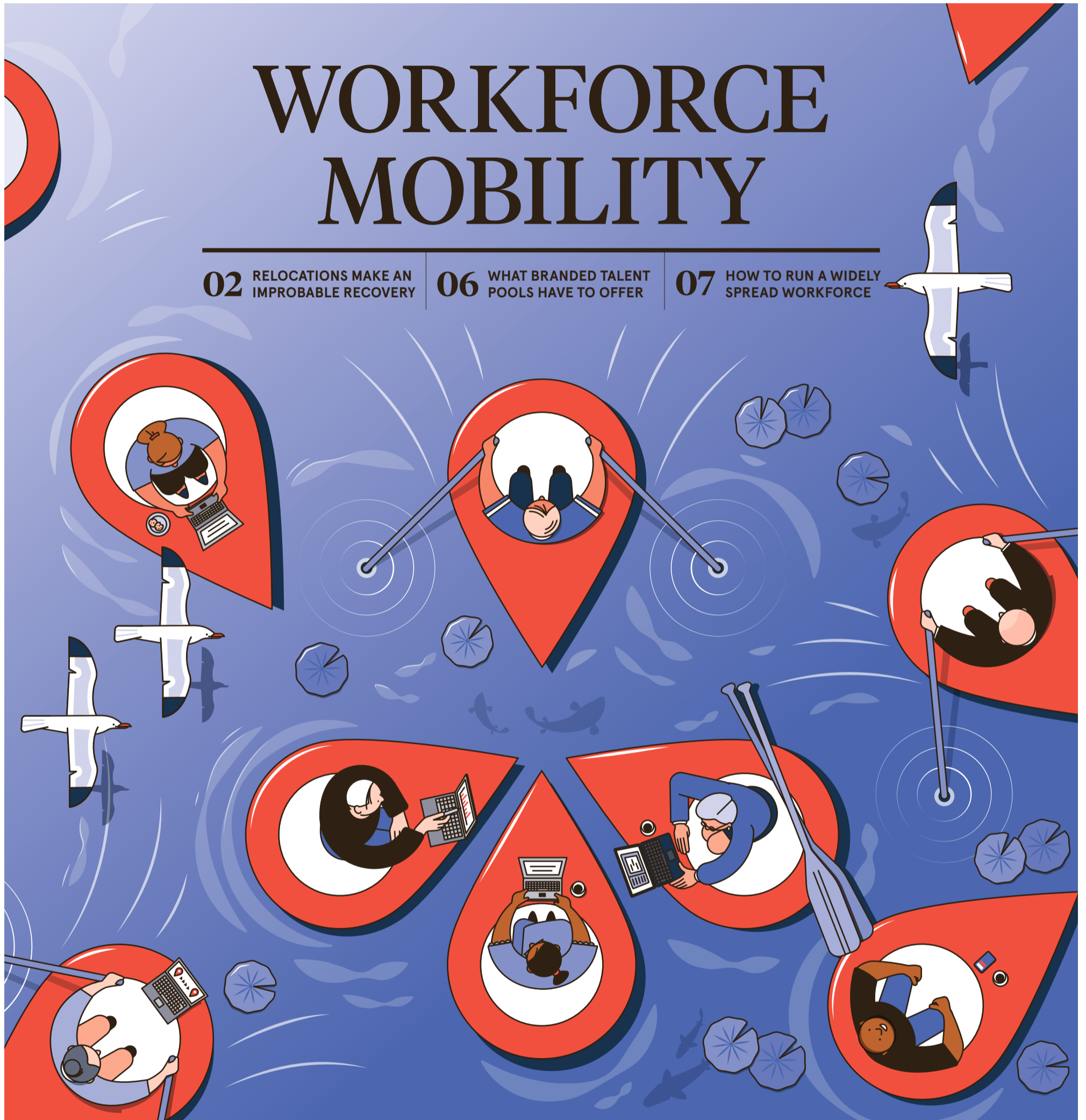


WORKFORCE MOBILITY

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07 HOW TO RUN A WIDELY SPREAD WORKFORCE



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WORKFORCE MOBILITY

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EMPLOYEE RELOCATION

Away win: relocations make the unlikeliest of comebacks

At a time when millions of people can work remotely from anywhere with an adequate internet connection, the number of companies looking to move employees is on the increase

Sam Forsdick

Empty relocations can be expensive affairs. A firm looking to move a member of staff and their family to an office in another territory may need to cover the costs of their travel, temporary accommodation, language and/or cultural training and, potentially, schooling if the employee has children. Moreover, the proven effectiveness of remote working tech since the pandemic has made it harder for employers to justify such a hefty outlay.

Despite this, interest in employee relocation seems to be returning, if the results of the latest *Corporate Relocation Survey* published by US removals firm Atlas Van Lines are anything to go by. Of the 575 employers it polled at the end of 2023, 70% reported a year-on-year increase in the number of employees they had relocated. Of the 80 large companies in the sample (those employing 5,000-plus people), a quarter said that they'd moved 400 or more workers over the year.

Relocation budgets for 2024 are also increasing, with most respondents setting more money aside for such purposes than they did the previous year.

Such figures contrast starkly with those recorded during the depths of the Covid crisis. Oliver Beswick, founder and managing director of Beswick Relocation Services and a board member at the Association for Relocation Professionals, describes the pandemic as a challenging period for his business. While he was kept "very busy" in early 2020 as expat workers wishing to return to their home countries sought help, lockdown restrictions soon forced such activities to "grind to a halt".

The Covid-driven rise of remote working made some industry insiders fear that their services would never be needed again. The market for domestic relocations in particular "fell through the floor", Beswick says. "After all, why would a company pay all the expenses associated with moving an employee when they might be working in the office only two or three days a week, or not at all?"

But demand for relocation services is growing once again, he reports, noting that "a lot more companies are investing at the moment".

Return-to-office directives are likely to have played a significant role in this trend, as more and more



employees who relocated during the pandemic are summoned back to HQ by their firms.

"Many of our clients want their employees to feel part of the team and are seeking to build an environment in which people can learn from each other," Beswick explains. "Part of that can be done remotely, but a lot of that must still be done in person."

An improvement in trading conditions has been another factor in the US, with a third of respondents to the Atlas survey citing the growth of their businesses as their main reason for relocating employees.

Matt Monette is country lead for the UK and Ireland at Deel, a US-based firm that specialises in helping employers to hire internationally. He reports a "massive uptick" in the number of small and medium-sized businesses using its services as

they seek to expand internationally. Typically, this will involve sending people from HQ to a target territory to better understand that market and then start hiring a local team with a view to establishing an office.

"Many companies see value in relocating people to new regions to share and transplant the institutional knowledge and culture of their organisations," Monette says. "You can't just hire in a new region and expect local recruits to operate the same way as people do at your headquarters."

There are no guarantees that anyone given a relocation opportunity will take it, of course. Almost two-thirds (64%) of respondents to the Atlas survey reported that at least one of their employees had turned down a chance to move in 2023. Safety concerns and family ties were

the most commonly cited reasons for declining such offers.

Monette would encourage any company looking to relocate staff to broach the subject with care.

"If you sit someone down in the boardroom and tell them that they could be moving to a new region, they might be shocked," he says. "But, if you open up the idea to a broader group, people will typically get excited by the opportunity."

Financial incentives can prove persuasive here. Monette reports that he has seen companies dangling relocation perks ranging from car allowances to food expenses. Some even offer to pay the travel costs of visiting relatives.

Beswick says that the cost of one relocation can range from £5,000 to £100,000, depending on who's involved and the scope of the project. In the case of a senior executive, for instance, a company may offer to move their entire family, pets and all, and pay for their children to be privately educated.

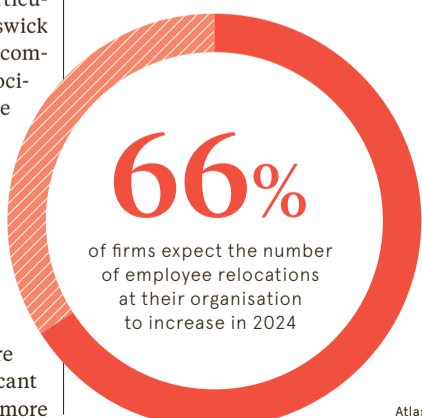
Although this may seem like a high price to pay, foreign assignments can improve talent retention, according to a recent survey of HR chiefs by Crown World Mobility.

Other things that companies need to consider are visa requirements, tax implications and whether local payroll is required. With regard to employment law, there is a requirement under the Employment Rights Act 1996 for all companies to inform employees of their place of work. Mobility clauses allow them to alter this location – if such a change is deemed reasonable.

"A move could be considered unreasonable for numerous reasons," says Mary Walker, a partner and employment law expert at Gordons. "It could be the amount of notice that's given, where the new place of work is or the role and its requirements. If the employee works as an international business development professional, it might be more reasonable that they be asked to move abroad, for example."

This still leaves scope for a UK employer to relocate people if there's a sound business case.

Despite the Covid-enforced changes to the way many of us work, relocations can still serve as a useful tool for businesses. The associated cost can be considerable, but that may prove a worthwhile investment if it helps the employer to realise commercial opportunities in a high-potential new market.



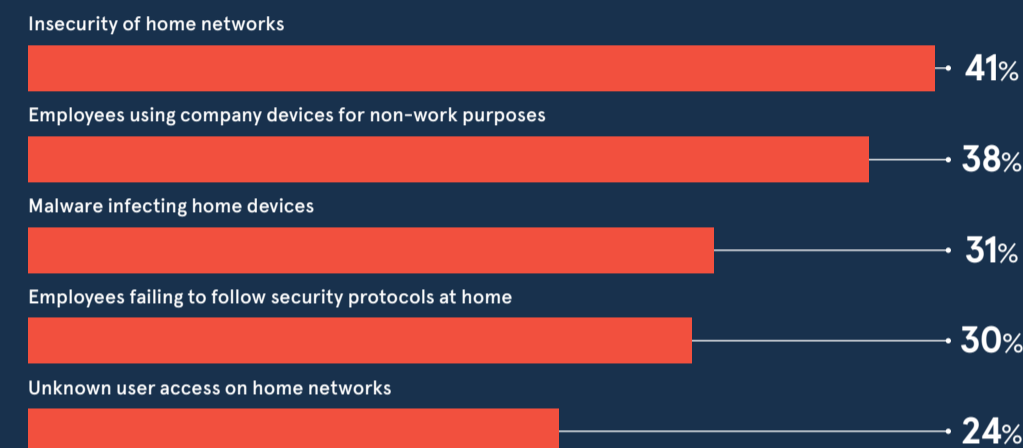
Atlas, 2024

WORKFORCE SECURITY

While employers generally acknowledge that the responsibility for protecting the remote workforce from cyber threats such as malware falls mostly on their shoulders, they are still struggling to establish effective safeguards. Some of the key findings arising from Fortinet's 2023 *Work-From-Anywhere Global Study Report* make sobering reading for corporate IT security chiefs

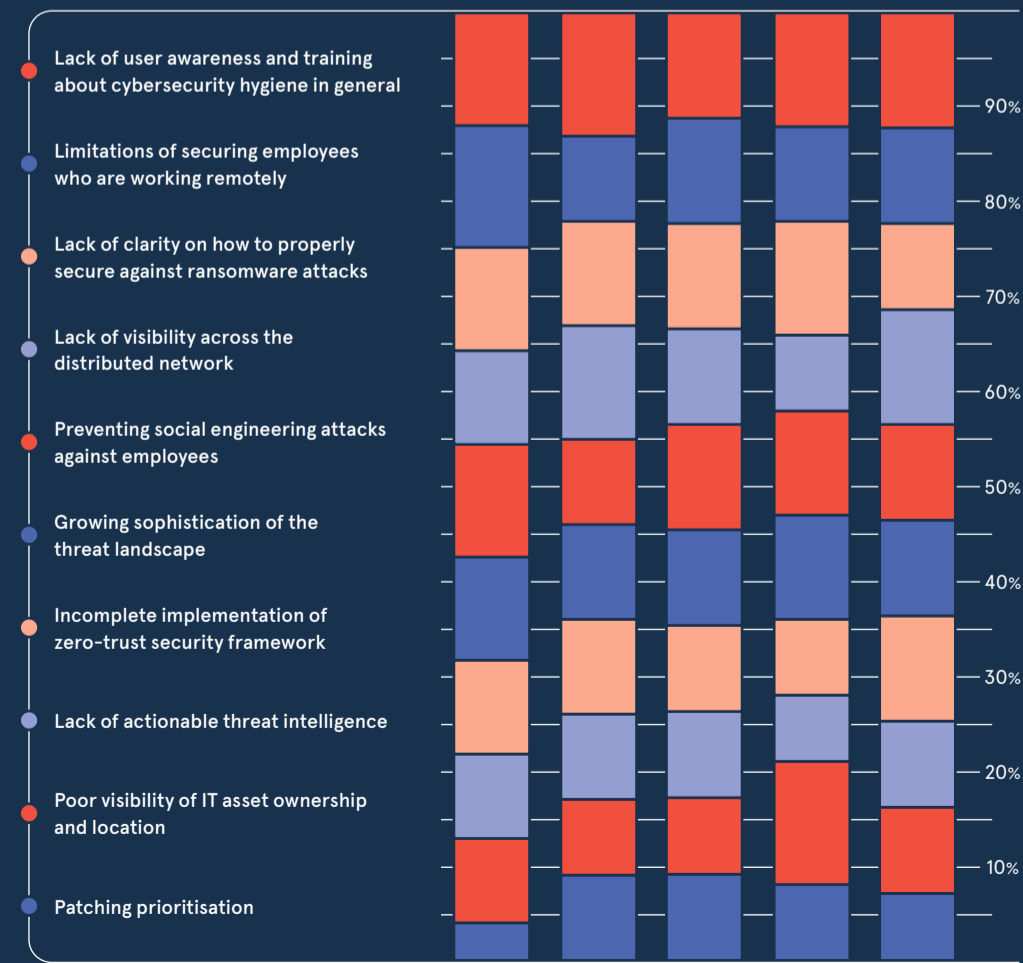
THE SECURITY RISKS OF A REMOTE WORKFORCE

Share of security chiefs citing the following as among the two biggest cyber risks posed by remote working

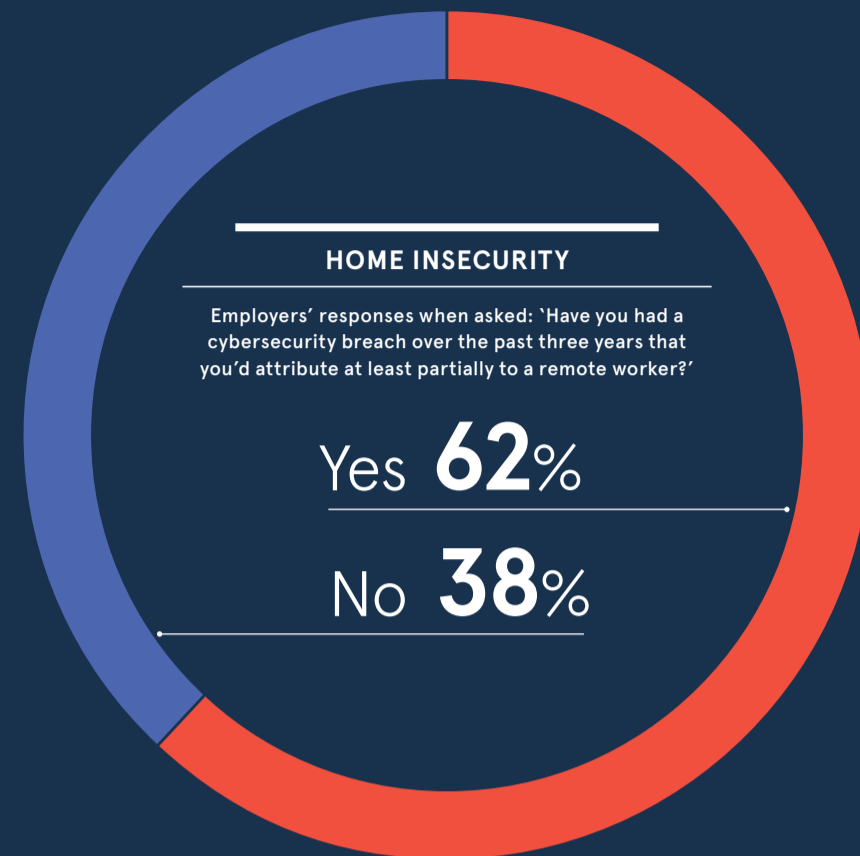


THE CHALLENGES OF SECURING A DISTRIBUTED WORKFORCE

Security professionals' ranking of the five most difficult aspects of securing a remote workforce

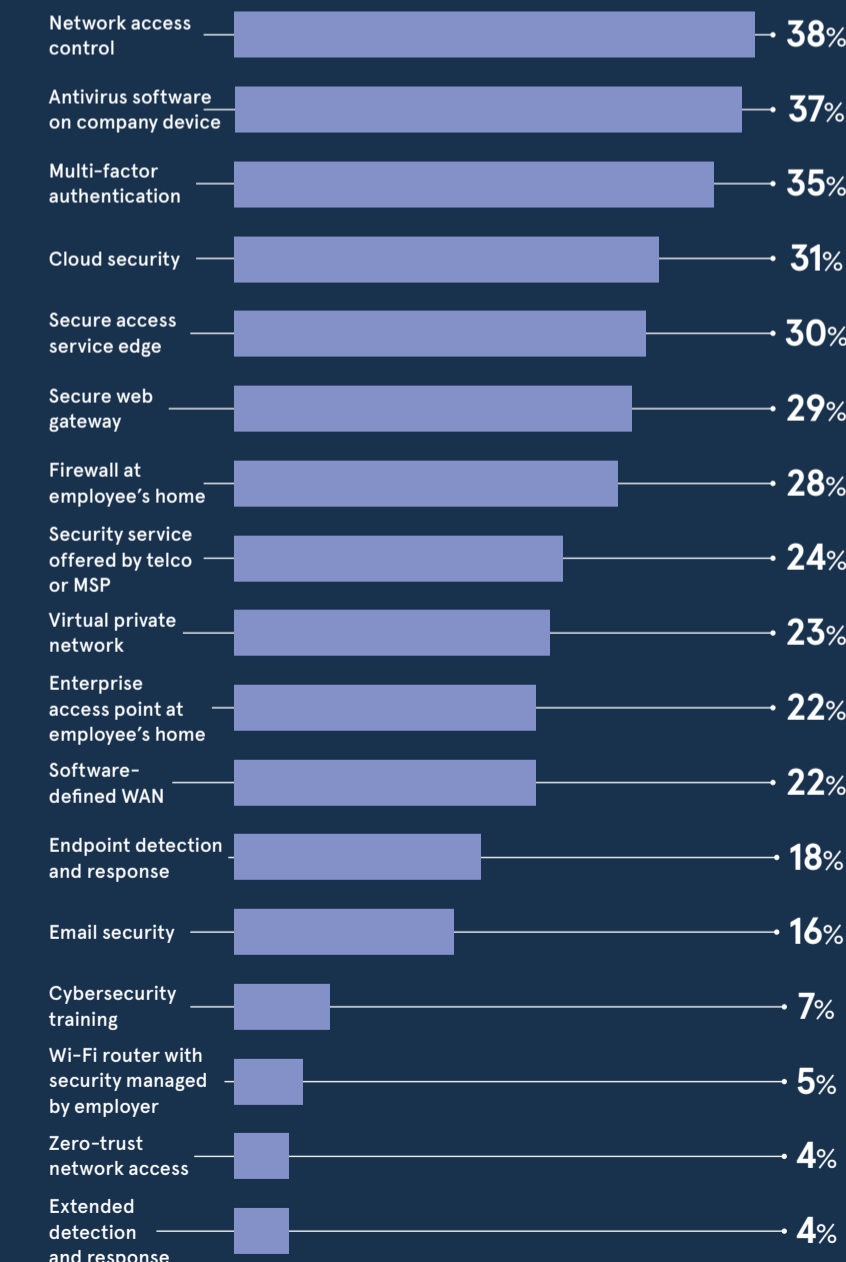


Fortinet, 2023



HOW DO COMPANIES ENSURE THE CYBERSECURITY OF THEIR DISTRIBUTED WORKFORCE?

Share of security chiefs citing the following as among the four most important methods of protecting their remote workers from cyber threats





Global workforce agility: unlocking success in 2024

Smart businesses have much to gain in an increasingly fluid and borderless talent market

Are the acute skills crises of the last few years over? Not quite. But forward-thinking organisations are increasingly finding that a different approach to global talent mobility may hold the answer. Indeed, the opportunities to source or redeploy skilled professionals across borders have never been greater.

Rapid technological advancements and interconnectedness continue to transform the nature of work. Traditional methods of acquiring and deploying talent are dissolving, giving rise to a more fluid and borderless global talent market. The benefits for those able to seize them are huge.

With global workforce agility, organisations can access broader talent pools, cut recruitment costs, redeploy existing skills faster and boost productivity with fewer resources. All of which can ladder

“

Employers need to see workforce agility holistically, thinking about the structural changes, technology, data and skills needed to manage a distributed workforce successfully

up to a distinct competitive advantage over their peers.

Yet this evolution necessitates a deep understanding and proactive approach to global talent mobility. Organisations must prioritise the issue at the highest

levels, ensuring it aligns with wider business strategy and diversity and inclusivity goals.

They must also do this in a way that mitigates compliance risk, while navigating increased geopolitical instability and the higher cost of doing business.

Why talent mobility matters

The pivot toward distributed work since the pandemic has radically reshaped the global labour force, says Rumi Das, head of global workforce consulting with Global Employer Services (GES) at Deloitte UK.

It has also come at a time when the capabilities required by leading companies are changing in line with rapid shifts in society, technology and industry.

According to a recent Deloitte survey, around 80% of businesses now have remote / hybrid working arrangements in place as they seek to meet a more complex range of business objectives and address changing employee needs.

Meanwhile, 51% of employers expect to see an increase in their overall global mobility activity, while one-in-four workers are willing to move for the right opportunity.

“Global workforce mobility has always been with us, but

forward-looking organisations are taking it to the next level,” says Das. “Not only does it enable them to tap into a broader talent pool by matching candidates to opportunities based on skills and not geography, but also helps develop a global mindset across the organisation, and ultimately leads to greater business impact and innovation”.

Taking advantage of a more fluid skills marketplace

As demand for talent agility has increased, companies have updated their policies to support a wider variety of move types, allowing employees to obtain new skills and a degree of personal flexibility aligned to the organisation’s overall culture.

Regulators have also modified their approach by offering more flexible immigration arrangements.

“There are so many new ways to access talent globally and routes to deploy skills,” says Andy Cowen, telecoms, media and entertainment sector lead within GES at Deloitte UK. “They offer significant opportunities and are crying out to be used.”

To be successful, talent mobility must be viewed as a strategic priority

at board level and then cascade across the wider organisation to create a culture of agility.

Business leaders also need a thorough understanding of the existing talent make-up and skills gaps of their organisation, as well as the challenges they face in moving talent across borders.

“It is about knowing what work actually looks like today, what it will look like tomorrow and the diversity of skills that will be required by your organisation,” says Cowen.

“It’s also about understanding the changing nature of the workplace and the wider world. Where are the skills you need and where will you access them?”

An increasingly dispersed workforce means new employer obligations – many of which are complex, unclear and inconsistently enforced.

Moreover, while financial, operational and compliance risks are familiar territory for global organisations, societal, environmental and personal safety risks are creating new demands and pressures and should be considered by talent mobility leaders as a top priority.

Technology as an enabler

To help manage the complexity organisations are turning to technology. By prioritising integrated solutions, business leaders can address a wide range of risks and optimise processes, costs and employee experience.

New technologies such as AI have evolved significantly over the past few years, and digitised data has grown exponentially, says Alister Taylor, head of global workforce analytics in GES at Deloitte UK.

“Global talent mobility has the opportunity to tap into these insights and technologies to improve employee experience, compliance, and cost efficiency with a well-defined data strategy.”

Rather than seeking a single “off the shelf” solution, he says, many organisations are supplementing, connecting and optimising existing tools to craft curated and flexible environments.

However, organisations should evaluate each technology with care to build an ecosystem that operates as an enabler rather than a blocker.

The bottom line

Global talent agility is no longer a nice-to-have but a must-have for successful companies. Forward-thinking organisations are quickly discovering that to succeed they need to take a joined-up approach that pairs mobility with wider strategic goals.

“Employers need to see workforce agility holistically, thinking about the structural changes, technology, data and skills needed to manage a distributed workforce successfully,” says Jurga McCluskey, immigration leader at GES, Deloitte UK.

“Too often companies tackle issues such as workforce planning, tax and immigration in isolation rather than taking an interconnected approach,” she adds.

65%

of CEOs cite geopolitical instability as the top disruptor to business in 2024

Fortune, Deloitte, 2024

83%

of CEOs believe allowing more flexibility in work times and locations will have the greatest impact on attracting and retaining talent

Fortune, Deloitte, 2024

66%

of organisations who state they plan to use generative AI in the next two years, will focus its use on driving global talent mobility efficiencies

Deloitte, 2024

Clearly being able to move talent around the world remains a business imperative in an intensely competitive global landscape. And companies must take action to leverage their global networks or face being left behind.

“It is about unlocking the power of global mobility in your organisation using technology, insights and through a culture of agility,” concludes McCluskey. “Those able to go further with their distributed workforces will gain huge advantages over those who have failed to make it the strategic priority it needs to be.”

For more information please visit deloitte.com/uk/globalforce/ findoutmore

Deloitte.

How should CEOs approach workforce mobility?

Chief executives and their teams must ensure access to global talent is at the heart of wider company strategy. With this in mind, what are the key areas they should focus on?

1 Organisational agility

Globally agile businesses are better placed to react quickly when circumstances change, which allows them to continue focusing on growth-driving activities such as cross-border expansion and acquisitions.

Chief executives must therefore ensure their company’s mobility strategy aligns with wider talent planning and communicate the benefits to the board.

“They need to challenge teams to align stakeholders across the organisation, deliver strong programme leadership and have a clearly defined mission for employees. In doing so they will embed agility within their organisation”, says Rumi Das, head of global workforce consulting with Global Employer Services (GES) at Deloitte UK.

“They also need to have a deep understanding of their talent challenges and goals and work outwards – developing a comprehensive distributed workforce strategy, driven from the top down.”

2 Executive career paths

Organisations not only need to attract the best talent from around the world, but also nurture it from within, particularly across the top tiers of their businesses.

Yet many fail to prioritise the capabilities of global executives or properly support C-suite succession planning. That leaves many in “reactive mode”

3 Sustainability and climate

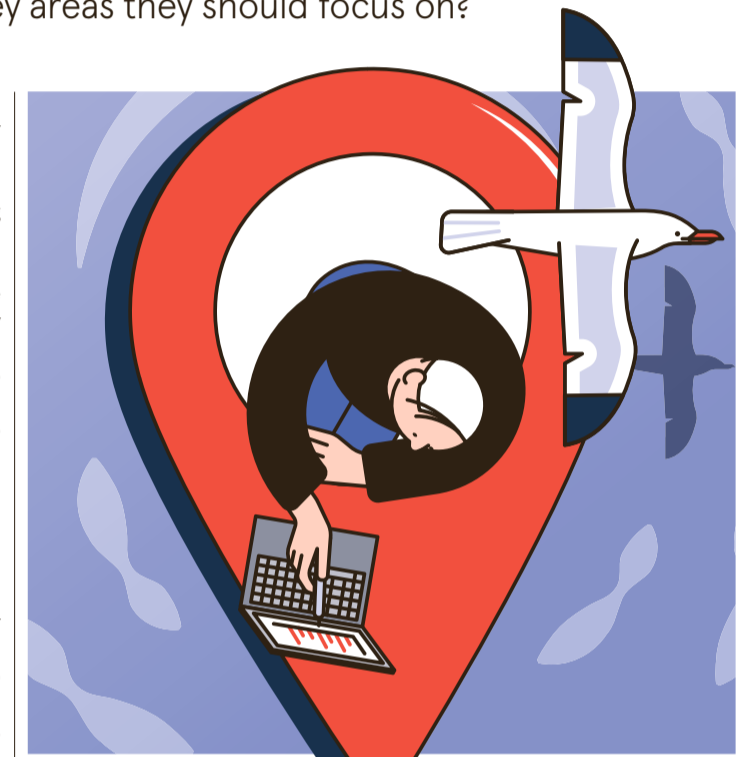
An effective global talent strategy must align both with a company’s growth ambitions and its sustainability targets, but striking the right balance isn’t always easy.

Companies must tread a fine line between controlling business travel and enabling the free flow of workers around the globe.

The green jobs of the future will also require skills that are in short supply, from technology and engineering to investment and planning. Cross-border talent will be key to solving this and driving the green agenda forwards.

“Almost every big firm has a carbon reduction plan but only a few mention global employee mobility,” says Jurga McCluskey, immigration leader at GES, Deloitte UK.

“That’s an issue because business travel, digitisation and the flow of top talent could have a huge influence on a company’s environmental footprint.



and becomes an Achilles heel, says Andy Cowen, telecoms, media and entertainment sector lead within GES at Deloitte UK.

“CEOs need to pay particular attention to senior talent planning, given the complex challenges that arise when working cross-border,” he says.

“They also need to communicate the benefits that a broad, geographically and culturally diverse executive bench can deliver to the rest of the business.”

“Similarly new entrants to the workforce will expect their chosen employer to act responsibly, equitably and in a sustainable manner. Adhering to your values in this space will be increasingly important in the war for future talent.”

4 Technology and digital

Technology plays an outsized role in facilitating global workforce agility, with automation and artificial intelligence transforming business operations, compliance and the employee experience.

CEOs need the right technology strategy to make sure they build an integrated and nimble technology ecosystem based on sensible procurement decisions.

Perhaps the biggest challenge for organisations going forward will be managing the vast quantities of data needed to power the next wave of advanced generative AI tools, says Alister Taylor, head of global workforce analytics at Deloitte UK.

“Ensuring your distributed workforce strategy and data strategy are aligned will be key.

“If you want to get GenAI right you have to have the right data. So, it’s about making sure you know where it is, and gathering and processing it efficiently to achieve the desired results.

“Being able to deploy the best chief technology officers, data scientists and governance experts, where you need them will be key to making this a reality.”

The ins and outs of using pools of contingent talent

Branded talent pools – offering carefully curated cohorts of contingent workers to choose from – enable employers to source scarce skills on a flexible, temporary basis. Here's how they work

Natasha Serafimovska

The delicate balance of supply and demand in the employment market is shifting – and not in a way that favours employers. A recent international survey of more than 1,000 business leaders and HR chiefs by Randstad Enterprise has revealed that 72% believe that skills shortages will become increasingly problematic for their firms.

At the same time, many workers are seeking greater freedom and flexibility in their careers. For them, the appeal of full-time employment, especially in a role that requires their presence in a central office five days a week, is waning.

So how can employers close the gap between their growing need for talent and the waning supply of skilled people seeking permanent jobs? So-called branded talent pools – containing contingent workers who have been vetted and can be hired on demand – could be the answer.

Employers' attitudes towards contingent workers – highly skilled

freelance contractors, rather than traditional temps – are changing. While companies in other parts of the world have tended to remain wary of embracing contingent workers, those in the UK and the US especially are coming to recognise them as a valuable extension to their permanent workforces.

One obvious reason for their increased keenness on contingent workers has been the economic downturn, which has stifled business growth and, hence, the creation of permanent full-time roles.

An additional contributing factor, which may be even more influential, has been a widespread change of attitude among workers of all ages, who are increasingly seeking flexibility from their work. That's the view of Fiona Halkyard, global head of talent marketing delivery at Randstad Enterprise.

"Talent owns the market more than ever. We've seen this revolution of employees taking more ownership over where they work," she says,

adding that young people just starting their working lives are seeking careers that are "less fixed and static" than those that previous generations have pursued.

Many members of generations Z and alpha in particular don't view contingent working as the next best option to full-time employment. Indeed, it's become their primary choice. Companies that want to attract them must therefore adjust their approach.

This shift in how people want to work, along with a growing demand among recruiters for skills-based hiring, has made branded talent pools significantly more appealing to businesses.

Barry Matthews is the president of Bench Talent Cloud, a US-based firm that creates pools of skilled contingent workers for corporate IT teams and tech companies to access. He reports that businesses are increasingly turning to open-market pools to reduce their expenditure on traditional agencies.

This trend, which is strongest in the US and India, is being driven mainly by the technology and creative services sectors, Matthews says. He adds that, if a role can be broken into tasks, it can be outsourced.

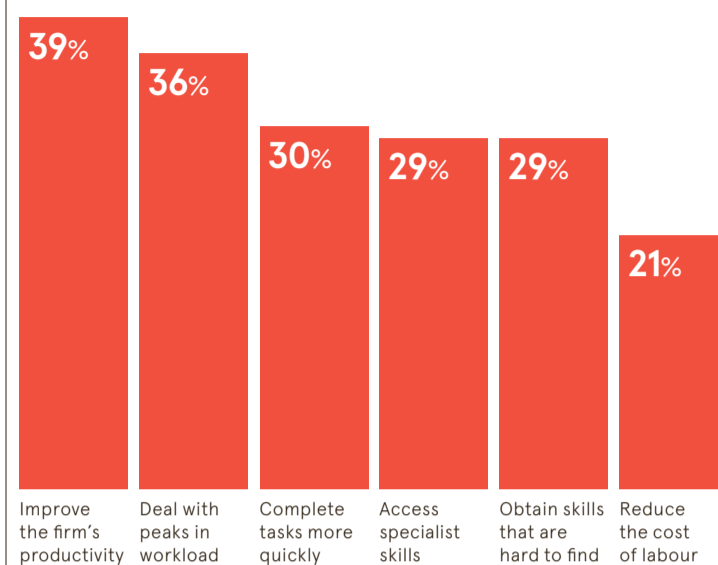
"Companies that want a very specialised consultant, but may not need a full-time member of staff for that role or be able to find one, can find this freelance-based model useful," he says.

When firms start trying to use contingent workers instead of full-time employees, problems can arise. Matthews stresses that there's room

KEY REASONS FOR USING CONTINGENT WORKERS

MBO Partners, 2021

Proportion of senior HR managers and chief HR officers citing the following as their main motivations for seeking contingent talent



for both, but employers must change how they think about their workforce as a whole.

"One mistake that companies make is to use this model as a replacement for full-time roles," he says. "Contingent work is obviously useful for purposes such as backfilling, but the best use cases are found in companies that say: 'Let's redesign how we think about work and break some of our roles down into skills. Then we can use this type of model to get the skill we need more quickly and cost-effectively than we could do otherwise.'"

Sourcing talent via different channels can create unnecessary fragmentation and silos in a business. Bench Talent Cloud aims to eliminate this risk by pulling contingent workers from various sources into a single online platform that its clients can search based on a range of criteria.

Rich Wilson, the co-founder and CEO of talent-sourcing platform Gigged.ai, reports that there's still some reluctance among HR teams to treat open talent pools as a viable way to source temporary workers. The IR35 rules governing off-payroll working have a lot to do with this in the UK, but the concern that contingent workers might end up replacing full-time staff is also a factor.

Gigged.ai has been successful in convincing potential clients to try its services by pitching to a senior internal sponsor and offering its technology for use in a pilot scheme.

"You need an executive sponsor to get started. In our case, that person is usually the CIO," Wilson says. "We always start with a pilot solution before offering anything white-labelled. Procurement then positions this as a separate expense from a managed-service provider, either as a service or a SaaS expenditure, to drive adoption."

For an employer seeking a partner to deliver and manage contingent workers, it's important to choose a firm that can handle all the associated admin. Gigged.ai conducts several rounds of vetting, using reference checks to ensure that candidates have the qualifications and skills they claim to possess. Bench Talent Cloud, meanwhile, regularly

performs so-called QIA (qualified, interested, available) checks to ensure that the contingent workers on its books are ready for deployment.

Corporate culture plays a huge role in building a brand that employees and customers alike want to associate with. Some companies fear that having a large contingent workforce could have a negative cultural impact, but others believe that contingent workers can be culturally refreshing, bringing new and innovative ideas with them.

The need for a strong, cohesive culture "is becoming more important, which is perhaps slightly counterintuitive to the idea that people are becoming less tied to the organisations they work for", Halkyard says. "But they still want to feel like they're fitting in, even if they're present only for a short period. And that's where having a community as part of the talent pools comes in."

A company can use these talent communities to build its employer brand and highlight all the benefits that people would enjoy by becoming part of its contingent workforce, she adds, arguing that it would be "wrong to assume that, just because someone's working with you on a temporary basis, they aren't contributing to your culture. A person can make just as much of an impact in a short time as someone who's been with your firm for 20 years."

While businesses are becoming more receptive to the idea of using contingent workers, they could do more to attract that talent, according to Halkyard. For instance, most firms still don't have a careers page on their websites highlighting the benefits on offer to contingent workers, she says.

Matthews points out that companies have some work to do to give contingent workers the same level of respect that they afford their full-time employees.

Full-time employment isn't going anywhere, but contingent roles are just as important for creating an agile and dynamic workforce. The adjustment period can be hard, but it could be the key to attracting skilled people with more choice than ever over where they apply those skills. ●



COMPLIANCE

How to manage a workforce spread around the globe

The potential benefits of having employees in several territories and time zones are considerable – but so too is HR's task of ensuring regulatory compliance across a diverse range of jurisdictions

Daniel Thomas

Ever since the pandemic enforced the hasty adoption of remote working throughout the UK, there has been a huge growth in the number of firms hiring internationally and letting employees work from anywhere. Such policies, which have proved particularly attractive to gen Zers, have enabled these employers to trawl a wider talent pool and better serve customers located in different time zones.

But managing a widely distributed workforce presents several logistical challenges, especially the task of complying with a host of differing tax and labour laws. Applying consistent HR policies across borders is rarely straightforward either.

Lorna Ferrie is global compliance and HR manager at Mauve Group, a consultancy that helps employers to solve such problems. She reports that some have found that having a presence in certain nations is outweighed by the complexities and costs associated with employing people there.

prompting them to curb or even scrap distributed working.

She cites the recent case of a med-tech company that was operating in Australia and Europe but thinking about quitting several other jurisdictions. The business was "facing challenges managing local workers" because it didn't have enough HR expertise in those territories.

"The management team's concerns about non-compliance with complex local laws and the company's lack of legal knowledge in those countries forced it to hire expensive lawyers in each location. But even doing that caused its own headaches," Ferrie recalls.

Many companies don't feel sufficiently equipped to handle the compliance challenges associated with having a highly distributed workforce, which makes them reluctant to adopt flexible working policies. This is hardly surprising, given that regulatory complexities can crop up as early as the recruitment stage.

"Different jurisdictions have differing requirements relating to employment contracts, including important provisions including notice periods and termination conditions," notes Holly Inasley, a partner specialising in employment law at Freshfields. "There'll be different requirements in relation to working hours and overtime pay, as well as varying laws on data protection and benefits such as pensions and health insurance."

An international employer might try to take a consistent approach and use standard templates for all staff, wherever they're located, but Inasley warns that this won't necessarily work in every jurisdiction.

The risk of non-compliance with local tax laws is another key concern. If social security contributions are handled incorrectly, for instance, the ramifications for both employer and employee can be serious.

The challenge takes several forms, notes Lucy Delaney, MD of the people and transformation practice at FTI Consulting. She says: "It could be an employer paying taxes in several countries for individuals; having to register for social security purposes abroad; potentially operating payroll in multiple countries for one employee; and even having to create a taxable presence overseas."

Immigration law is another factor to consider when employing people in several countries, Inasley notes. An employee working remotely from a territory in which they aren't resident may require specific visas or work permits, for instance, while some jurisdictions apply constraints on remote working arrangements involving foreign nationals.

"Organisations must therefore ensure that they comply on an ongoing basis," she says. "This can involve a significant amount of admin."

Any firm that's established a work-from-abroad policy in recent years may find it worthwhile to review its provisions and check whether these are still fit for purpose. An effective

“If most employees are at head office, splitting into regional divisions may not be practical

policy will include "clear communication protocols, data security measures and flexible working arrangements". That's the view of Amanda Arrowsmith, people and transformation director at the Chartered Institute of Personnel and Development (CIPD), who adds: "These policies must be applied consistently at all levels."

So how can firms avoid the pitfalls and realise the benefits of having a distributed workforce? One option is to establish separate legal entities for your company in different markets and make them responsible for all local compliance matters. But this can be costly, which is why an increasing number of firms are partnering with so-called employers of record. These act as the legal employers of individual workers in countries where the hiring company has no other presence.

An employer of record will provide the services of that employee exclusively to the hiring company while handling the administrative aspects of the employment relationship.

This offers clear benefits, says Kathleen Healy, another Freshfields partner who heads the firm's people and reward practice in London. But she points to some caveats, particularly in cases where a fast-growing business is using employers of record to hire and manage people in large numbers. These include issues concerning compliance with pension enrolment requirements and the granting of equity-based rewards.

Ferrie, whose own firm offers an employer-of-record service, adds that not all providers are working to the same standards.

"As with any industry, there are good and bad operators. Due diligence is therefore important," she warns, noting that the best employers of record can bring substantial international experience to bear and have their own legal support team on hand to review complex cases.

A key consideration for companies with distributed workforces is how much management responsibility to

devolve. It's vital to have a central point of control to ensure as much consistency as possible, but the extent to which the burden should be shared from there will depend heavily on each company's unique circumstances, according to Ferrie.

Factors to consider include the size and reach of the organisation, the suitability of the firm's systems and processes in its various territories, the nature of the work and the level of autonomy required.

"If most of your employees are at head office, splitting into regional divisions may not be practical," she says. "But, if your customers are all over the world and need support in their time zones, regional management can be a great solution."

Whatever the arrangement, it's important that policies are implemented consistently and benchmarked internationally to ensure fairness in areas such as pay. The CIPD advises applying the same approach to reward across the organisation – mandating performance-related pay for all employees, for instance – but letting each overseas HR team decide how this will be implemented to ensure compliance with local laws.

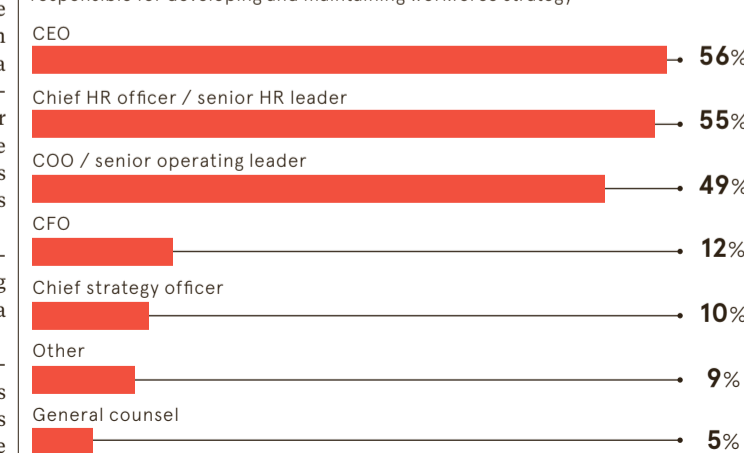
Alternatively, says Arrowsmith, "you could decide on a set of general principles, such as paying a fair and liveable wage, and leave it to each local HR team to fill in the details."

Delaney believes that most employers seeking to implement a distributed workforce model will need some kind of external support. In doing so, they must ensure that their chosen partners are familiar with their business and can give useful guidance whenever it's required.

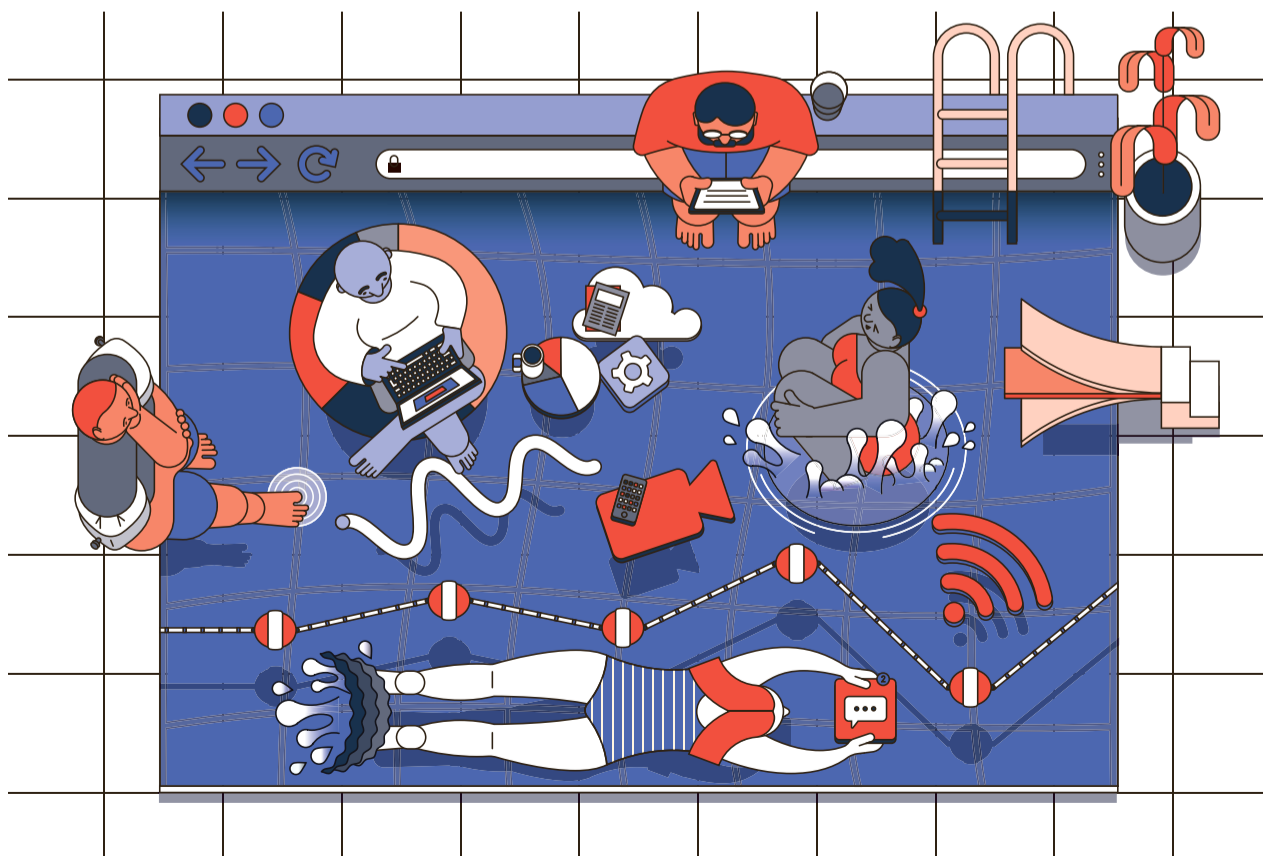
"An organisation shouldn't get surrounded in red tape where that's unnecessary, nor should it be obtaining advice from a provider that isn't succinct, clear and actionable," she stresses. "While some of the rules that firms encounter internationally are relatively straightforward, it's often the practical details, such as the mechanics of payroll processing, that will trip them up." ●

CEOs ARE THE MOST ACCOUNTABLE FOR WORKFORCE STRATEGY

Proportion of business leaders citing the following roles as among the most responsible for developing and maintaining workforce strategy



MIT Sloan Management Review, Deloitte, 2021



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