



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.

What we heard from **822** participants:



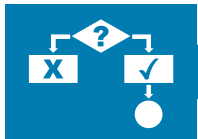
Majority of organizations are enabling remote work.



Remote work is predominately driven by talent pressures.



Many organizations are experiencing tension when designing a policy due to competing priorities between talent demands and risk mitigation.



Many organizations are implementing a combination of guardrails to address legal and compliance risks.



There's a gap between policy inception and roll out and the ability to operationalize and enforce remote work processes.

Most companies surveyed are enabling remote work

Remote work is predominantly driven by talent pressures.

80% of organizations surveyed allow some level of remote work, with the majority adopting **varying degrees of flexibility** and **parameters**.

Of these...



53% require a **set number of days** in the usual office/onsite location

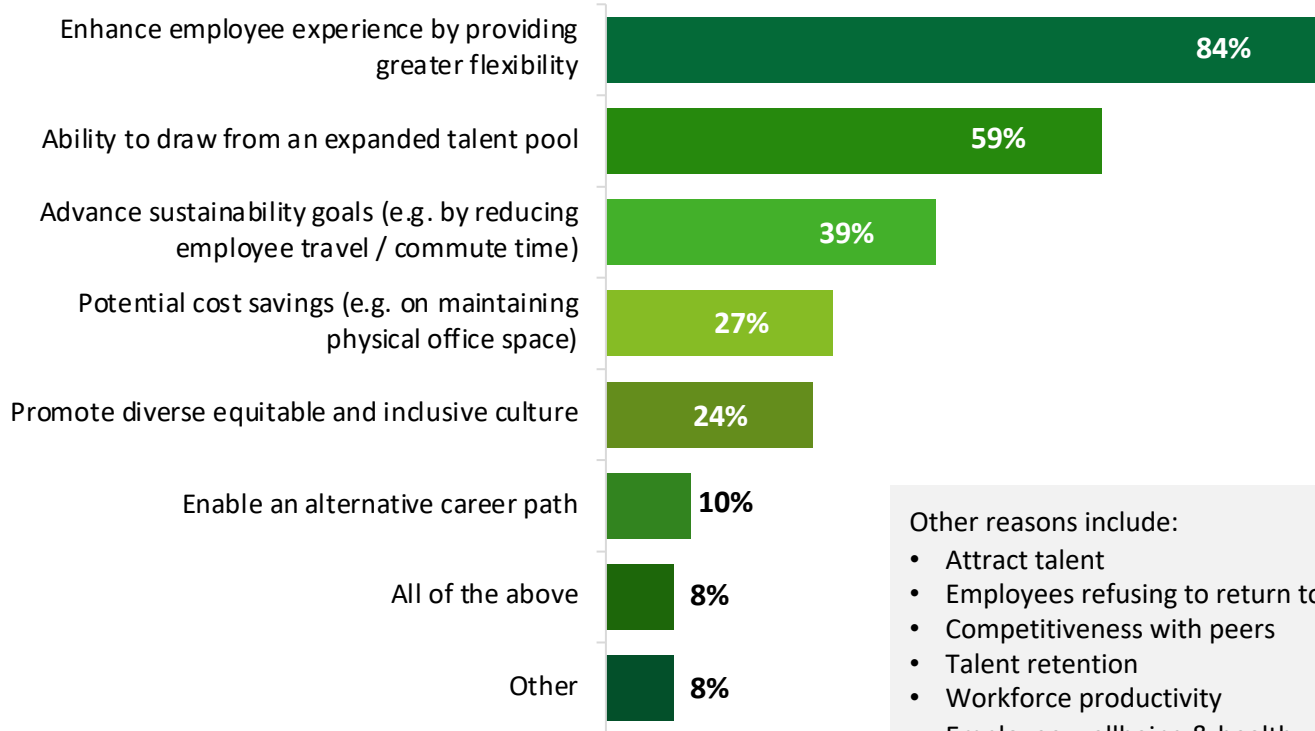


27% have **no required days** in-office/onsite location

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**.



- 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

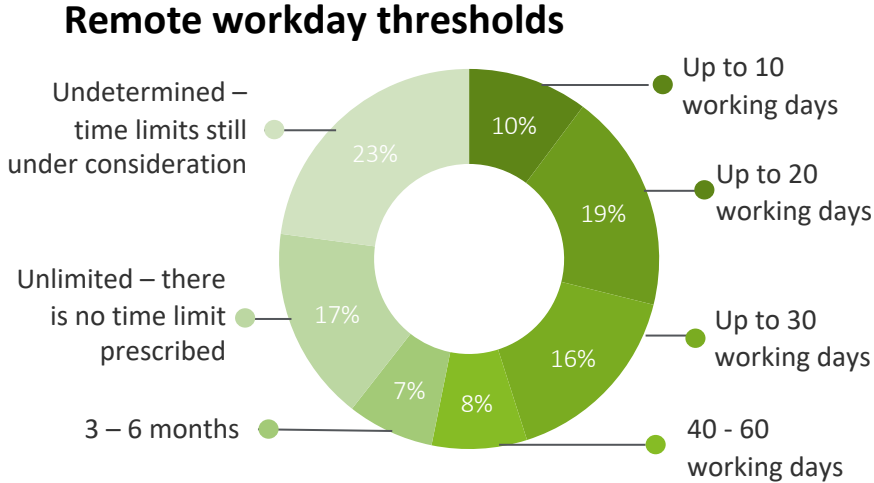


70% of organizations surveyed have taken a **singular global policy approach for all employees** (with some allowing for local country discretion) and **30% have adopted local country policies**.

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**



- ### Top 3 guardrails
- 1 Individuals must have the immigration right to work in the remote work locations
 - 2 Time limit on remote working e.g., fixed number of days within a 12-month period
 - 3 Eligibility criteria—need to be an employee (not a contractor)
- Other guardrails include restrictions for certain roles (certain roles/duties excluded) and countries (certain countries excluded)

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

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



Of organizations surveyed who allow domestic remote work...

45% have time restrictions for domestic remote work.

55% allow unlimited days for domestic remote work.



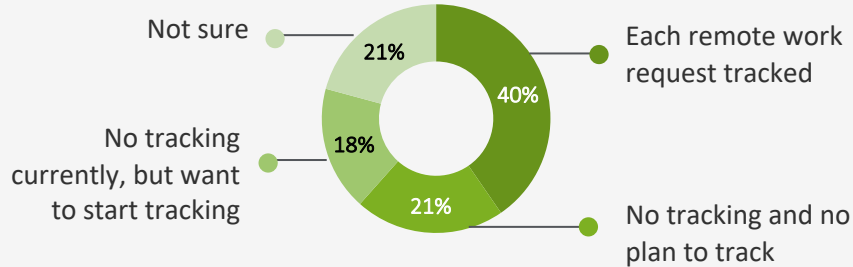
There's a gap between policy inception and roll out and the ability to operationalize and enforce remote work processes



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

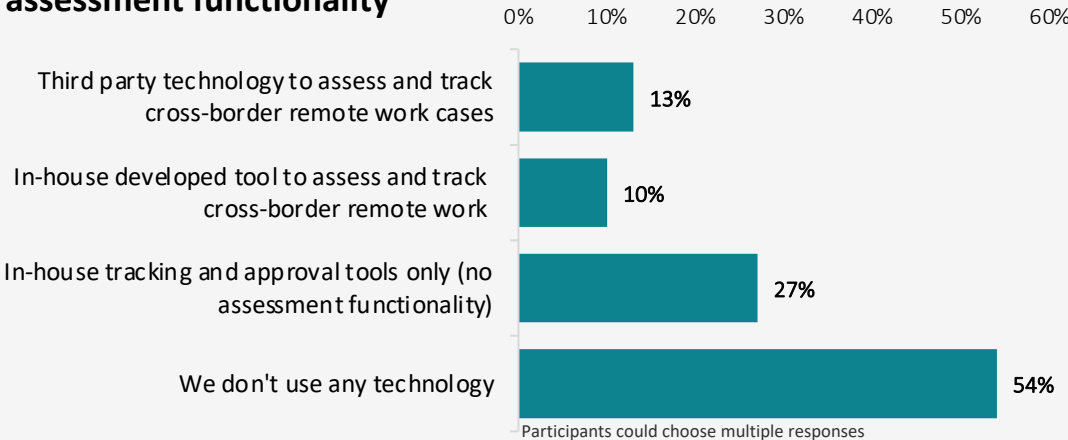
Less than half of organizations surveyed currently **track all remote work requests**



- 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

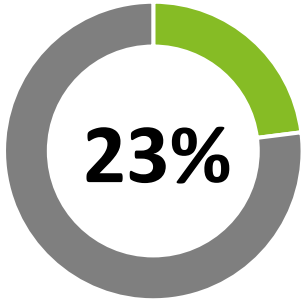
While the aim of enhancing employee experience and broadening the talent pool are key remote work drivers, organizations are only at the beginning of their remote work journeys when it comes to implementing longer term remote work strategies.



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

Most organizations surveyed...

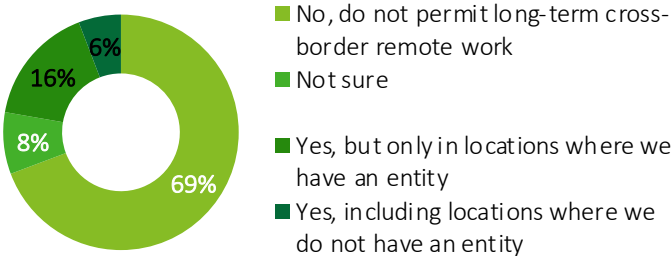
1 ...do not currently utilize virtual assignments



- 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

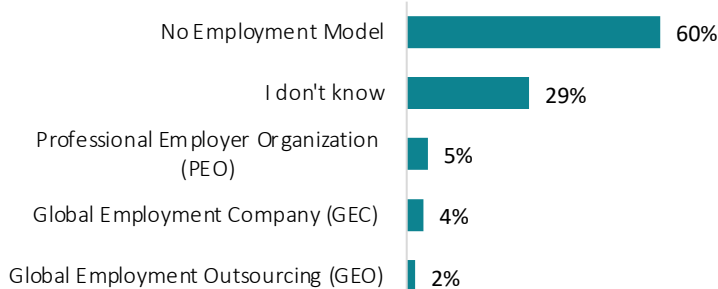
69% of organizations surveyed currently **do not permit long-term international remote working**. While 16% allow it in locations in which the organization has an entity.



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





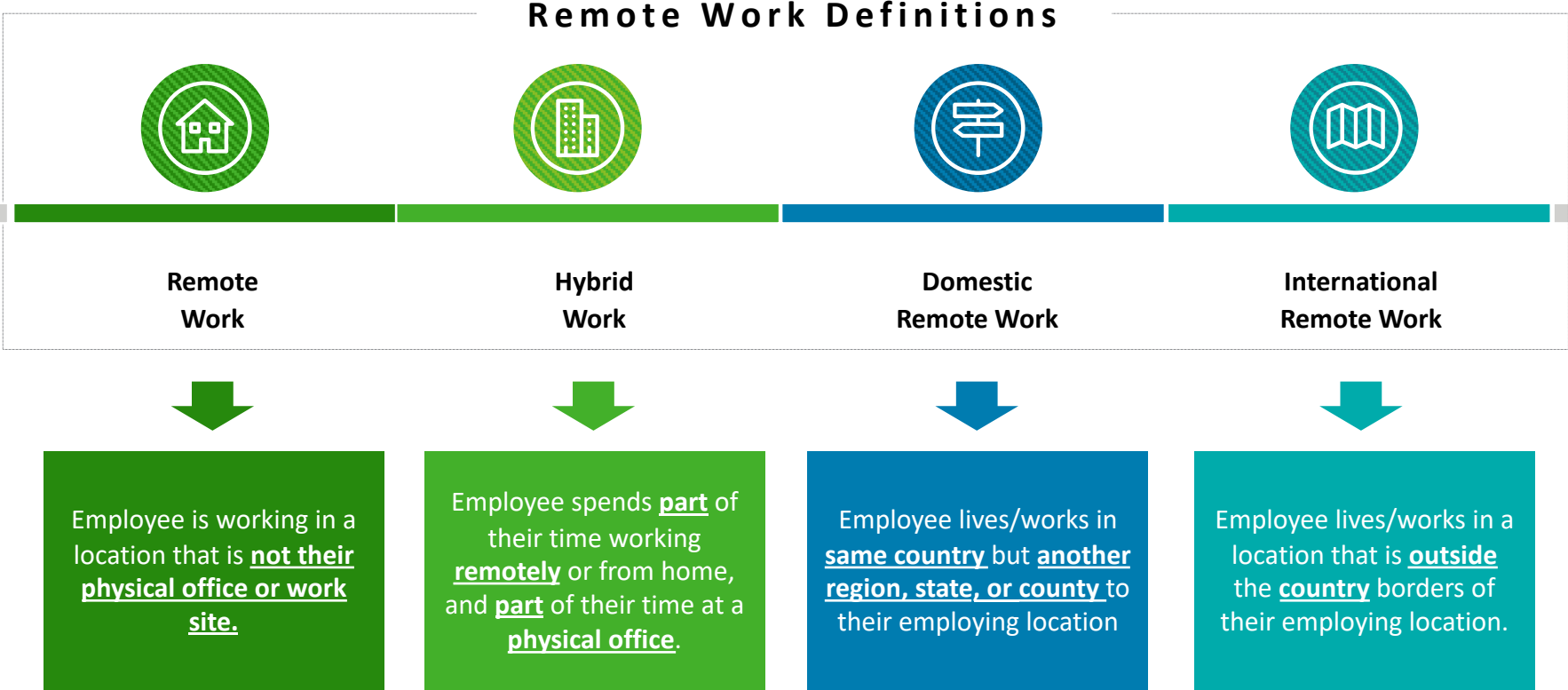
Appendix

Definitions

Participant Demographics

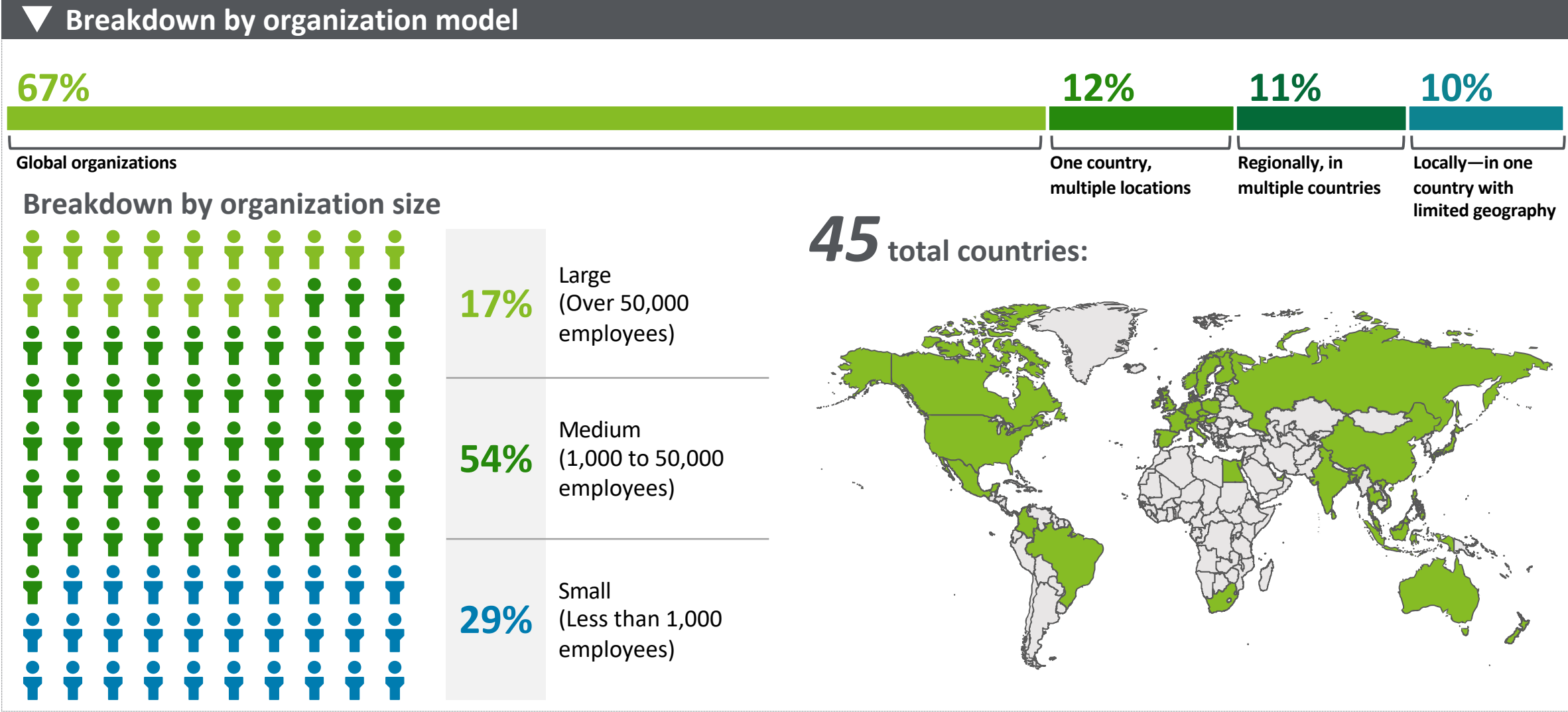
Definitions

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



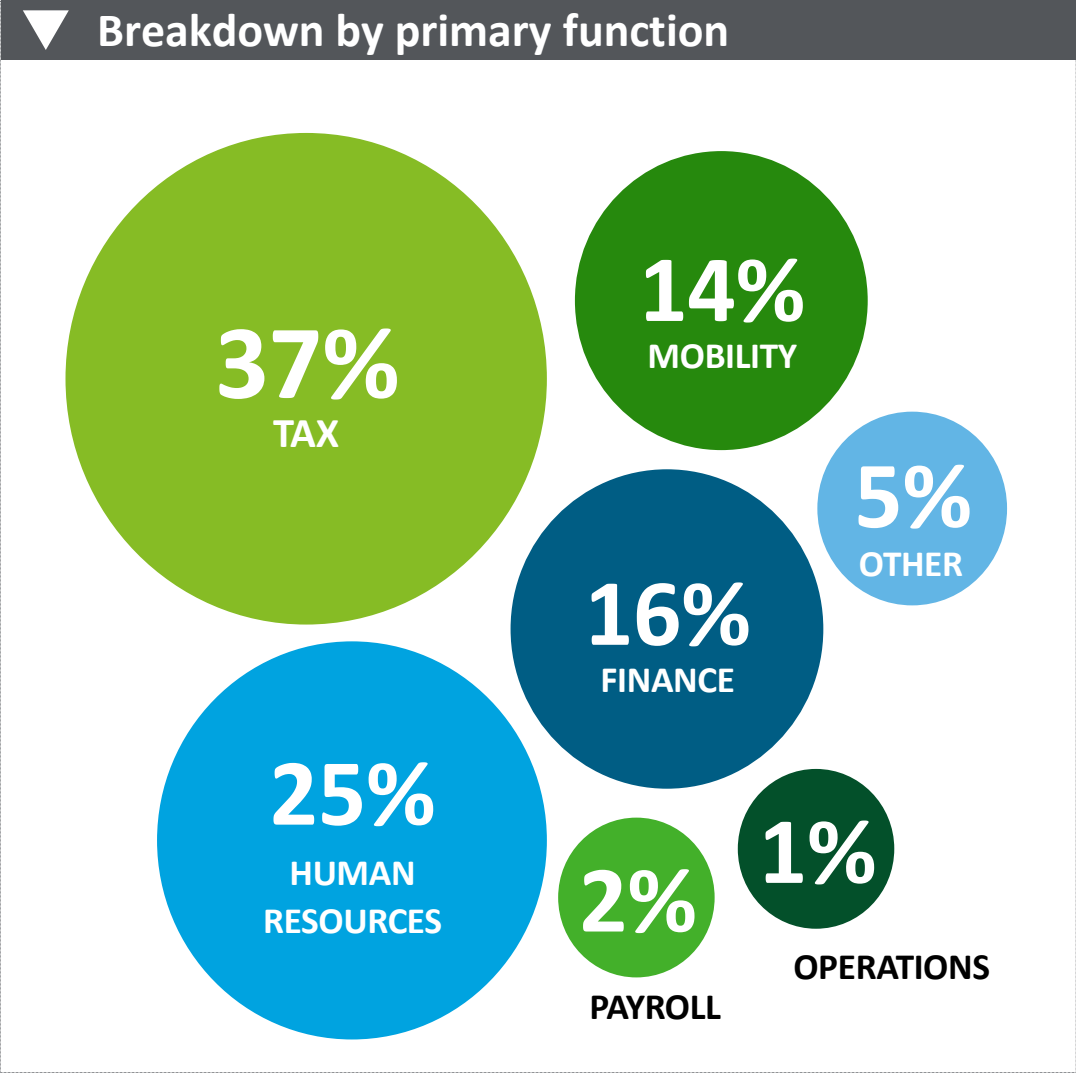
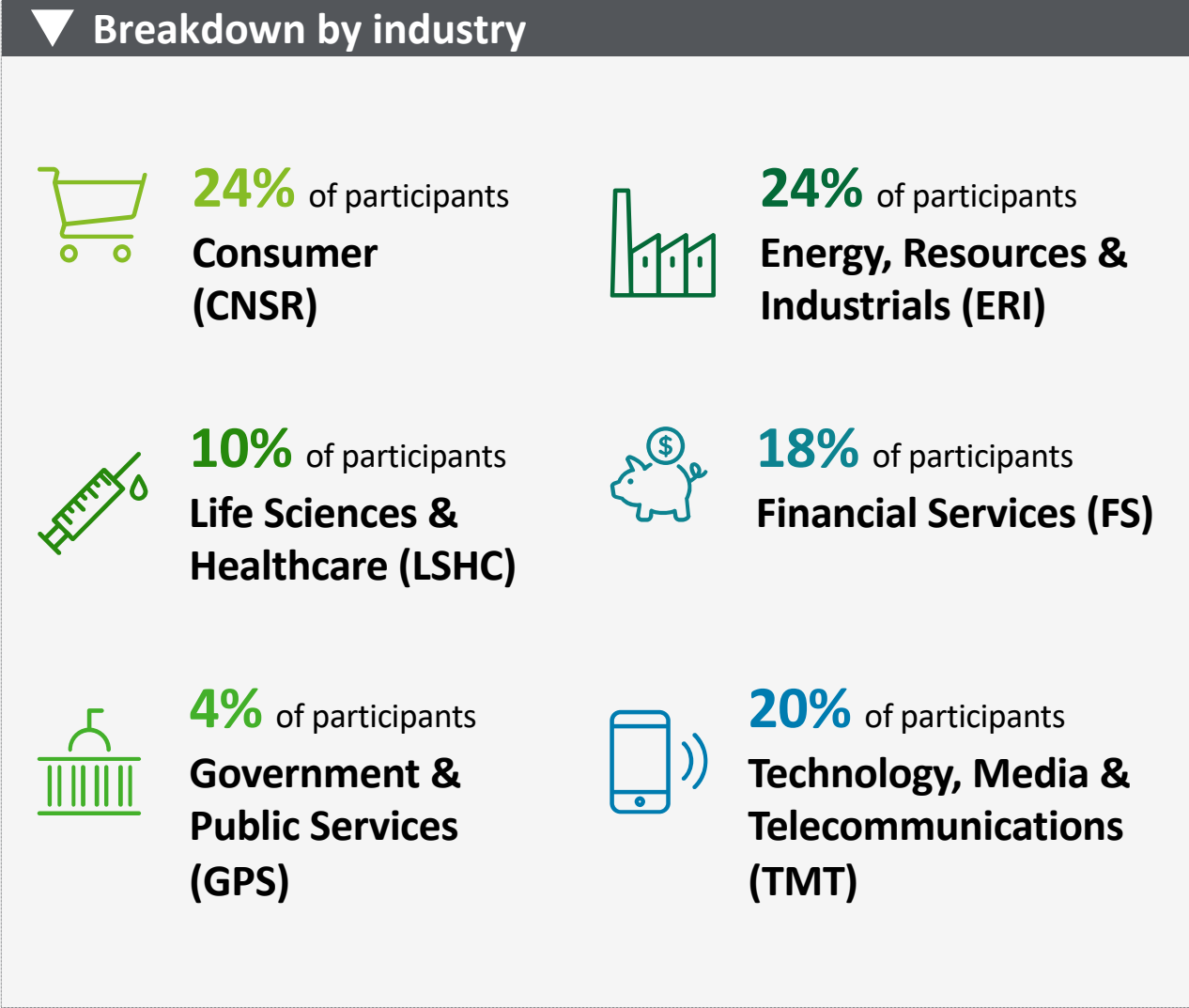
Survey Demographics

The 2022 Deloitte Remote Work Survey had 822 total participants.



Survey Demographics (cont.)

The 2022 Deloitte Remote Work Survey had 822 total participants.





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