



# The Work From Anywhere

## White Paper

March 2022

### TAX & LEGAL DISCLAIMER

The authors strongly recommend that for anyone looking to implement a Work From Anywhere policy to consult with the relevant tax, legal and other relevant advisors and authorities in the countries in scope. While there are some survey points and other insights and trends shared in this report, they should not be interpreted as tax or other legal advice and the authors do not guarantee the accuracy of the data included in this work. Any implications to individual employee contracts and statuses, should be ideally discussed with a legal advisor.



SECTION 1

# Key Statistics

## Work From Anywhere

*Also Known As*

- > International Remote Work
- > International Teleworking
- > Extended Business Travel
- > Bleisure Travel
- > Workations
- > Virtual Assignments

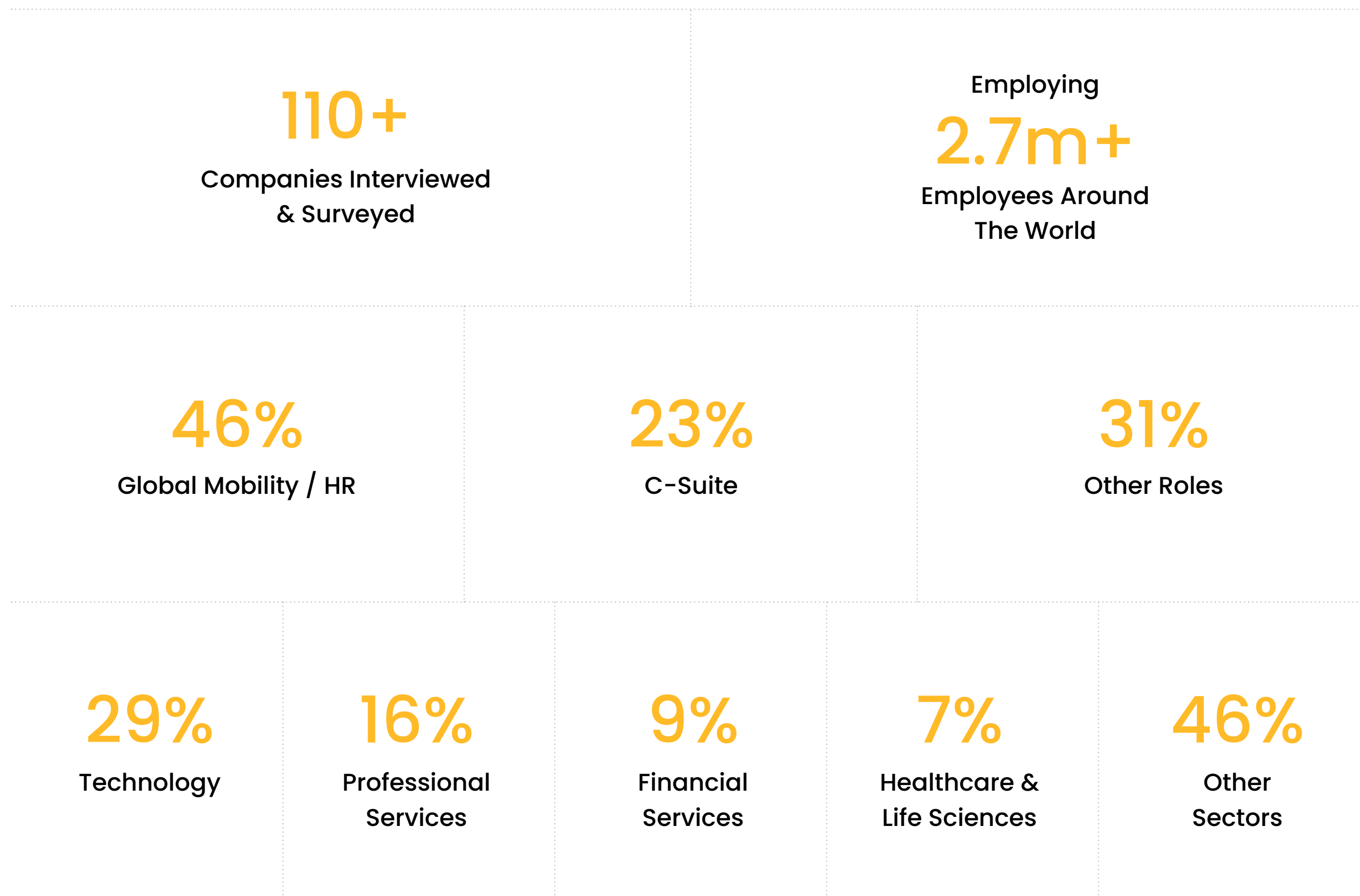
## Work From Anywhere

*Definition*

“A company which offers **Work From Anywhere** is one which has a policy that allows employees to temporarily work remotely abroad in specific countries for more than 7 days but less than 365 days.”



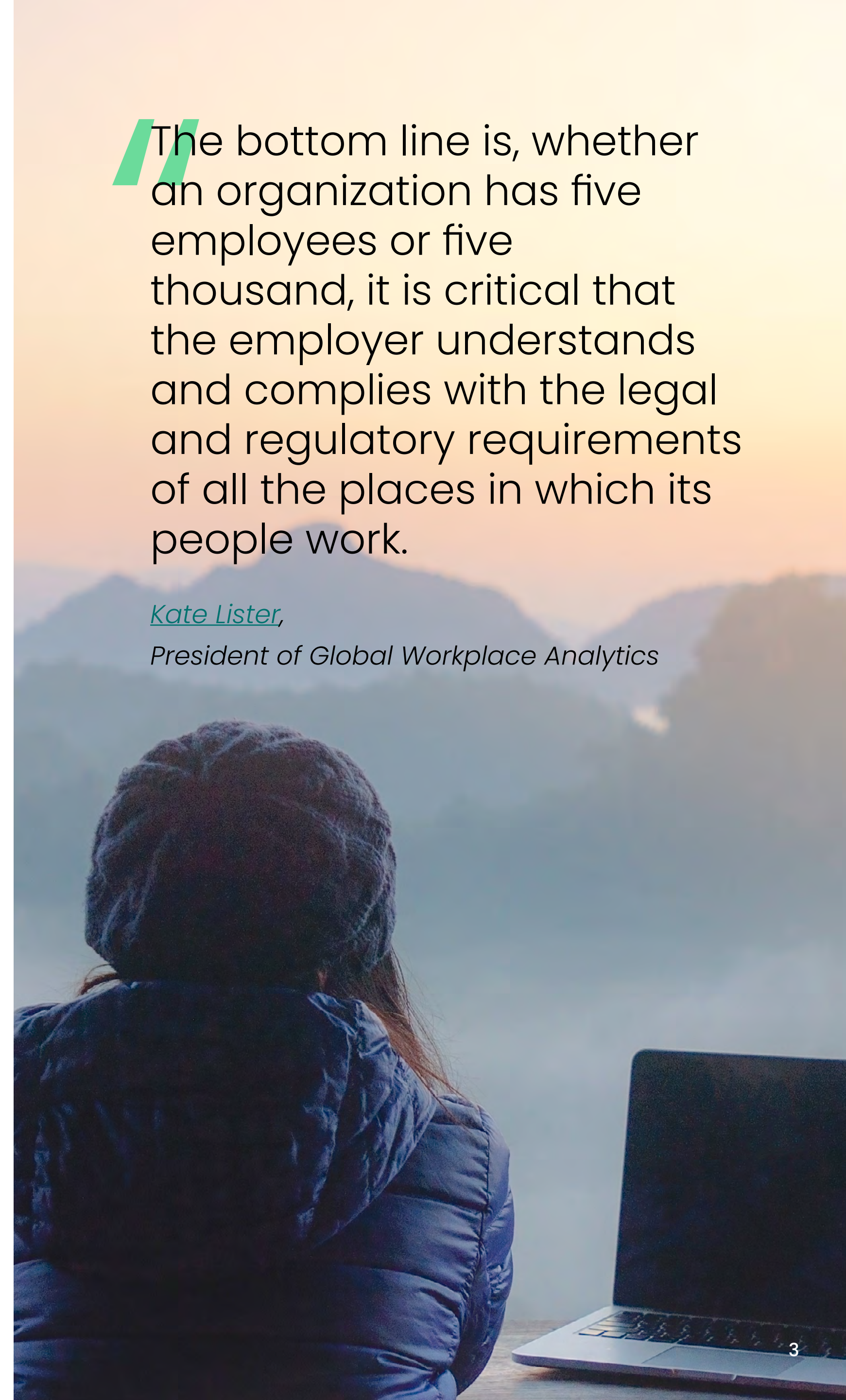
## Survey Respondents



The bottom line is, whether an organization has five employees or five thousand, it is critical that the employer understands and complies with the legal and regulatory requirements of all the places in which its people work.

*Kate Lister,*

*President of Global Workplace Analytics*





54%

Of Companies Surveyed  
Offer **Work From Anywhere**

46%

Of Companies Surveyed  
Don't Offer **Work From  
Anywhere**

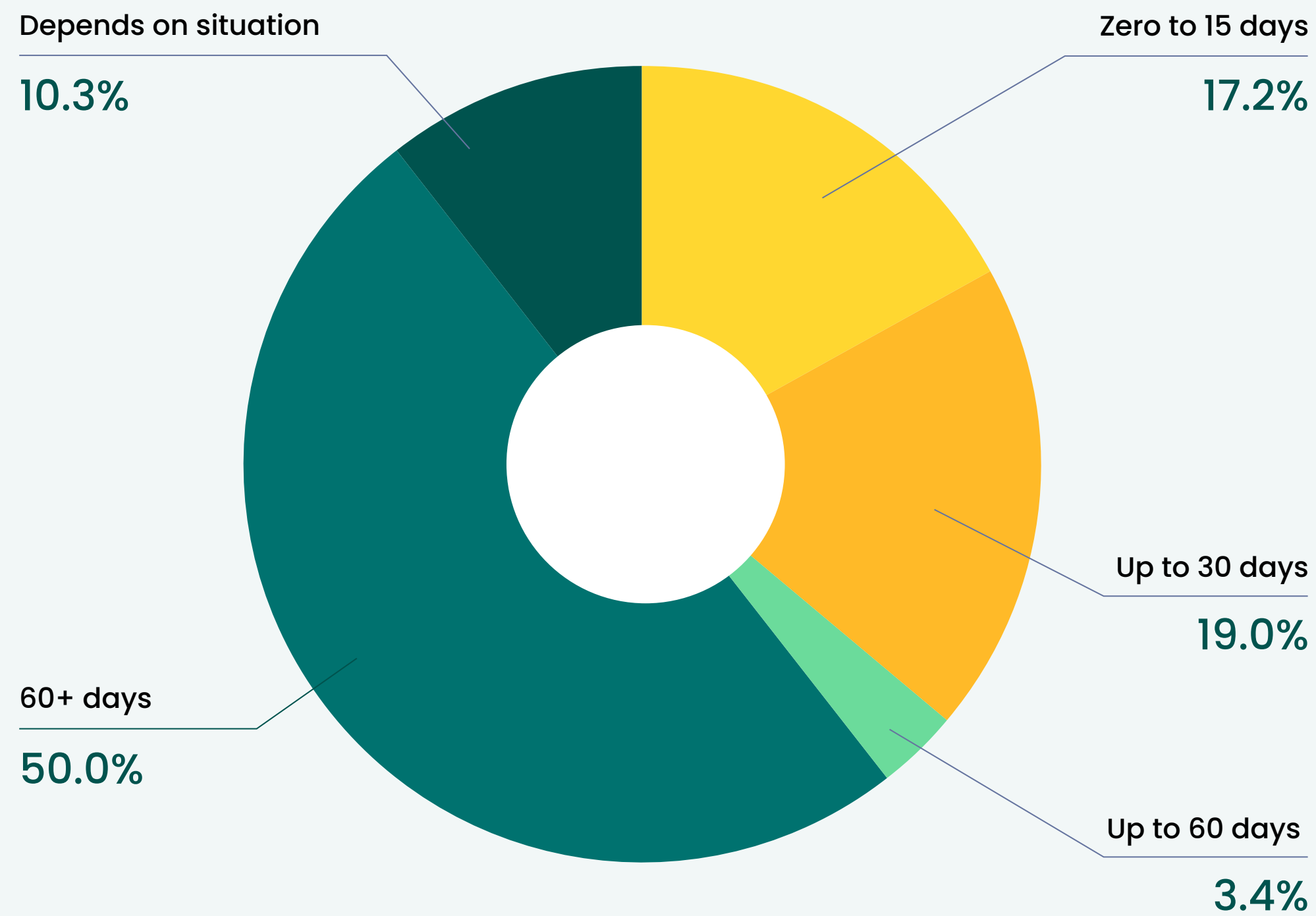
Of Those Who Offer WFA

61%  
Don't Use Pre-trip  
**Compliance Technology**

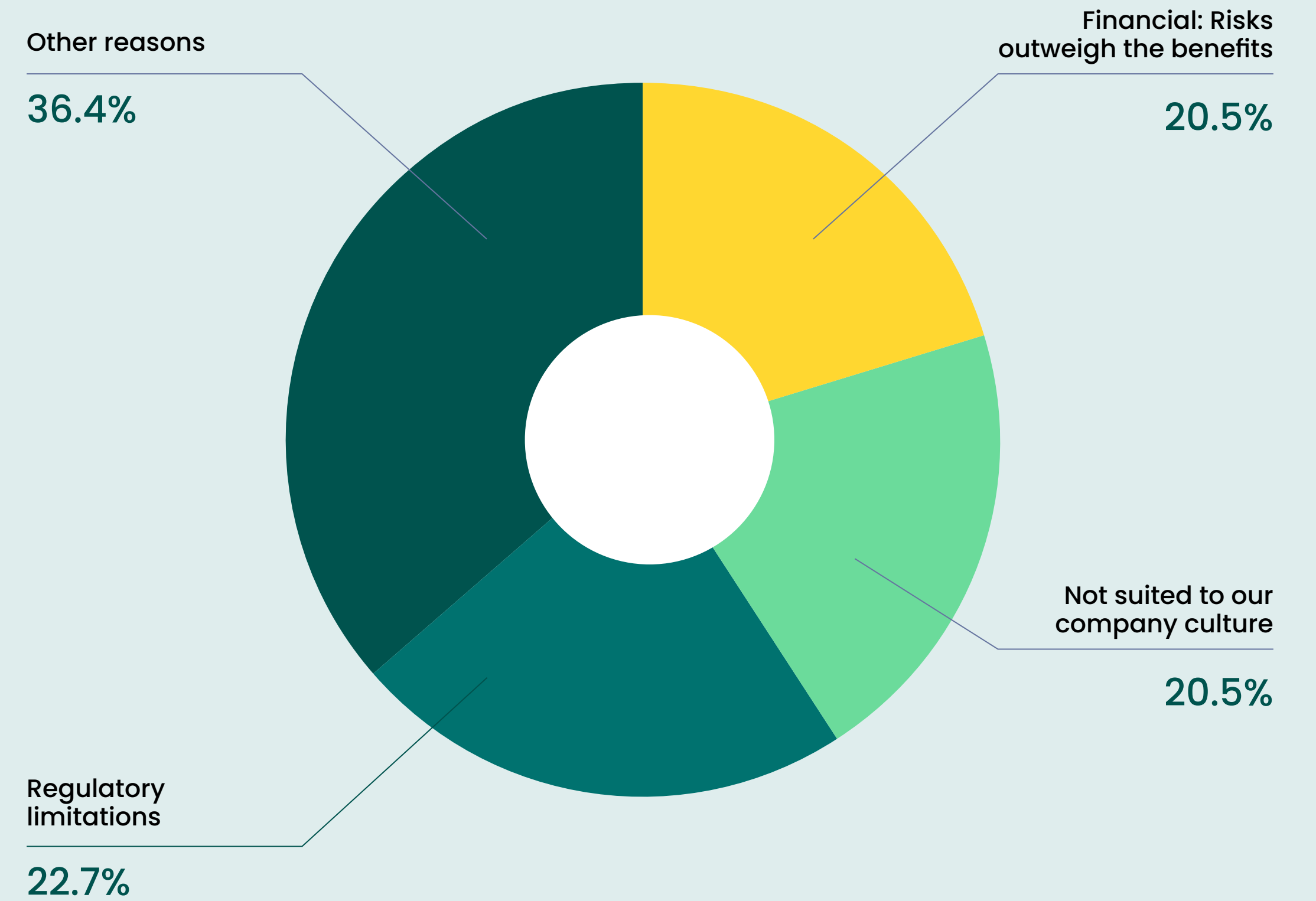
Of Those Who  
Don't Offer WFA

53%  
Would Consider Offering It  
In Future

### How many days **Work From Anywhere** do you allow?



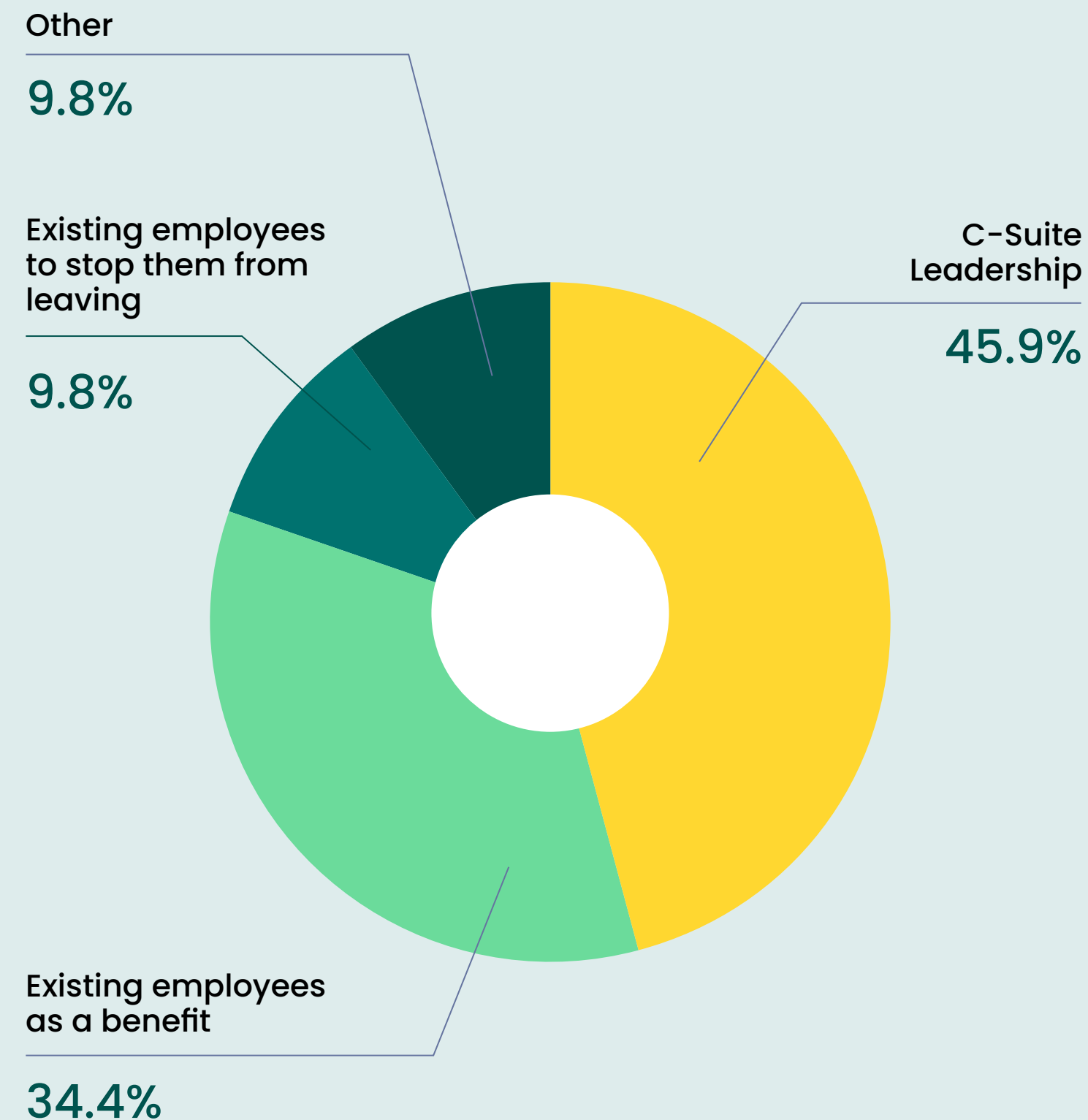
### Reasons for not offering **Work From Anywhere**



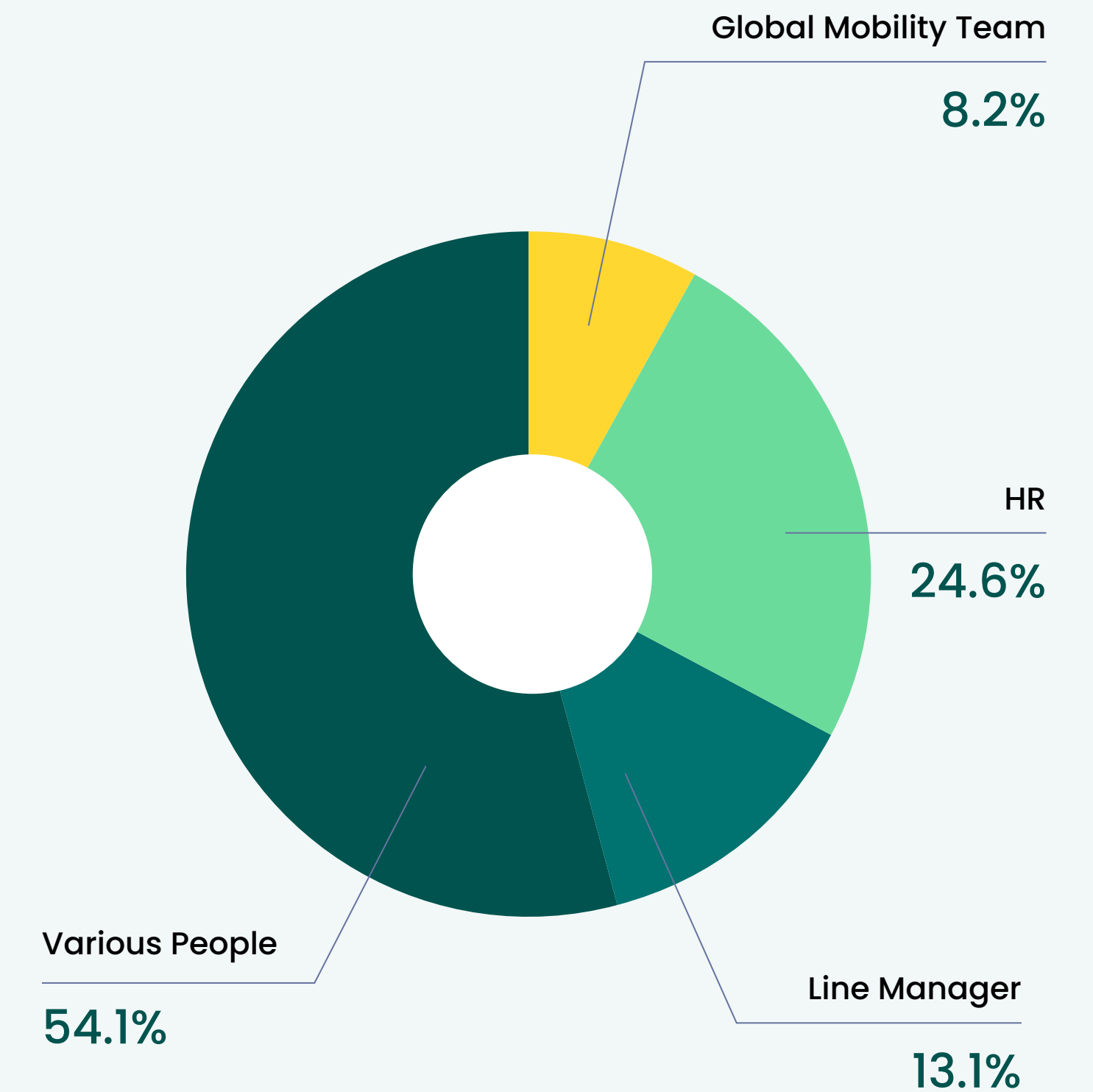
Global Mobility and Remote Work, have often been two disparate organisational departments – no longer! These insights provide the strongest argument and show how these two functions can work together to provide clarity in remote work compliance and implementation.

*Rina Montalvo,*  
report author

Which stakeholder group is driving WFA right now?



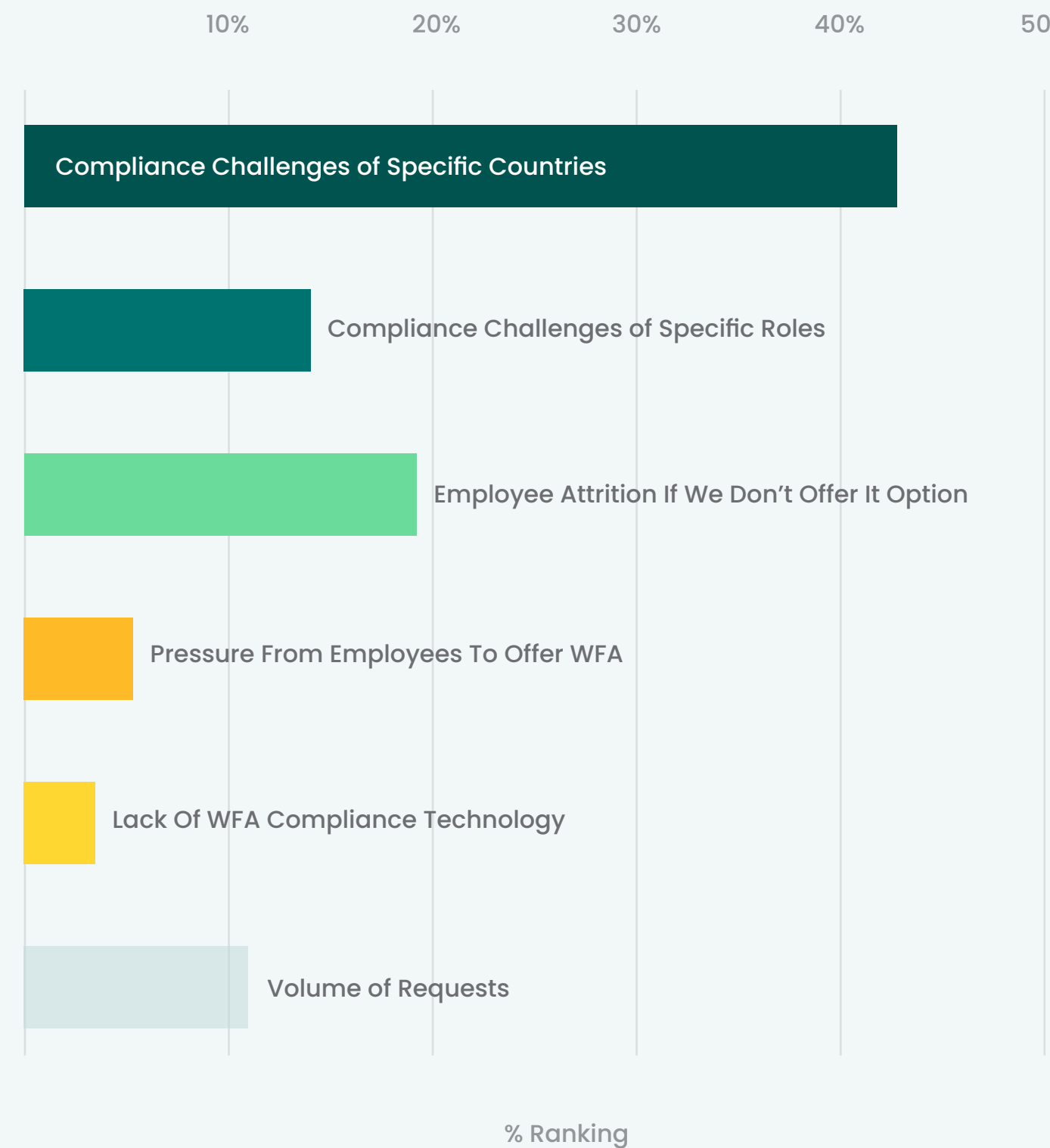
Who is the key decision-maker for WFA requests?



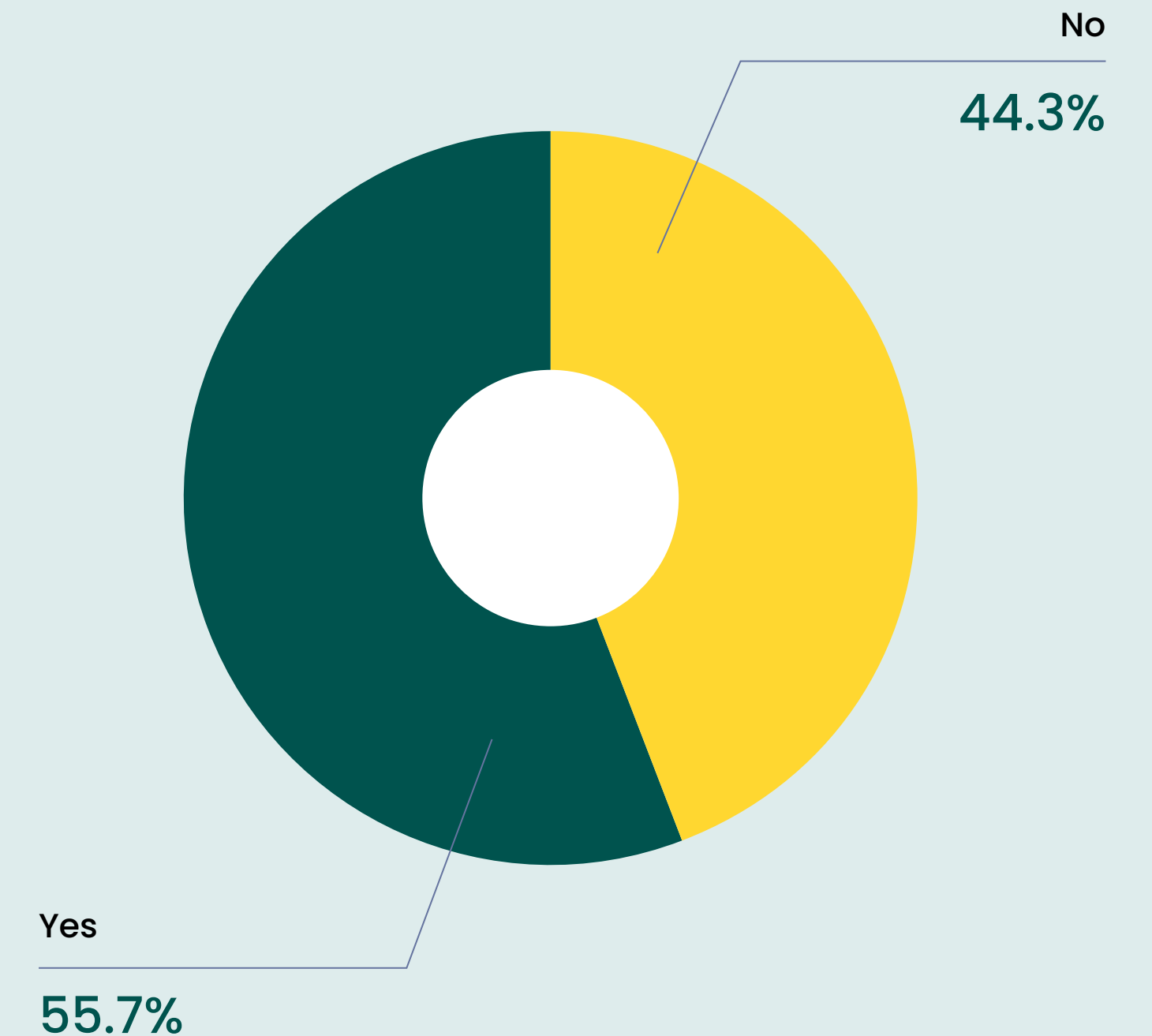
Compliance has been the elephant in the room for too long in relation to Remote work implementation, this research examines all the key criteria and considerations, shining a much needed light on the area and providing clarity.

*Rowena Hennigan,*  
report author

### What is your biggest challenge?



### Have you considered Diversity & Inclusion as part of your **Work From Anywhere** policy?



SECTION 2

# Insights

We were inspired to put this White Paper together as a lot of companies have been struggling to wrap their heads around how to implement a Work From Anywhere policy.

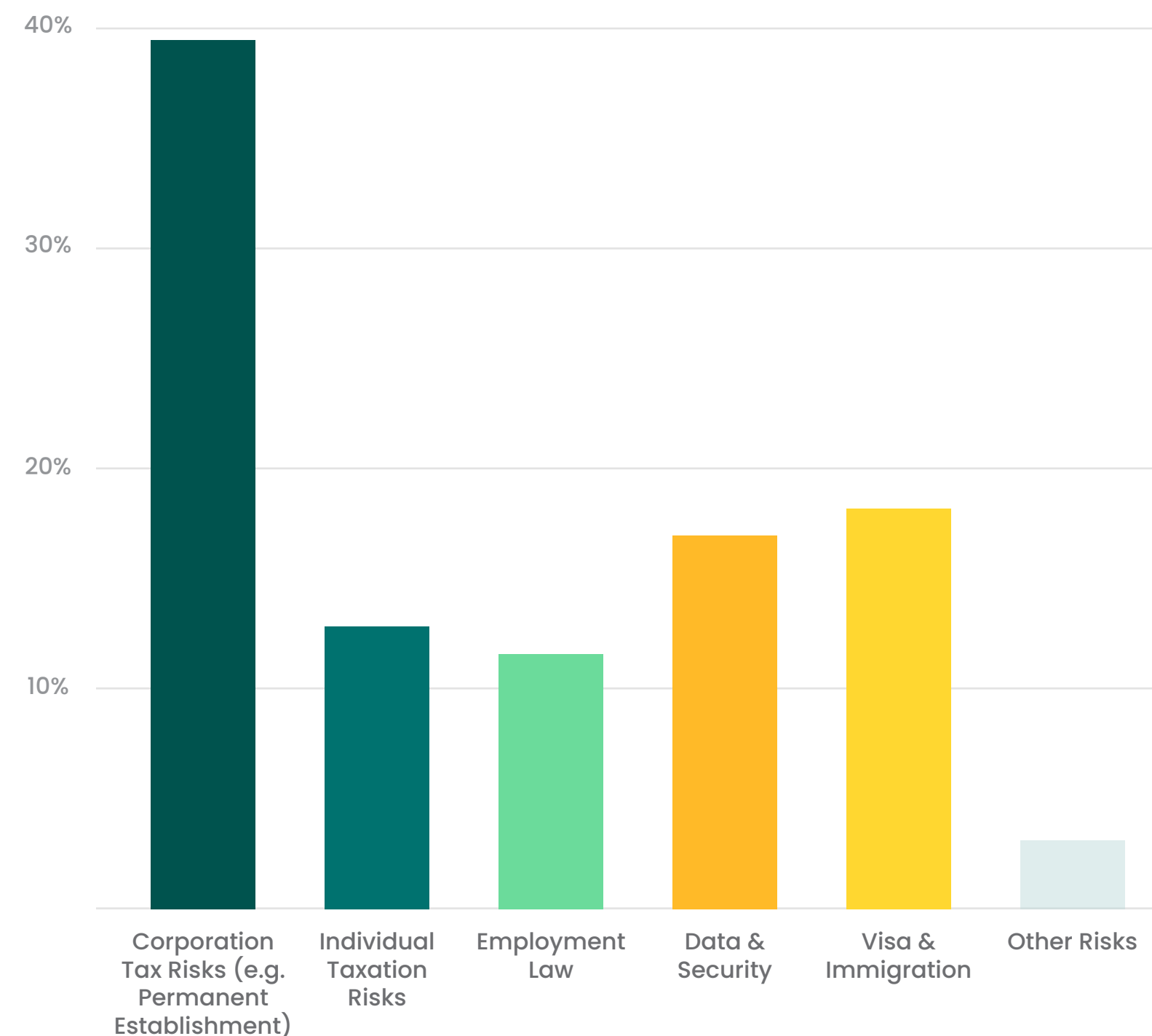
We would all love to get the opportunity to [work by a beach](#), but there are so many different risks to consider that it is easy to feel overwhelmed when faced with the daunting task of crafting a Work From Anywhere policy.

This has been exacerbated by the lack of awareness of the risks amongst employees and many business leaders.

In the same breath, the tsunami of requests many global mobility leaders are facing for international remote working has given rise to increased pressure from C-Suite leaders to implement a Work From Anywhere policy. Those same C-Suite leaders are

looking at the potential risk of employee exodus if they don't put together something to retain key talent, especially those in core technology roles.

Ranking of work from anywhere compliance risks

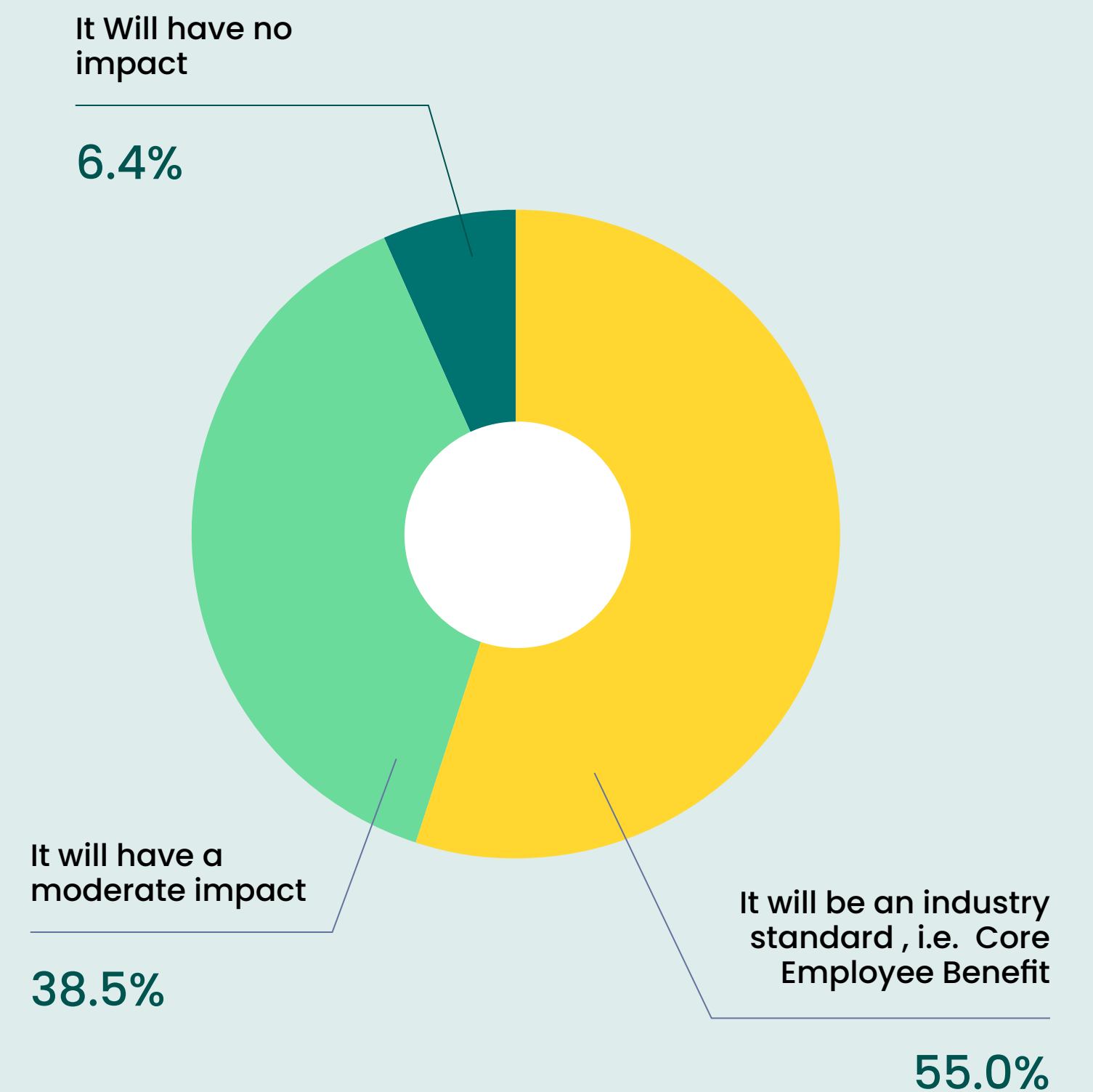


Scanning through the top risks identified by our survey respondents, it is clear that [Permanent Establishment \(PE\)](#) is the top risk by far, followed by Visa & Immigration as well as Data & Security. Individual taxation risk is also a key risk, but possibly more so from the individual employee's perspective.

In our full white paper, we will be sharing practical tips on how companies can manage these risks. These range from simple ideas to mitigate the risks (e.g. avoiding senior directors to perform high risk PE activities such as signing employee contracts, negotiating sales deals, etc.) as well as free tools that companies can avail of (such as the [National Cyber Security Risk](#) by country to help weigh up the Data Privacy & Security risks). One of our favourite tips was linking the benefits of WFA to performance management by only offering WFA to employees above a certain performance threshold (e.g. top 40% of performers). You'll see this and many more tips in the full report.

When it comes to the future of Work From Anywhere, it is interesting to note that only 6% of respondents indicated that Work From Anywhere will have no impact on their industry over the coming 10 years whilst 94% said it will have an impact over the coming 10 years.

How do you see WFA evolving in your company's industry over the next 10 years?



SECTION 3

# WFA Framework

The biggest risk is saying no, or doing nothing at all. You don't really want to leave the door open to implied permission or the loss of great talent.

[Ursula Dyer Lepporoli](#),  
Partner KPMG Australia

Many companies have asked us how to implement a Work From Anywhere policy and to be honest, there is no one size fits all. You have to choose what is the right fit for your company, your company culture and above all choose between weighing up the potential benefits of Work From Anywhere with the potential risks and costs. But as Ursula so eloquently puts above, the biggest risk is putting your head in the sand and doing nothing. Much like remote work caught many senior leaders by surprise in organisations around the world, you would hope the lessons learned from the transition to remote work do not need to be relearned when the possibility of international remote work emerges.

There are many shining examples in this respect, none more so than the Publicis [work your world](#) initiative (more examples will be shared in the full report). In the meantime, below is a taste of the Work From Anywhere Framework we will be releasing in the full white paper over the coming weeks.

## On Your Marks



Ask whether it is right for your company / industry / culture

## Check The Speed limit



Decide cross-functionally how fast you want to drive i.e. how much risk you're willing to take on

## Start Your Engines



Look at how you can execute the policy paying special attention to: technology, get the right advisors in place, marketing the policy

## Check The Traffic Lights



Put in place clear traffic light system to evaluation each WFA request (and ideally provide quick feedback for easy wins)

## On Your Marks

*“The risk of misunderstanding between stakeholders is significant. Even organizations that are not willing to allow remote working going forward need to communicate about it and justify their decision.”*

As [Olivier Meier](#) puts it, even if you don't see WFA as being the right fit for your company, you still have to communicate it. But that first step of properly assessing whether it is the right fit is crucial.

## Start Your Engines

Here it is about the power of the right people and the right technology. You have to have the right tools in place, for example automating compliance checks where possible. You have to get the right people on board, be they internal stakeholders or external advisors (e.g. employment or tax advisors in specific countries). And you have to bring your people with you, which means global mobility leaders strengthening their marketing muscles to help explain the risks (and opportunities) of work from anywhere in an accessible, user-friendly, practical way.

## Check The Speed Limit

*“You will never be 100% compliant from a tax, visa or risk perspective. Set some boundaries.”*

This quote from [David Livitt](#) (Global Tax Network) captures this challenge perfectly. What level of appetite does your company have for the risks around Work From Anywhere and is there cross-functional agreement across different departments of the risks your company finds acceptable?

## Check The Traffic Lights

A traffic light system should be put in place so that people requesting work from anywhere can get immediate feedback on low hanging fruit cases such as straightforward green cases or extremely risky red cases. This system will be based on a mixture of data points such as their nationality (visas), their tax residency (individual taxation) and their role (permanent establishment) to name but a few.

SECTION 4

# Key Resources

## Global Mobility

KPMG [Global Mobility Tracker](#)

KPMG [Work From Anywhere Framework](#)

KPMG [Global Assignment Policies and Practices Survey](#)

Mercer [Remote Work Articles](#)

[Benivo Top 250 List](#) (Global Mobility Leaders)

[Benivo Top 100 List](#) (Suppliers)

## Tax

GTN [Work From Anywhere Checklist](#)

The Work From Anywhere Team [Individual Tax Risk Map](#)

## Visas & Immigration

Fragomen [Immigration Alerts](#)

[CIBTVisas.com](#)

[Visadb.io](#)

## Data Privacy & Security

[NCSI.ega.ee/ncsi-index/](https://ncsi.ega.ee/ncsi-index/)

## Remote Work

Github [remote work handbook](#)

[Global Workplace Analytics Papers](#)

[Remote Top Remote Work Influencers](#)

## Digital Nomad Destinations

[Nomadlist.com](https://nomadlist.com)

[Kayak Work From Wherever Rank](#)

