



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.



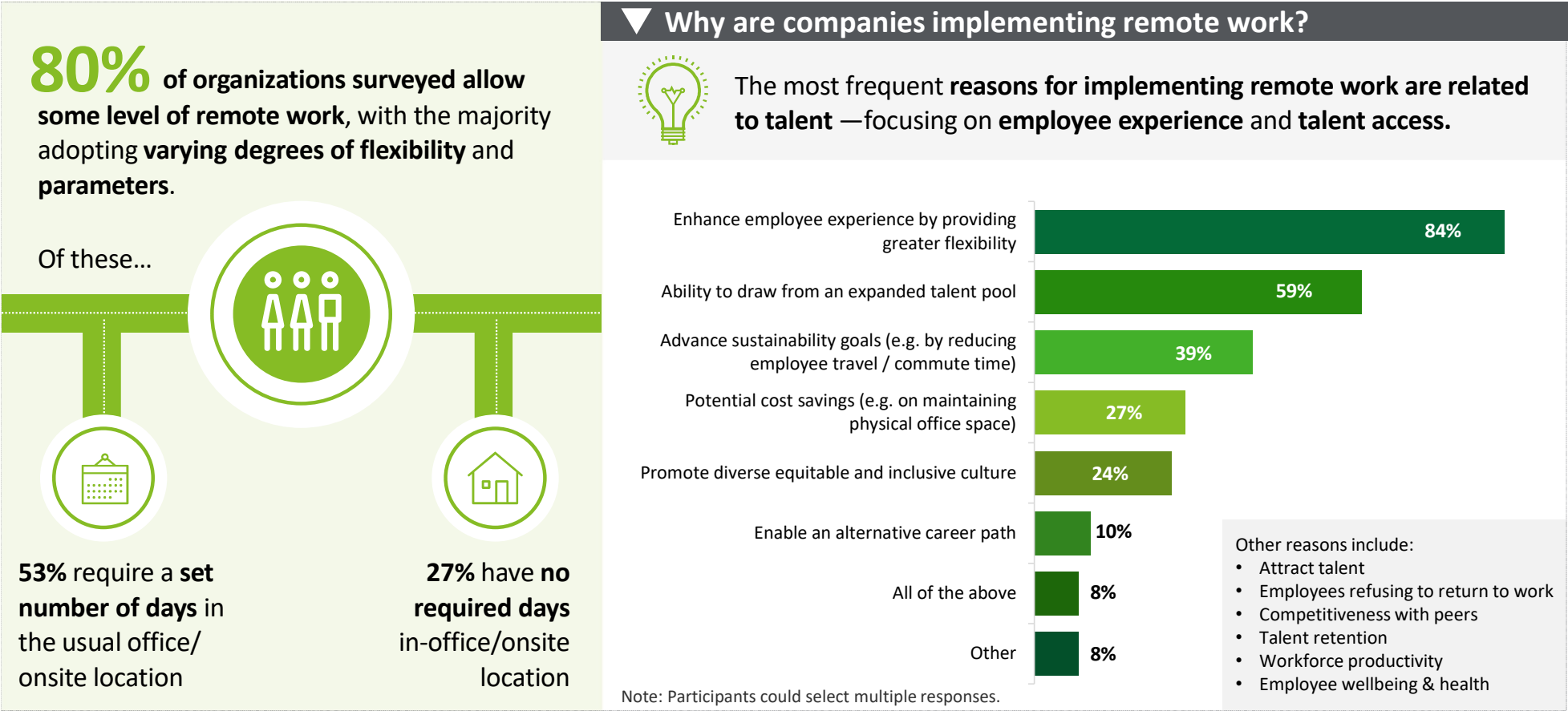
Many organizations are implementing a combination of guardrails to address legal and compliance risks.



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.

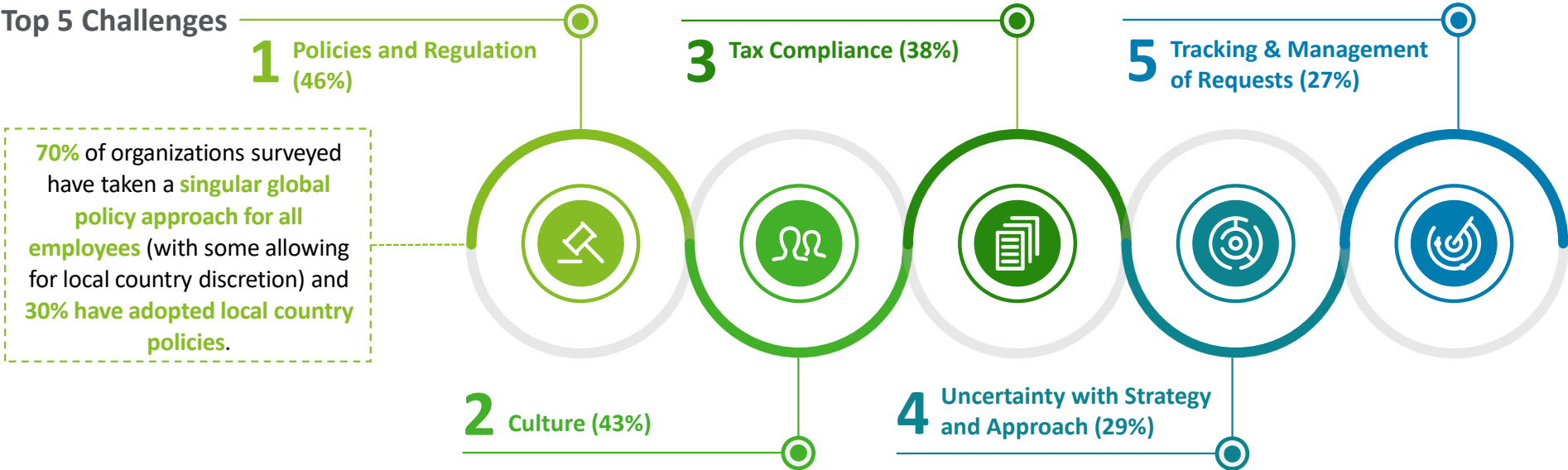


Many organizations are experiencing tension when designing a policy due to competing priorities between cultural and talent demands and risk mitigation

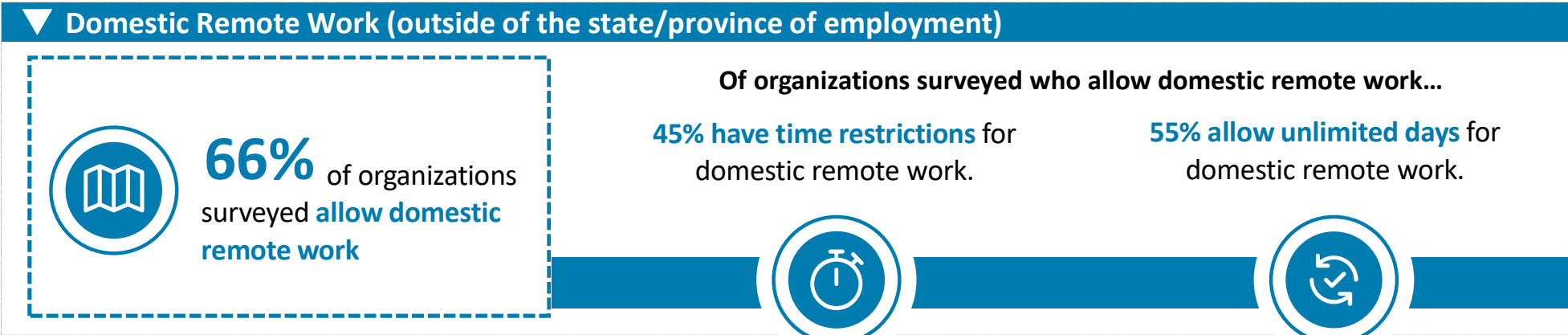
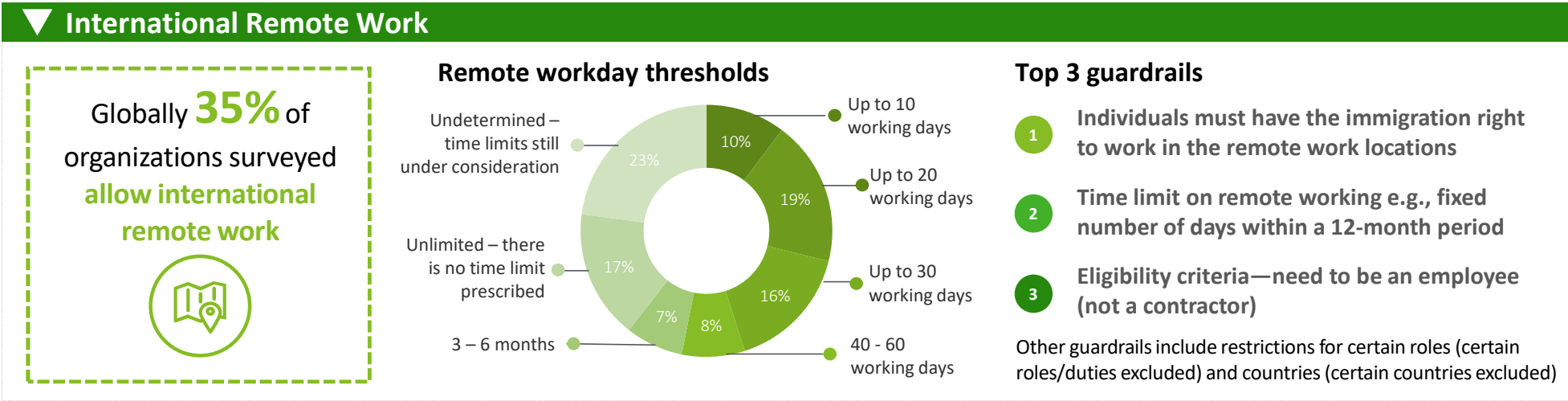


Because remote work impacts all aspects of the organization, across multi-disciplinary stakeholders, we’re seeing a **tension across priorities within the organization**. This is evident in the top 5 challenges summarized below, and other challenges raised, including **rate of change in employee and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

Top 5 Challenges



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



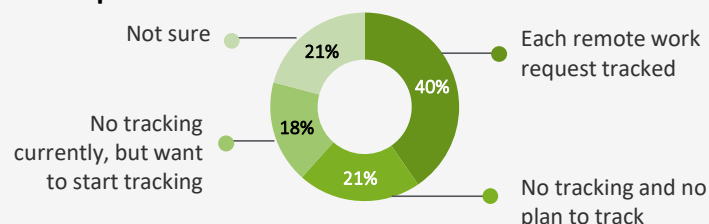
There's a gap between policy inception and roll out and the ability to operationalize and enforce remote work processes



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**



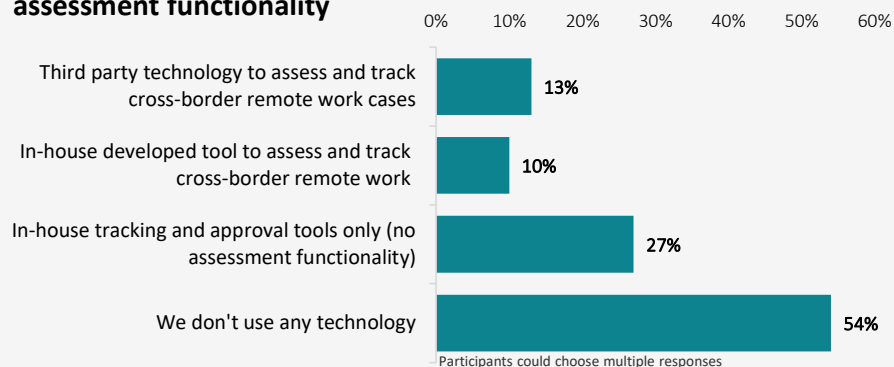
36% of organizations surveyed **review each case before accepting/declining**

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**



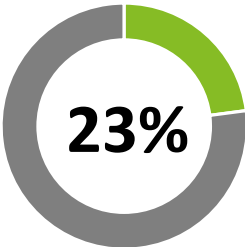
57% of organizations surveyed that use technology **do not perform any checks on employee locations** or were unsure if checks are performed

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.

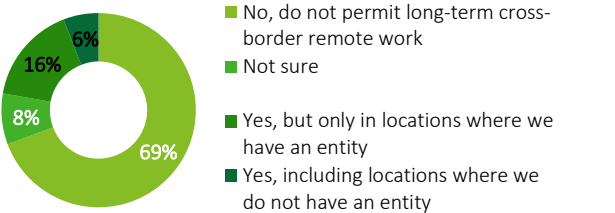
1 ...do not currently utilize virtual assignments



- 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**

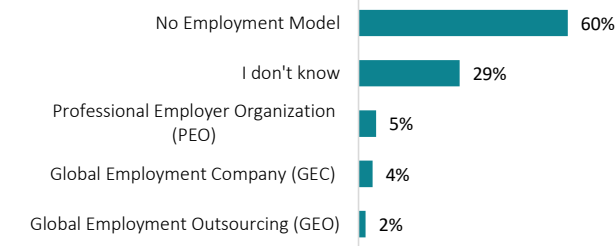
Most organizations surveyed...
2 ...do not currently permit long-term international remote working

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





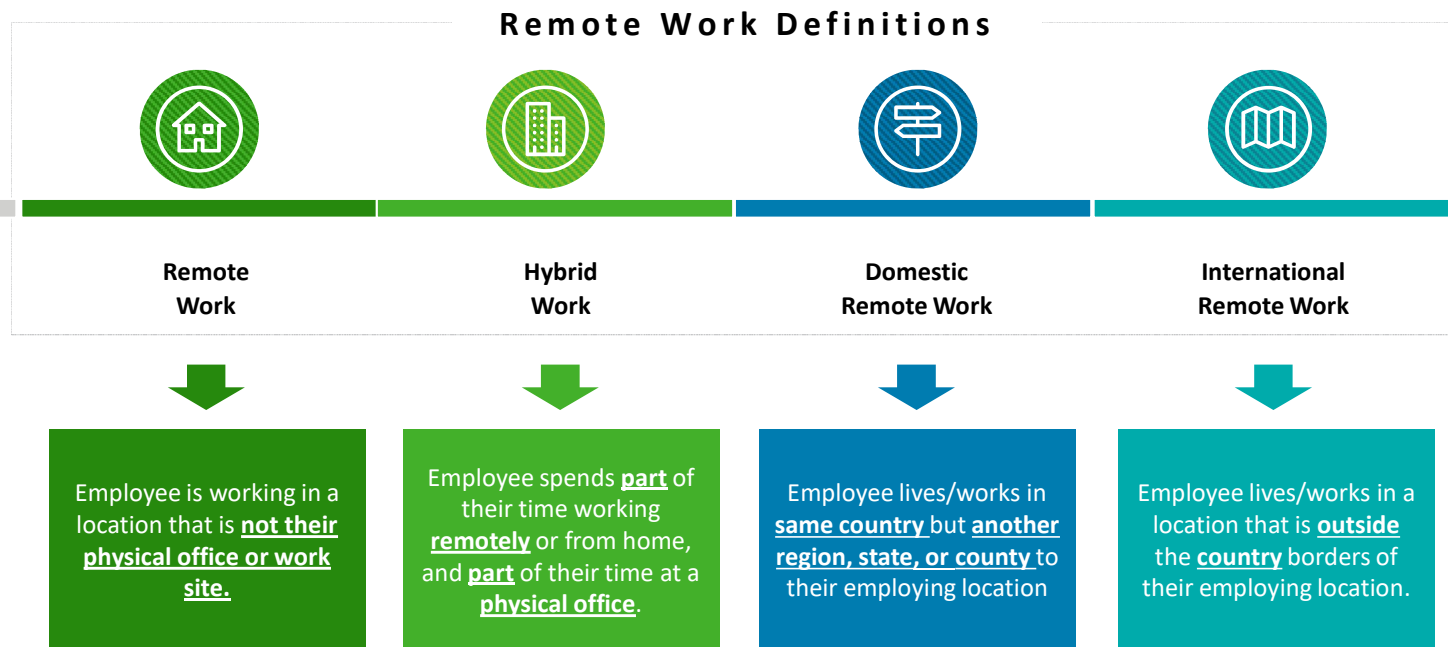
Appendix

Definitions

Participant Demographics

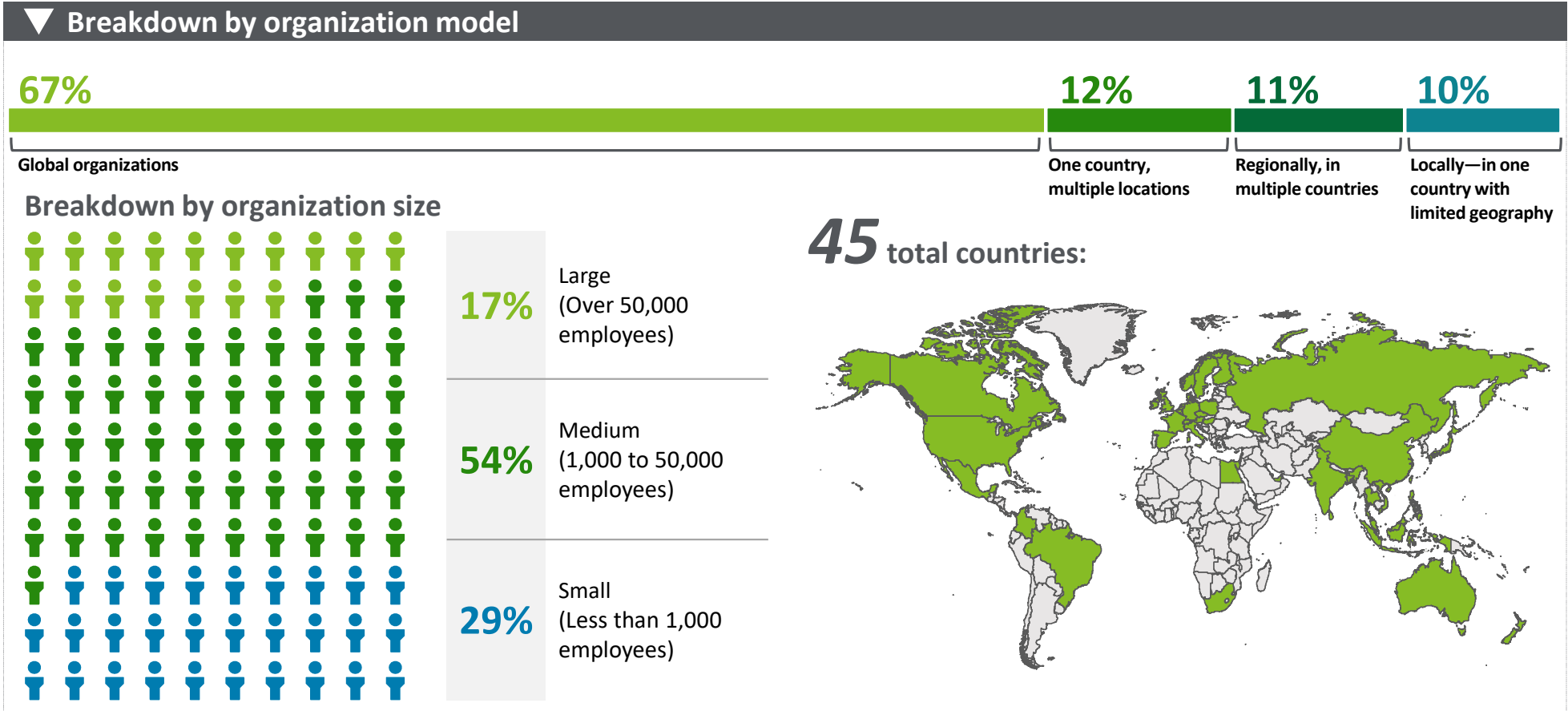
Definitions

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.

▼ Breakdown by industry



24% of participants
**Consumer
(CNSR)**



24% of participants
**Energy, Resources &
Industrials (ERI)**



10% of participants
**Life Sciences &
Healthcare (LSHC)**



18% of participants
Financial Services (FS)

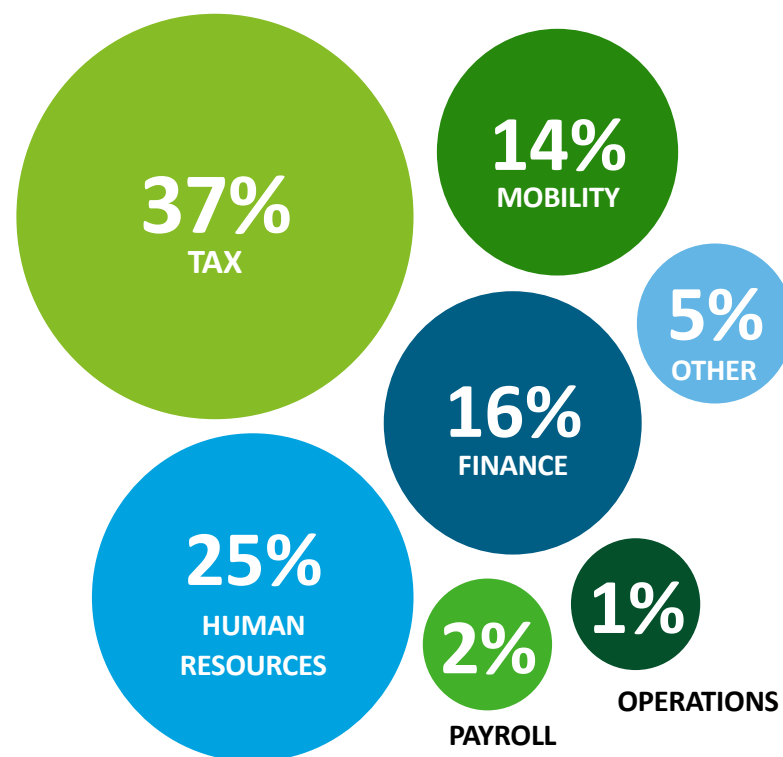


4% of participants
**Government &
Public Services
(GPS)**



20% of participants
**Technology, Media &
Telecommunications
(TMT)**

▼ Breakdown by primary function





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