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The emerging workforce –
latest trends
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GLOBAL EMPLOYER SERVICES TURN IT UP

Your session presenters

The landscape of mobility has drastically changed. Employee demand for flexibility has increased exponentially, with a growing number of requests for remote work, virtual assignments, commuter arrangements and the return of business travel.

Our market analysis indicates that businesses plan to expand the use of remote working, commuter arrangements and virtual assignments to explore how they support workforce agility and drive competitive advantage.

This session will explore these areas with client insight, looking at how they can support the talent agenda and the framework to enable them compliantly.

Fatima Johnston
GES Director

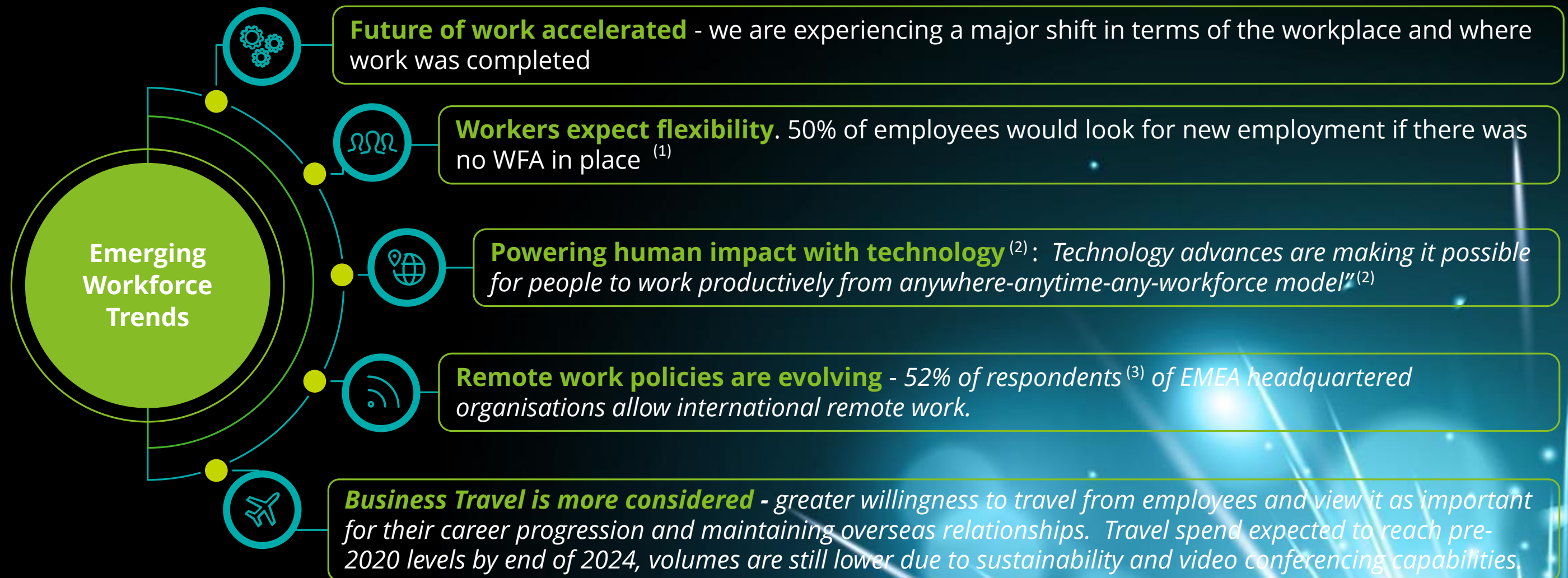**Alina Petrescu**
GES Director

Debbie Wardle
GES Director

Agenda

- Understanding emerging workforce and the latest trends
- Explore the balancing act between employee demands and employer compliance
- The emerging workforce evolving landscape
- Client insight
- Framework to drive workforce agility

Understanding Emerging Workforce and latest trends

Emerging Workforce Trends

Future of work accelerated - we are experiencing a major shift in terms of the workplace and where work was completed

Workers expect flexibility. 50% of employees would look for new employment if there was no WFA in place [1]

Powering human impact with technology [2] : *Technology advances are making it possible for people to work productively from anywhere-anytime-any-workforce model" [2]*

Remote work policies are evolving - *52% of respondents* [3] *of EMEA headquartered organisations allow international remote work.*

Business Travel is more considered *- greater willingness to travel from employees and view it as important for their career progression and maintaining overseas relationships. Travel spend expected to reach pre-2020 levels by end of 2024, volumes are still lower due to sustainability and video conferencing capabilities.*

[1] SAP Concur WFA Report [2] 2023 Deloitte Human Capital Trends [3] 2022 Deloitte Global Remote Work Survey

With the landscape changing, and employees demanding to work from anywhere, what does this mean for the future of your global workforce?

Emerging Workforce: latest trends

Polling question #1 – over to you…

Go to www.menti.com on your phone

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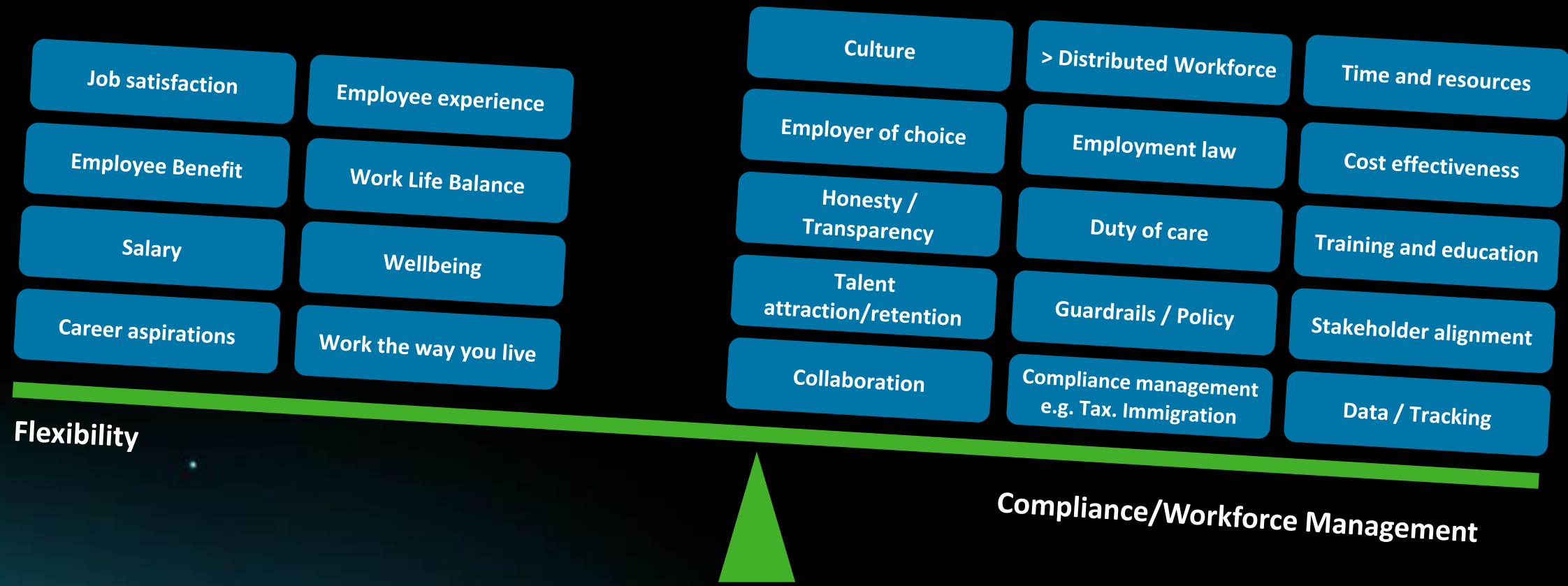
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What will be your biggest global workforce challenge in 2024?

Open question

Balancing employee demands with employer compliance

Job satisfaction	Employee experience
Employee Benefit	Work Life Balance
Salary	Wellbeing
Career aspirations	Work the way you live

Flexibility

Culture	> Distributed Workforce	Time and resources
Employer of choice	Employment law	Cost effectiveness
Honesty / Transparency	Duty of care	Training and education
Talent attraction/retention	Guardrails / Policy	Stakeholder alignment
Collaboration	Compliance management e.g. Tax. Immigration	Data / Tracking

Compliance/Workforce Management

(1) SAP Concur WFA Report

66% would take a reduced salary to work anywhere (1)	18% of employees have knowingly worked abroad without permission (1)	64% of HR leaders are concerned about incorrect employee day reporting (1)	68% of finance leaders are concerned about tax implications (1)

Emerging Workforce: balancing factors

Polling question #2 – over to you…

Go to www.menti.com on your phone

Enter code 4430 7747

Or use QR code

What are the factors you are trying to balance within your emerging workforce programme?

Open question

The Emerging Workforce: the evolving landscape

Short-term international remote work

Traditional Mobility (assignments & relocation)

Long-term international remote work

Virtual assignments

Tax & Payroll Compliance

Strategy, Program & Operations

'Ad hoc' arrangements & exceptions

'Stealth' expats

Legal & Finance

Commuters

Business Travel
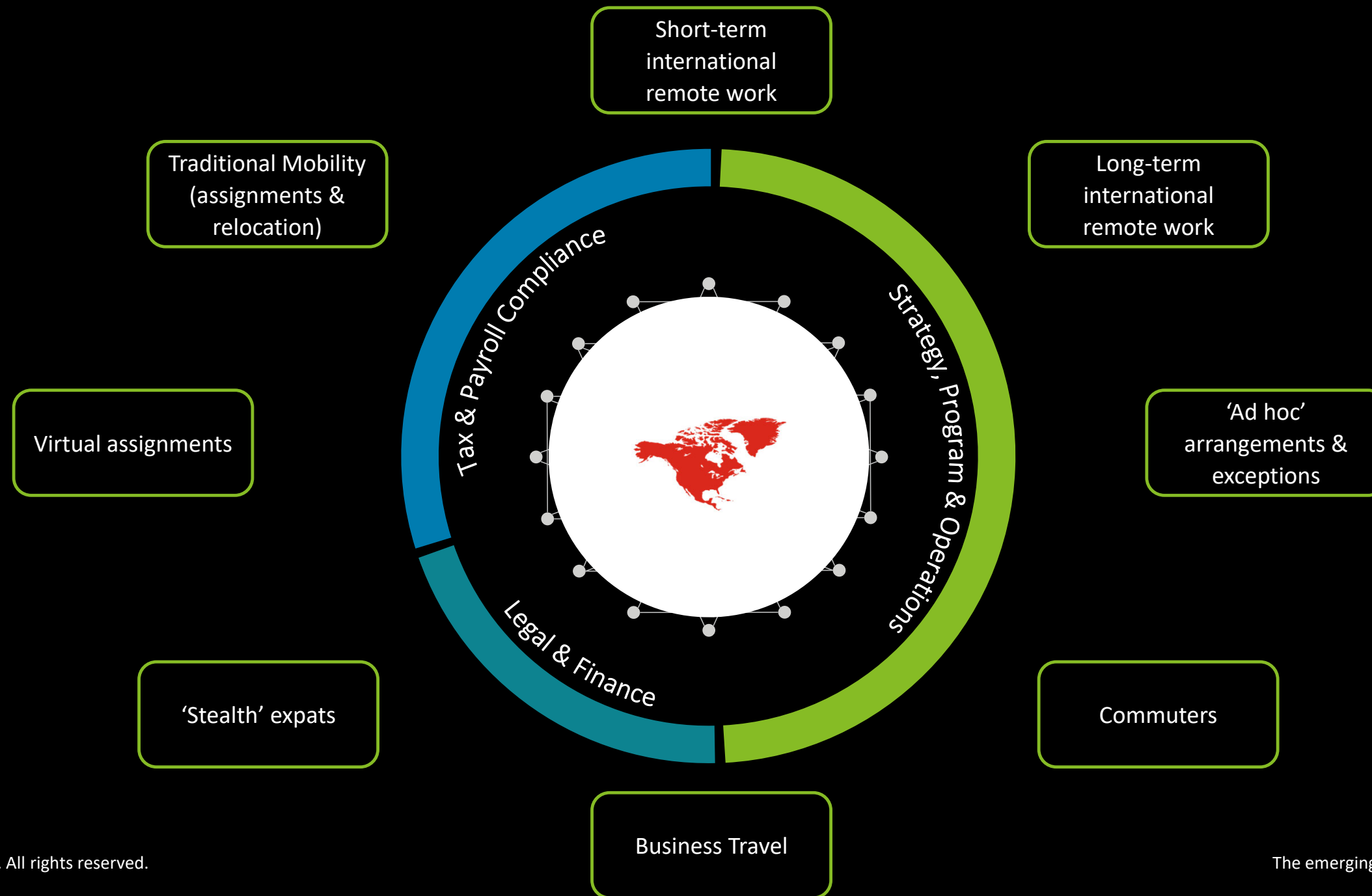
Emerging Workforce: landscape

Polling question #3 – over to you…

Go to www.menti.com on your phone

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Looking forward, which areas will your business explore further?

Please select all that apply.

- **Long term / permanent remote working to address talent needs**
- **Commuter arrangements**
- **Virtual assignments**
- **Use of Global Employment Company (GEC)**
- **Use of Employer of Record (EoR)**
- **Use of Independent Contractors**
- **Don't know / not applicable**

Emerging Workforce: latest trends

Polling question #4 – over to you…

Go to www.menti.com on your phone

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What are the perceived barriers to implementing emerging workforce policies to meet the changing landscape?

Please select all that apply.

1. Cost
2. Time and resources
3. Technology
4. Need to change the culture
5. Ways of working
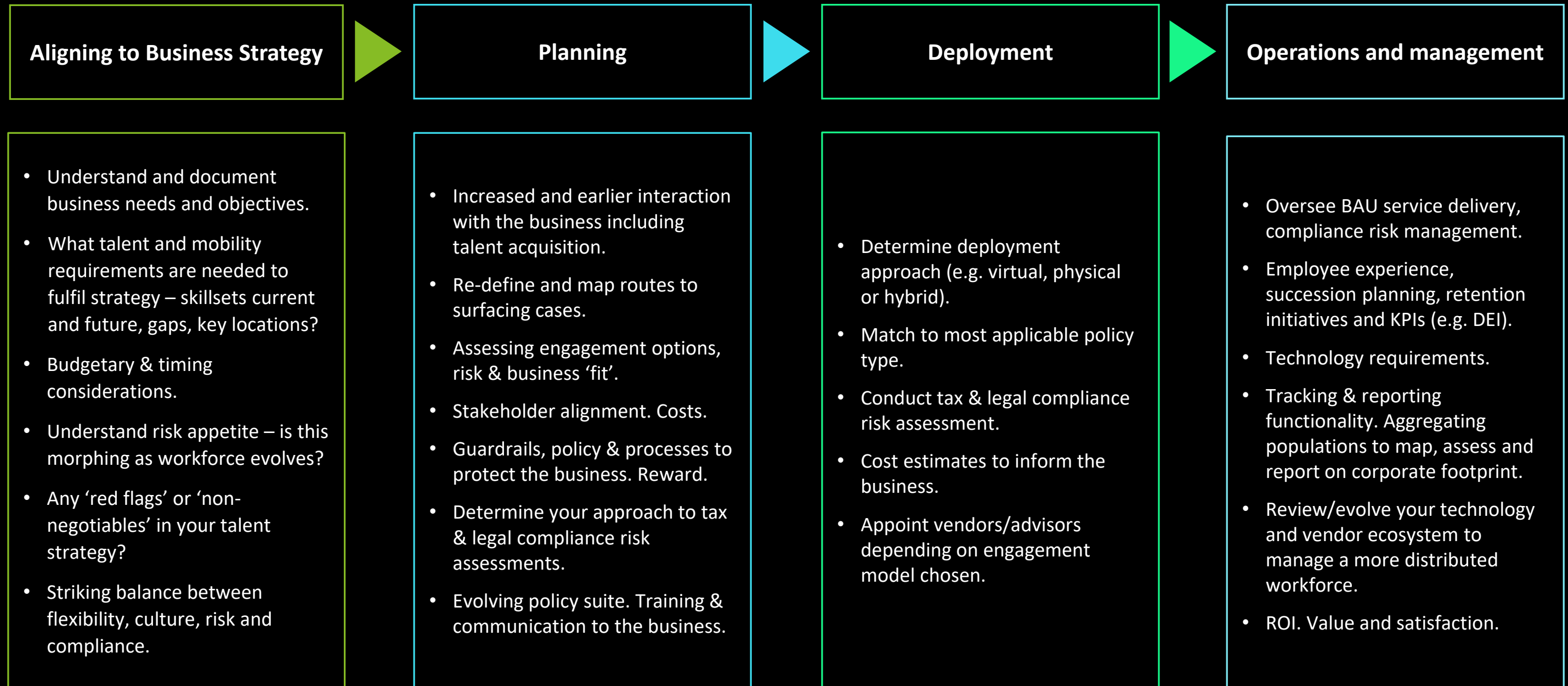6. Ability to track and manage
7. Other
8. N/A

Client insight

Driving workforce agility

Framework to consider

Aligning to Business Strategy	Planning	Deployment	Operations and management

Aligning to Business Strategy

- Understand and document business needs and objectives.

- What talent and mobility requirements are needed to fulfil strategy – skillsets current and future, gaps, key locations?

- Budgetary & timing considerations.

- Understand risk appetite – is this morphing as workforce evolves?

- Any 'red flags' or 'non-negotiables' in your talent strategy?

- Striking balance between flexibility, culture, risk and compliance.

Planning

- Increased and earlier interaction with the business including talent acquisition.

- Re-define and map routes to surfacing cases.

- Assessing engagement options, risk & business 'fit'.

- Stakeholder alignment. Costs.

- Guardrails, policy & processes to protect the business. Reward.

- Determine your approach to tax & legal compliance risk assessments.

- Evolving policy suite. Training & communication to the business.

Deployment

- Determine deployment approach (e.g. virtual, physical or hybrid).

- Match to most applicable policy type.

- Conduct tax & legal compliance risk assessment.

- Cost estimates to inform the business.

- Appoint vendors/advisors depending on engagement model chosen.

Operations and management

- Oversee BAU service delivery, compliance risk management.

- Employee experience, succession planning, retention initiatives and KPIs (e.g. DEI).

- Technology requirements.

- Tracking & reporting functionality. Aggregating populations to map, assess and report on corporate footprint.

- Review/evolve your technology and vendor ecosystem to manage a more distributed workforce.

- ROI. Value and satisfaction.

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Thank You