

Report
Research
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1

RES FORUM

International Remote Working

the emergence of
a new paradigm

Report written by Professor Michael Dickmann and Dr. Benjamin Bader

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About BGRS

BGRS develops and implements comprehensive talent mobility solutions for corporate and government clients worldwide. By combining deep industry experience and unparalleled insights on the future of talent mobility, we enable our clients to design mobility programs that empower them to attract, retain, and develop top performers. With more than 1,400 people across six continents, we blend global perspective with local market strength and international business.



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About Harmony Relocation Network

Harmony is a global cooperative network of moving companies and destination services providers, upholding strong family values through generations of heritage, brought together in one truly global and solid infrastructure, providing the same level of high quality services, local expertise and personal commitment, the world over.



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About Worldwide Broker Network

Founded in 1989, today WBN has more than 120 member firms across over 100 countries. With revenues at the end of 2020 of more than \$6 billion, WBN is the world's largest independent network of property and casualty brokers and employee benefits consultants and one of the top five broking entities. WBN's unique contribution to the insurance industry is global access to expertise via the senior leadership of its member firms across the world. Using data and technology to deliver a seamless level of individual service, its members value working together to deliver for its international client base above all else.



“ I don't know where I'm going, but I'm on my way. ”

Carl Sandburg, poet, journalist & winner of three Pulitzer Prizes

Intro..

Perhaps, Carl Sandburg's quote describes the journey many companies are experiencing with their Global Mobility (GM) operations. Considering digitalization in an increasingly volatile, uncertain, complex and ambiguous (VUCA) world - added to the impact of COVID-19 - the direction of GM's journey is anything but certain.

While we don't exactly know what GM will be like in five, ten, twenty-, or fifty-years' time, the industry does have a sense of where this journey could go. A big part of this comes from retrospective analysis, monitoring trends, risk analysis¹, and forecasting scenarios.

In this report, we provide a closer look at a cross-border working phenomenon that has experienced a tremendous boost in the last 18 months. We explore the most important concepts in this regard. We investigate the drivers behind and the limitations of international remote work. And we draw from corporate best practice to outline how organizations can determine this key aspect of GM's future.

Our research is informed by in-depth interviews with subject experts, both in large organizations' GM departments, as well as external advisors and consultants. Moreover, we draw from a focus-group session with the RES Forum's Strategic Advisory Board and various follow-up interviews with its members. Triangulating this rich pool of data allows us to share first-hand insights into this newly emerging paradigm of international remote working.

Foreword

Alan Fergusson
Worldwide Broker Network

WBN is delighted to continue its Technical Partner relationship with The RES Forum.

As an organisation, we've been tracking how International Remote Working (IRW) is evolving right in front of us. As a practice, it's gaining new terminology, processes and potential risks almost daily. Our brokers and benefits consultants are focussed on the new risks that changes to IRW will present to the employers of international remote workers.

While IRW has been evolving over recent years, the Covid-19 Pandemic has accelerated that trend and organisations are being approached by more employees about not just working from home but working from a home in a different country than they are currently employed.

It's critical that employers safely, legally, and productively enable their employees to work remotely, outside of their current country of work and residence. At the same time, they must focus on retaining and motivating employees, while ensuring business goals are met.

To do this, employers need to determine if the employee will still be as effective and deliver the appropriate return on the employer's investment while working remotely. They must also evaluate the costs of local country compliance issues.

Questions to ask include: will there be a local entity required? Is the employee allowed to work or not on their visa? And how will the employer respond if their employee's status is legally challenged? Along with any other local country compliance requirements.

Of course, the legal and regulatory environment is only one area to consider, there are other real risks that need to be managed such as what if medical treatment is needed, an injury occurs, or liability is caused to someone else physically or otherwise – would the employer be sued and where?

And while the external factors are perhaps the most pressing to be addressed, it is vital not to forget the internal concerns. Will employers want managers to make unilateral decisions to allow individual employees to work from another country or rather have a transparent policy in place?

As brokers, we engage with clients on these questions throughout the year and provide legal and HR referrals, guidance and appropriate coverage recommendations. It's important not to forget that each decision about international remote working should consider how insurance coverage behaves and what risks can be mitigated by employers.

An informed decision-making process at each step will be critically important in protecting the client and the employee. The risks around IRW are evolving. This means the market and coverage needs to flex and evolve too.

At WBN, our global network of 120+ brokers across 100+ countries can deliver specialist advice around these changes and challenges, with an eco-system of added value services that apply in this space.

Alan Fergusson

Director of Employee Benefits

Worldwide Broker Network





The origins of remote working

People have worked remotely for centuries, if not millennia. In fact, one could argue that hunter-gatherers undertook remote work. However, fast-forward to pre-industrial times, most people lived in work-homes which simultaneously served as living quarters and workshops for spinning, weaving, dressmaking, dairy production, butchery, and so on. It was the industrial revolution that concentrated work around machinery and led to the challenges of team organization, motivation, communication, work distribution, delegation, and performance. If the output of work is not easily measurable – such as the old piece-rate pay for units of acceptable quality – or payment is made for (time) input, then these challenges persist, augmented by the distribution of work across different locations and distance (which might include time differences and cultural distance) between the team members.

The potential for remote work is determined by tasks and activities rather than occupations. Updated knowledge and learning, as well as interaction with computers, allows a particularly high potential for remote work. Handling and moving objects, controlling machinery or assisting and caring for others has low remote working potential. Equally, people management, as well as industries such as finance and insurance, professional, scientific and technical services, IT and telecommunications, and education also offer great potential for remote work. In turn, agriculture, accommodation and food services, or construction have a low potential for staff working remotely. Crucially, the potential to work remotely is actually an indicator of how effective certain activities can be undertaken remotely and where it might make sense to allow domestic or international remote work.



The importance & complexity of international remote working

Much of the current discussion within GM is concentrated on Digital Nomads. The term appears to have been coined in the 1997 book "Digital Nomad," written by Tsugio Makimoto and David Manners. The understanding is that Digital Nomads use telecom technology to allow a lifestyle of frequent international travelling without compromising their ability to work. Because they often work on a freelance basis and / or for a diverse set of employers, it is actually the related phenomenon of International Remote Working (IRW) that tends to be more important to GM departments. While we acknowledge that employers wish to foster the entrepreneurial spirit of Digital Nomads, this report concentrates on International Remote Workers and remote working across borders.

Clearly, COVID-19 has increased IRW substantially. Early in the pandemic, [RES Forum research](#) discovered that almost all cross-border business travel ceased and that many tasks and activities shifted to virtual remote work. Organizations have often moved international work to people. In so doing, they needed to distinguish three patterns of global work.

First, some company-led global assignments that previously involved international moves will convert to IRW. This will continue after the pandemic, raising the challenge of effective virtual (team) work. Second, talent-led assignments for developmental reasons are more likely to revert to physical moves after the pandemic. That said, our research shows that numbers may decrease and that different global capabilities might be needed, raising the question of what good looks like for an organization's global capabilities. Third, the volume of employee-led assignments (for personal reasons) is likely to increase. Although, organizations are already familiar with staff requesting permanent overseas moves based on personal drivers, such as family ties.

It is clear that a new pattern is emerging due to the pandemic. Having experienced how working from home can be instituted in many organizations, individuals are now requesting to conduct IRW for a short time – say four weeks – tagged onto their vacations or other travel. We expect that short and long-term forms of IRW are growing. At the same time, we predict an emergence of hybrid patterns. Informed by numerous in-depth conversations with experts in the field, this report illuminates some associated challenges and provides key insights to help organizations shape GM programmes that incorporate IRW.

To theoretically structure our arguments, we use insights from Hersey and Blanchard's Situational Leadership Theory, which argues that leaders must display appropriate

behaviours to address both the task and relationship aspects to achieve organizational goals. IRW changes – and challenges – some of the parameters of successful work in terms of the breadth of emotional and behaviour signals within virtually enabled communication. Different kinds of interactions and enduring cultural differences must be managed accordingly. For instance, when there are no (or in the case of hybrid arrangements, fewer) joint coffee breaks possible in which people are physically together, leadership needs a different approach. Eventually, we broaden our analysis beyond the original Situational Leadership approach to capture organizational, team, and individual considerations that help increase the effectiveness of IRW arrangements.

Three patterns of global work to emerge as a result of COVID-19

- 1 Some company-led global assignments will convert to International Remote Working**
- 2 Talent-led assignments with developmental focus more likely to revert to physical moves**
- 3 Employee-led assignments, for personal reasons, are likely to increase**



Organizational considerations to increase IRW effectiveness & efficiency

Next, we present the results of our interviews and summarize the emerging themes, structured using the Situational Leadership dimensions. We derived best practices that can help organizations reflect upon and improve management of IRW. In the logic of Peter Drucker, our findings help organizations address effectiveness (i.e., doing the right things) and efficiency (i.e., doing the things right) of managing international remote work.

- 1. Be externally compliant.** One of the key concerns within GM departments relates to compliance issues. RES Forum surveys have consistently indicated that compliance is vital and that GM professionals would rather pay more for quality in compliance than make savings in the wrong place. Employee-led requests to permanently move to another location normally result in a local (or local plus) contract and are often associated with low risk. However, where employees apply for short-term permission to work from abroad and their destination is either not a country where the employer has an operating unit or staff want to stay longer than it would be permitted according to local laws, this raises an array of issues. Organizations may be well advised to get a good understanding of compliance laws around the world and to specify in their IRW principles and rules where (and for how long) their staff may be allowed to work.

2. **Set and enforce internal compliance rules.** Our discussions with experts and focus groups have yielded one key principle in terms of internal rules that would govern working abroad: “IRW is not allowed to harm business interests”. What do these interests entail? First of all, it cannot cost the business more in terms of actual expenditure. In other words, the above compliance rules must be met and the global remote worker can not charge additional expenses (for travel, accommodation, etc). Second, the performance and effectiveness of the individual or his/her team must not suffer. This will include a host of considerations (many of which we cover below) including whether the employee’s work is amenable to be done remotely and whether the team and unit leadership are not adversely impacted. Third, other longer-term operational or strategic considerations should not stand in the way of the individual working remotely from abroad. These could be strategic plans to reorganize the unit the individual is working in or operational factors such as the individual receiving special support because of low performance (and the preference of the team leader to have this staff member under close supervision).
3. **Focus on all GM goals.** GM has a multitude of goals including knowledge and experience transfer and the acquisition of global cultural and business insights for employees who are earmarked for more senior leadership positions. This means that the strategic and operational planning of GM functions should factor in long-term objectives of the business and the HR function, as well as liaising with talent management and local business units. IRW is not as successful in giving staff cultural exposure and is also not as effective in network-building and local experience acquisition. This is why GM functions have a host of considerations for their mix of traditional expatriation with other forms of global work. GM professionals must weigh conflicting goals- and the means to achieve them- when deciding on their IRW patterns and principles.
4. **Build a culture of diversity and inclusion.** IRW normally involves multi-cultural teams with diverse values, norms, preferences, and behavioural patterns. Cross-cultural research has shown that, for non-standard tasks, multi-cultural teams are superior in terms of idea generation and selection of appropriate approaches that work beyond one dominant cultural area. Especially where organizations seek to have a strongly shared global company culture, there is a genuine need for diversity and inclusion ideas. For IRW teams where individual team members do not feel listened to and / or accepted, this would have detrimental outcomes for work effectiveness.
5. **Provide good health & safety conditions.** International remote workers – whether on a short or long-term IRW pattern – are located in a host country. Given an organization’s Duty of Care² and the potential of individual illness or even natural disasters, general health threats, or criminal / terrorism dangers, employers must guarantee good H&S structures. This is likely to be a ‘hygiene factor’ for the motivation and engagement of professionals working remotely abroad.
6. **Engage individuals through internal consistency.** Many of the decisions regarding whether an individual can work remotely in another country for a short or long time involve the person’s team leader, senior managers in the home and host location and HR professionals. Where much of the decision authority is devolved to local managers / team leaders, it might be that individual leaders interpret the company principles and / or use their autonomy in different ways. This may include a lack of understanding of compliance issues. It’s essential to ensure leaders are aware of these issues and any potential risks. Where leaders are strict and decline employee-led IRW applications, this has the potential to frustrate staff – especially if they perceive that other leaders have been more open to such requests. Justice and fairness must be considered. Internal consistency will help.

While more tangible and defined elements are certainly important, other factors often influence the IRW outcomes that organizations experience.

Key factors for leading virtual teams

While organizations can set appropriate principles and policies for IRW, leaders of remote teams have a major role in shaping the effectiveness of international remote collaboration. Based on insights from the virtual team literature and our expert discussions, six key factors emerged.

- 1. Set clear goals.** Leaders need to define goals with the team. Specific responsibilities and work plans must be defined early, in a clear and understandable fashion. This creates orientation around shared objectives and defined processes and is especially important where local and global objectives may clash. Ideally, the leaders of IRW teams show charisma and vision as it is clear from the GLOBE project research (House et al., 2001) that these qualities are valued by cultures around the world.
- 2. Encourage task interaction by all team members.** In a globalised world, diversity is the key to innovation. Work towards a team that has a balance of interpersonal styles and interests. To get the input of a diverse range of people, guide them towards interactions that are inclusive and learning-oriented. This means that leaders should set norms around tolerance, openness, and appreciation of different perspectives. However, they also need to set decision criteria in order to move ahead in their various projects.
- 3. Diminish ambiguity.** IRW signifies that colleagues work as a geographically dispersed team which may not meet in person as frequently as would be optimal. This lack of personal, face-to-face contact leads to frequent written communication which, in turn, often creates ambiguity. Many staff, even more so when being socialized in countries with a low tolerance for uncertainty, do not like this ambiguity. It is important to establish norms and orientation points for team members in order to give more certainty to those staff that need it. Keep in mind, less ambiguity equals more transparency!
- 4. Encourage social interaction.** [McKinsey \(2021\)](#) argued that “small connections” drive productivity increases in organizations that use a lot of hybrid or virtual work. Even for IRW it would be ideal if team members could meet at the beginning of a project and when taking major decisions. It is not just the richer communication that has a positive effect, it is side conversations about what matters to individuals beyond their work that is effective in creating a good and constructive team climate and culture. IRW leaders must be inventive to be able to design virtual interactions (such as quiz events, virtual treasure hunts, get to know each other sessions) that allow team members to interact in a broader way.
- 5. Tear down communication barriers.** Leading within the constraints of virtual interaction has its particular challenges. English is the world’s business language, but not everyone is fluent in it. Mother tongue speakers often use unconscious or implied meanings in their choice of words or phrases. It is important for non-native speakers to read between the lines. When an English person says, “That’s an interesting point of view”; for example, not everybody understands that this may mean that the speaker does not agree with this argument. Therefore, IRW leaders should use clear, simple and direct language when communicating. When organising a meeting, they should circulate the agenda as early as possible so that non-native speakers can look up any words they do not understand in advance.
- 6. Build trust and mutual understanding.** IRW leaders can then initiate team-building processes, for instance, using the well-known framework of forming, storming, norming and performing. The storming and norming phases help identify and bring into the open any misunderstandings and enable the IRW leader to set standards or norms. Establishing trust between members of the IRW team is vital. Trust arises when the other repeatedly fulfils your expectations over time. A leader can structure work in a certain way so that people can see trust develop through small stages when shared goals are met.

These task-related insights are complemented by expert knowledge with regard to factors strengthening group dynamics and interaction.

**Hard Factors
(Task Behaviours)**

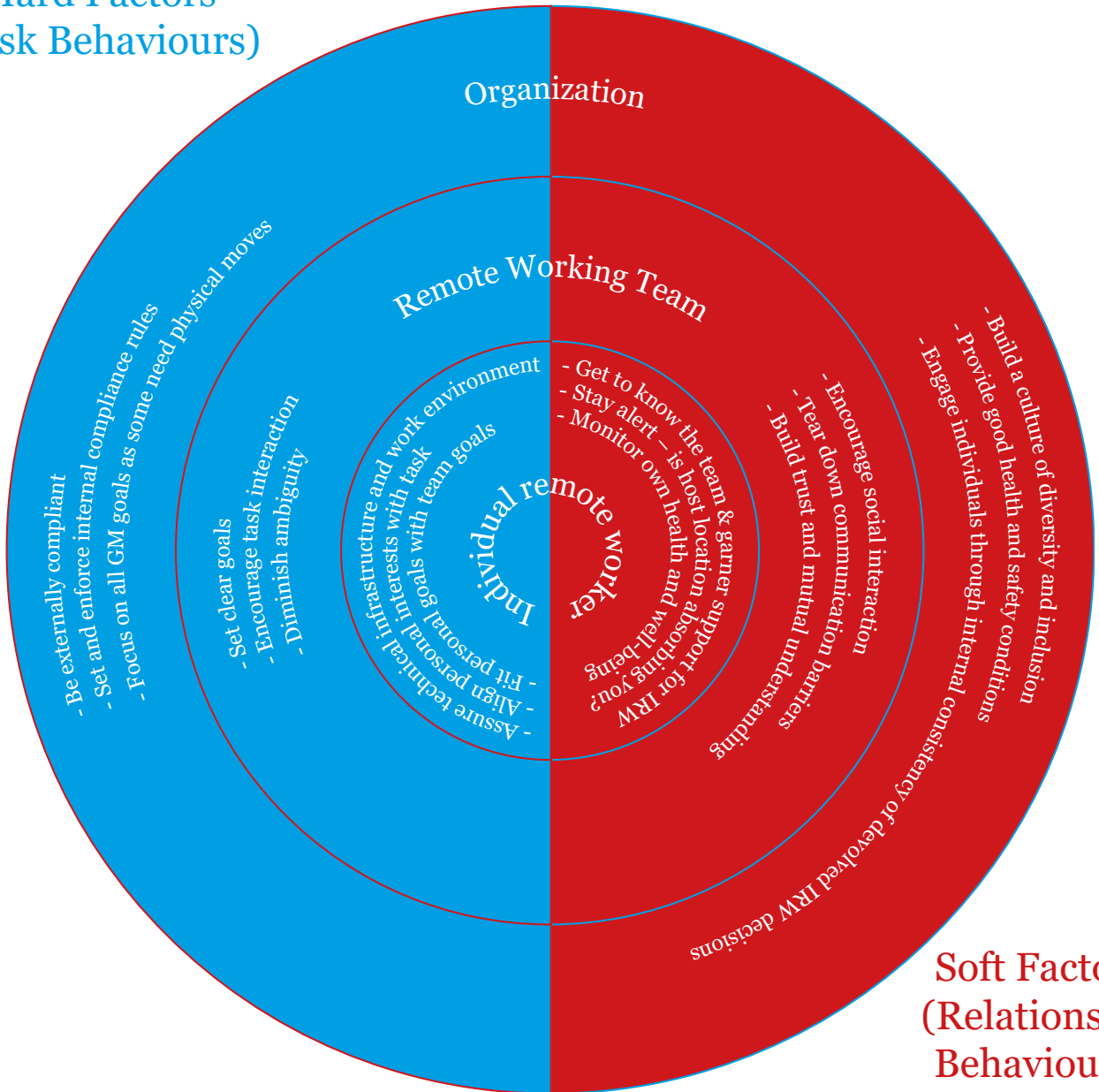


Figure 1 - Key factors to increase the effectiveness of International Remote Working

Well-functioning IRW teams are critically dependent on the individual international remote workers, the conditions they are embedded in, their own motivations and their work behaviours. Our research and expert interviews again resulted in several recommendations in terms of task and relationship dimensions.

- 1. Assure good technical infrastructure and work environment.** It sounds self-evident, but wherever IRW takes place, the individual must be able to work in conditions that are technically reliable and high quality, ergonomically effective, safe, and relatively undisturbed. While these conditions are indirectly reflected in the principle that the business should not be harmed by IRW, these practicalities are sometimes overlooked when individual staff request a short-term IRW phase for instance to be able to stay in a vacation country for a few more weeks. These quality and reliability issues should be verified in advance.
- 2. Align personal interests with the task.** Many personal requests to work abroad are driven by factors that are not in relation to the individual's work. If this does not harm performance there is nothing wrong with this. However, living abroad while doing IRW has the potential to augment professional insights and capabilities in terms of cultural sensitivity and understanding, as well as broader interaction and communication skills. Ideally, these would be factored into further operational and career planning of this individual.
- 3. Fit personal goals with team goals.** When individuals identify strongly with their teams and its goals, we know that this has a range of positive effects in terms of commitment and motivation. Before individuals apply for IRW they should consider their engagement with their team as we know that employees gain positive effects of belonging, intention to stay and to perform if they have a strong fit. Therefore, IRW should not loosen their links with their teams and team objectives.

There are further important personal factors to understand before engaging in IRW as an individual.

- 4. Monitor own health and well-being.** The media, business literature and academic writing are full of potential risks of virtual working, including international remote working. [RES Forum](#) research shows that remote working expatriates are highly at risk of loneliness and isolation, as well as substantial degrees of anxiety and health worries. Individuals seeking IRW need to understand the potential effects of working virtually in a foreign country on their own health and well-being.
- 5. Get to know the international remote team and garner team support.** Often, employees already know their team before an IRW stage, and this is good for team understanding, cohesion and effectiveness. Obviously, if this is not the case then employees should reach out to their prospective team members. Where individuals request a (short-term) IRW period it is important to garner support for the IRW in the team. Where the rest of the team feels that an individual working abroad means the remaining team members will suffer – e.g., some of the activities cannot be undertaken from abroad and so some team member need to shoulder additional work – this should not be allowed according to the principle of 'no harm to the business'. However, sometimes team members are willing to support their colleagues for a short time even though it means more work for them. This may lead to difficult decisions by team leaders when deciding whether to accept a personal request for IRW.
- 6. 'Keep your eye on the ball' – is the host location absorbing you?** Living abroad – even if only for a few weeks – can result in several unforeseen demands on the assignees' time. This may range from interaction with officials and neighbours to understanding public transport, the local health system etc. While this adds to the spice of life and the enjoyment of living abroad, it might distract individuals. Overall, employees and their leaders must be honest with themselves whether the foreign sojourn is right for themselves AND their employer.



Conclusions:

the emergence of the New Paradigm needs a reflection of GM objectives and values

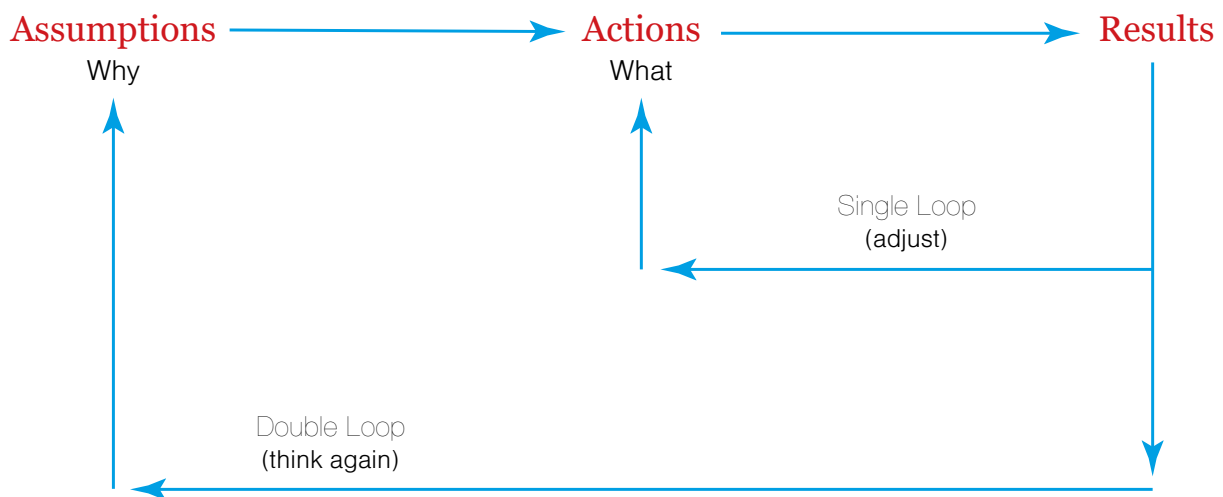
Our research has shown that it is highly likely that temporary and permanent IRW arrangements will grow strongly and will substantially influence the work of GM within organizations. While this phenomenon will not displace traditional short and long-term assignments completely, it has the potential to disrupt and shape GM work in the future. given a push by the COVID pandemic and the ease with which people took to working remotely. As a result, it is likely that a form of global teamwork and IRW will continue to represent a new paradigm affecting tasks processes, team interaction, leadership, and GM approaches.

“ I think Digital Nomad is where we’re going to see International Remote Workers kind of evolving to. Where they’re no longer going to be sitting at home, they may be working from coffee shops, they may be working in another state, they’re going to be traveling on their own. ”

Global Mobility Expert

Conclusions: the emergence of the New Paradigm needs a reflection of GM objectives and values

A new paradigm and way of working will impact individuals, teams, and the organization in various ways. We have outlined some strategic and operational aspects for these three levels. However, there are more fundamental considerations at play. Individuals are on a journey that needs to factor in their work obligations, as well as their personal situation. This is expressed well by Gary Keller: "Work is like a rubber ball. If you drop it...it will bounce back. Family, health, friends, integrity are made of glass... if you drop one of these, it will be irrevocably scuffed, nicked, perhaps even shattered". It is within this force-field that individuals must find their way. Teams (and team leaders) may include their friends and may have to develop an understanding that part of the rubber ball of work is to be highly flexible when individuals want to undertake temporary IRW.



Organizations and GM departments have their work cut out. Beyond the currently predominant company-led and talent-led assignments they are likely to encounter much more employee-led requests for IRW. It is tempting to move towards a single loop learning approach from this situation in which action (e.g., decision parameter to grant IRW) leads to results (e.g., team performance) and is then evaluated through a should / is comparison. While this kind of learning is welcome, we suggest a double loop learning approach that evaluates the overall GM objectives, assumptions and values. This will crystalize whether GM objectives such as knowledge acquisition (cultural and global business understanding) or cultural integration are satisfied and, if not, how IRW patterns can be managed and modified to support and deliver the worldwide corporate goals of the business. We conclude this report with ten question areas you can address for your organization. In combination with the findings of this report, you will have an excellent starting point to reflect what is working well for you and where there is room for improvement. After all, particularly with regard to IRW, doing the Right Things and doing the Things Right is not as straightforward as it may sound. By asking the right questions you can embark on a journey to find the right answers for you and your organization.

International Remote Working

strength, weakness, opportunity or threat?

By David Enser

In my view, International Remote Working presents all these things to an organisation.

Back in 2014, in my capacity as head of GM, I was approached by a junior HR manager keen to discuss the idea of the Digital Nomad. They believed it was a great way to build employer brand strength. I loved it! Senior leadership didn't.

In 2016, with the same employer, I worked on a project to develop a flexible working toolkit. Again, I loved it. As did many others. And again, senior leadership didn't.

In 2020, in complete contrast, we saw a rush towards remote working by organisations around the world. This time it wasn't out of choice. Ironically, for my former employer, it was the groundwork from 2014-16 that helped them leap to a remote first approach.

Now, almost 18 months later, organisations are coming to terms with the realities of remote working. They're busily examining what they've lost, what they've gained and what they've learned over this period.

Huge numbers of employees are working remotely by choice, many others through consequence – either stranded in a third location or simply unable to be where the organisation needs them.

Some governments are seeking 'digital nomads' to generate new tax revenue streams. Others are obliged to revisit social security application frameworks – HMRC's updated guidance of July 2021 for example. In addition, intergovernmental organisations such as the OECD are forced to legislate on the right to taxation in relation to remote working.

We've seen organisations backtrack on early pandemic promises of 'work remotely forever', particularly in the tech & financial services sectors. Whilst others have embraced remote working as a permanent fixture of their EVP. We've even seen 'unicorn' organisations emerge – such as Hopin – proudly lauding their remote first approach to work.

With such conflict, we must explore the major issues of IRW. Above all, it's clear that every organisation should carry out a SWOT analysis to determine what works for them, their shareholders, their culture, and their business reality.

Hot topics

In recent discussions, the topics brought up by CHRO's, executive teams, and GM & Reward leaders include:

Culture – how can you build and maintain a cohesive and coherent people culture if the office has moved from a place of work to a place of collaboration? Goldman Sachs don't believe it's possible, yet many organisations see this less as a risk and more as an opportunity, willingly evolving their culture accordingly.

Compensation – how can you design compensation programmes for a distributed workforce? Is it possible to build equity and consistency into compensation planning when employees are living in increasingly diverse locations with varying costs of living? It seemed that one digital music streaming service cracked this nut early in the pandemic. However, it soon became clear that their programme differed substantially to that explained in a famous and oft-cited Business Insider article.

Benefits – perks and benefits must evolve to fit a distributed workforce. Examples include a focus on mental health, wellbeing and employee care related programmes, as well as home office equipment and home fitness subscriptions. Even paid travel TO the office is sometimes given as an example of a benefit!

Duty of care is, undoubtedly, a tougher nut to crack. Employee location transparency is a new focus as corporate travel becomes more complex. After all, knowing where your people are is a clear corporate requirement, whether for compliance or legal reasons or simple out of a Duty of Care for employees.

And across all this is the impact on Enterprise Structure and Legal Entities. Who is doing what and where and for the benefit of whom presents a clear compliance challenge for many organisations.

One size doesn't fit all

I appreciate the view that IRW can be leveraged as a strength, a differentiator, and a benefit with clear appeal. I recognize the concern that IRW risks weakening an organisation, its culture, and its ability to collaborate. I see the opportunities inherent within IRW to reduce costs and to stand out. And I understand that the threats – or at least the challenging questions – are myriad.

So how best to approach the topic?

Start by reading this paper, completing the exercise on Page 16, and considering the hard and soft factors at play. The best Remote Working policies I've seen are those that seek to set simple principles and guardrails that reference team cohesion; stress the importance of presence and belonging amongst teams (even remote ones); and don't overlook the risks.

Every organisation is different – what works for one may not work for another. Not all companies, nor all roles, are suited to remote working.

Define your policy and your framework for applying it, and make sure you listen to your people and gauge their sentiment. After all, it pays to keep your finger on their pulse as the next normal emerges.

We hope you enjoy this latest RES Forum research and, as ever, we're here to help should you need support and guidance.

Ten key areas

to assess International Remote Working
vis-à-vis individuals

1. What are the external compliance implications if the IRW applicant were to work in the chosen destination? Will any residency, working visa, tax or other regulatory issues arise?
2. Is this move detrimental in any way to our business interests? Please consider internal compliance rules, cost effects, team and work effectiveness effects, short and long-term operational effects.
3. Will the IRW applicant be able to work in good health and safety conditions? Do we satisfy our corporate duty of care obligations? Is there a crisis / emergency plan that covers the applicant's chosen destination?
4. Does the intended move further our business objectives such as building a worldwide, consistent culture?
5. Is the decision to support / counter the IRW application consistent with other earlier decisions?
6. Does the IRW applicant have a reliable technical infrastructure and a safe, healthy work environment wherever they want to work?
7. Can the individual (together with HR) show a convincing outline of how their goals align with the tasks/job they want to undertake abroad?
8. How are the team goals affected if the employee undertakes IRW? Are the expected outcomes positive?
9. Are the local circumstances and challenges adequately incorporated in the IRW applicants' planning? Do they have a Plan B if things go awry?
10. Is there a clear and positive understanding with the IRW team leader? What are the actual work plans, including responsibility and specific goals? Is the IRW team leader supporting the application? In what language and how well will they communicate with the team and other colleagues?

Contact

About The RES Forum

The RES Forum is an independent, highly engaged and international community of senior in-house International Human Resources professionals with more than 1850 members in over 45 countries. We are not influenced by external parties or third-party vendors. We share information to make our working lives easier and to assist in solving difficult work challenges.

We collaborate on shared projects and initiatives, and we learn together. Our agenda, set entirely by our membership, is delivered through a spectrum of services including data analytics, Global Mobility and International HR thought leadership and advanced learning and accreditation programmes in the area of Global Mobility management.

The RES Forum cooperates with leading academics in the field of Global Mobility. The main goal is to enhance the practical perspective of the RES Forum with a more academic research approach. We aim to match the understanding of pressing issues in HR management with research expertise in order to achieve academic thought leadership in the field of global HR management.

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