2022 Deloitte Remote Work Survey: Executive Summary

December 2022
2022 Deloitte Remote Work Survey—Executive Summary
There are 5 key trends that emerged from the survey results across all demographics of respondents.

<table>
<thead>
<tr>
<th>What we heard from 822 participants:</th>
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<tbody>
<tr>
<td><strong>Majority of organizations are enabling remote work.</strong></td>
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<td><strong>Remote work is predominately driven by talent pressures.</strong></td>
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<td><strong>Many organizations are experiencing tension when designing a policy due to competing priorities between talent demands and risk mitigation.</strong></td>
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<td><strong>Many organizations are implementing a combination of guardrails to address legal and compliance risks.</strong></td>
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<td><strong>There's a gap between policy inception and roll out and the ability to operationalize and enforce remote work processes.</strong></td>
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Remote work is predominantly driven by talent pressures.

Most companies surveyed are enabling remote work. Of these...

- **80%** of organizations surveyed allow some level of remote work, with the majority adopting varying degrees of flexibility and parameters.
- **53%** require a set number of days in the usual office/on-site location.
- **27%** have no required days in-office/on-site location.

### Why are companies implementing remote work?

The most frequent reasons for implementing remote work are related to talent—focusing on employee experience and talent access.

- Enhance employee experience by providing greater flexibility: 84%
- Ability to draw from an expanded talent pool: 59%
- Advance sustainability goals (e.g., by reducing employee travel/commute time): 39%
- Potential cost savings (e.g., on maintaining physical office space): 27%
- Promote diverse equitable and inclusive culture: 24%
- Enable an alternative career path: 10%
- All of the above: 8%
- Other: 8%

Other reasons include:
- Attract talent
- Employees refusing to return to work
- Competitiveness with peers
- Talent retention
- Workforce productivity
- Employee wellbeing & health

Note: Participants could select multiple responses.
Many organizations are experiencing tension when designing a policy due to competing priorities between cultural and talent demands and risk mitigation.

Because remote work impacts all aspects of the organization, across multi-disciplinary stakeholders, we’re seeing a tension across priorities within the organization. This is evident in the top 5 challenges summarized below, and other challenges raised, including rate of change in employee and business expectations and stakeholder alignment.

Top 5 Challenges

1. Policies and Regulation (46%)
2. Culture (43%)
3. Tax Compliance (38%)
4. Uncertainty with Strategy and Approach (29%)
5. Tracking & Management of Requests (27%)

70% of organizations surveyed have taken a singular global policy approach for all employees (with some allowing for local country discretion) and 30% have adopted local country policies.
Many organizations are implementing a combination of guardrails to address legal and compliance risks.

### International Remote Work

**Globally 35% of organizations surveyed allow international remote work.**

<table>
<thead>
<tr>
<th>Remote workday thresholds</th>
<th>Top 3 guardrails</th>
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<tbody>
<tr>
<td>Undetermined – time limits still under consideration</td>
<td><strong>1</strong> Individuals must have the immigration right to work in the remote work locations</td>
</tr>
<tr>
<td>Unlimited – there is no time limit prescribed</td>
<td><strong>2</strong> Time limit on remote working e.g., fixed number of days within a 12-month period</td>
</tr>
<tr>
<td>3 – 6 months</td>
<td><strong>3</strong> Eligibility criteria—need to be an employee (not a contractor)</td>
</tr>
<tr>
<td>40 - 60 working days</td>
<td>Other guardrails include restrictions for certain roles (certain roles/duties excluded) and countries (certain countries excluded)</td>
</tr>
</tbody>
</table>

### Domestic Remote Work (outside of the state/province of employment)

**66%** of organizations surveyed allow domestic remote work.

- **45%** have time restrictions for domestic remote work.
- **55%** allow unlimited days for domestic remote work.
There's a gap between policy inception and roll out and the ability to operationalize and enforce remote work processes.

Many organizations are mindful of the need for compliance and risk mitigation and are trying to do so by defining guardrails, but the management and enforcement of these guardrails is still a work in progress.

### Tracking & Assessment

- **Less than half** of organizations surveyed currently **track all remote work requests**.
  - 40%: Each remote work request tracked
  - 21%: No tracking currently, but want to start tracking
  - 18%: No tracking and no plan to track
  - 21%: Not sure

- **36%** of organizations surveyed **review each case before accepting/declining**.

- **2/3** of organizations surveyed are **not actively tracking and monitoring the interaction with business travel or validating if employees have returned** to their usual country of work.

- **67%** of organizations surveyed leverage **line managers/business unit leaders as a primary approver** of remote work requests.

### Technology

Most organizations surveyed do not currently use any technology to support its remote work policy. For the organizations that use technology, the most preferred type are **in-house tools with no assessment functionality**.

- 57% of organizations surveyed that use technology do not perform any checks on employee locations or were unsure if checks are performed.

- 40% of organizations surveyed leverage in-house tracking and approval tools only (no assessment functionality).

- 21% of organizations surveyed leverage in-house developed tool to assess and track cross-border remote work.

- 10% of organizations surveyed leverage third party technology to assess and track cross-border remote work cases.

- **54%** of organizations surveyed do not use any technology.

Participants could choose multiple responses.
While the aim of enhancing employee experience and broadening the talent pool are key remote work drivers, organizations are only at the beginning of their remote work journeys when it comes to implementing longer term remote work strategies.

As a result of the talent driver, **HR owns the remote work program in the majority (69%)** of organizations surveyed.

1. **...do not currently utilize virtual assignments**
   - Only 23% of organizations surveyed have implemented virtual assignments as part of their remote work program.
   - 34% of organizations surveyed are considering leveraging virtual assignments in the future.

2. **...do not currently permit long-term international remote working**
   - 69% of organizations surveyed do not permit long-term international remote working. While 16% allow it in locations in which the organization has an entity.

3. **...do not currently utilize alternative employment models**
   - 3 out of 5 organizations surveyed do not leverage alternative employment models to manage cross-border remote work cases.

   - No Employment Model: 60%
   - I don’t know: 29%
   - Professional Employer Organization (PEO): 5%
   - Global Employment Company (GEC): 4%
   - Global Employment Outsourcing (GEO): 2%
Appendix

Definitions

Participant Demographics
Definitions
The definitions of various types of remote working as they are used in this document are outlined below:

Remote Work Definitions

Remote Work
Employee is working in a location that is not their physical office or work site.

Hybrid Work
Employee spends part of their time working remotely or from home, and part of their time at a physical office.

Domestic Remote Work
Employee lives/works in the same country but another region, state, or county to their employing location.

International Remote Work
Employee lives/works in a location that is outside the country borders of their employing location.
Survey Demographics

The 2022 Deloitte Remote Work Survey had 822 total participants.

### Breakdown by organization model

<table>
<thead>
<tr>
<th>Model</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global organizations</td>
<td>67%</td>
</tr>
<tr>
<td>One country, multiple locations</td>
<td>12%</td>
</tr>
<tr>
<td>Regionally, in multiple countries</td>
<td>11%</td>
</tr>
<tr>
<td>Locally—in one country with limited geography</td>
<td>10%</td>
</tr>
</tbody>
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### Breakdown by organization size

- **Large** (Over 50,000 employees) - 17%
- **Medium** (1,000 to 50,000 employees) - 54%
- **Small** (Less than 1,000 employees) - 29%

45 total countries:
The 2022 Deloitte Remote Work Survey had 822 total participants.

### Breakdown by industry

<table>
<thead>
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<th>Percentage</th>
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<tbody>
<tr>
<td>Consumer (CNSR)</td>
<td>24%</td>
</tr>
<tr>
<td>Life Sciences &amp; Healthcare (LSHC)</td>
<td>10%</td>
</tr>
<tr>
<td>Government &amp; Public Services (GPS)</td>
<td>4%</td>
</tr>
<tr>
<td>Energy, Resources &amp; Industrials (ERI)</td>
<td>24%</td>
</tr>
<tr>
<td>Financial Services (FS)</td>
<td>18%</td>
</tr>
<tr>
<td>Technology, Media &amp; Telecommunications (TMT)</td>
<td>20%</td>
</tr>
<tr>
<td>Tax</td>
<td>37%</td>
</tr>
<tr>
<td>Mobility</td>
<td>14%</td>
</tr>
<tr>
<td>Finance</td>
<td>16%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>25%</td>
</tr>
<tr>
<td>Payroll</td>
<td>2%</td>
</tr>
<tr>
<td>Operations</td>
<td>1%</td>
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