



WORLDWIDE ERC®



# REMOTE WORK: THE ROAD TO THE FUTURE

Transformation of the Global Workforce



## Karen Cygal

*Senior Vice President, Product  
Strategy & Development*

**kcygal@worldwideerc.org**

**+1 703-842-3446**



## Matt Gilliland

*Head of Research*

**mgilliland@worldwideerc.org**

**+1 703 842 3406**

The 2020 Covid-19 pandemic has dramatically accelerated organizations' distributed workforce transformations. As our research shows, this transformation is substantial and durable, with a majority of senior HR leaders, corporate HR mobility specialists and global mobility service providers, across all regions and organization sizes, planning for half or more of their workforce to be remote and distributed moving forward, even when the pandemic subsides.

To explore this transformation and how human resources teams are adapting their organization's workforce approaches, Worldwide ERC has gathered panels of 600 senior HR leaders, 122 corporate HR mobility specialists and 71 global mobility service provider leaders to provide insight into their distributed workforce journey. Within, we cover the most pressing remote work considerations for human resources leadership, such as: taxation, tracking, compliance, compensation and benefits.

As you consider these findings, please do not hesitate to reach out with any questions or inquiries

Best Regards,

*Karen Cygal* and

*Matt Gilliland*



Table of

# Contents

**03** Introduction

**08** The Shifting Landscape of Priorities

**12** The Challenges in Creating True Remote Work Policies  
The Tax Problem  
The Employee/Job Role Decision  
Responsibility for Administrative Tasks

**19** Considerations for Key Policy Components  
Compensation Matters  
Benefits and Duty of Care

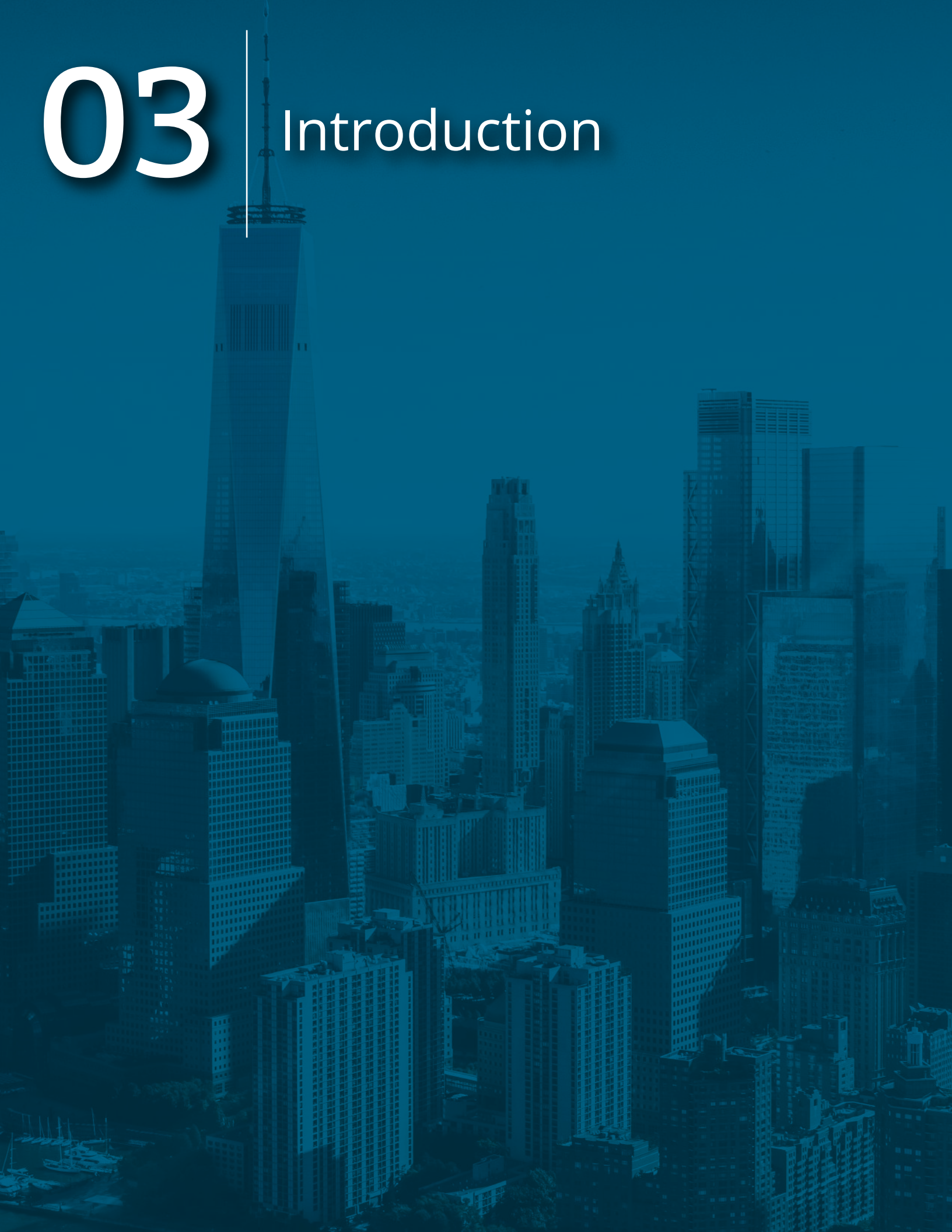
**27** Remote Work: The Near Future and Beyond

**29** Methodology and Demographics



# 03

## Introduction



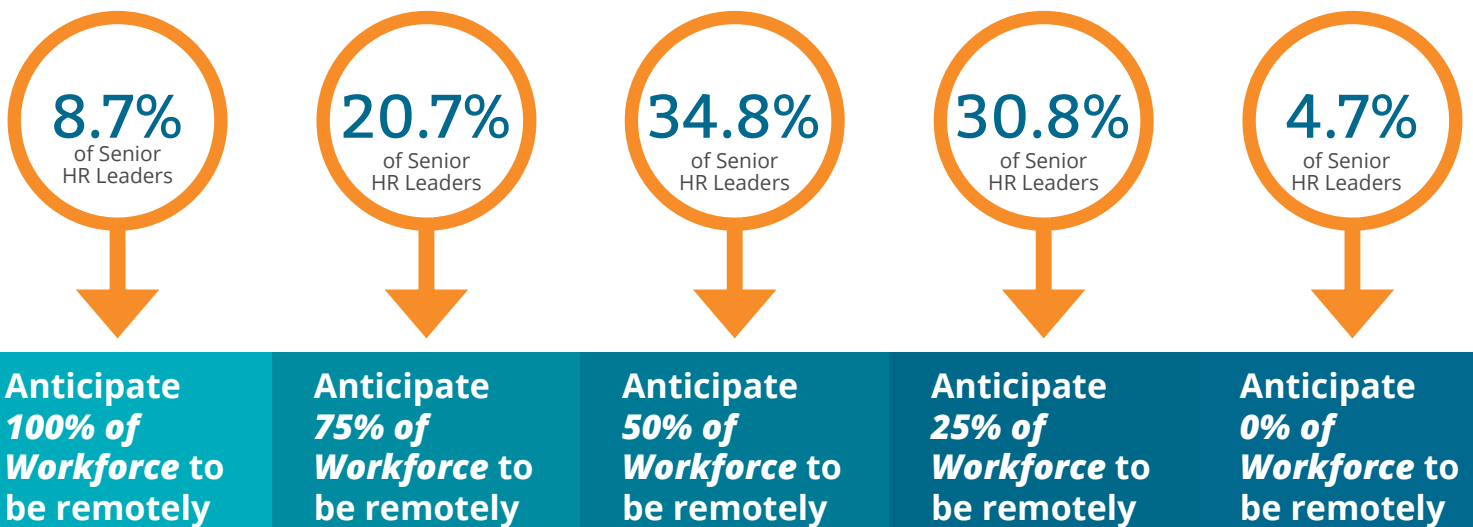
# Introduction

As the COVID-19 pandemic rapidly gained new ground around the world in late 2019 and early 2020, few could have foreseen just how much would change in terms of personal and professional circumstances. Over the last year, the pandemic upended the workplace, prompting companies to rethink their policies and operations to keep employees safe and healthy while ensuring successful business continuity. This unprecedented scenario called on specialists to demonstrate agility, innovation, and holistic support for their employees—requiring creative thinking to address unexpected considerations in navigating remote work policies. Those specialists—senior HR leaders, corporate HR mobility specialists, and global mobility service providers—faced the challenge of guiding their organizations through a new terrain of employee management, benefits allocation, and compliance not seen before on such a global scale.

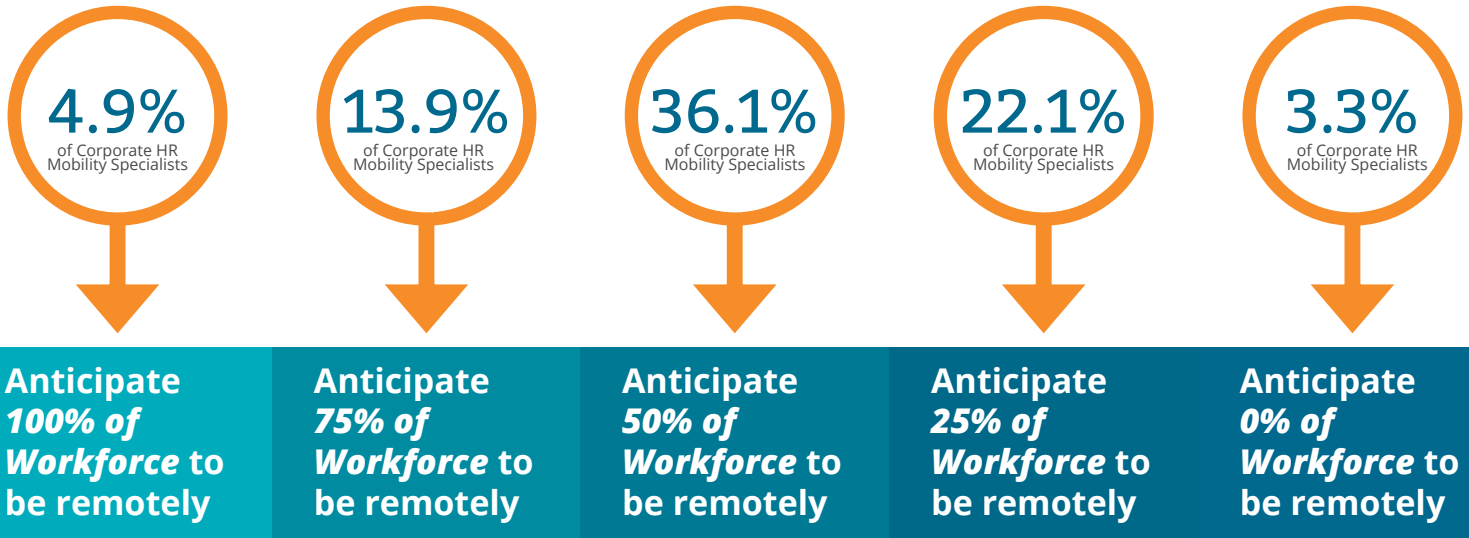
For many companies, large and small, remote work transitioned from an occasional option for a handful of individual employees to the new normal. Employees were no longer simply working from home. In some cases, they were “remote working”—doing their jobs and fulfilling their responsibilities from a location that was not easily commutable to an official company office or worksite. With a global health crisis in everyone’s mind, it was no longer fully feasible for many organizations whose offices and operations were in physical working sites to continue requiring all employees to continue their jobs on-site. Such situations did not allow for employers to have the same level of in-person presence in offices and job site, thereby forcing employers to become more innovative and, in fact, to reinvent the workplace. Creative solutions that emerged then permitted employees who had the ability to work from home to do so, with reconsideration of the spaces and operations that would have to continue on site.

Remote work is the new reality and, apparently, here to stay for the foreseeable future—although in varying degrees. Worldwide ERC® research confirmed this trend.

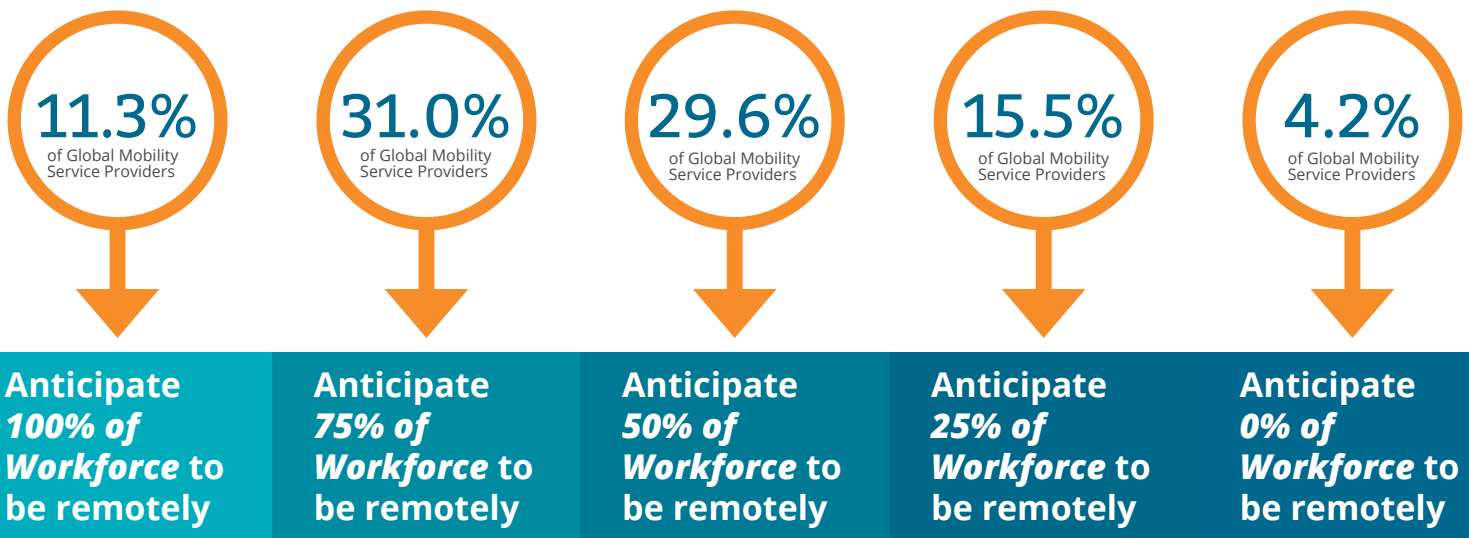
## Senior HR Leaders



## Corporate HR Mobility Specialists



## Global Mobility Service Providers



What do these statistics imply for HR? Essentially, regardless of where companies fall on the spectrum, true remote work policies are critical because these scenarios will play a more significant role in future. Some level of alignment on policy and operations is a necessity to address this growing need. In the past, many organizations, particularly large commercial enterprises, usually implemented “work-at-home” policies to address the situations whereby certain individuals indicated a need to work from home, often due to personal or family circumstances. Typical policies involved administrative items such as approval levels, the rationale (on either the part of the employer or manager), requisite forms, and so on—with little to no discussion of salary or benefits.

The impact of elements such as salary, benefits, payroll, and compliance were negligible, as working from home was typically defined by working in a location that was of a commutable distance. The employee could work on site from time to time or not at all. On the other hand, true remote work has prompted employers to reconsider these policy components, as employees rethink their decisions of where they choose to live, the housing accommodations they desire, the need for family members to be close or attend better schooling, and so on.

Consequently, policy requirements have certainly changed over the past year. A significant percentage of research participants have implemented some form of work-from-anywhere policy within certain national boundaries, tax jurisdictions, or nearby organizational offices.

<i>Policy Category</i>	<b>Senior HR Leaders with Existing Policy</b>	<b>Corporate HR Mobility Specialists with Existing Policy</b>	<b>Global Mobility Service Providers with Existing Policy</b>
<b>Work from home</b>	<b>84.5%</b>	<b>77.0%</b>	<b>88.7%</b>
<b>Remote work anywhere within local tax jurisdiction</b>	<b>55.5%</b>	<b>34.4%</b>	<b>49.3%</b>
<b>Remote work anywhere within the country</b>	<b>48.2%</b>	<b>24.6%</b>	<b>40.8%</b>
<b>Remote work in office or where permanent establishment exists</b>	<b>52.0%</b>	<b>18.0%</b>	<b>52.1%</b>
<b>Remote work anywhere</b>	<b>45.7%</b>	<b>5.7%</b>	<b>29.6%</b>

This unprecedented scenario was—and continues to be—daunting, as vaccine development and distribution slowly spreads. Yet, this dire situation offered employers an abundant opportunity to rise to the unexpected challenge, to demonstrate agility, innovation, and quick-thinking from the top-down. To support the reality of a distributed workforce—one in which individuals no longer all work from the same office location, but operate across the country or even in multiple world regions—HR now had to develop or rewrite policies, programs, and approaches that would:

- Determine which employees, teams, and specific roles were truly appropriate for a remote setting.
- Ensure employee safety, and duty of care.
- Address the risk and compliance considerations of remote workers.
- Consider whether pay and rewards should be adjusted in light of reduced commuting costs, lower cost of living, and increase in-home-office expenses and materials and other relevant factors.
- Review the need for additional benefits or perhaps alternative benefits (e.g., that might impact retirement, health), now that many employees operate a home office, deal with children attending school remotely, and so on.

Factors never before considered for the occasional work-at-home employee are now a priority and a challenge to be resolved to attract, engage, and support talented employees. The reality of these remote workers, doing their jobs from sometimes far-flung locations, have demanded such attention to policy revisions. Embedded in these efforts to make the best decisions for all parties is the desire to incorporate diversity, equity, and inclusion policies—making the workplace, wherever situated, the best of all worlds.

Employers have stepped up to the plate to help their organizations navigate these difficult times to deliver exceptional remote workforce policies, delegating the tasks of administration, creation, and direction of remote work programs as appropriate.





# 08

## The Shifting Landscape of Priorities

# The Shifting Landscape of Priorities

Whether an employee works completely or partially remote (as in a half-in, half-out of the office option), on a temporary or permanent basis, the overarching need for a talent strategy that takes their needs into consideration remains imperative. This new work environment requires a special review at how employee needs are being met while simultaneously achieving company and business unit objectives.

Years of experience in handling and addressing complex issues related to attracting and engaging a talented and mobile workforce enable employers to address the needs of this often-significant segment of their workforce. The reality of remote work, not only here and now, but also well into the future, has forced leadership to rethink and restate their priorities. The factors below will transform the workplace of the future.

## Priority Rank Comparison

Priority	Senior HR Leaders	Corporate HR Mobility Specialists	Global Mobility Service Providers
Offer a better work life balance	1	1	1
Expand talent pools	4	2	2
Increase employee attraction and retention	2	3	3
Create a more diverse and inclusive workforce	3	4	5
Reduce real estate costs	6	5	4
Reduce labor costs	5	6	6
Lower carbon emissions	7	7	7

## Offer a better work-life balance.

As with most job situations, working remotely is not one-size-fits all. In fact, remote working is not ideal for every employee, especially for those who prefer in-person meetings and watercooler conversations rather than Zoom meetings from their kitchen or den. Global mobility service providers are more focused than ever on mitigating the toll that the pandemic, and working remotely, can take on employees—especially those who share their workspace with remote-working partners and remote-learning children.

Adapting, while retaining, company culture to cultivate an environment of belonging, especially in the distributed work environment, is crucial to ensuring that employees feel secure and balanced. Communication is a critical part of that sense of belonging, analogous to the same needs that expatriate employees have when they are working far from colleagues and the home office. That communication not only requires managers to stay in touch, but also to listen and respond—whether through group meetings, one-on-one conversations, and other avenues.

## Expand talent pools.

An advantage of remote work is the ability to tap into an expanding and truly global talent pool to remain competitive in the talent market. With employees working from anywhere, the ability to gain access to critically needed talent, no matter their location, offers possibilities for acquiring diverse, skilled individuals in the remote work environment.

With this expansion comes the need to adapt policies to fit local customs and cultures for a truly global workforce. Although supporting local practices, the organization still needs to maintain a central overview to ensure consistency and fairness.

## Increase employee attraction and retention.

Global mobility service providers must strategize to offer a feasible remote work experience to potential candidates while also retaining and engaging current employees. Although much of this component typically revolves around compensation and benefits, hiring practices must also fit the virtual environment.

With policies in place that indicate a company's willingness to support remote work, creative incentives and relevant benefits are practical components that reveal good faith. Going forward, enhanced focus is likely to ensure that employees are fully engaged in the remote world—with necessary equipment, communication vehicles, and a flexible mix of benefits.

## Reduce real estate costs.

Paying real estate prices that were established before the pandemic may offer an unfeasible financial path forward to many organizations. Offering a route for businesses to reduce overhead costs associated with office rent, fees, parking, and more, remote work may very well replace many physical working sites for the foreseeable future.

And yet, brick-and-mortar venues continue to play a role, particularly for headquarters locations. Down-sizing physical offices is one way to maintain a visible presence while saving on expenses. Such activity might also include relocating offices or combining regional operations. Depending on the location's local economy, as well as the supply and demand of business venues, the cost savings might prove substantial.

## Create a more diverse and inclusive workforce.

Diversity, equity, and inclusion are not just industry buzzwords, but tangible action items for global mobility service providers to amplify for an increasingly diverse workforce with multiple skills and needs. They are critical to delivering an exceptional employee experience, as well as one that uplifts employees to be their best selves in the workplace, wherever located.

Another perspective is the potential for remote work to expand labor pools. For example, a parent responsible for childcare or an adult child responsible for care of a family member now has the capacity to work from home rather than face the pressure to be on site for the entire workweek. Rural locations might also serve as a place to expand the workforce by allowing individuals with scarce commuting alternatives, beyond long hours on the road, to also operate from home.

## Reduce labor costs.

The pandemic has not only been difficult for individuals, but it has also negatively impacted the global economy, leading to a heightened awareness and need to reduce costs—while still achieving company goals, bringing in revenues, and encouraging productivity. In some cases, employers have focused on upskilling and reskilling their current workforce to reduce labor costs while investing in employees' futures.

Developing employees' abilities also serves to highlight the best performers from individuals who simply view their work as a job to be done—or perhaps do the barest level of work to get by. The more employees are engaged and motivated, the higher their productivity level and increased efficiency, thereby contributing their part to lowering labor costs.

## Lower carbon emissions.

Remote work is one way that organizations can reduce their carbon footprint due to the dramatic shift away from employee commutes. While many might long for the days of busy traffic and flights to business conferences, the virtual alternatives will ultimately have a positive impact on the environment and our health.

For socially conscious organizations, remote work offers a positive boost to their public image. Not only would this point reflect well on the organization, it may very well be advantageous to shareholders, too.



# 12

## The Challenges in Creating True Remote Work Policies



# The Challenges in Creating True Remote Work Policies

The daunting task of creating genuine policy for a permanent part of the workforce is far more complex than a typical approach, due to a series of different considerations. Organizations not only have to review the basic components of an HR policy (compensation, benefits, total rewards, etc.), but also must address the complexities of tax matters—for example, tax status, exemptions, filing requirements, compliance with local regulations, and so on—for a distributed workforce. Further, employers must determine, to the best of their ability, which individuals and specific job roles should be allowed to continue in a remote capacity. And when all is said and done, wherein lies the responsibility for administering the many facets of remote work policy?

## The Tax Problem

Expertise, whether in-house or external, is a necessity for grasping the ins and outs of the tax implications for both the employer and employee. Consider:

- With remote work a reality, some employees might have chosen to work temporarily while visiting family or even handle their jobs from a sun-filled beach spot to help ease the COVID-19 worries. A workforce now properly distributed in multiple individual locations means that the company must know how to properly report wages and withhold tax from an employee's pay when the employee may or may not be working in a location where the company has an entity.
- Other tax issues emerged for employees working remotely on a permanent basis. Yet, even a temporarily remote employee can cause tax reporting and withholding complications in various locations, some of which require non-resident employers to register and withhold tax for an individual working in that area.
- A review of the tax presence or nexus of a company suddenly became necessary to ensure consistent and comprehensive tax compliance at a rate and intensity not experienced before.

Consequently, ensuring tax compliance with a dramatically more distributed workforce is a clear priority, with employers taking a variety of actions—for example, creating a consistent tax approach—in addition to the following steps:

## Senior HR Leaders

77.7%

are working with the business and HR functions to develop an overall approach to remote work.

60.7%

are creating a process for ongoing risk assessment.

49.2%

are developing and establishing ongoing tracking of employees.

## Corporate HR Mobility Specialists

64.8%

are working with the business and HR functions to develop an overall approach to remote work.

34.4%

are creating a process for ongoing risk assessment.

40.2%

are developing and establishing ongoing tracking of employees.

## Global Mobility Service providers

54.9%

are working with the business and HR functions to develop an overall approach to remote work.

36.6%

are creating a process for ongoing risk assessment.

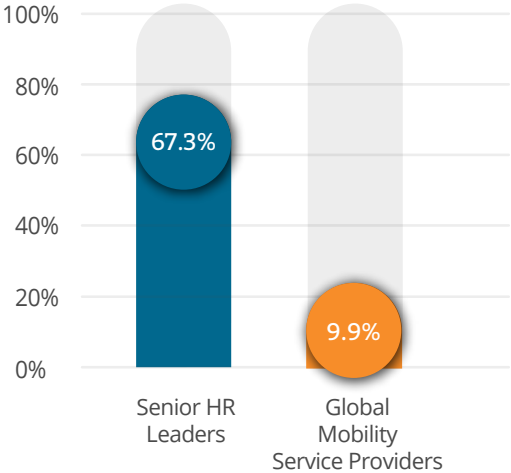
35.2%

are developing and establishing ongoing tracking of employees.

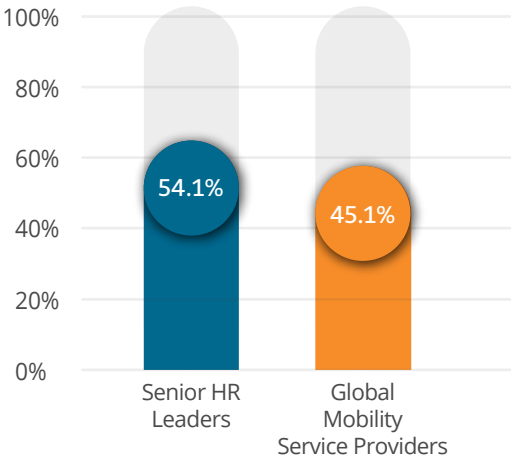
One surprising difference is that only 9.9% of corporate HR mobility specialists and global mobility service providers report that they would allow employees to work in locations in which they do not have permanent establishment—compared to 67.3% of senior HR leaders. In other words, they permit employees to work in places where the organization itself is not established for tax purposes, which therefore could allow tax reporting and withholding complications to arise. Slightly less than half (45.1%) of global mobility service providers will not permit it (compared to 54.1% of corporate HR mobility specialists).

# Willingness to allow employees to work in locations in which they do not have permanent establishment

allow employees to work in locations in which they do not have permanent establishment



will not allow employees to work in locations in which they do not have permanent establishment



But employers did not lightly make such a decision either way. A number of factors drove this decision, as indicated by participants.

## Rationale for Tax Decisions

## Examples of Consideration

Consultation with experts

Legality; immigration status; internal and external advice; approval from corporate tax; corporate tax, payroll, and social security issues; duration; permanent establishment status; tax rate

Business need

How onerous the tax scheme is; cost-effectiveness; client need for presence; risk considerations; employee ability to sign contracts; employee retention; value of service provided to clients; other employees in that location; no option

Employee specifics

Roles and skills; ability to be effective without a close base of operation; project duration; work activity; job purpose; job level; family considerations

Locale specifics

Future strategy for the location; immigration status; country laws; union considerations; work conditions; existing tax treaty



# The Employee/Job Role Decision

With remote work decisions often depending upon the role itself, employers are examining the potential of each position to succeed for the foreseeable future outside of the traditional on-site workspace. They are working to determine the options available to meet the circumstances of their business—that is, whether a position is permanently remote, permanently on-site, or perhaps a blend of the two scenarios whereby the employee spends time both off-site and in the office. Considerations involve factors such as:

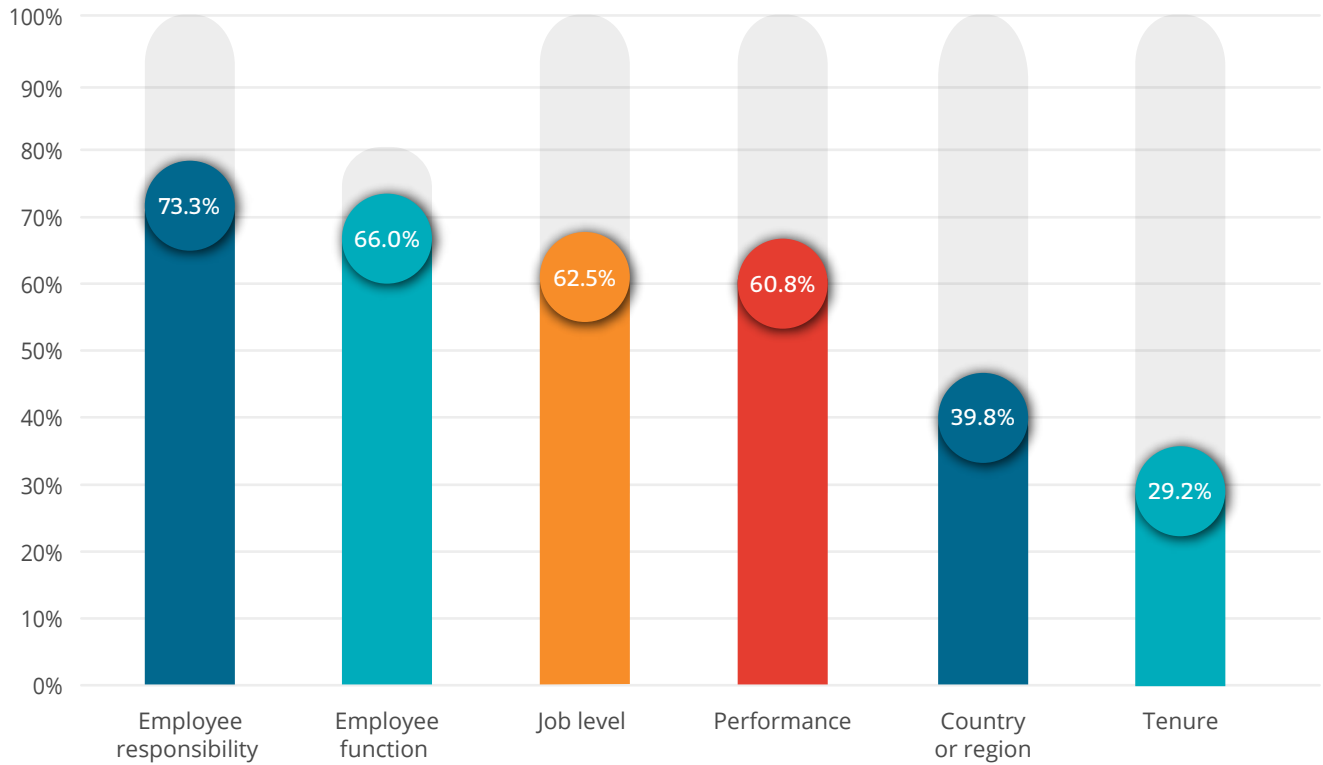
- Does the role require frequent in-person interaction?
- Is this role a senior-level employee who has clearly demonstrated abilities with success?
- Does the location require an employee who possesses specific skills or expertise, for example, knowledge of the local market or culture?

The decisions are not always cut and dried. Some roles are most suitable for on-premise work, while others can succeed in a fully remote situation. Yet, for some, a hybrid scenario is the best of both worlds, whereby the employee spends time on-site, as well as working remotely. These decisions involve a thorough appraisal of each role and responsibility. In light of the huge effort required to make sound decisions for each and every position, organizations are undertaking a major process, requiring vast amounts of time and resources. But this effort is critical in light of the new reality of a large segment of the workforce potentially remaining in remote positions in many organizations.

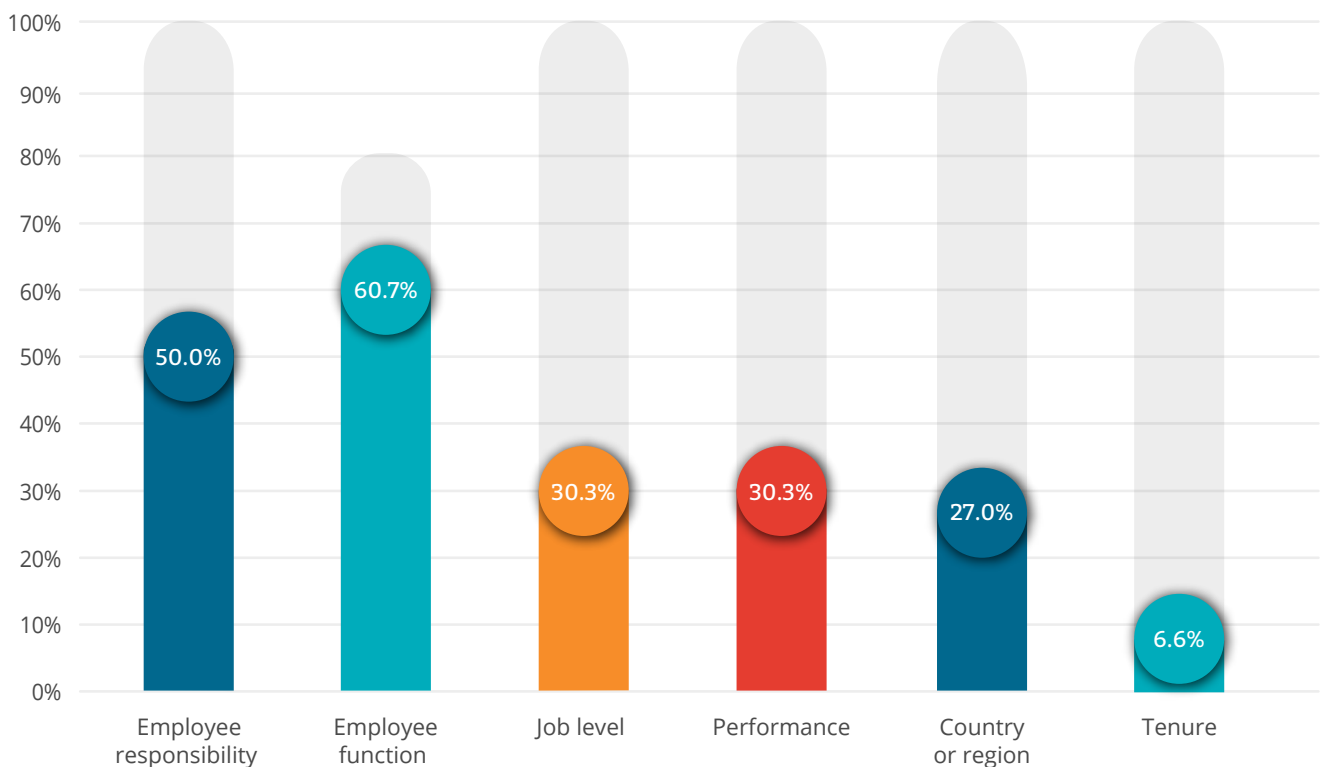
The decision involves a number of pertinent factors to be considered, some of which focus on the individual, the job, and external points.

# Key Factors in Remote Work Decisions

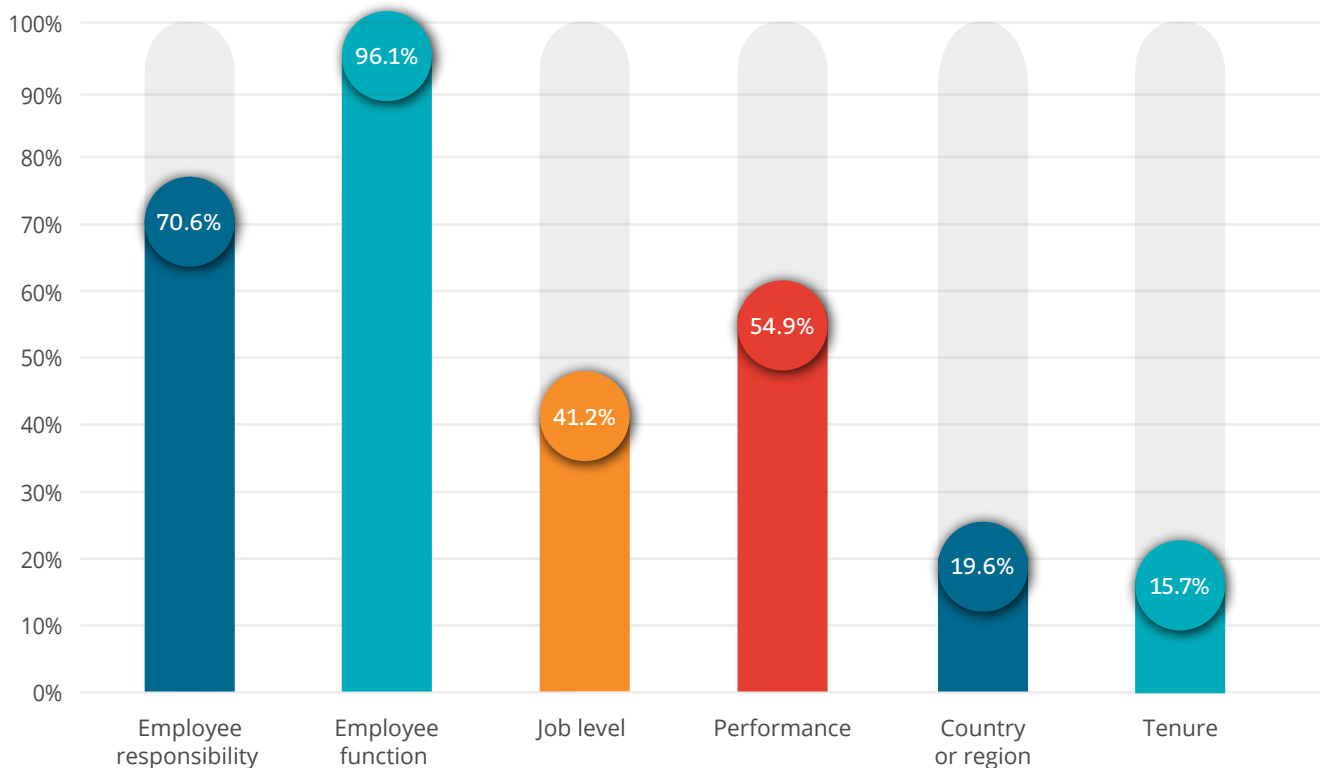
## Senior HR Leaders



## Corporate HR Mobility Specialists



# Global Mobility Service Providers



**Employee responsibility:** Does this employee have a higher or particular level of responsibility that would require their presence at the on-premise work site?

**Employee function:** Would the employee's functions, or their primary tasks and duties, require them to be on-site?

**Job level:** Is this a senior level employee, or a newer hire, who may have needed more on-site, in-person training before going remote?

**Performance:** How has this employee performed in the past, and would employees with higher levels of performance operate similarly in the remote environment?

**Country or region:** Where is the employee physically working and where is the organization headquarters?

**Tenure:** How long has the employee been working for the organization?

Other factors might include individual preference if it is easier to work on-site, a team environment for service delivery optimization, skill set, the ability to produce the required work output at the most efficient cost, and so on. With so much to weigh up, whether a role is best suited for the remote environment will often come down to a combination of each employee's past performance, current situation, and future potential for success.



# 19

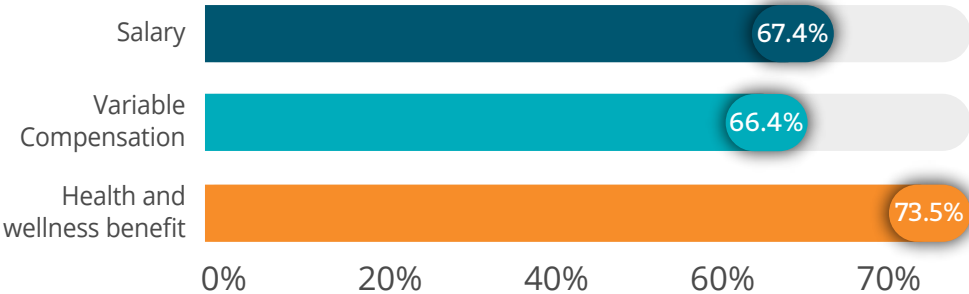
## Considerations for Key Policy Components



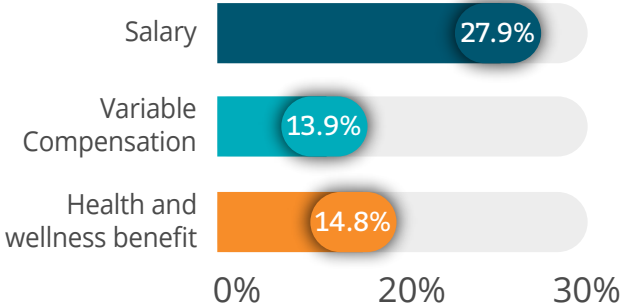
# Considerations for Key Policy Components

The employer and employee relationship has been evolving rapidly for years, and the pandemic has accelerated that trend. The biggest difference in policy review lies in the scale of workforces working remotely, which, in turn, affects the scale of remote work benefits that can be achieved, causing employers to consider potentially adjusting their total rewards packages.

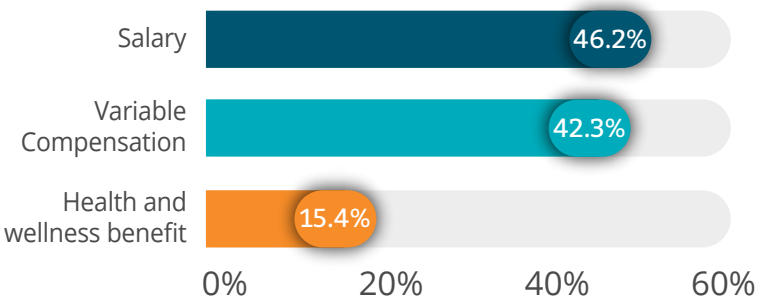
## Senior HR Leaders



## Corporate HR Mobility Specialists



## Global Mobility Service providers

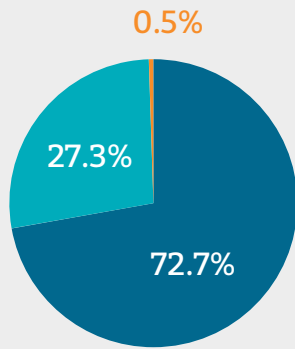


# Compensation Matters

An employee’s pay is a reflection of experience, performance, job worth, competitive levels, and other factors. No matter the job level, a fair exchange between employee and employer of compensation for work performed is essential to initially attract, then engage and retain talent. The implications of the new remote work scenario have placed a focus on whether that level of pay should remain the same or be adjusted in some form.

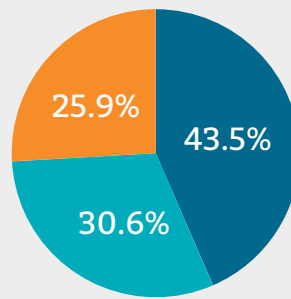
A minority of global mobility service providers (11.3%) and corporate HR mobility specialists (16.7%) will adjust current remote worker compensation to match their new approach, compared to 60.2% of senior HR leaders. For those companies that plan to adjust pay, their focus is either on adhering to national pay structures or regional ones, whichever is more suitable for the specific situations.

## Senior HR Leaders



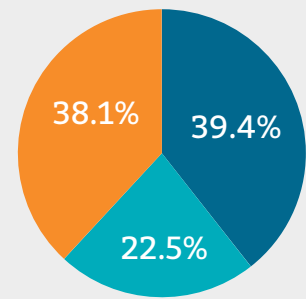
compensation models based on national pay bands

## Corporate HR Mobility Specialists



compensation models based on regional pay bands

## Global Mobility Service providers



compensation models based on local pay bands/other

The basis for any adjustment decision varies. Remote work is straining the thread on traditional compensation models by raising the following questions:

- Will remote work have an impact on variable compensation that is based on team efforts, if there is a significant change in how functional teams operate or pay if overly influenced by location? Further, will potential misalignment of pay affect team morale and productivity?
- How does remote work change the way that the local cost of living, labor costs, availability of skill and expertise, and other factors influence salary bands and compensation structures?
- Is the remote location the employee's choice or at the employer's request? If an employee decides to move to a different location—perhaps with a lower cost of living or better physical conditions—will that move affect the level of pay and benefits?
- Will reduced commuting expenses, travel expenses, and miscellaneous items (e.g., less dry cleaning and fewer work lunches) come into play?

# Benefits and Duty of Care

What falls into the category of employee benefits today goes far beyond health and insurance. Progressive organizations know well the advantages of offering truly supportive benefits in attracting and retaining valuable talent. In many ways, what a company offers on the benefits side of total rewards is an indication of what management thinks about its relationship to the workforce. The exchange of work for pay includes far more than simple wages. Benefits represent a key part of what makes the employee experience a positive one, whereby goals such as work-life balance, wellness, family-friendly policies, and future security rank high with today's workforce.

Progressive employers have invested time, effort, and resources to develop on-site amenities to enhance the employee experience. With remote work now creating new challenges to that effort, how will companies enhance the work scenario for remote workers without losing productivity and lowering morale? Consequently, companies have had to adapt benefits packages to fit a new landscape of employee needs. With vast numbers of employees working from home, a global conversation has begun around what employees truly need to succeed in their work environment, and how remote work policies can meet those needs. The new remote work environment may prompt employers to consider relevant issues that may not have arisen earlier, for example:

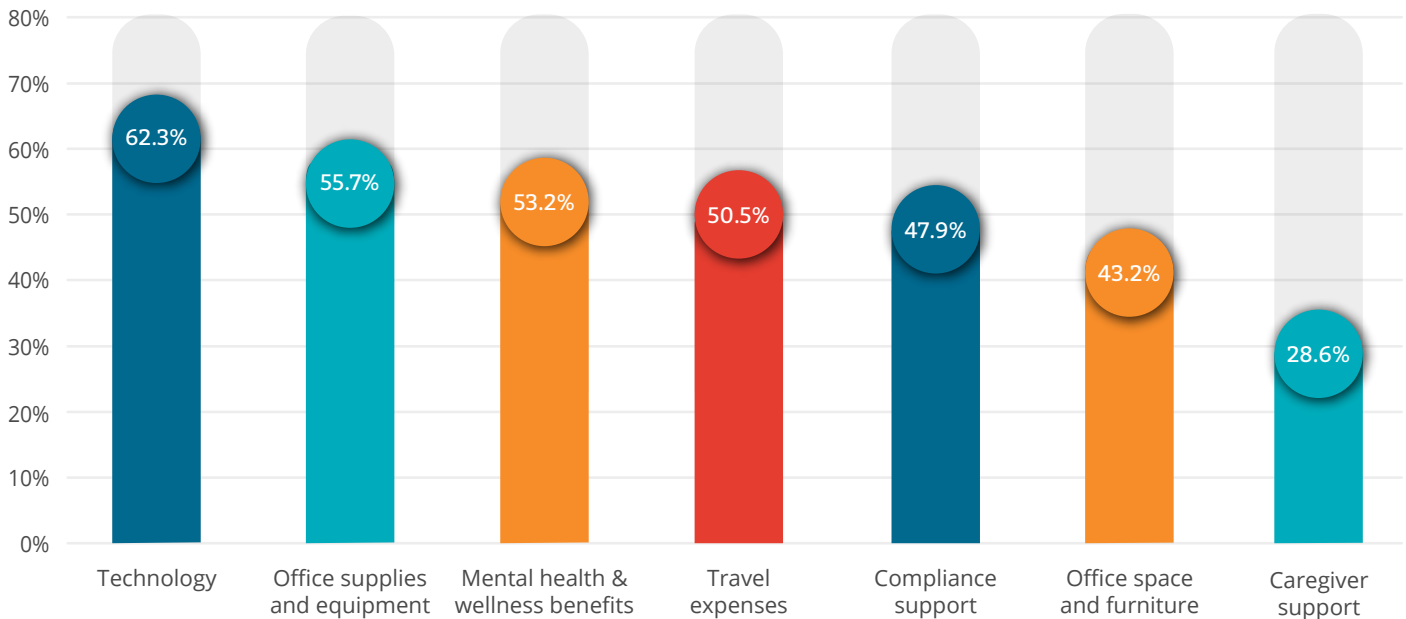
- What impact will a renewed focus on employee wellness have on health insurers if employers press them to offer more global coverage and flexibility within the limits and restrictions of their industry regulations?
- Will higher costs result from revised and broader policies?
- What will determine benefit adjustments? Participants to the study indicated the following responses for their employees: function (72.0%), job level (68.0%), job responsibility (62.0%), the employee's country or region (32.0%), or performance (30.0%)?
- Will the company itself have to create more generous policies that allow for reimbursement of wellness benefits, for example, home exercise equipment or day care for employees with children (either attending school remotely or too young to attend class)?
- Will remote work have an impact, if any, on calculation of retirement benefits?
- Will provisions and conditions for workers' compensation claims change?

Another issue is what will determine benefit adjustments: job function, level, responsibility, employee performance, or the locale.

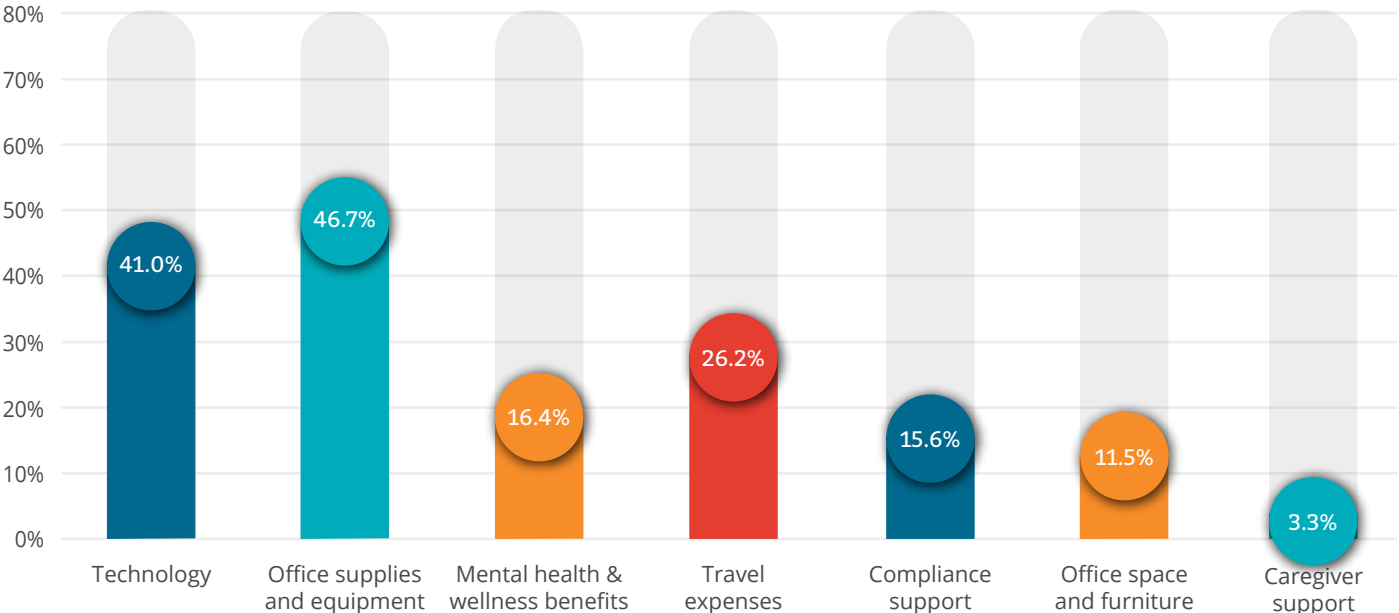
	Senior HR Leaders	Corporate HR Mobility Specialists	Global Mobility Service Providers
Function	63.3%	27.0%	72.0%
Job level	62.7%	31.1%	68.0%
Job responsibility	69.3%	27.9%	62.0%
Employee country/region	37.3%	29.5%	32.0%
Performance	58.8%	12.3%	30.0%

Organizations are willing to cover certain expenses for remote workers, though not in overwhelming numbers when it comes to the “softer” issues

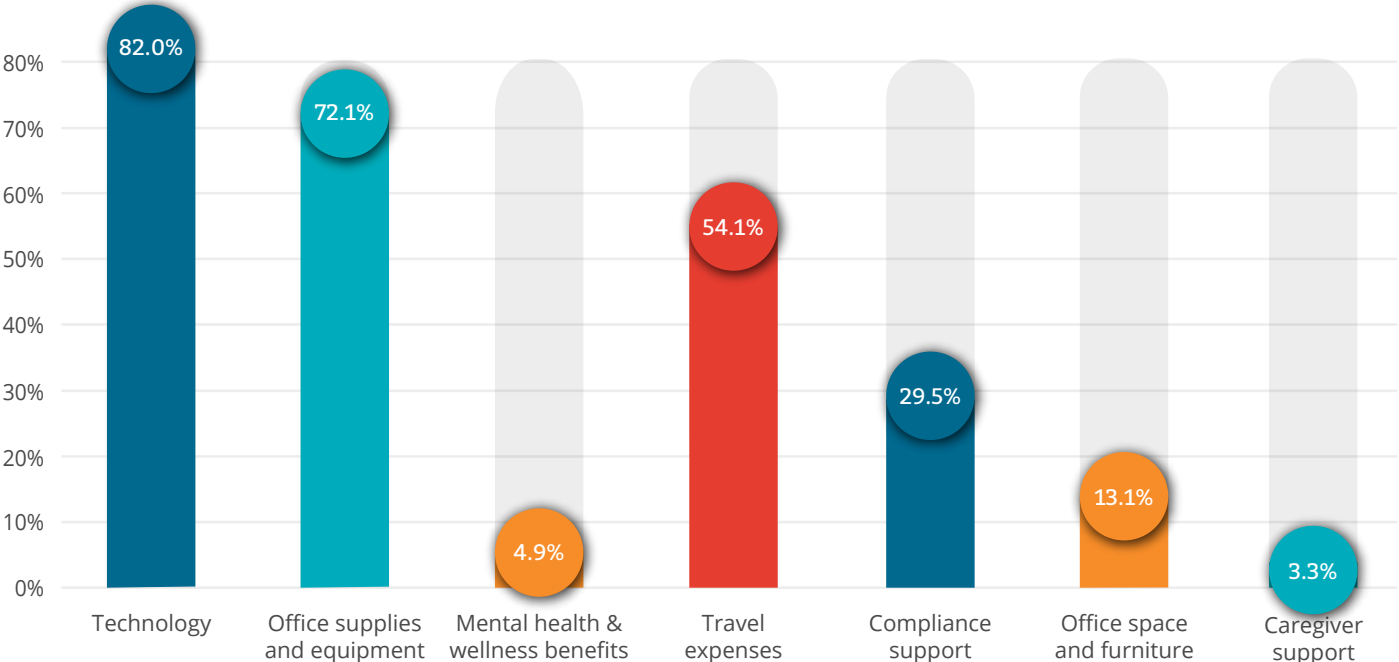
### Senior HR Leaders



# Corporate HR Mobility Specialists



# Global Mobility Service Providers



Central to the delivery of employee support and benefits is duty of care. With the shift to remote work, a decision having a basis on employee safety, the question becomes: ***What responsibilities do employers have to the care of their employees?*** The pandemic has heightened the awareness and necessity around employee care, with remote work policies as well as workplace safety policies being reconfigured for this new normal.



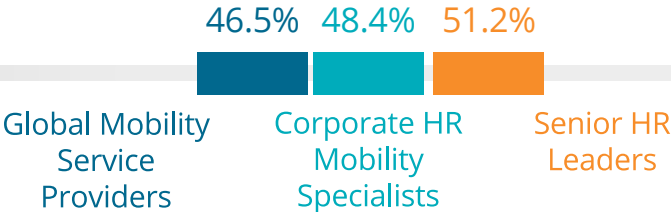
As organizations are considering whether to keep their workforce remote, either partially or fully, they are also taking stock of their physical workspaces to examine their options. Typical factors under review involve the distance between desks to limit exposure, supplies necessary for consistent daily temperature tests, supplies for maintaining cleanliness, and more. Respondents are also incorporating a variety of safety steps into their policies.

## Safety Steps

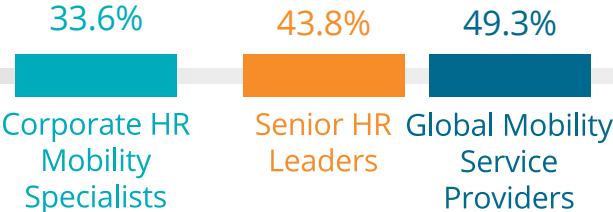
### Increase space for social distancing



### Reconfigure floorplans



### Reduce office space



While these actions are commendable, some of these changes are difficult to enact. Corporate real estate transactions move slowly, leases are long, and the future is not easy to predict. However, companies acknowledge that change will happen, no matter a what speed, and so they are configuring the space to focus on collaboration and meetings, rather than personal desk space.

# Responsibility for Administrative Tasks

Once the decision to implement remote work has been made, the next terrain to be overcome involved the administration of the remote work policy, including enforcement of its guidelines and the general management of now-remote employees. The practical reality of remote workforce management involves a blended responsibility that incorporates several HR specialist departments: global mobility, tax, payroll, finance, total rewards, and, finally, compensation and benefits.

One of the biggest administrative questions when managing a distributed workforce is how to track employees—not for matters of productivity and performance, but rather to monitor physical location for compliance purposes. This issue matters because a physical work location can have an impact on tax status for both the individual and the employer. Tax regulations vary, not only from locality to locality, but also from country to country—with complex rules about residency, eligibility for tax exemptions, and other relevant items. Operating a business, whether with one remote employee or an entire office, requires legal and financial compliance with the local authority to avoid fines, the possibility of discontinuing the business in that location, and loss of potential revenue.

Some employers may decide to track all remote workers, some, or none at all. They may use various methods, such as technology, manual tracking, operating systems and applications, business travel tracking technology, and GPS as part of the safety protocol.

## Senior HR Leaders



## Corporate HR Mobility Specialists



## Global Mobility Service providers





27

Remote Work: The Near Future and Beyond

# Remote Work: The Near Future and Beyond

While the new work environment may have seemed at first like a challenge too big to conquer, remote work has now become a core part of many organizations—on par with in-office work. Meanwhile, a hybrid blend of dividing time between on-site and off-premises has become a popular alternative, as well. With this research, Worldwide ERC® aimed to provide a global, comprehensive look at where remote work is going, as it represents one very feasible road to the future. The world is still grappling with the COVID-19 pandemic, and many employees may work remotely for the foreseeable future.

What our results demonstrate across the board is the critical necessity to develop true remote workforce policies to fit the new reality, along with providing the appropriate processes and administration. Unlike the one-size-fits-all policies for the occasional employee working from home, a complicated blend of factors will determine whether an employee continues to work remotely or perhaps falls into a hybrid situation. While some employees may look forward to getting back to the office on a regular basis, others may desire a more hybrid approach or may even wish to continue working remotely on a permanent basis. Further, leadership needs to think about ensuring employee engagement, educating remote workers about the organizational culture, ensure ongoing communication with them, and including them in developmental programs. The employer needs to have policies in place that are sufficiently flexible to meet the needs of both the worker and the company. Corporate decisions will require a certain level of alignment across the organization as policy affects so many diverse areas of the business.

With the expertise of global mobility service providers, the remote workforce has demonstrated its ability to adapt and rise to meet the challenges of these unprecedented times. We may soon see a gradual return to the physical office space for some employees, but until then, leadership continues to navigate remote workforce policies and practices with agility, innovation, and holistic care for the employee. Embedded in these efforts to make the best decisions for all parties is the desire to incorporate diversity, equity, and inclusion policies—**making the workplace, wherever situated, the best of all worlds.**



# 29

## Methodology and Demographics





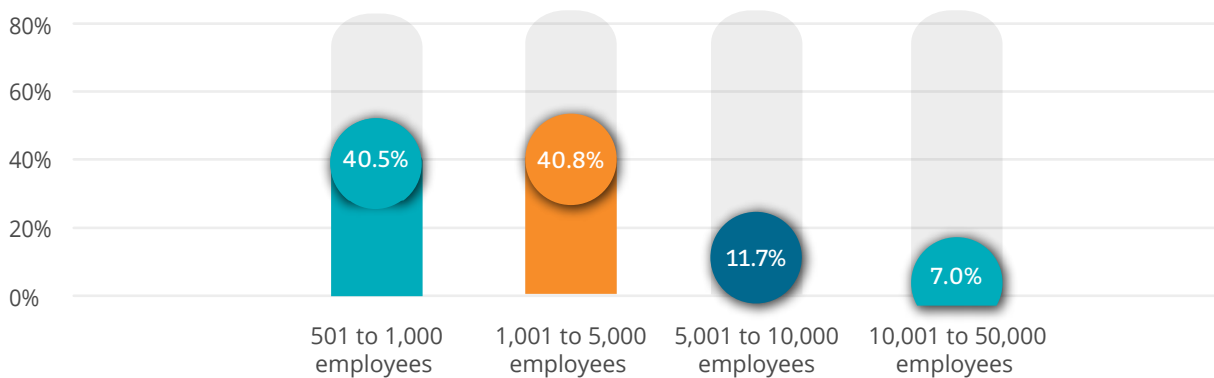
# Methodology and Demographics

To better understand and gain insight into how employers have handled remote work practices and policies, Worldwide ERC® launched a survey from December 11, 2020 to January 4, 2021.

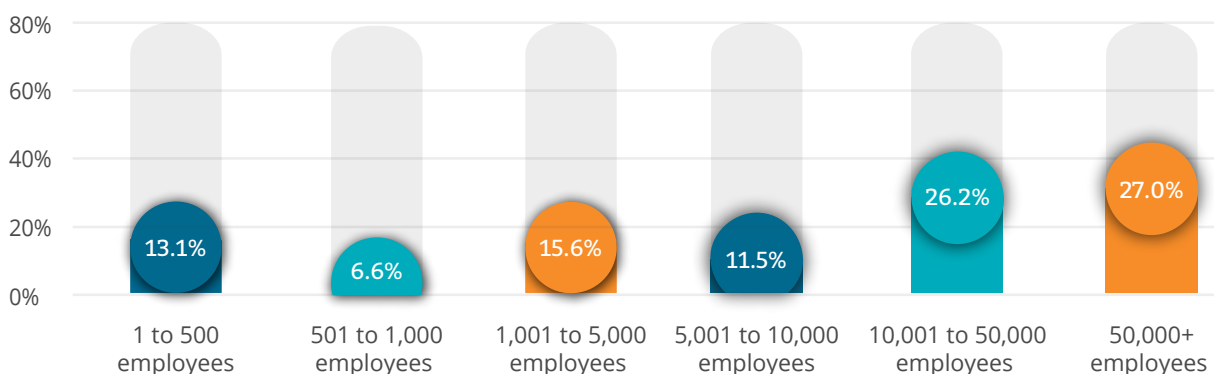
The following data comes from a global panel of 600 senior HR leaders, 122 corporate HR mobility specialists, and 71 global mobility service providers, hailing from a variety of different geographical regions. We strove to represent the diverse, global group of specialists who have a direct role in the implementation and oversight of their organizations' remote work programs.

Along with their geographic diversity is a variety of organizational sizes representing a wide range of industries.

## Senior HR Leaders



## Corporate HR Mobility Specialists



## Global Mobility Service Providers

