January of 2021⁴

32%

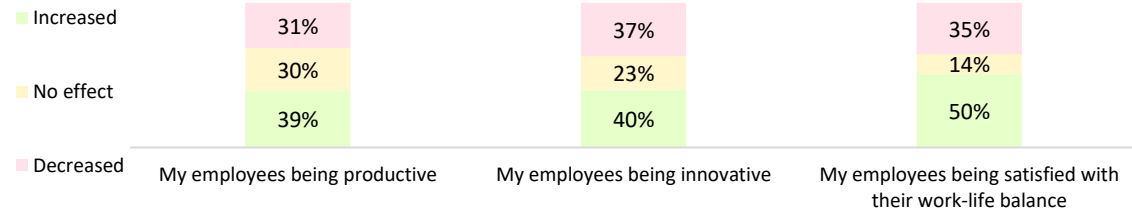
of CEOs expect one third of their workforce to be remote in January of 2022⁴

76%

of CEOs expect to require less office space than before the pandemic⁴

Impacts

Effect of virtual workforce environment on the following⁴:



¹Megan Brennan, "U.S. Workers Discovering Affinity for Remote Work" Gallup, April 3, 2020

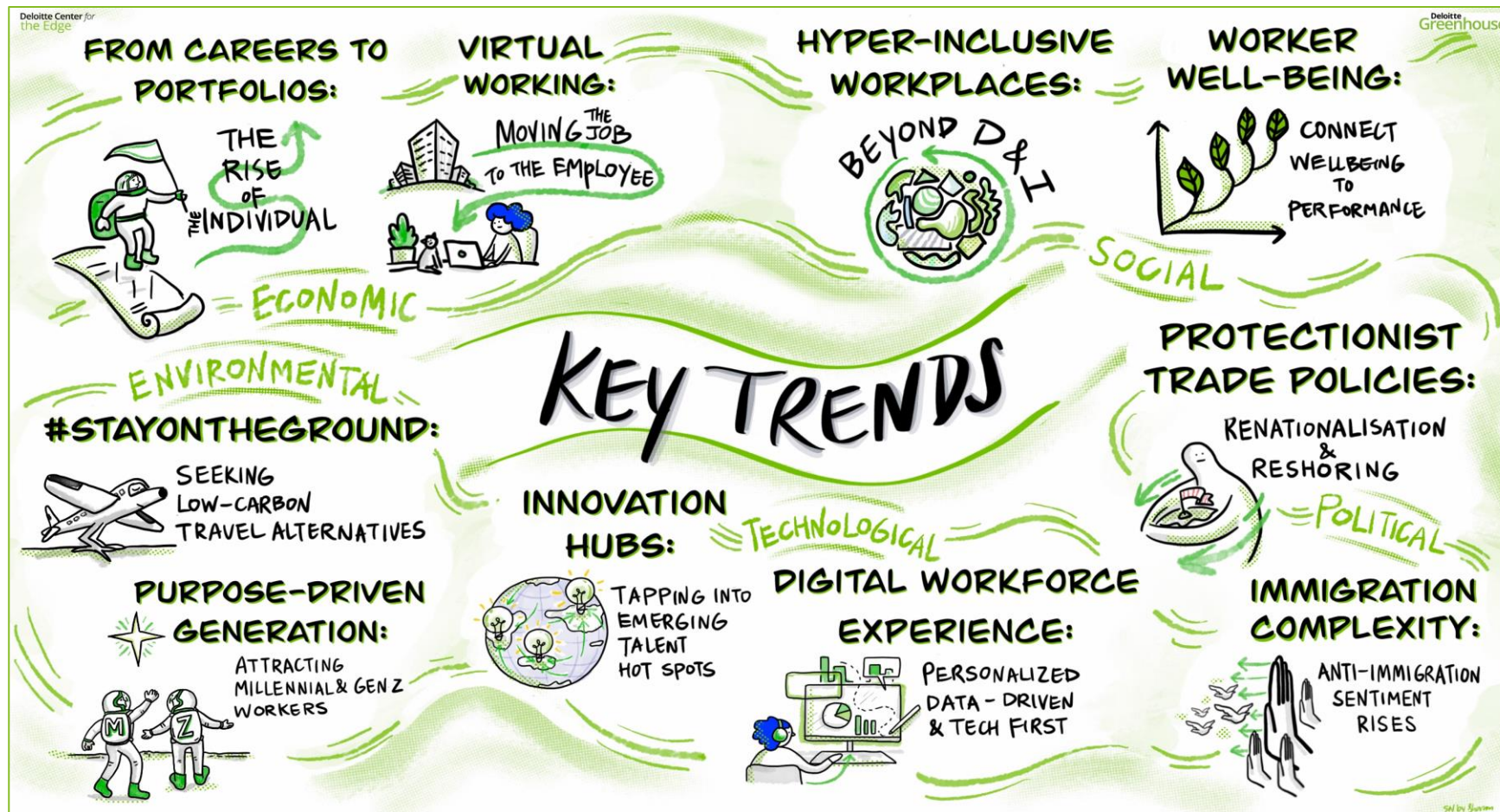
^{2,3}Roy Maurer, "Majority of Employees Embrace Remote Work," SHRM, April 22, 2020

⁴Fortune / Deloitte CEO Survey, October 2020

⁵Deloitte Executive Webcast; 1,307 individuals surveyed

Key trends that are impacting employers, employees and Global Mobility

The world of work has been disrupted and provides an opportunity to re-imagine Global Mobility. The key trends below have been developed by analysing broader business and Human Capital trends, as well as deep-dive interviews with Global Talent leaders.



This trend document will expand upon several of these key trends across economic, social, political, technological and environmental.

The deep-dive view on each trend is supported by extensive research and Deloitte insight.

Three key opportunities have been included as Global Mobility look to respond to these trends in the future.

Source: Deloitte Human Capital Trends, 2020 & 2021 (including responses from c. 9000 Business and HR leaders); [Deloitte Future of Work](#)

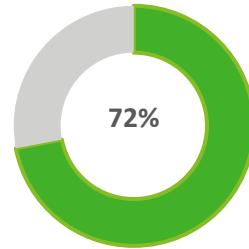
From Careers to Portfolios

Global Mobility is a **critical enabler of the global talent strategy**, moving people to jobs, as well as jobs to people.

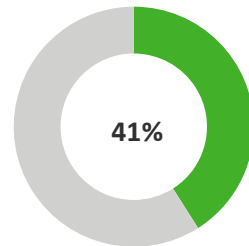
HC trend¹

GM Response

of executives think that **“the ability of their people to adapt, reskill and assume new roles”** is the most or second most important factor to navigate future disruptions

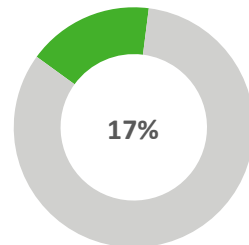


of executives said that **building workforce capability through upskilling, reskilling and mobility** is one of the **most important actions** they are taking to **transform work**



YET ONLY

say their workers are **very ready to adapt, reskill and assume their new roles**



Top 6 Global Mobility initiatives to focus on in the next couple of years²:

	Aligning mobility program with talent strategy	50%
	Improving the employee experience	47%
	Simplifying administration/streaming operations	37%
	Effectively advising the business	36%
	Improving technology	35%
	Reducing Cost	35%

Three key opportunities to align Talent, Global mobility and the Future of Work



- Ensure the GM policy framework and approach is designed to support the overall talent objectives for different workforce segments and enterprise future of work strategy
- Create deliberate strategic mobility business plans at the outset of each assignment linked to business and individual talent goals
- Develop a brand where GM is synonymous with talent growth, with movement supported through a wide range of assignment types

Source: 1. Deloitte Human Capital Trends 2021, 2. Airinc, Mobility Outlook Survey Report 2021

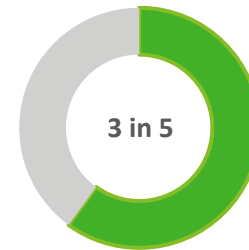
Virtual Working

The pandemic has accelerated the Future of Work and the opportunity for Global Mobility teams to embrace the future, **expand their reach and focus**, and assume **a leading role**. In this expanded role, GM **becomes a vital enabler** of an organization's ability to adapt to remote working and the accelerated future of the global workforce.

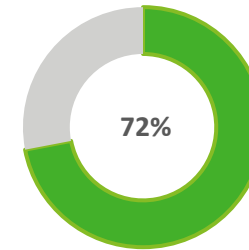
HC trend

What are the most important factors in making remote/virtual work sustainable?

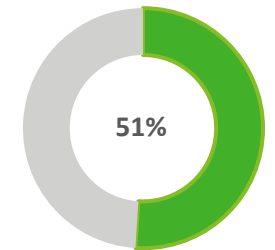
The top factors in making remote work sustainable were related to work design



workers who have been working remotely during the pandemic would prefer to continue doing so post-pandemic³



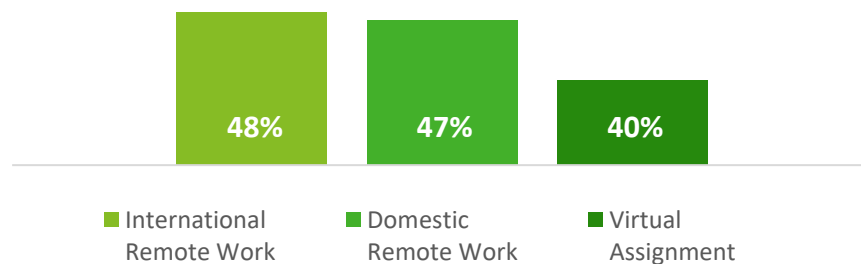
of workers believe they are equally or more productive working from home than at the office³



Of organisations cite increased engagement, flexibility, and well-being as key benefits of remote work³

GM Response²

Policies expected to increase:



The key opportunity to implement international remote working

Start with a feasibility assessment to understand:



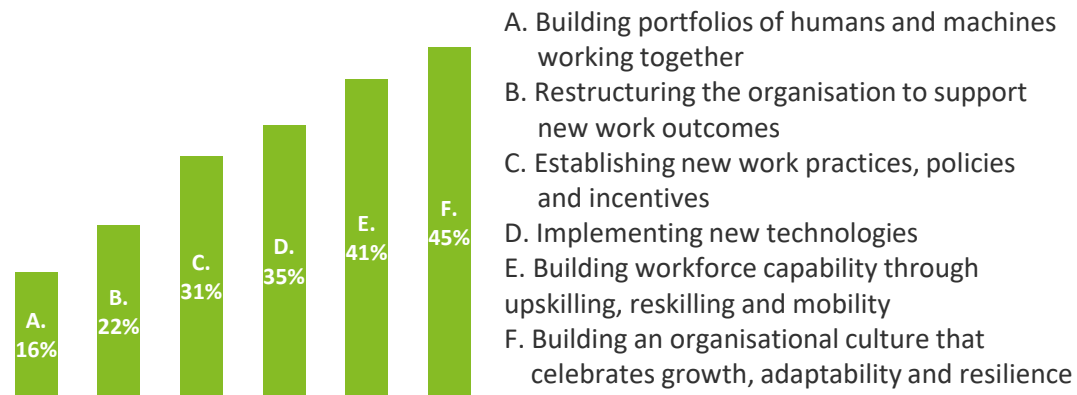
1. **The benefits of virtual cross border working** at your organisation, based on your working culture and desired behaviours
2. **The compliance parameters**, and additional considerations unique to your business (e.g. industry regulation, data security, safety, etc.)
3. **The way forward for cross border virtual working**, balancing the desired strategy and operational parameters

Digital Workforce Experience

Global mobility is **humanizing and digitizing**. Programmes that can effectively use **data** and pair **people** with **technology** to re-architect work in more human ways will elevate teams' ability to **learn, create** and **perform** in new ways to achieve better outcomes. COVID-19 has prompted organisations to rethink how technologies can be used to team more effectively.

HC trend¹

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



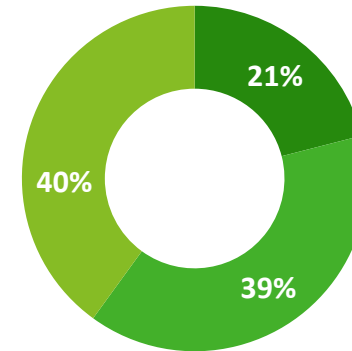
Three key opportunities to enable a Digital Workforce experience



- The use of AI for predictive analysis/insight and to elevate worker and team capabilities
- Automation of repetitive, manual tasks in support of the future of work agenda
- Data-driven insights, including ROI of mobility

GM Response²

Does Global Mobility demonstrate its value to the organization through analytics or metrics (e.g., reporting on measurable outcomes through dashboards)?



- Yes, we regularly report measurable outcomes to demonstrate
- Sometimes we report measurable outcomes to demonstrate GM's value to the organization
- No, we don't report on measurable outcomes to demonstrate

How does Global Mobility function know it is successful?

Positive feedback received from the business	89%
Positive feedback from HR	70%
Compliance risks are minimized or non-existent	68%
Positive feedback received through assignee surveys	65%
Assignment/transfer processes are standardized and efficient	64%

India and US tax, mobility and immigration* issues to be considered in setting a remote / hybrid work strategy

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Poll question 1?

Has your organization developed or is developing a remote work strategy?

- Yes
- No
- Yet to decide



Poll question 2?

Have you seen increased audit activity from US state tax authorities?

- Yes
- No



Operational challenges to be navigated in the changing talent and regulatory environment.

Poll question 3?

What is your timeline to return to the workplace?

- In next six months
- In next one year
- Never



Thank you!

Kindly spare a minute to help us with your valuable feedback for today's session...

For any queries, please feel free to write to us at intax@deloitte.com



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