



Global Talent Strategy Technology, Tracking & Trends


Introduction



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**Global Talent
Mobility** is more
critical now than
ever before.

WHAT
DO YOU
MEAN
?

Global Talent Mobility

The function that helps business stay compliant while effectively deploying, managing and engaging ~~relocating employees.~~ **and business travellers.** employees **that are away from the traditional 5 days/week in the office.**

The increasing scope of Talent Mobility



***Executive
Expats***

***STAs and
more LTAs***

***Permanent
Transfers***

***Cross-
border Hires***

***Business
Travel***

***Remote
Work!!***

Dramatic increase in % of employee population supported



Increasing expectations and pressure from the business

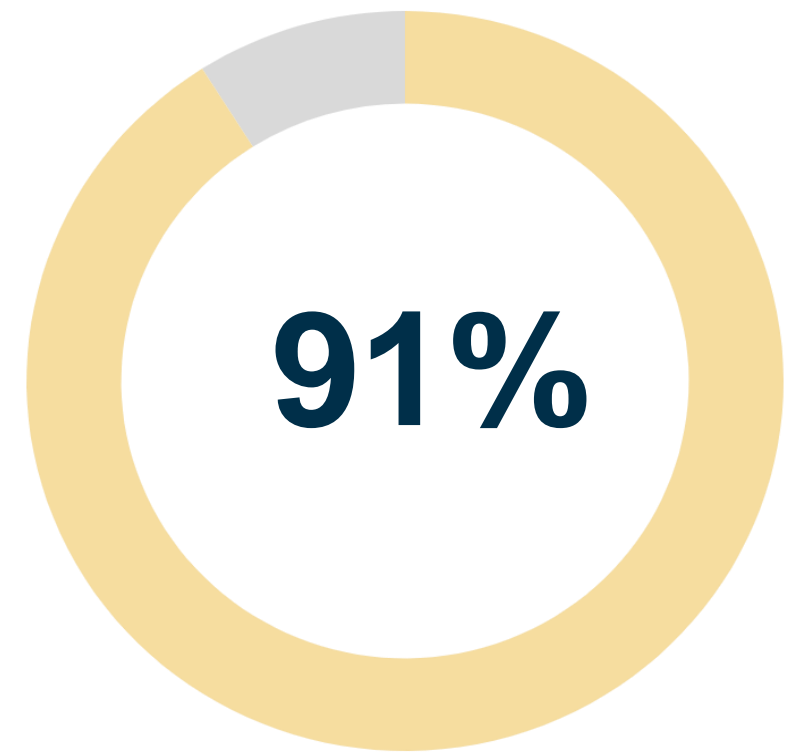
**Compliance
Crackdowns**

Cost Pressure

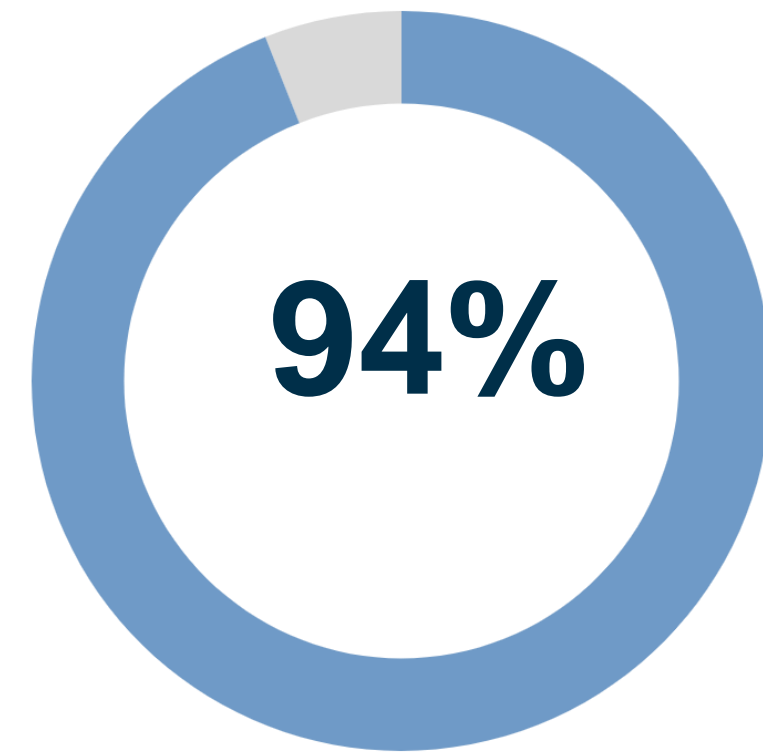
**Employee
Experience**

**Agile
Expectations**

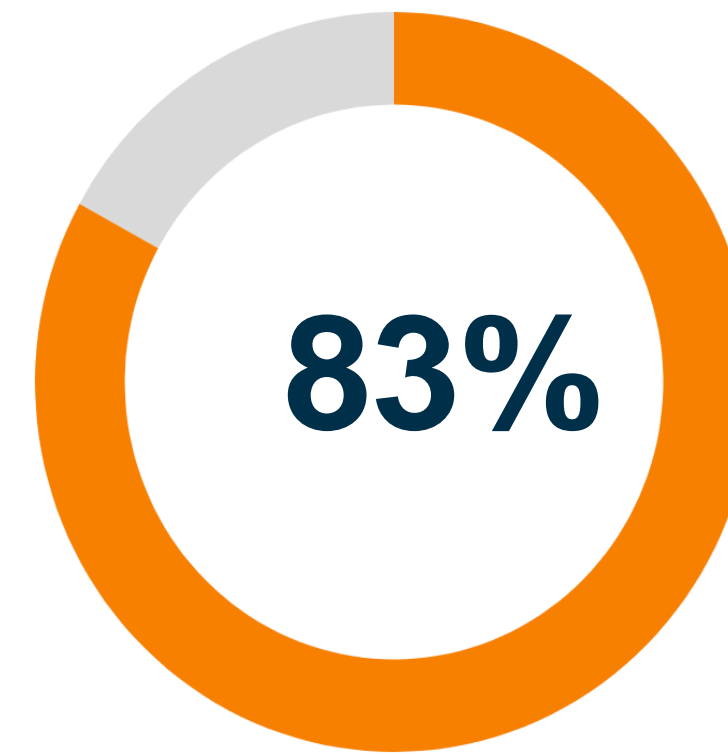
What *is* the new world of work?



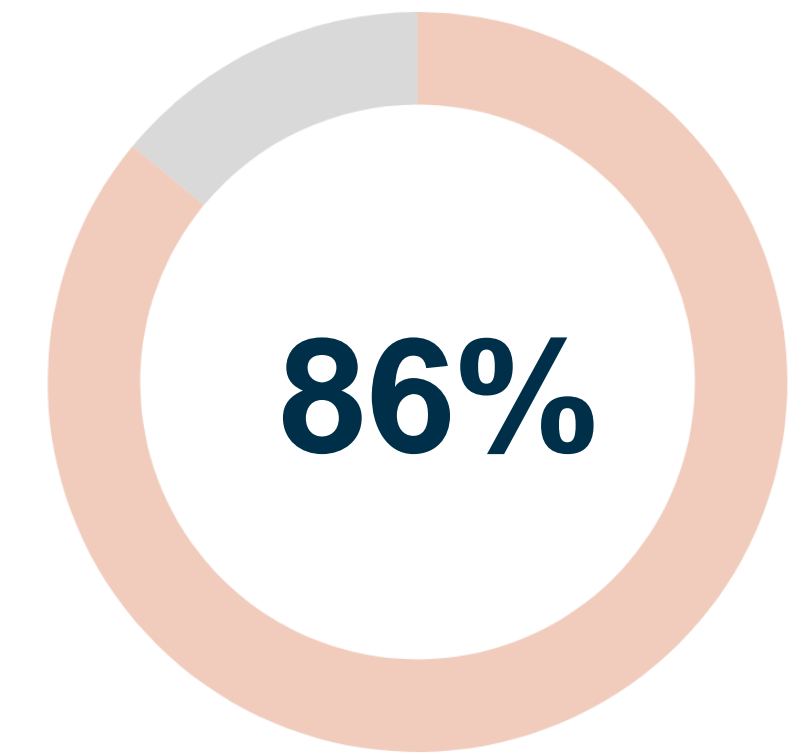
of employees say “I should **be able to work from wherever I want** as long as I get my work done”¹



of HR says remote work supports a more diverse team¹



agree teams should be built on experience and skill sets, not location¹



of companies expect an increase in remote working requests or arrangements²

1 Topia Adapt Survey

2 AIRINC The Future of Remote Work and COVID-19's Impact on Mobility

Where Are Your Employees Working?



Expectation

93% of HR professionals were confident that they know where the majority of their employees work



Reality

Only **33%** of employees self-reported all days spent working outside their home state or country

Examples: Employee Location



“ *We found a number of hidden remote workers when we asked people to update Workday addresses so that we could ship out new company t-shirts*



US-based FinTech CHRO

“ *We added a field to Workday that asks employees to self-report their current location when they log in. But we've seen very limited response - so we don't know where people are*



EMEA Head of Mobility

“ *We are doing our best to educate managers on the risk (of remote work) and are logging known remote workers in a big Excel sheet*



Head of Mobility, Major Global Bank

“ *We had tracking in place for business travel, so were lucky to have access to tools and data at the start of the pandemic*



Head of Mobility & Tax, Global Tech Company

No longer scared of Big Brother!



95%

are comfortable with employers knowing their country location



95%

are comfortable with employers knowing their state (US)/county (UK) location



94%

are comfortable with employers knowing their city location



81%

are comfortable with employers knowing their street location

Employee tracking: Possibilities



	Accuracy	Completeness	Audit-ready	GDPR compliant
1 Self-Reporting	Lowest	Lowest	Lowest	✓
2 VPN logs ¹	High	Medium	High	✓
3 Laptop tracking	High	High	Highest	✓
4 Mobile device tracking	Highest	Highest	Highest	✓

¹ VPN logs won't fit all use cases as many orgs do not require all employees to access the VPN for their day job

Top Tips: The tracking conversation



Understand the risk

- Ensure the business understands the risks (permanent establishment, immigration, social security, payroll, etc.)
- Lay out the risk to the company and to the individual
- Lay out compliance options and pros/cons

Minimize risk of misuse

- Avoid Uber's 'God Mode' bad press risk
- Maintain trust and reduce risk by putting the right processes in place
- Avoid overly-granular tracking & consider mixed models

Over-communicate

- Communicate to manager levels as they can help identify risk
- Communicate company and employee risk to employees
- Explain what you are doing and why - drive trust
- Use examples!

New World of Work

Global Talent Mobility = Most of your employees!

HR, Finance and Compliance must be aligned - where is work actually happening?

Flexibility is here to stay



WORKHARD
ANYWHERE

IMAGE BY ALEX RODRIGUEZ

MacBook Pro

Thanks!

Feel free to get in touch with any questions!

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