

**Vialto Partners**

**Remote Work Survey:**  
The New Work Environment

// A market perspective  
on how to operationalize

27th October 2022

**VIALTO**  
PARTNERS



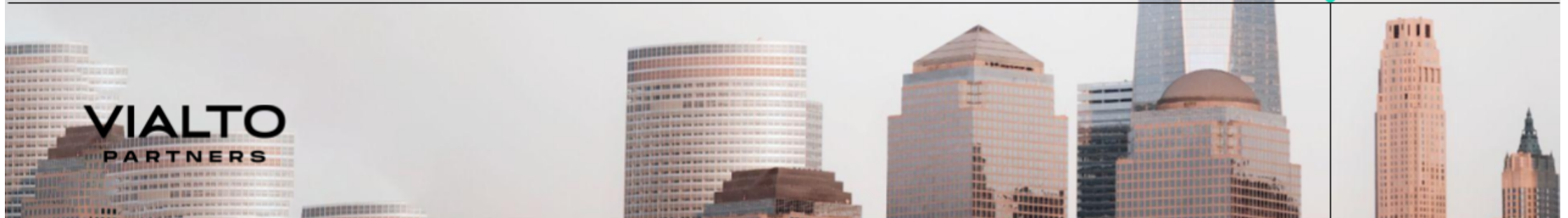
# About the Vialto Partners Global Mobility Policies and Practices Survey

**At Vialto Partners, we're connecting with our clients to better understand their current program needs and requirements.**

We want to get the latest market perspective on the new work environment journey and how companies are managing their remote work arrangements and overall remote work environment.

This latest survey will focus on operations and implementation.

The New Work Journey Survey was live from September 6 to 26, 2022.  
We received responses from over 800 participants across the globe.



Demographics

The New Work Environment

Temporary International Remote Work

Temporary Domestic Remote Work

Hybrid Work Arrangements

Permanent Remote Work

Organizational Structure





# The New Work Environment

## // Highlights

### The New Work Environment

Remote work plays a part in talent attraction and retention, but more than this is also part of the way in which an organization demonstrates they are in tune with the wants and needs of their people.

Companies who responded to our survey told us that remote work is considered key for attracting (54%) and retaining (62%) talent and it's a significant feature of the employee experience (60%).

### What does remote work look like now?

During the pandemic many companies switched to a fully remote model and our survey revealed that there has been an unsurprising shift to hybrid working in the last year, with 84% companies offering hybrid work arrangements to their people. Other remote work arrangements offered include temporary remote work (27%) and permanent remote work (24%).

This was not a huge revelation as we have witnessed a resurgence of people seeking in office experiences, alongside the flexibility of home working.

Interestingly 30% of companies have taken a step further and defined the terms of the hybrid arrangements, empowering employees to work across different countries/provinces/states. 13% of companies are in the process of defining what hybrid means across borders and may likely follow suit, as we see a rise in nomad working.





# The New Work Environment

## // Highlights

### Hybrid Work is more than a location

The majority of companies enabling hybrid work are generally allowing for employee driven flexibility, with 76% of companies allowing for a flexible schedule, determined by both the manager and employee. Our survey revealed that most companies (68%) do not expect employees to be physically present in the office for a set number of days but, where they did have a day requirement:

- 57% required 2 to 3 days in office
- 16% required 3 to 4 days
- 48% opted for core hours model

For companies that have implemented core days/hours, these are generally dependent on project teams and/or business units.

### Hybrid Work & Employee Benefits

There are more benefits being considered for hybrid employees than permanently remote employees, with 44% of companies surveyed saying they are not providing any benefits to hybrid employees, compared to 65% saying the same for permanent remote work employees. Where these companies are providing a stipend to their hybrid employees, the majority are structuring that as a reimbursement for internet and utility expenses (59%).

Whether this will continue in a post COVID world remains to be seen, particularly as cost containment becomes a deeper focus by companies.





# The New Work Environment

## // Highlights

### Temporary Remote Work

Vacation remote / temporary remote work is a growing feature of remote work programs, particularly as companies push for a return to some form of office work with hybrid and in person work leading the charge. Across industries, 57% of companies surveyed have a temporary remote work program of up to 30 days, with the majority falling into the 21 to 30 day category (31%). Despite employees' desire to have more flexibility in this area, only a minority of those surveyed are supporting temporary remote work for anything beyond 60 days (7%).

The leading guardrails in implementing a temporary remote work program are that the employee's role can be done remotely (80%) and that the employee must have the legal right to work in the location (77%). While 76% of companies surveyed do not offer any immigration support to their employees to obtain the right to work, we are starting to see a growing number of employers considering providing some level of support for digital nomad visas (13%), pre-pandemic this number was closer to 0%.

### Permanent Remote Work

Only 13% of the companies surveyed have adjusted their employees' compensation where they are in a permanent remote role. Again, it remains to be seen whether this will shift as the recessionary winds become stronger and cost containment becomes a focus.

For permanent remote employees, a growing number of those surveyed are considering utilizing an Employer of Record or Global Employment Company to support their permanently nomadic employees in locations where they don't have a legal entity (10%). This enables those employers to go where the talent is without being restricted by the organization's current global structure.



# < 🏠 > Demographics

Headquarter region

All

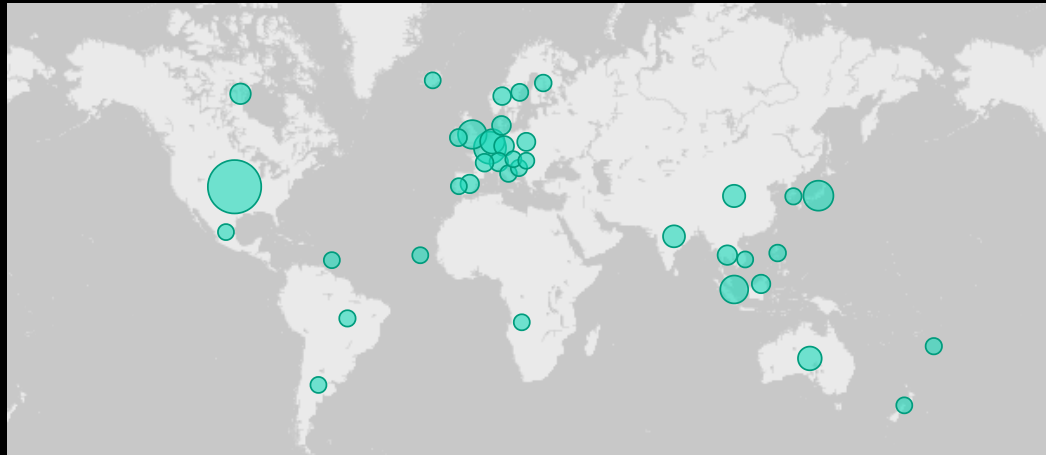
Industry Sector

All

Function

All

## Respondent Location



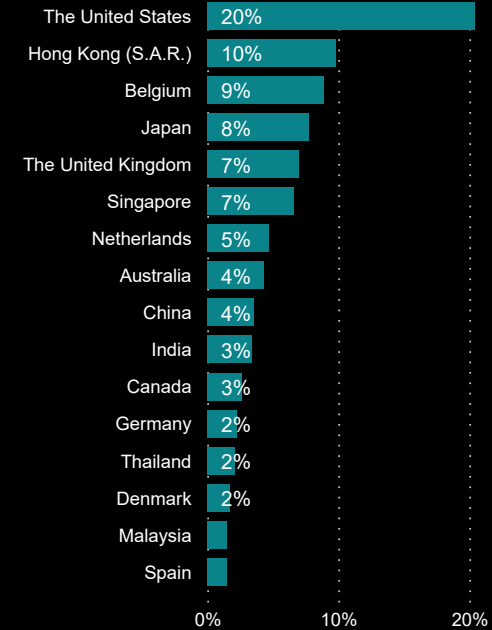
800  
Responses



40  
Countries



7  
Regions



## Respondent Function

Corporate Tax Employment Tax Finance Global Mobility (Immigration, Relocation, Tax) Human Resources Legal Other Payroll



## Industry Snapshot



Financial Services	22%
Tech, Media and Telecom	19%
Consumer Goods and Services	17%
Industrial Products and Services	16%
Professional Services	9%
Health Industries	9%
Energy, Utilities and Mining	7%
Government and Public Sector	1%





# The New Work Environment

Headquarter region

All

Industry Sector

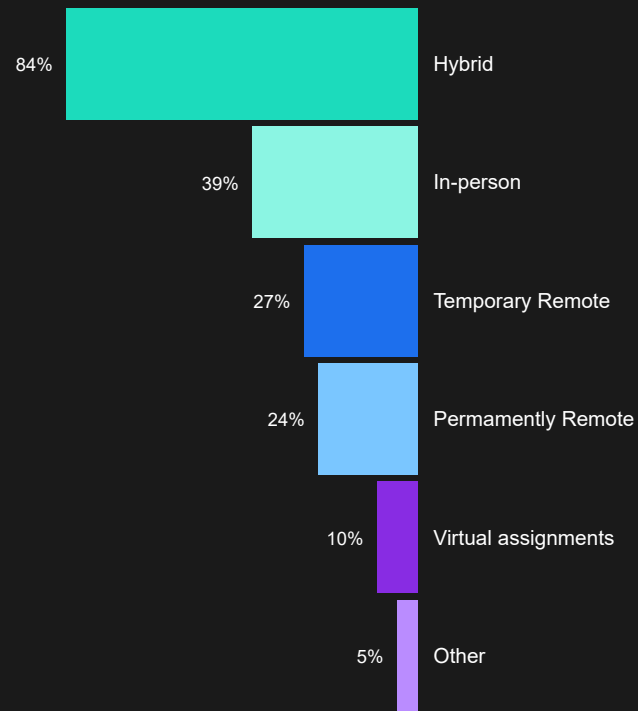
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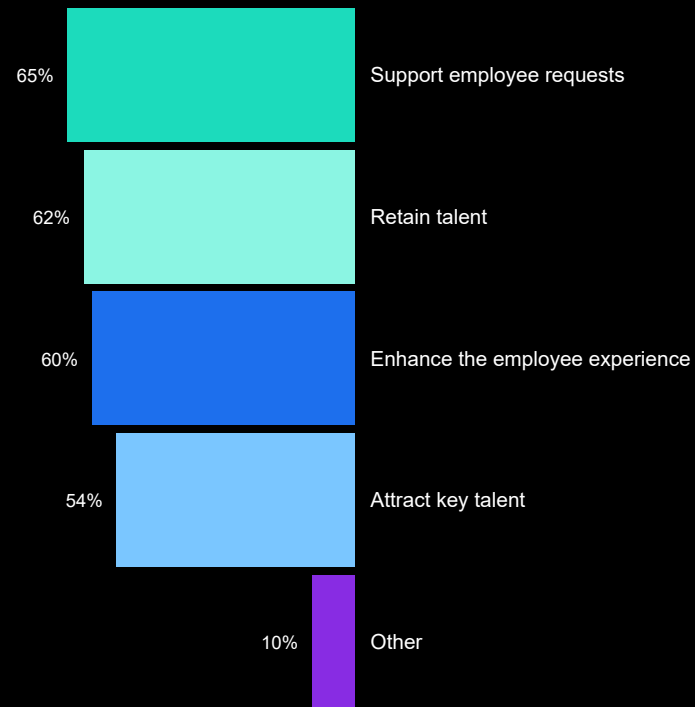
## Work Arrangement Options

We have enabled the following work arrangements for our employees...



## Primary Drivers

We have enabled alternative work arrangements to...



Companies are also re-evaluating their real estate objectives. Due to a lack of office workspace and as a means to decrease real estate costs some organizations have enabled alternative work arrangements, while providing flexibility and improving work-life balance.

Based on respondents who answered "Other" on enabling alternative work arrangements.







# Temporary International Remote Work

Headquarter region

All

Industry Sector

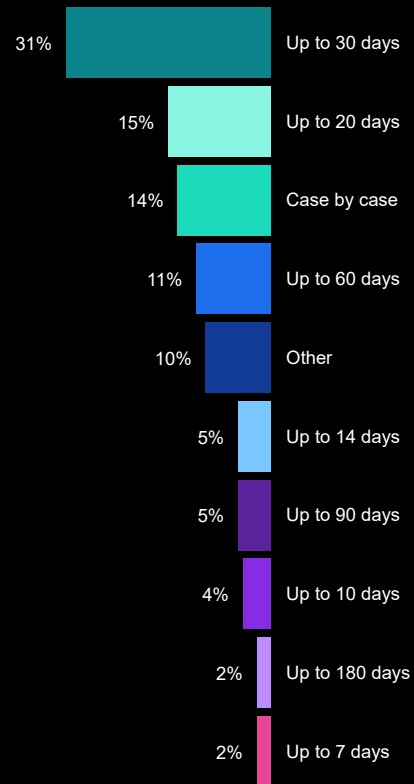
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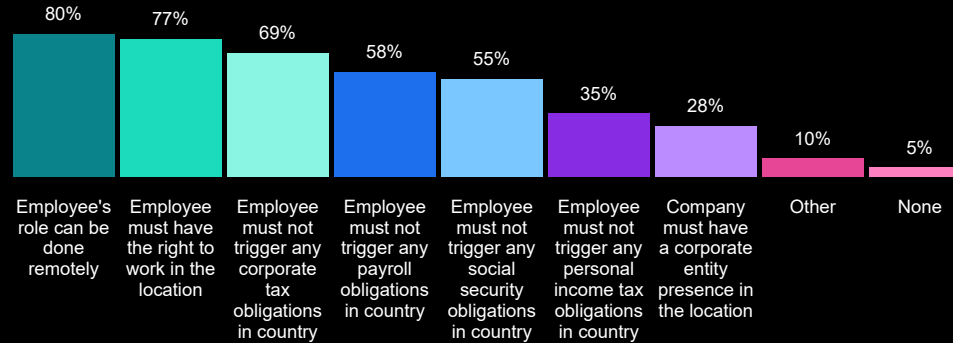
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## Day Thresholds

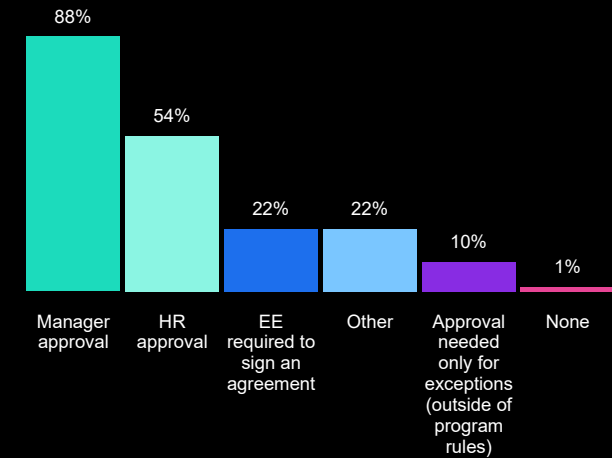
Employees are allowed to temporarily work in an international location up to...



## ...and have the following guidelines...

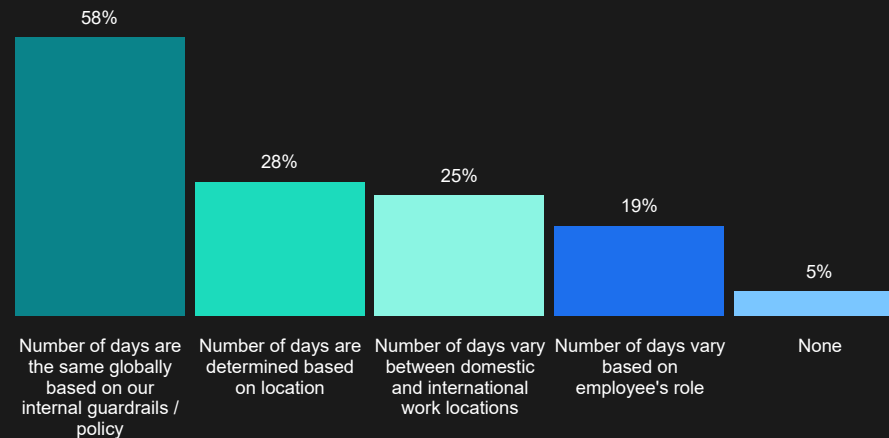


## ...and have the approval requirements.



## Internal Guidelines for Day Threshold

The internal guardrails in place for temporary internal remote work arrangements based on the number of days an employee can work in the location is...



57% of companies surveyed have a temporary remote work program of up to 30 days, with the majority falling into the 21 to 30 day category (31%).



# Temporary International Remote Work

Headquarter region

All

Industry Sector

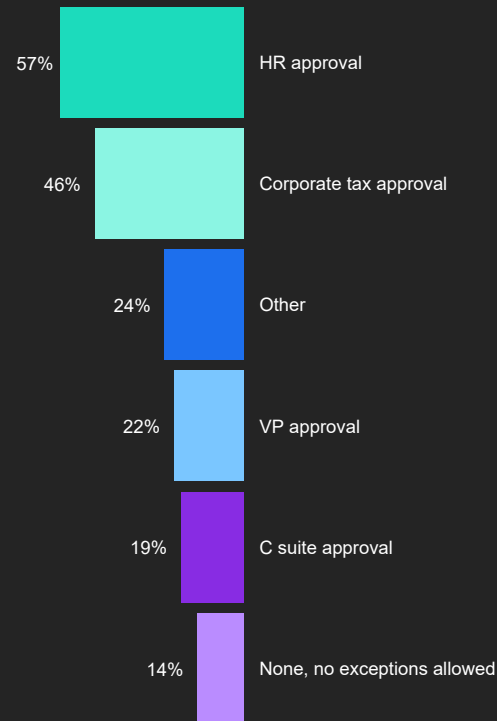
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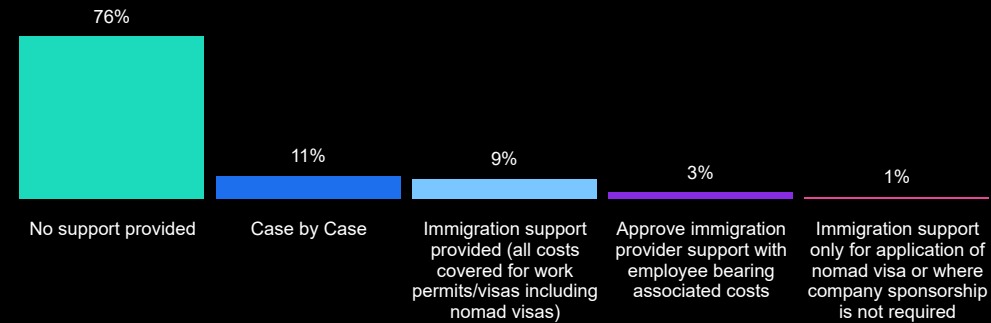
## Exception Requests

The following are additional approvals required for exception requests outside the standard policy...



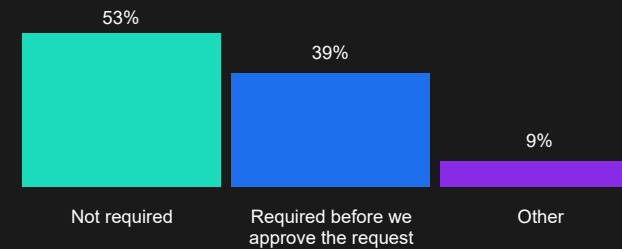
## Immigration Support

Is your organization providing any immigration support to facilitate temporary international remote work?



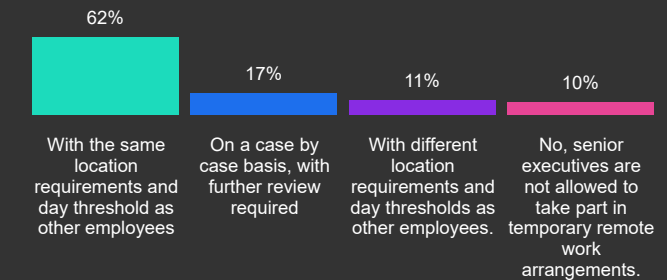
## Proof of Valid Visa

Before approving an employee's temporary work request, submitting proof of a valid remote work visa is...



## Senior Executives

Our organization allows senior executives to take part in international remote work arrangements...





# Temporary Remote Work: International and Domestic

Headquarter region

All

Industry Sector

All

Function

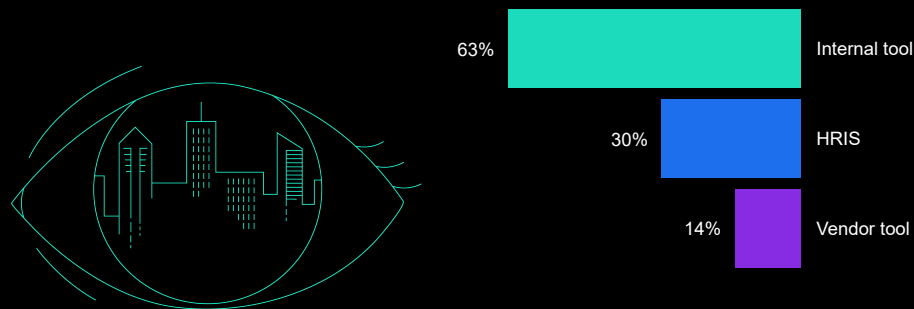
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## Tracking Remote Work

We are tracking temporary international remote work using...

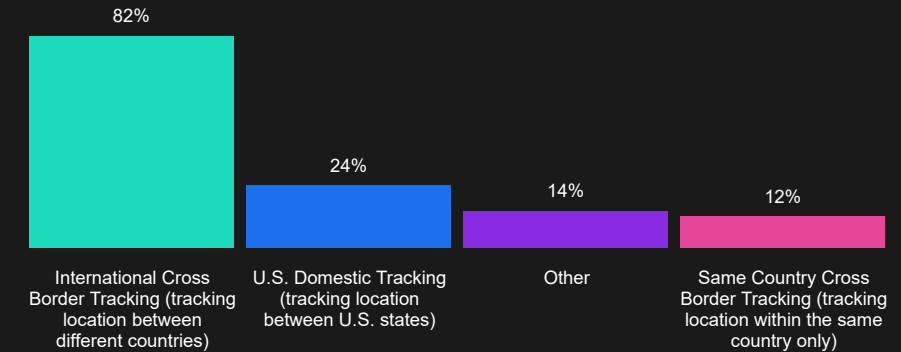


Breakdown of Internal / Vendor Tool and HRIS responses...



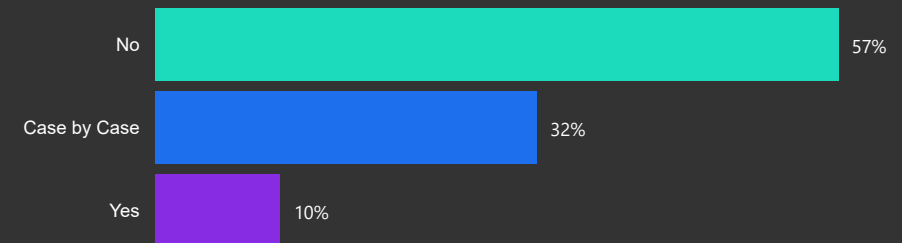
## Scope of Tracking Tool

Companies with a location tracking tool in place are tracking...



## Access to Work Space

For remote work employees with no access to an office site, are alternative work spaces (e.g. WeWork space, etc.) available...





# US Domestic State to State Remote Work Trends

Headquarter region

All

Industry Sector

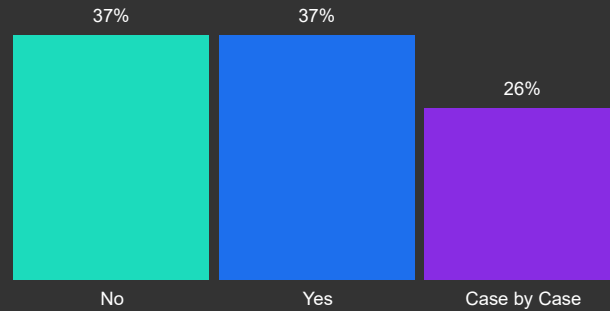
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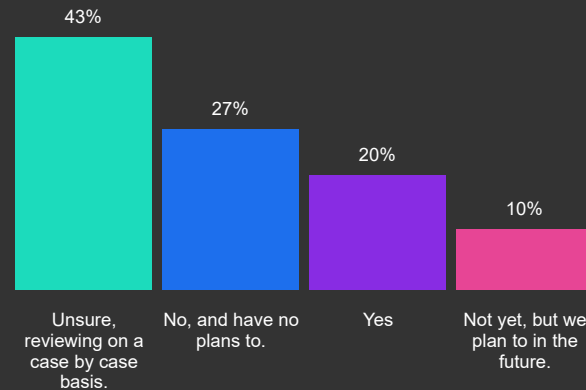
## Allocation of Income - Temporary Remote

Is your organization allocating and reporting income earned in another state?



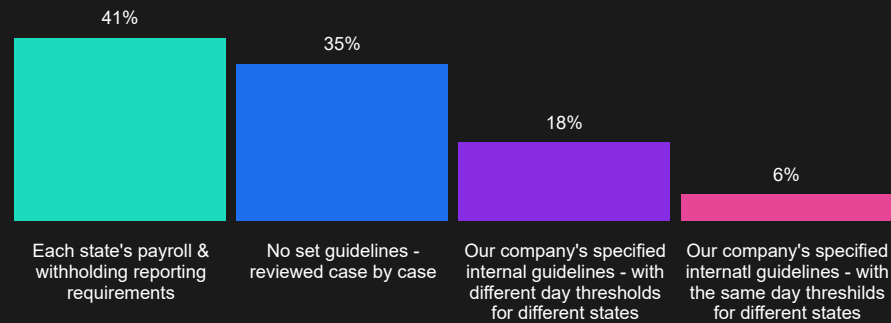
## Allocation of Income - Hybrid Arrangements

Is your organization allocating and reporting income earned in another state?



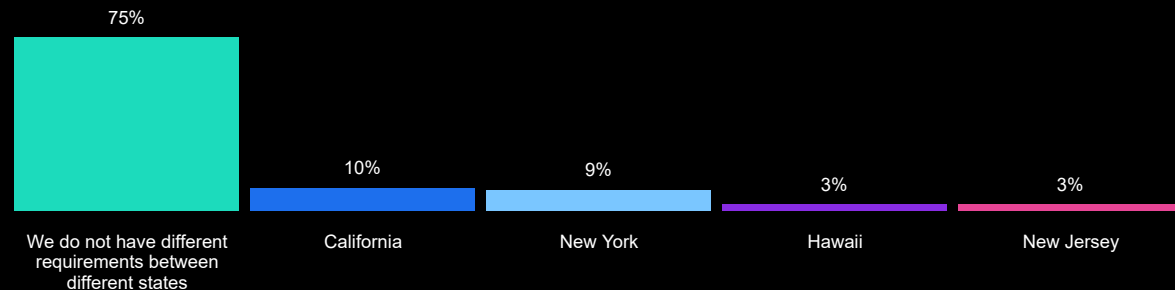
## Method of Allocating Wages

For companies that allocate income earned in another state while on temporary remote work arrangements, the method of allocation is based on...



## U.S. States Requiring Additional Guardrails

The following U.S. states are considered higher risk for remote work and companies have additional internal requirements for approval...



# < 🏠 > Hybrid Work Arrangements

Headquarter region

All

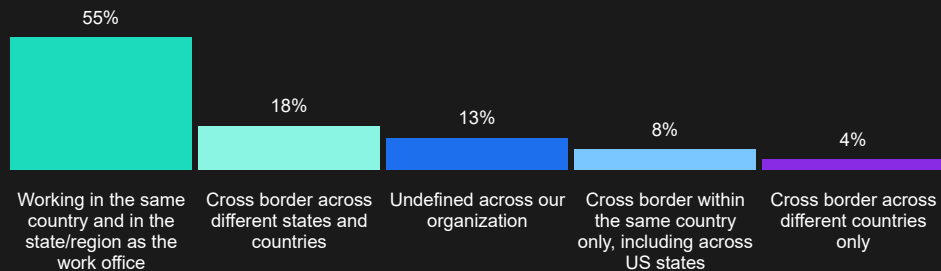
Industry Sector

All

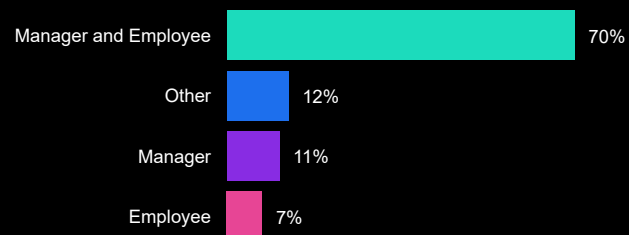
Function

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## Our company defines hybrid work arrangements as...

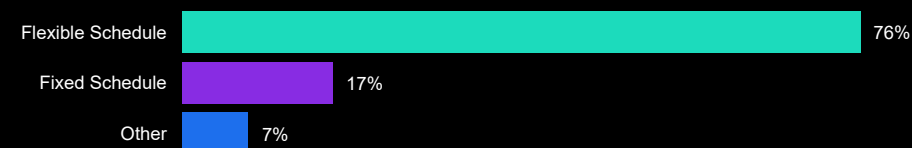


## The schedule is determined by...



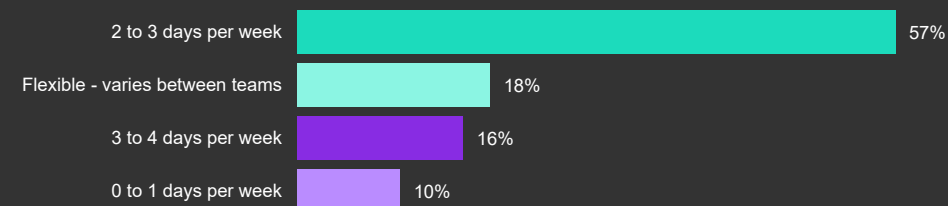
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The day requirements are flexible, generally defined by business or project teams.

## Is the schedule fixed or flexible?

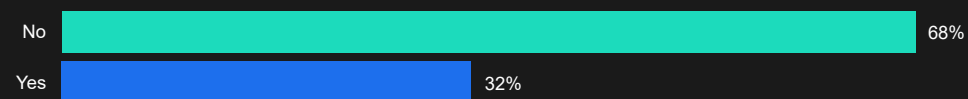


## Hybrid Arrangements

Employees are required to be in the office (for day to day work activities only, excludes training and on-site team building activities)...



## Are there core days that the employee is required to be in the office?



## Are there core hours that the employee is required to be in the office?





# Hybrid Work Arrangements

Headquarter region

All

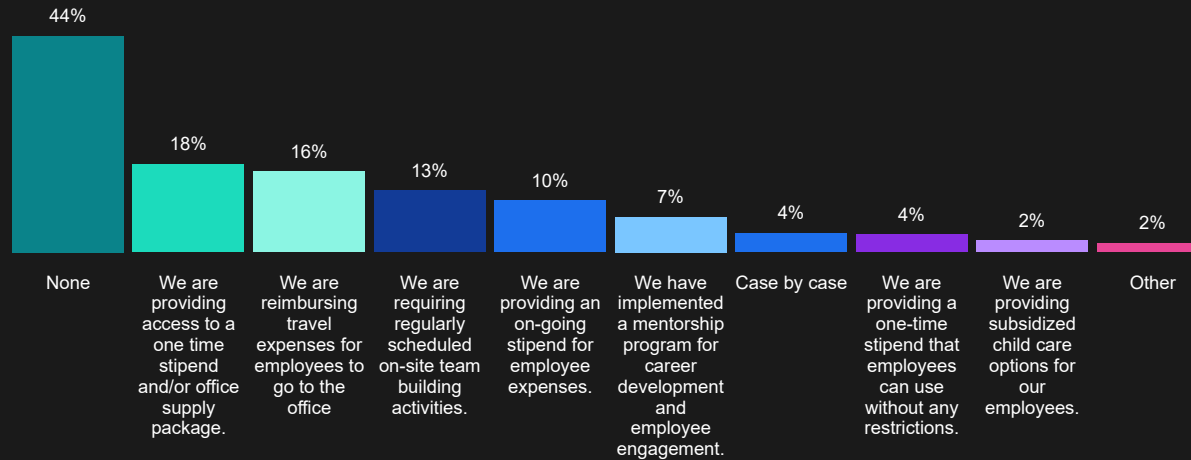
Industry Sector

All

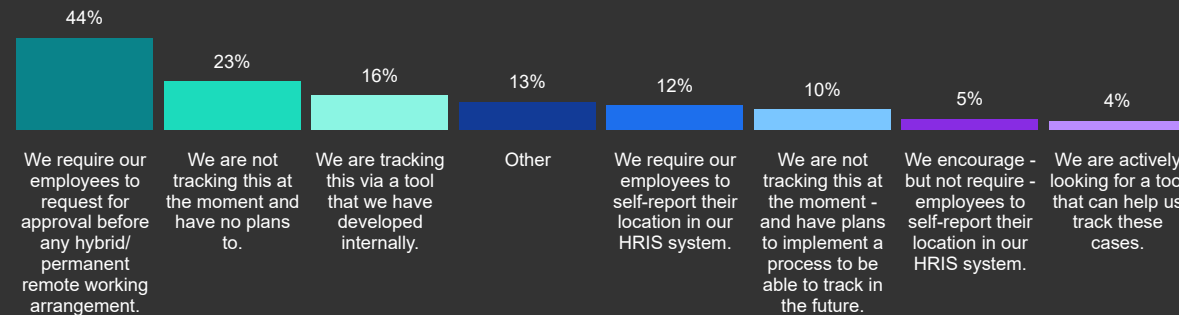
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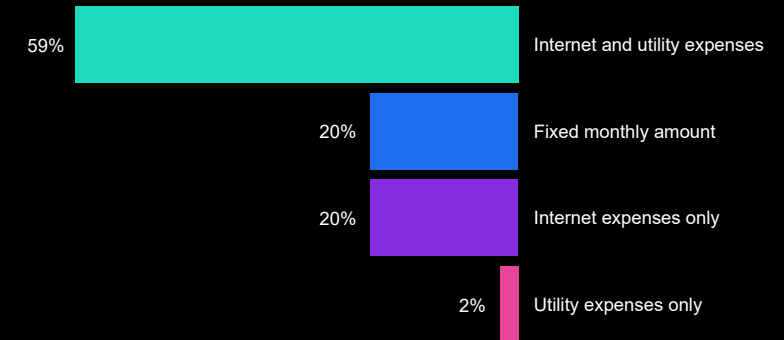
Our organization is providing the following benefits for employees on a hybrid work arrangement:



How are you tracking employees in a hybrid and / permanent remote work arrangement?



For organizations that provide a stipend for employees on a hybrid work arrangement, we reimburse for:



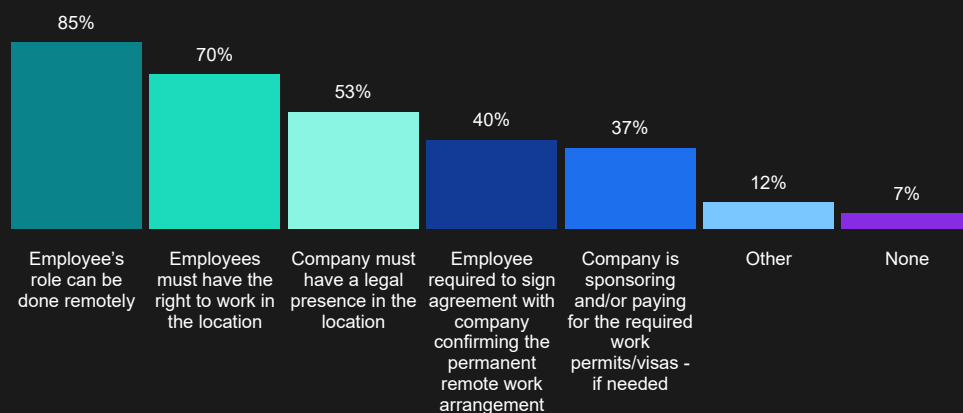
# < 🏠 > Permanent Remote

Headquarter region  
All

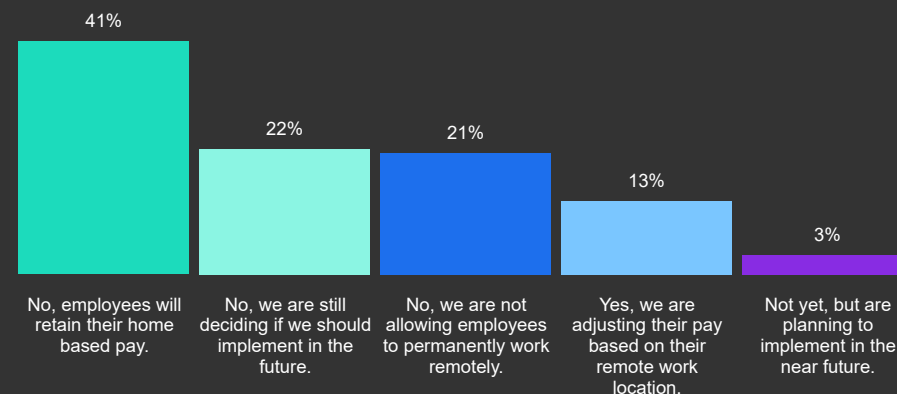
Industry Sector  
All

Function  
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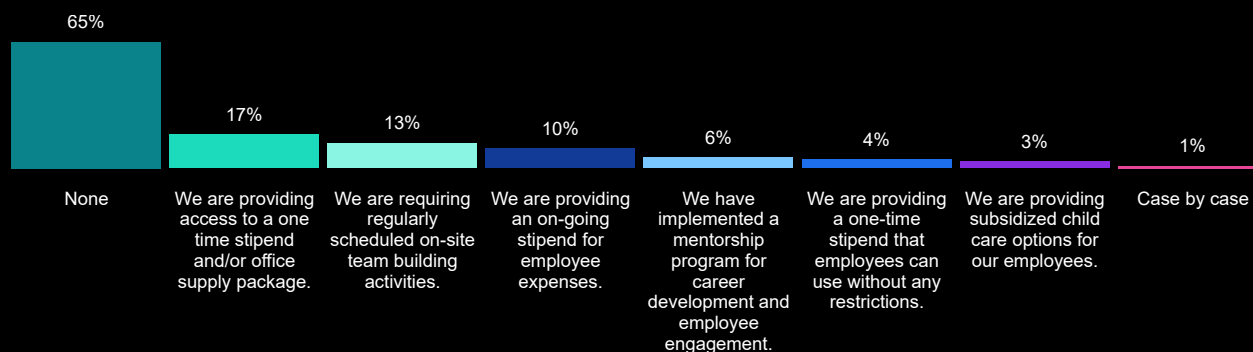
## ▼ The guidelines in place for permanent remote work arrangements are...



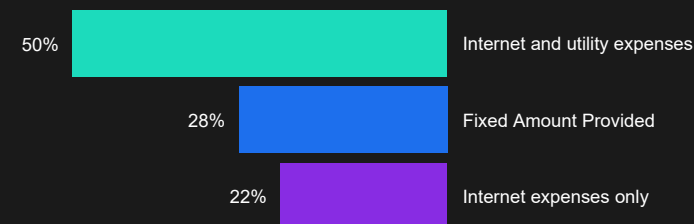
## ▼ Is your company making any compensation adjustments for permanent remote work arrangements?



## ▼ Our organization is providing the following benefits for employees on a permanent remote work arrangement:



## ▼ For companies that provide a stipend for employees on a permanent remote work arrangement, they provide:



# < 🏠 > Permanent Remote

Headquarter region

All

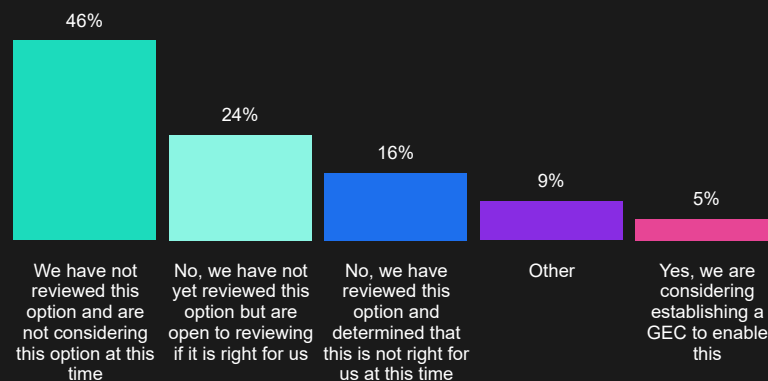
Industry Sector

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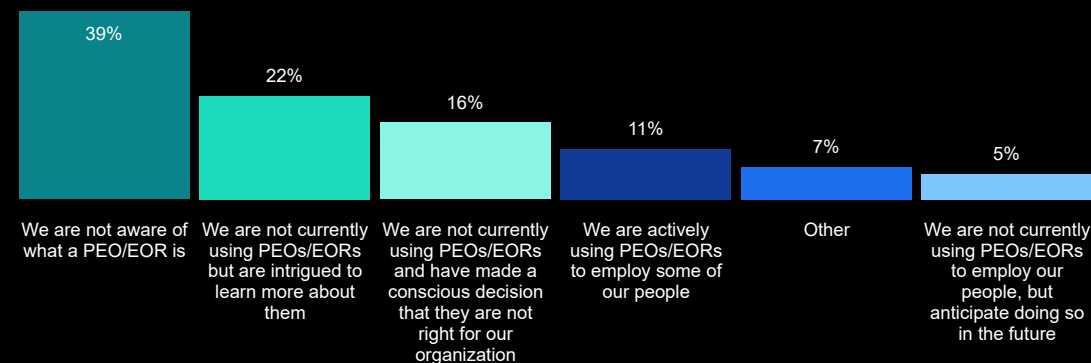
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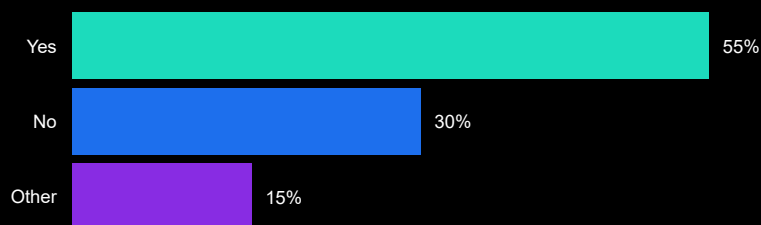
▼ Are you considering establishing a Global Employment Company (GEC) to enable work from anywhere?



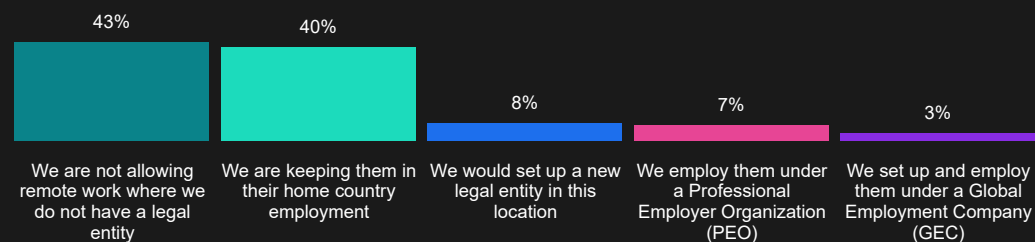
▼ To what extent is your organization using Professional Employer Organizations (PEOs) / Employer of Record (EOR) as a way to employ remote workers or other international talent?



▼ Are senior executives allowed to take part in permanent remote work arrangements?



▼ If your company does not have a legal presence in the remote work location, please select how the employee will be employed while on a permanent remote work arrangement:





# < 🏠 > Digital Talent Hub

Headquarter region

All

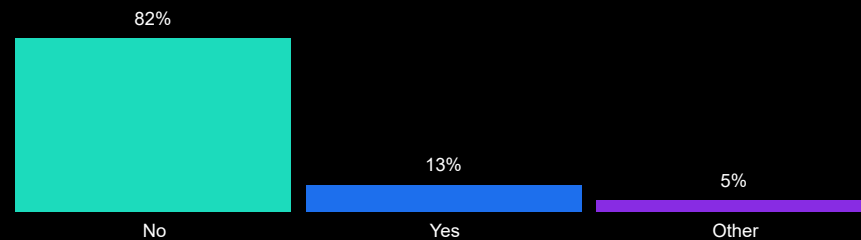
Industry Sector

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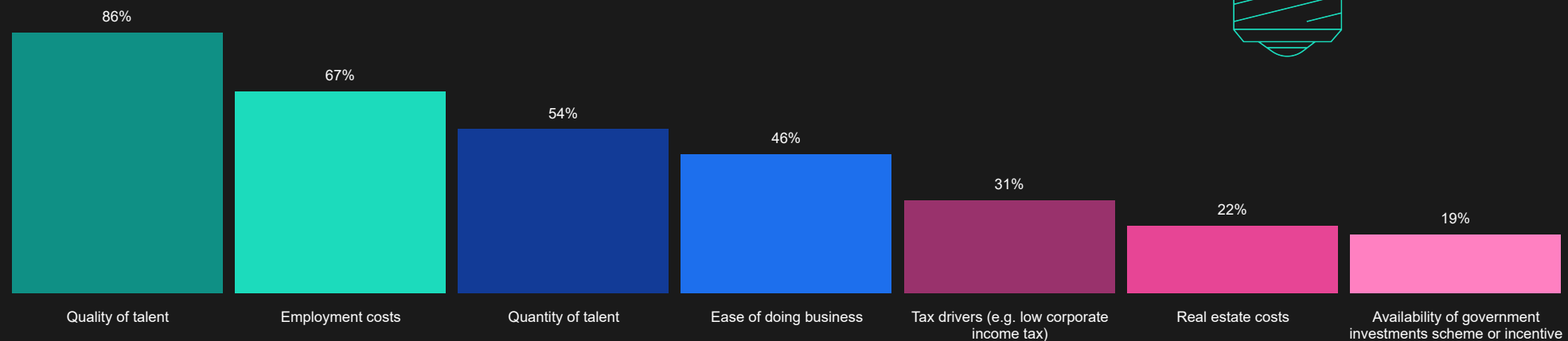
Function

All

▼ Are you considering / has your organization implemented a digital talent hub for your remote workers?



▼ The key factors that will drive your organization's decision on where to implement a talent hub:



# < 🏠 > Organizational Structure

Headquarter region

All

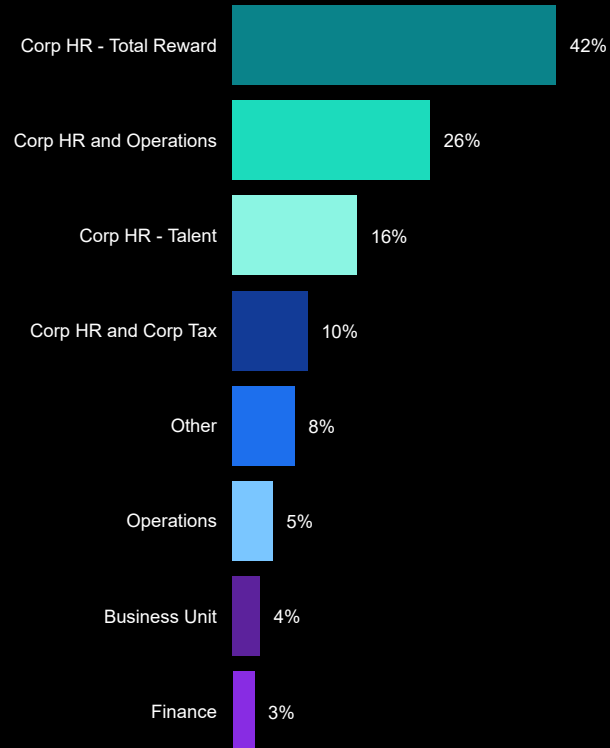
Industry Sector

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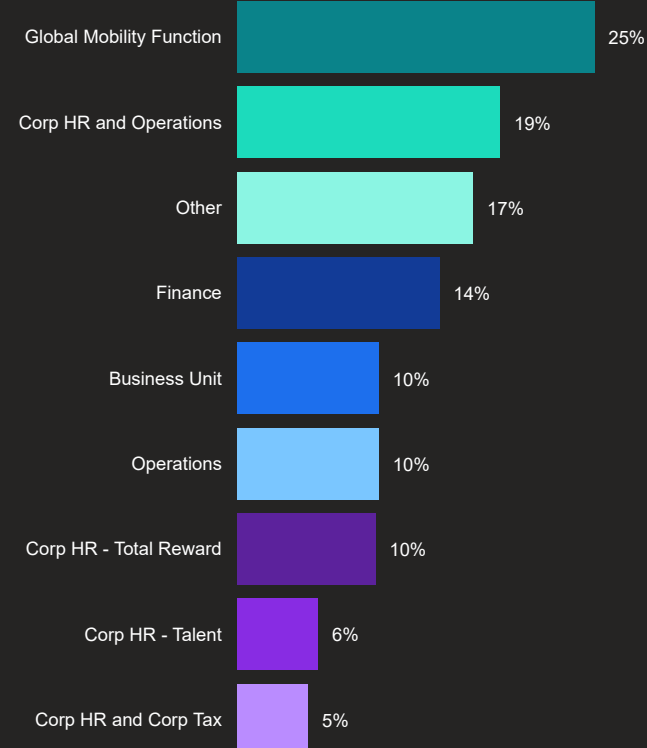
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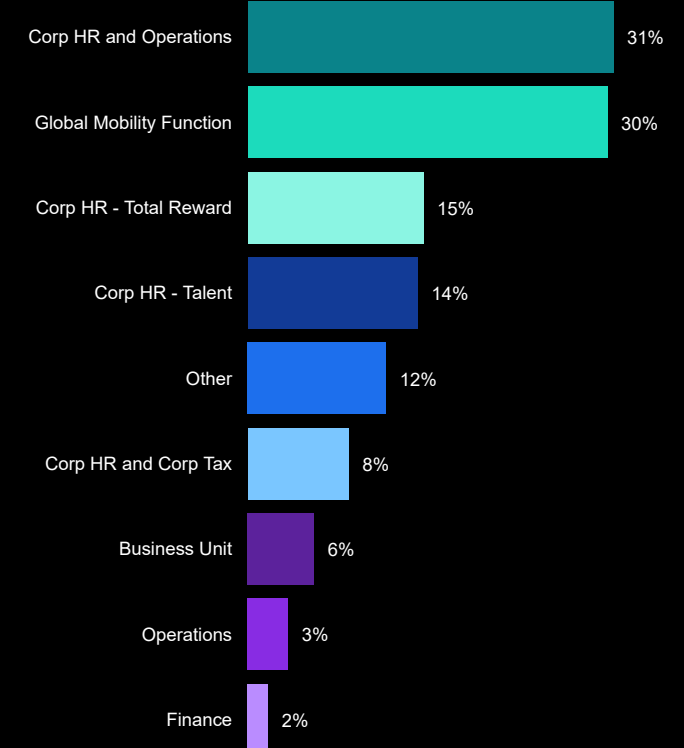
Which function currently owns (or would own) the global mobility function in your organization?



Which function owns (or would own) the business traveler program?



Which function owns (or would own) the remote work program?



# < 🏠 > Organizational Structure

Headquarter region

All

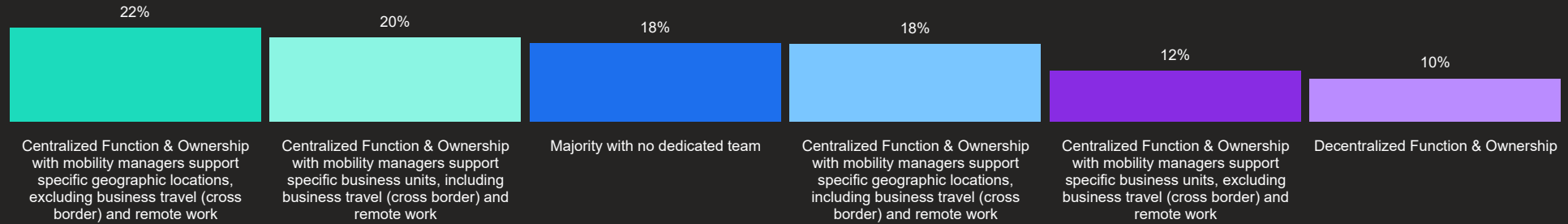
Industry Sector

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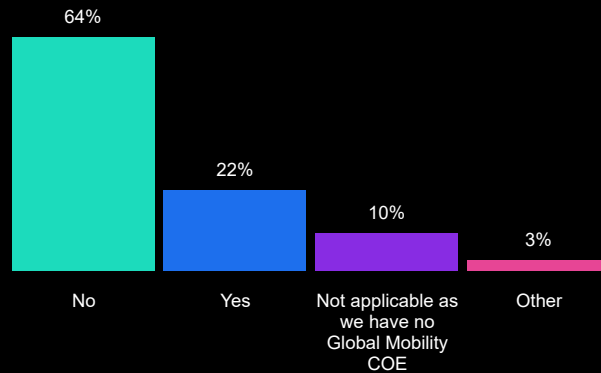
Function

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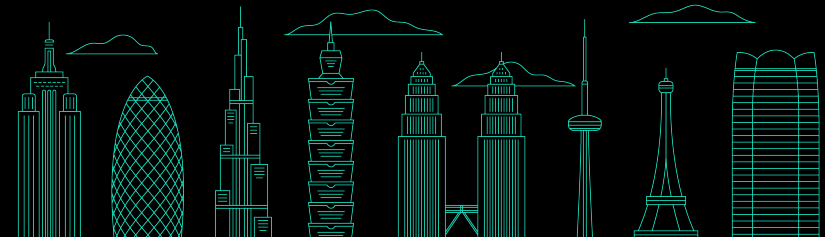
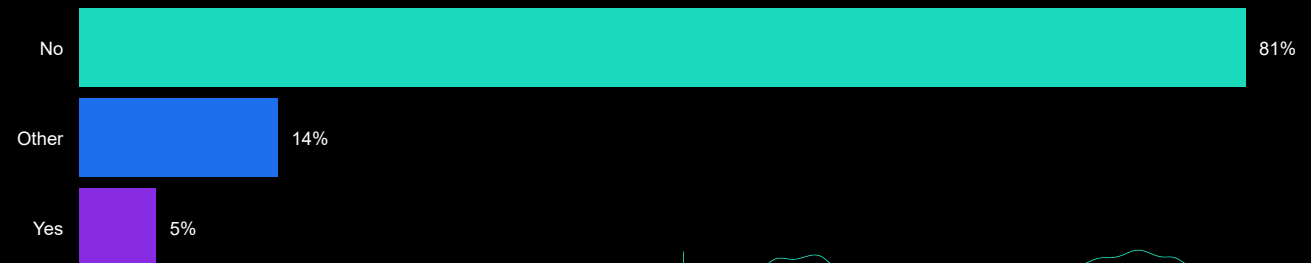
## How is the global mobility function / team support structured?



## Does your Global Mobility COE currently sit under a different function than the mobility service delivery team?



## Any plans to change this model in the next 1-2 years?



# < 🏠 > Organizational Structure

Headquarter region

All

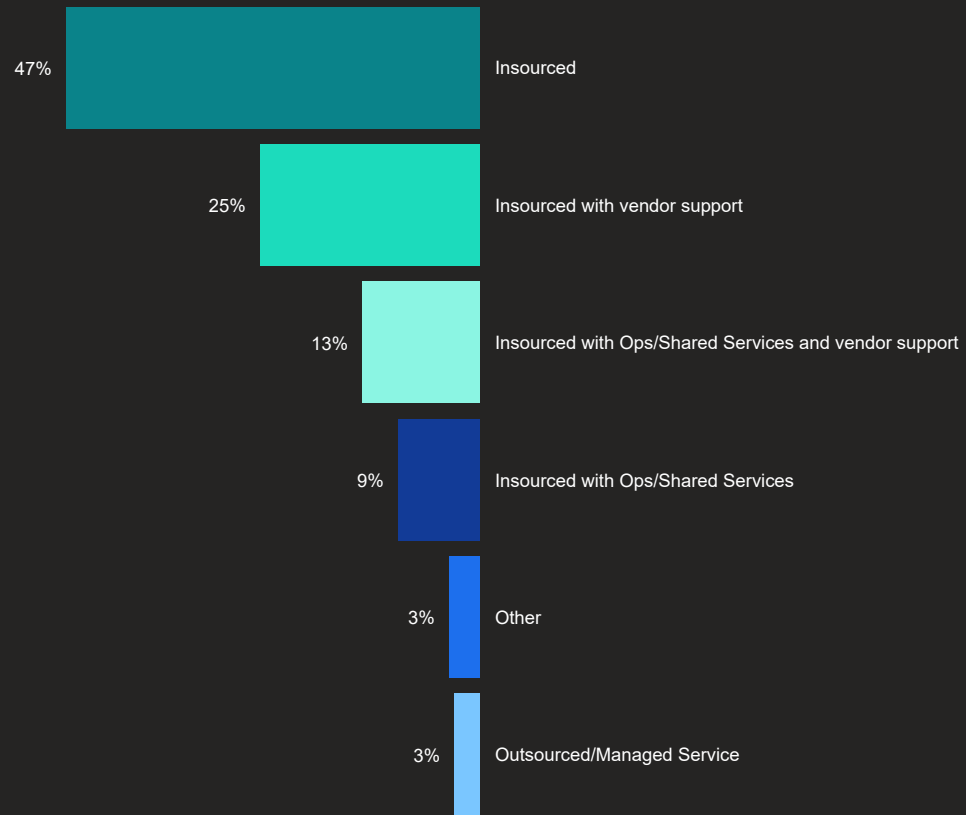
Industry Sector

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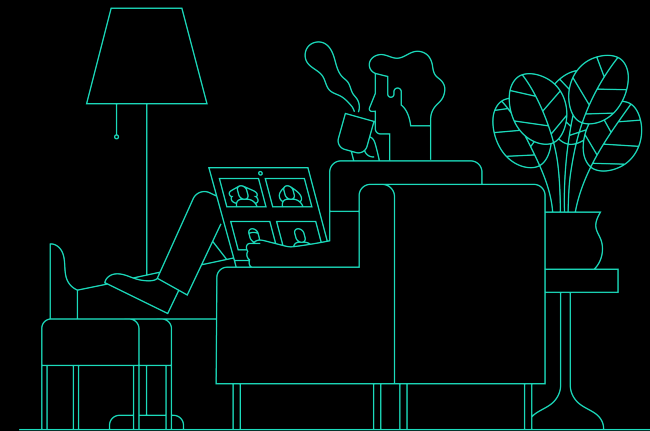
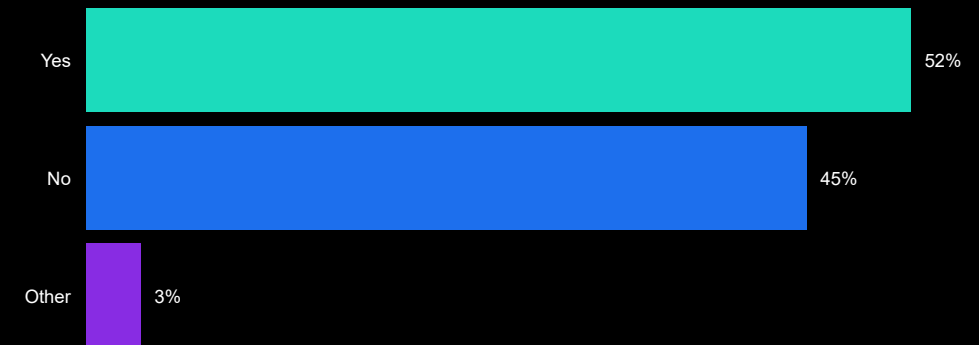
Function

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▼ What is your service delivery model for assignment and transfer administration and / or operations?



▼ Do you have a different service delivery process for your remote work and business traveler program?



## Our remote work service capabilities

### Ready to serve and support you, globally



Policy design



Stakeholder alignment workshops



Employer and employee tax compliance management



Social security compliance



Alternate employment structures — GECs and PEOs



US state to state payroll tax compliance and allocation methodology / processing



Technology for automated remote worker tracking — myRemoteWork



Visa & immigration advice



Digital nomad visa processing



Posted workers directive compliance



Tax return preparation services



#### Additional adjacent services:

- Business traveller compliance
- Equity services
- Managed services support

## Contact us



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