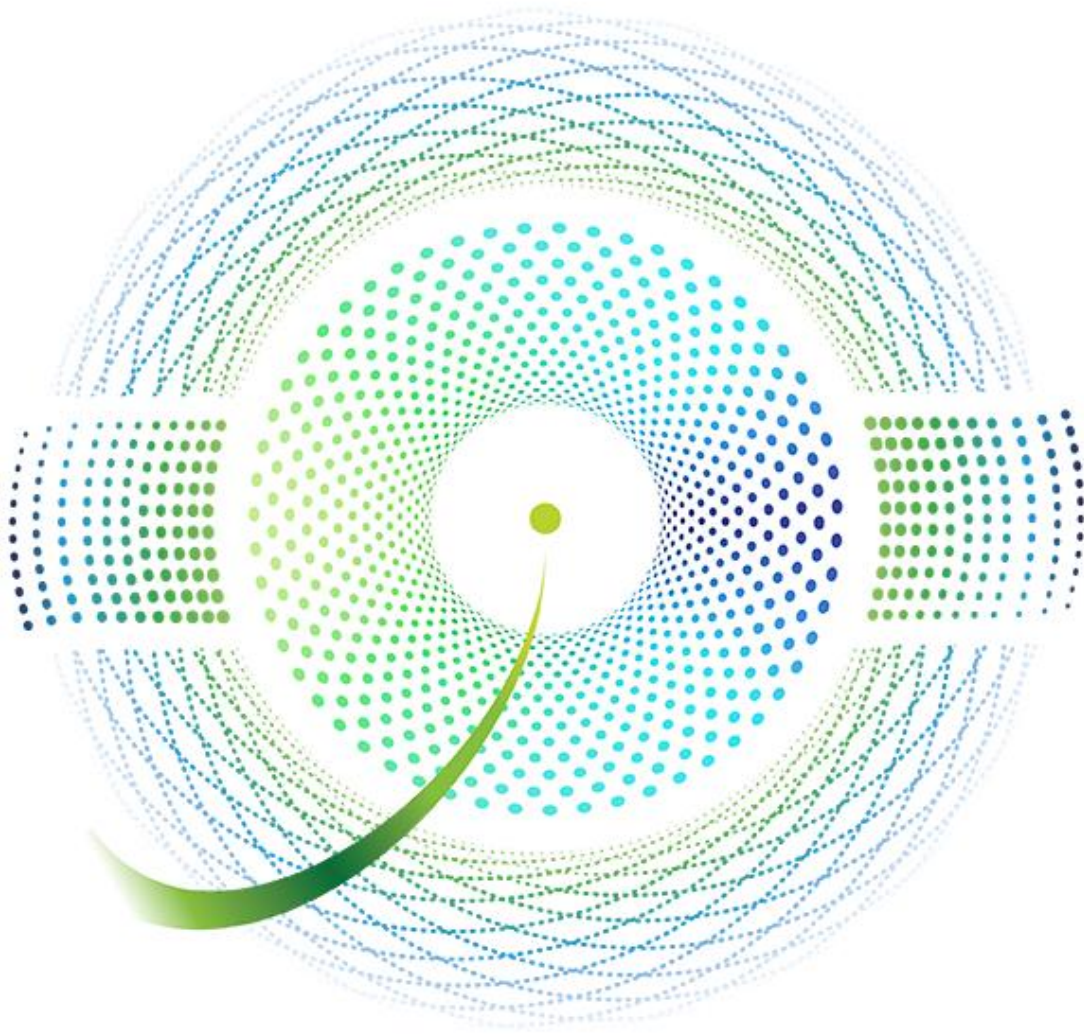




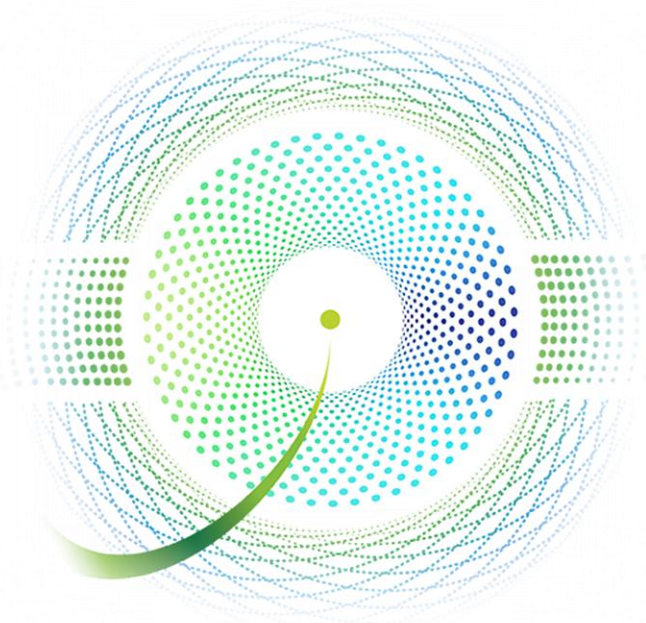
Workforce in motion: The role of data in an agile approach to mobility

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Across the Middle East, access to workforce data is rarely the problem – the challenge lies in translating that data into a coherent picture of mobility exposure. Workforce data is typically fragmented across multiple systems, largely static, and missing the specific data points that matter most when mobility decisions need to be made quickly.

Recent years have made clear how rapidly workforce dynamics can shift. Regional and global events have prompted employees to temporarily relocate, be hired to work in one jurisdiction before moving to their destination, work remotely across borders, or move across jurisdictions ahead of formal internal processes. Each of these scenarios carries real compliance risk – for the individual and for the organization.

Future-proofing workforce data capable of supporting agile mobility decisions requires input from various stakeholders across the business to develop a 360-degree view. Key data points include:



This information becomes critical when organizations face pressure to act decisively – assessing which employees can realistically relocate, which populations face mobility or immigration constraints, whether critical functions can continue remotely, and which roles demand a sustained in-country presence.



For HR and mobility teams, the landscape has shifted. Maintaining workforce data is no longer sufficient. The task now is to expand that data set, surface vulnerabilities before they become crises, shape appropriate policies for different employee populations, and enable leadership to make well-informed decisions in real time. Without that foundation in place, organizations risk finding themselves perpetually on the back foot – scrambling to gather basic information at the very moment decisions need to be made, and compounding their exposure in the process.



To discuss how these issues apply to your organisation, please reach out to the [Deloitte Middle East GES Resilience team](#).



In the next article in this series, we will explore how cross-border remote working arrangements can create additional immigration, tax, social security and compliance risks for employers.



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