



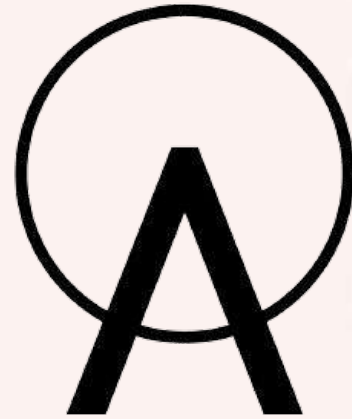
JOHN LEE | Work From Anywhere
Simon Rogers | Talent Mobility Search

ERA Webinar April 2024



TALENT MOBILITY SEARCH

Elevate your impact. Recruiters from the industry for the industry with true global coverage!



work from
anywhere

Remote Work Compliance Made Easy.

Assess the risks and solutions of remote work requests and global hires in seconds. Speed up decision making to offer flexibility and retain your top talent.

Start free trial

See more

The screenshot shows the 'Dashboard Overview' page of the 'work from anywhere' application. The top navigation bar includes the logo, 'Dashboard', 'New Search', and 'Edit Search' options. The main content area features a 'Risk Profile' bar chart with four bars representing risk ratings. A legend indicates that the red bars represent 'Risk Rating'. The y-axis ranges from 6 to 10. The bars have approximate values of 8.5, 9.2, 10.0, and 8.0. To the right of the chart is a sidebar with a list of compliance items, each with a checkmark or warning icon: 'Working Rights Secured', 'No Visa Needed', 'Double Tax Agreement', 'Social Security Agreement', 'Apply For Social Security Exemption', and 'Pastor Worker Requirement'. An illustration of a person working at a desk is also visible in the sidebar.

Item	Status
Working Rights Secured	Completed
No Visa Needed	Completed
Double Tax Agreement	Completed
Social Security Agreement	Completed
Apply For Social Security Exemption	Warning
Pastor Worker Requirement	Warning



A dimly lit, cozy cafe or office space. In the foreground, a man on the left is sitting in a grey armchair, focused on his laptop. To his right, a woman is sitting in another grey armchair, reading a blue book. Between them is a small round table with a white coffee cup and a glass. In the background, other people are seated at tables, and there are plants and framed pictures on the walls. The overall atmosphere is quiet and productive.

Work from anywhere - what it
is and is not

US Employee Wants To Work From Anywhere For 200 Days In North Korea?



Visa ❌

Right To Work ❌

Double Taxation Agreement ❌

Permanent Establishment Risk ⚠️

Employment Law Risk ⚠️

Data Security Risk ⚠️

Torture / Detainment Risk ⚠️

What Are The Main **Barriers** For Companies?

Payroll Tax

Permanent
Establishment

Employment
Law

Duty of
Care/Inferred
Fairness?

Social Security

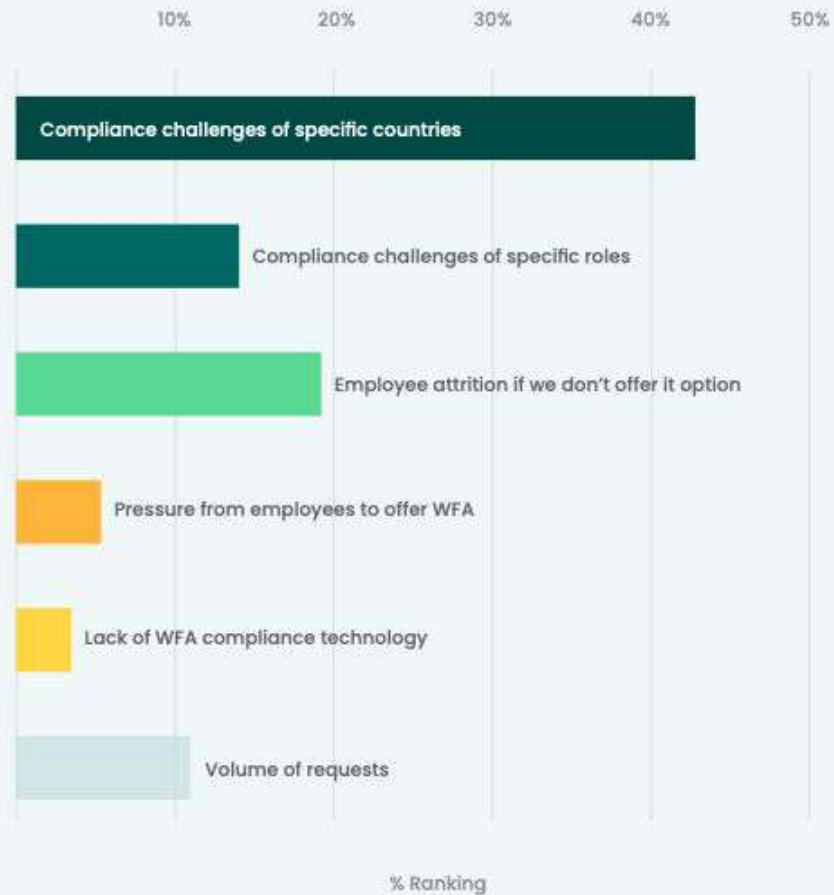
Visas &
Immigration
(including right to
work)

Data Privacy &
Security

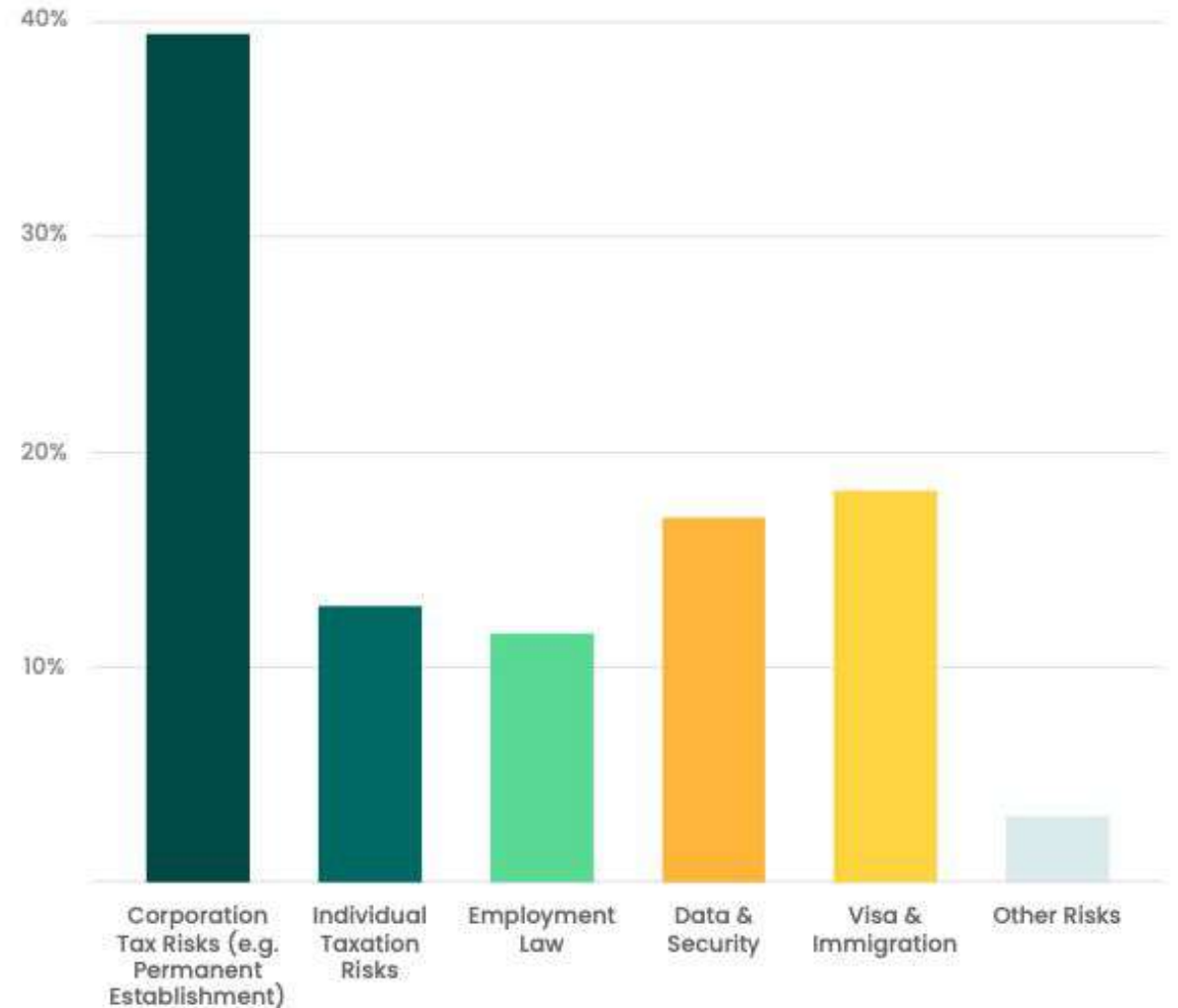
Safety &
Security

Certain Countries / Risks Pose A Massive Headache

What is your biggest challenge?



Ranking of work from anywhere compliance risks



What If We Do?



What If We Don't?

Global Talent Pool



Global Talent Pool

Talent Retention



Talent Retention

Tax & Legal Risks



Tax & Legal Risks

Compliance Costs



Compliance Costs

Understanding Your Risk Appetite

Walk Before You Run

Compliance Risk Appetite



Overall Risk Appetite



Adjust the risks that have greater importance overall for your business

Please feel free to increase/decrease each element. This will directly impact the aggregated risk rating in your dashboard search results.

Corporation Tax



Payroll Tax & Social Security



Employment Law



Visa & Immigration



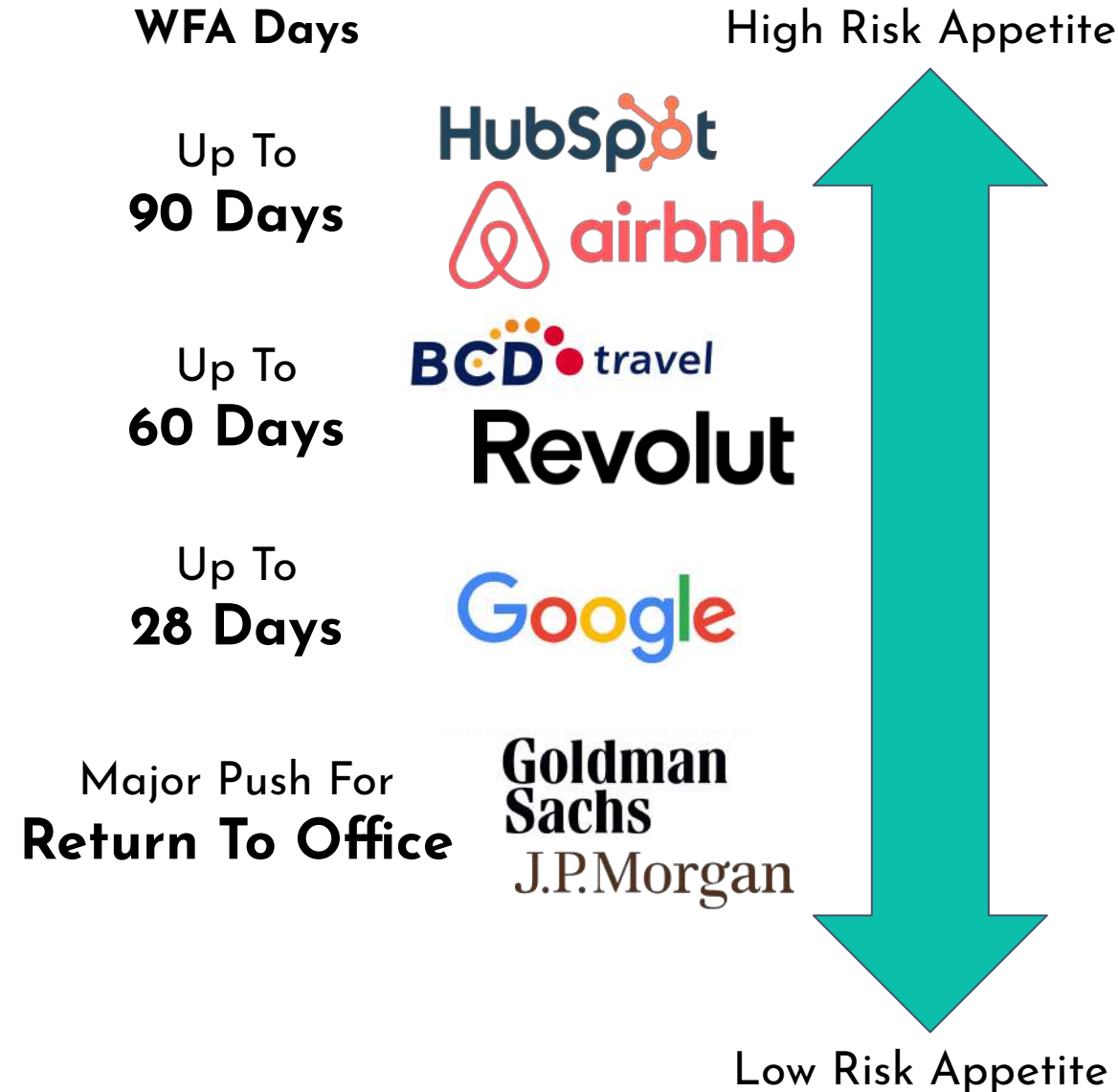
Cross-Functional Discussion & Alignment

A Critical Part Of Setting Goals & Risk Appetite



Understanding Your Risk Appetite

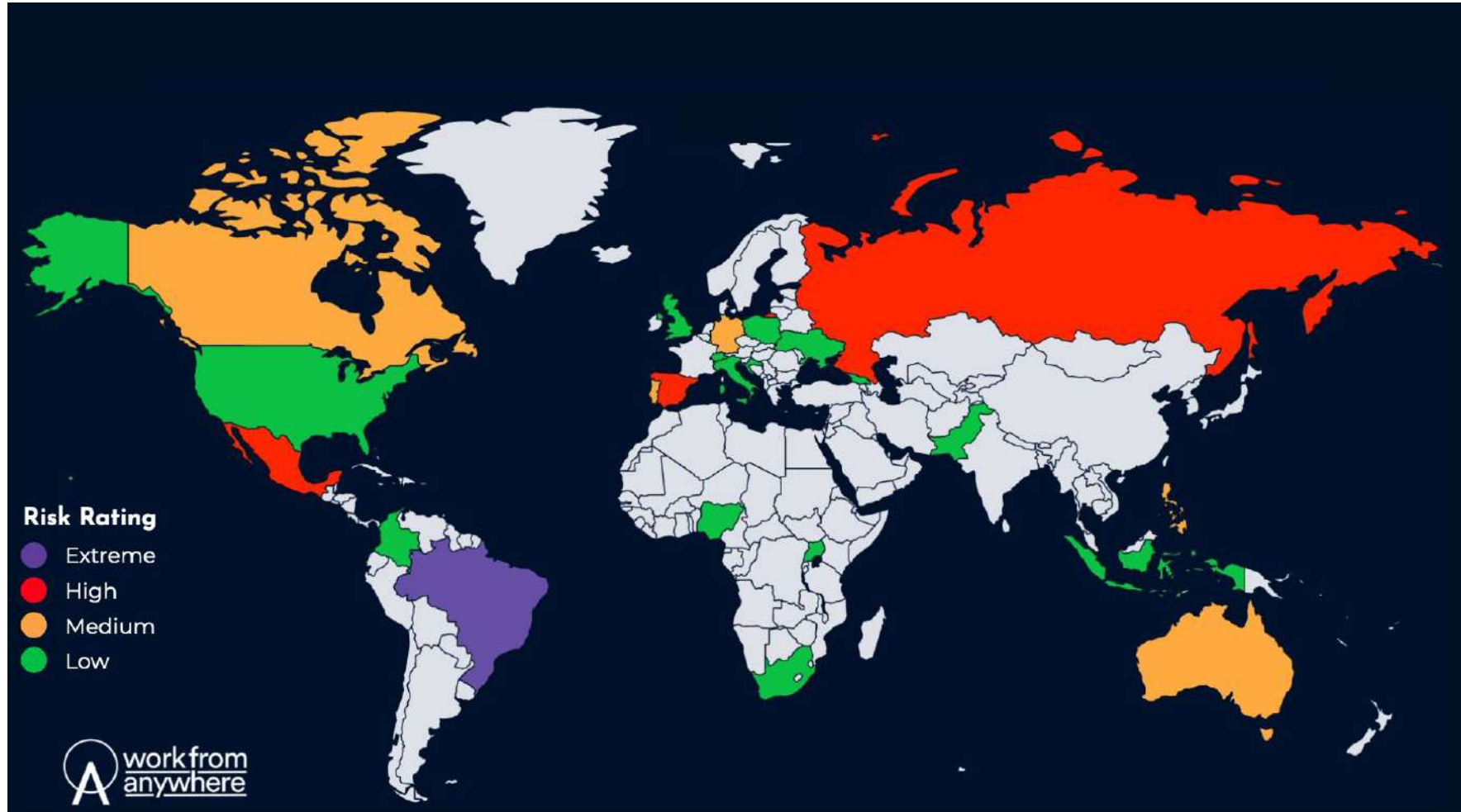
Benchmarks On Days



Navigating The Importance Of Different Roles & Activities



Understanding Which Countries Have Inherently High Risk



Note: Graph is for illustrative purposes only and does not depict actual risks.

Translating Your Risk Appetite Into Actionable Guardrails

Country Type	Countries	Max WFA Days	Workflow
Green	Lower risk (for tax, legal, etc.) countries that do not have any of the characteristics of the Red list below and where you already have a legal entity	As per policy maximum limit	Can be approved
Orange	Medium risk (for tax, legal, etc.) countries that do not have any of the characteristics of the Red list below	Case by Case	Must be assessed by compliance technology
Red	<ul style="list-style-type: none">• Countries on sanctions lists (US and UK)• Countries with IP risk• Countries with high cyber risk (e.g. NCSI or Nord index)• Countries with high duty of care risk and/or experiencing wars	Not allowed	Must be assessed by external advisors

Deciding On What Technology Fits The Needs Of Your Programme

Plug & Play
Decision-Making Tools

Bespoke, Customized
Platforms That Assess Risk &
Execute Compliance Tasks



Lower Budget
Higher Speed
Lower Customization
Plug & Play Implementation

Higher Budget
Lower Speed
Higher Customization
Sophisticated Implementation

**Internal HR/ERP System +
External Tool**

**External Tool That Provides
Assessment, Tracking,
Workflow & Link To External
Vendors**

A dimly lit cafe scene with people working and reading. In the foreground, a man is sitting on the left, focused on his laptop. To his right, a woman is sitting, reading a book. In the background, two other people are seated at a table, also working. The scene is set in a modern, cozy cafe with a brick wall on the left and a large potted plant. The overall atmosphere is quiet and productive.

WFA Case Studies



Marie Herlihy (She/Her) • 1st
Global Executive Recruiting Manager at HubSpot
8mo • 🌐

My new home office view from Tenerife, where I will be based for a month - thanks to HubSpot's temporary mobility policy. HubSpot employees can work for up to 90 days annually in another country. So far, this has been a really welcome lift and change after 20 months working from home during Covid. It's a really competitive hiring market right now and benefits such as this are real differentiators. Thank you HubSpot! [#hubspotlife](#) [#remoteworking](#) [#digitalnomad](#) [#homeoffice](#)

You and 1,418 others

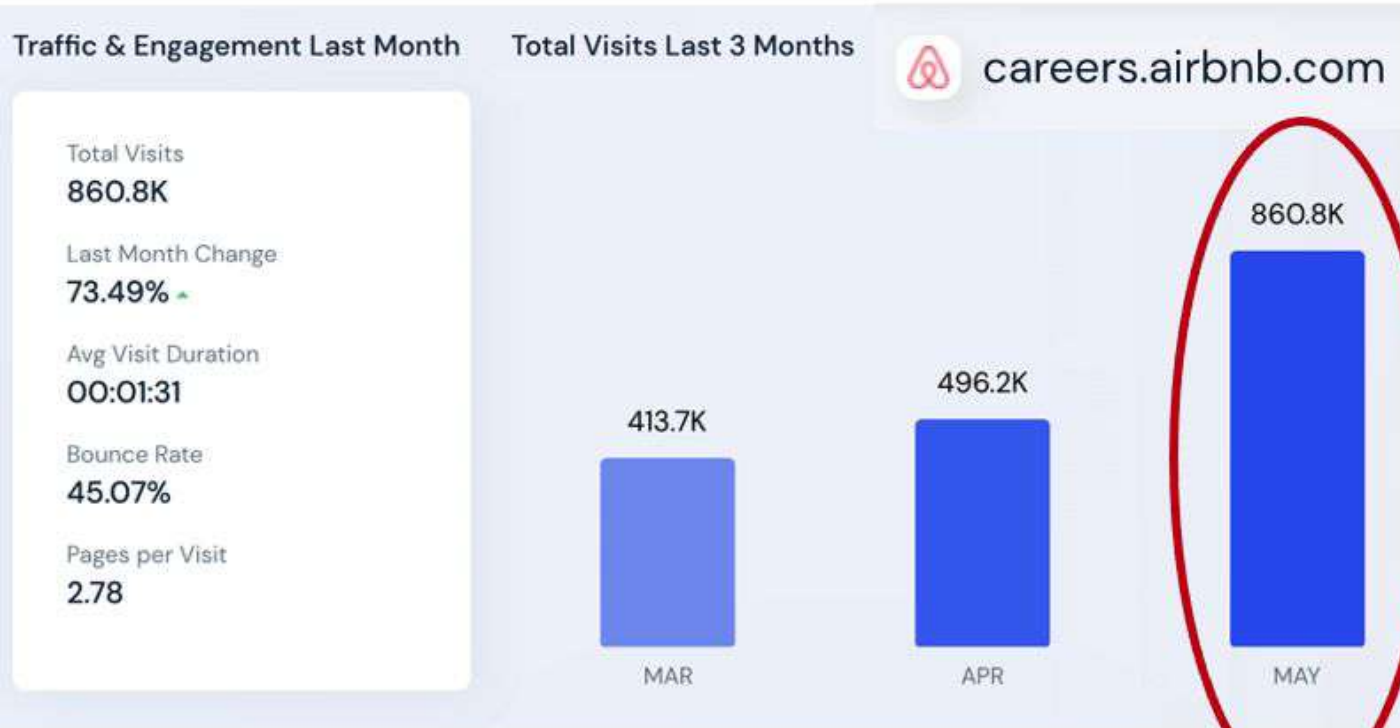
88 comments • 6 shares

Reactions





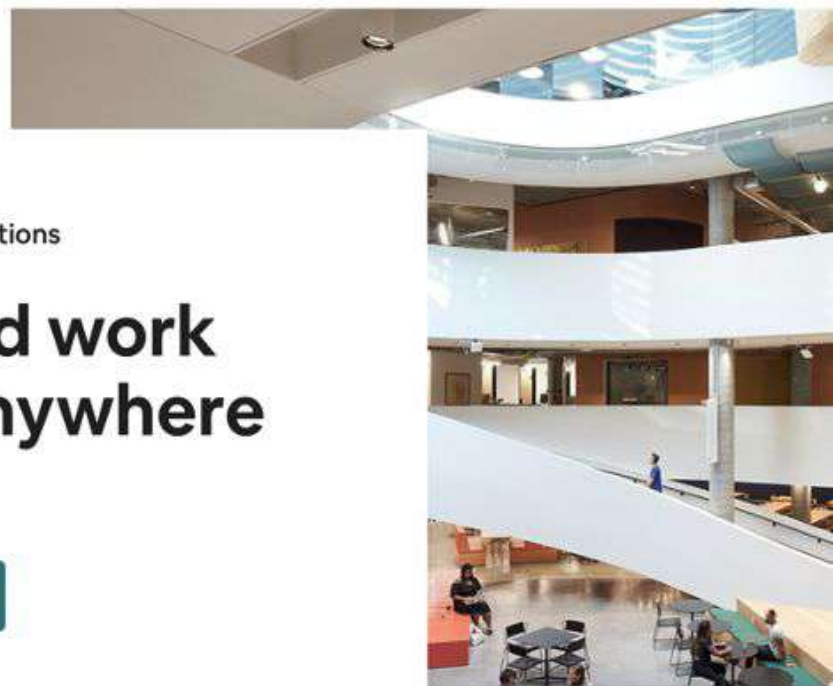
Careers at Airbnb



196 roles in 62 locations

Live and work from anywhere

[Explore roles](#)



Source: SimilarWeb



Work isn't somewhere you go, it's something you do

We give our people the freedom to work
where they work best, wherever that may be.



How it works

It's simple, choose to work where you work best.
Whether that's mostly in the office, or at home.

Step 1



Choose your location

Stay where you are or make a change. We're flexible when it comes to our people moving locations within their region. If it makes sense for your role, we can explore that during the interview process.

Step 2



Choose your work mode

You can choose to spend the majority of your time in the environment that suits you. That could mean a Spotify office, a co-working space, or your own home. Simply put, you work where you work best.



FAQs

Can I really work from anywhere?

Nope. Physical and information security risks make it too tricky. But we've got options! Depending on your role, you can WFH, WFO, or WFB. And if you want to move, make sure to check if Twitter's set up where you want to be (and that you're legally allowed to work there).

Can I move to another country?

Depends. We review the request internally. Typically, personal moves are allowed if you're legally allowed to work where you want to go, Twitter's set up in the country you're considering, and the role allows for it. Sorry, no digital nomads. Talk to a recruiter to learn more.

Do I ever have to come into an office?

Depends on your role! If you're an office manager, for example? Yessiree. But many roles support WFH. And some office-based roles can still WFH from time to time.



How Will HR Operating Models Evolve?

Talent Supply Chains Are Being Reshaped

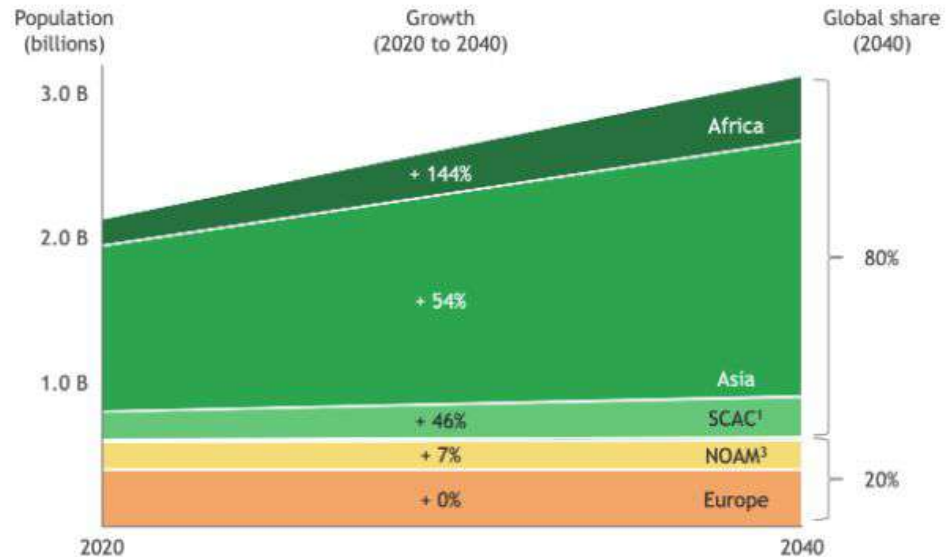
The next billion workers: how can countries attract the global workforce of the future?

Africa, Asia, and SCAC¹ will be home to 80% of high school educated workers by 2040
Working-age population² with at least a high school education

Apr 26, 2023



Adults with at least a high school education are more able to migrate abroad for work than less-educated peers

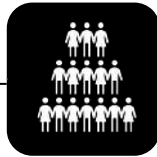


3.1 billion adults will have a high school degree by 2040, up from 2.1 billion in 2020

Source: Wittgenstein Centre population statistics median projection scenario
1. South, Central America and the Caribbean; 2. Ages 20 to 64; 3. North America
Note: Oceania region not visible (-22 million in 2040, +23% growth from 2020 to 2040; 1% global population share in 2040)

Exhibit 2: The supply of internationally mobile talent will increase significantly in many emerging markets. Source: Wittgenstein Centre population statistics median projection scenario.

How Will HR Operating Models Evolve?



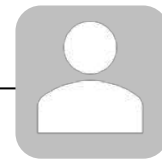
Legal Entity Employees

Large number of senior sales-generating roles, high PE risk, in core markets



EOR Employees

Low-to-medium number of low PE risk roles in potential future core markets



Contractor

Ad hoc, short-term skills/projects in low PE risk roles in low contractor misclassification countries



Digital Nomad Visa

Work from anywhere and/or global parking requests for employees in mid-to-low PE risk roles

How Will HR Operating Models Evolve?

Engineering Manager - (StreamYard)

at Hopin ([View all jobs](#))

Remote

Where and How We Hire

Being a remote company enables us to hire the best talent around the world. We can engage with you in any of our jurisdictions listed below, all you need to do is demonstrate the legal right to work and be physically present in that country. Some roles may have specific workforce location requirements which will be noted on the job description.

- **Entity:** Canada, Germany, UK, USA
- **Employer of Record:** Ireland, Spain, Portugal, Australia
- **Full Time Contractor (Self Employed):** Argentina, Belgium, Bulgaria, Costa Rica, Denmark, Estonia, Honduras, Hungary, Jamaica, Kenya, Lithuania, Nigeria, Poland, Romania, Sweden, Switzerland, Turkey, U.A.E., Uruguay



How Will HR Operating Models Evolve?



Careers at Airbnb

Welcome

University

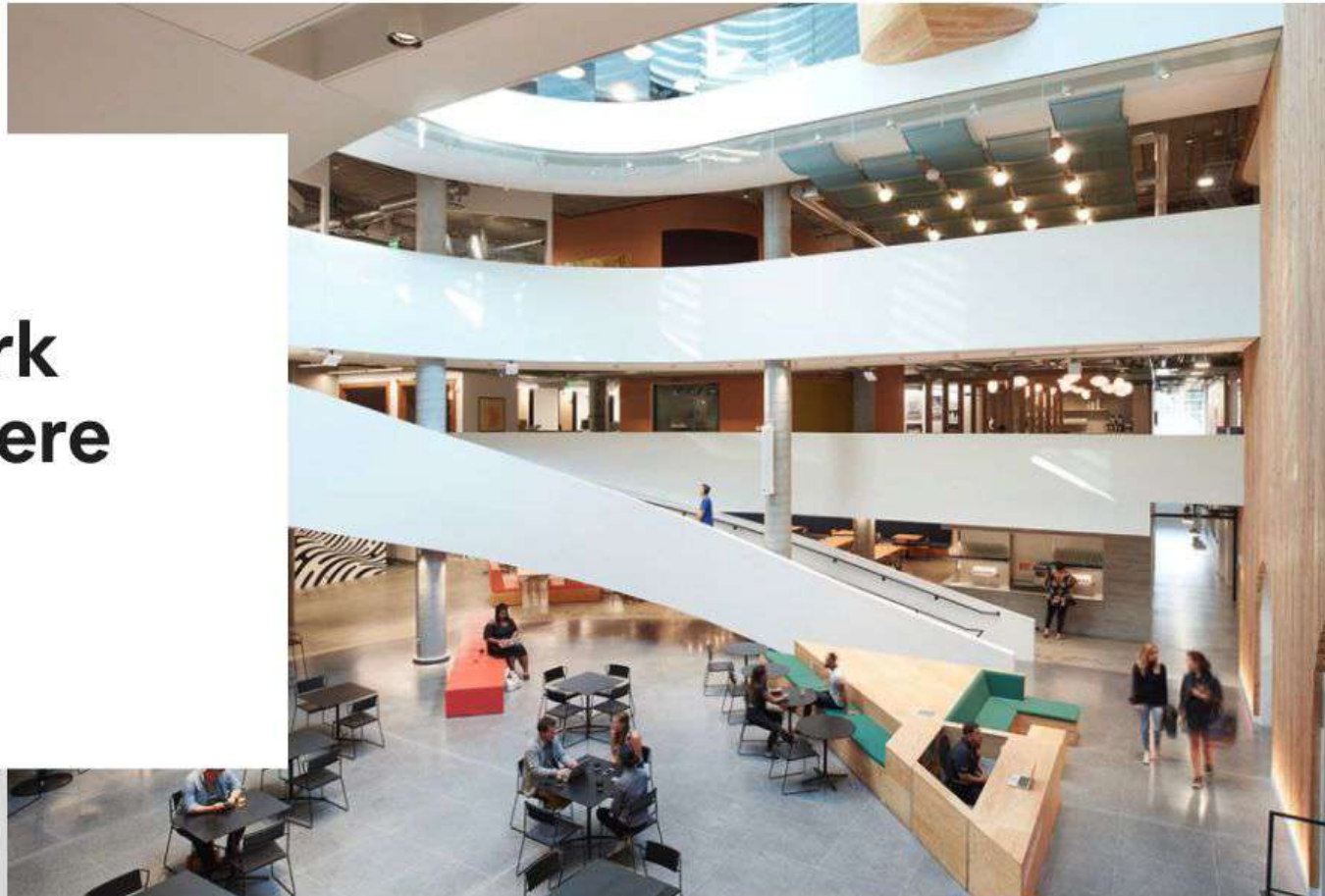
Non-Permanent Contractor Roles

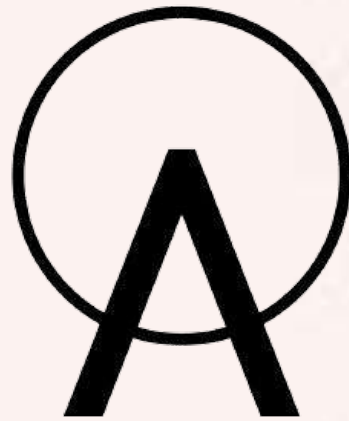
All jobs

129 roles in 114 locations

**Live and work
from anywhere**

Explore roles





work from anywhere

Remote Work Compliance Made Easy.

Assess the risks and solutions of remote work requests and global hires in seconds.
Speed up decision making to offer flexibility and retain your top talent.

Start free trial

See more

The dashboard interface features a dark blue header with the 'work from anywhere' logo, navigation links for 'Dashboard', 'New Search', and 'Edit Search', and a user profile icon. The main content area is titled 'Dashboard Overview' and includes a 'Risk Profile' bar chart and a list of compliance requirements.

Risk Profile

Risk Rating
8.5
9.2
10.0
8.1

Compliance Requirements:

- Working Rights Secured
- No Visa Needed
- Double Tax Agreement
- Social Security Agreement
- Apply For Social Security Exemption
- Posted Worker Requirement

Thank You



**Remote Work Compliance
Made Easy.**



John Lee
Co-Founder & CEO
john@wfa.team

Appendix

A dimly lit, modern cafe or study space. In the foreground, a man with a beard is sitting in a grey armchair, focused on his laptop. To his right, a woman with a headband is sitting in another grey armchair, reading a blue book. Between them is a small, round, dark metal table with a white coffee cup and a glass. In the background, two other people are seated at a long wooden table, also working or reading. The room features a brick wall on the left, a large green plant, and a bookshelf in the background. The overall atmosphere is quiet and studious.

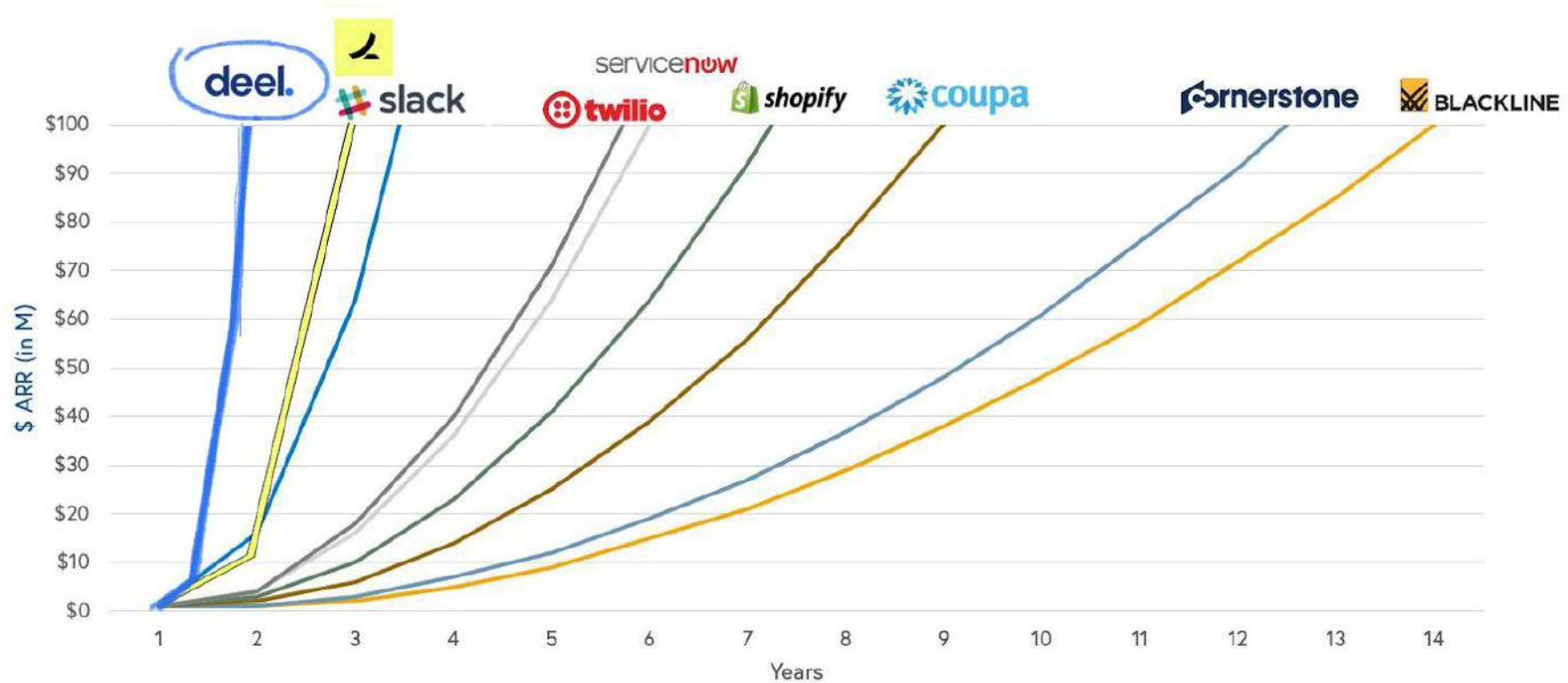
How Will Our Cities Evolve?



Barbados digital nomad visa brought **at least \$100 million** worth of tourism revenue in the country

How Will HR Operating Models Evolve?

Years from \$1M to \$100M ARR



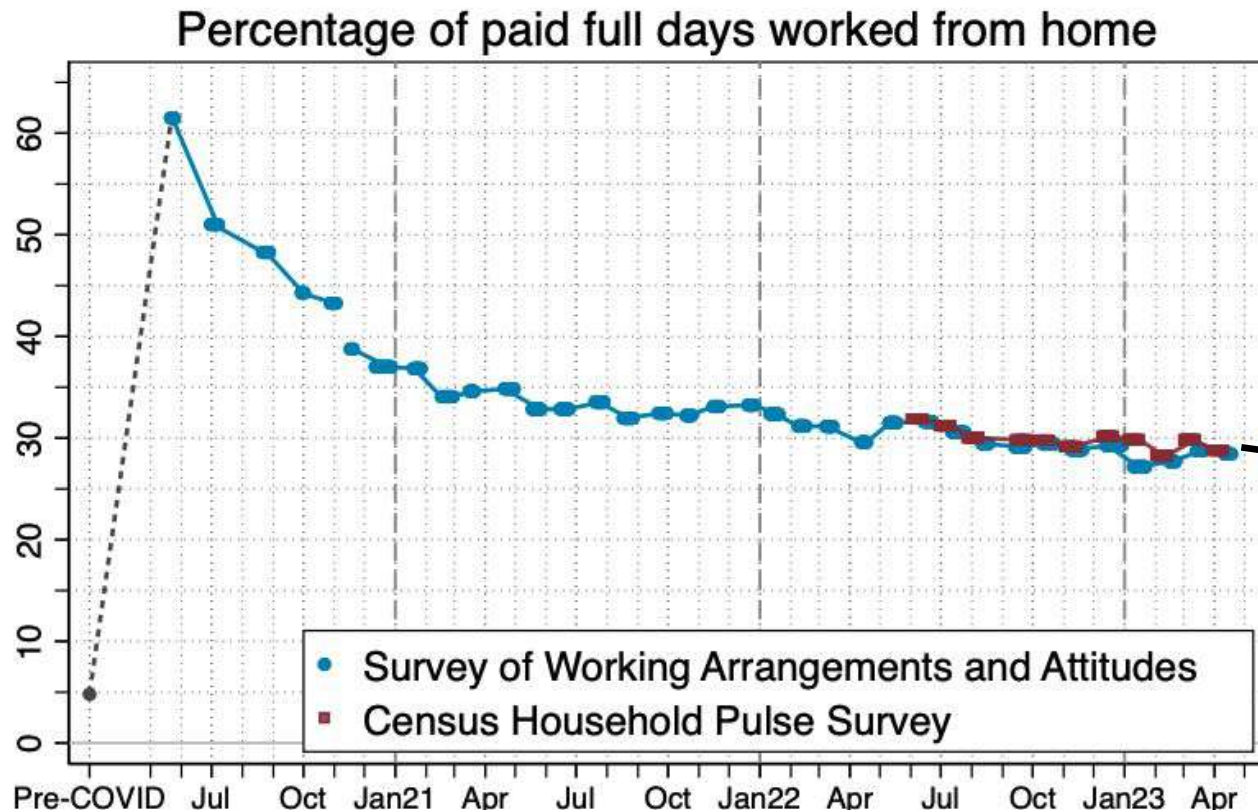
Source: CapIQ, internal sources and company announcements.

Note: Use quarterly revenue times four as a proxy for ARR.

Note: Assuming it takes 24 months from founding to \$1M ARR if do not have actual data.



Looking Into The Crystal Ball



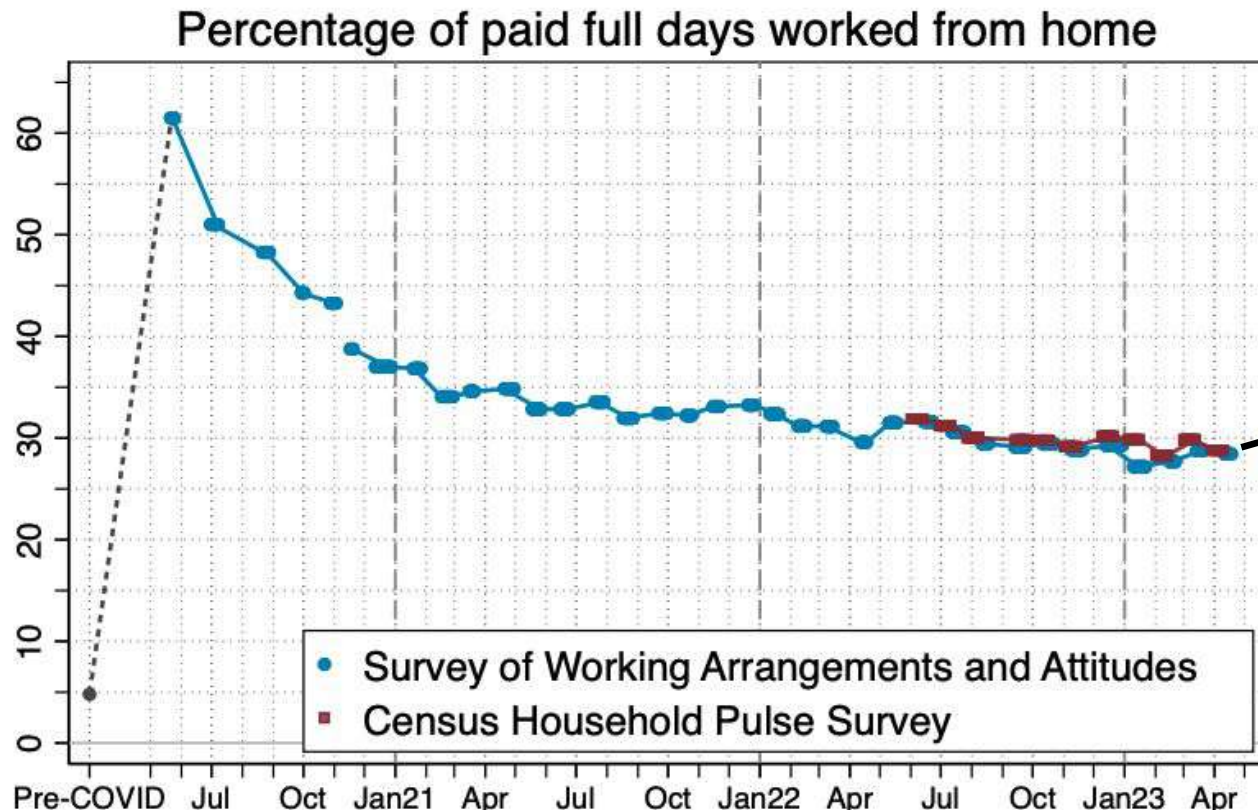
Lack of personal connection

Poor onboarding of
millennials

Proximity bias



Looking Into The Crystal Ball



Renegotiated office leases

Organizational Muscle To Master Remote/Hybrid

Structurally higher productivity & engagement

RTO Debate Seems To Be Put To Bed



Nick Bloom • 1st
Stanford Professor | LinkedIn Top Voice In Remote Work | Speaker...
5h • Edited •

...

CEOs and CFOs predict working from home is here to stay.

Data from a top quality survey: 2,274 managers were polled, over 90% are CEOs or CFOs. The survey is run by the Bank of England, UK and US universities. It was founded in 2016 and is funded by independent research foundations. It samples firms balanced by size, age, industry and region.

Recently, it asked about WFH practices 5 years ago, today, and 5 years from now. Company leaders report WFH has stabilized, with predicted 2028 levels the same as 2023 levels.

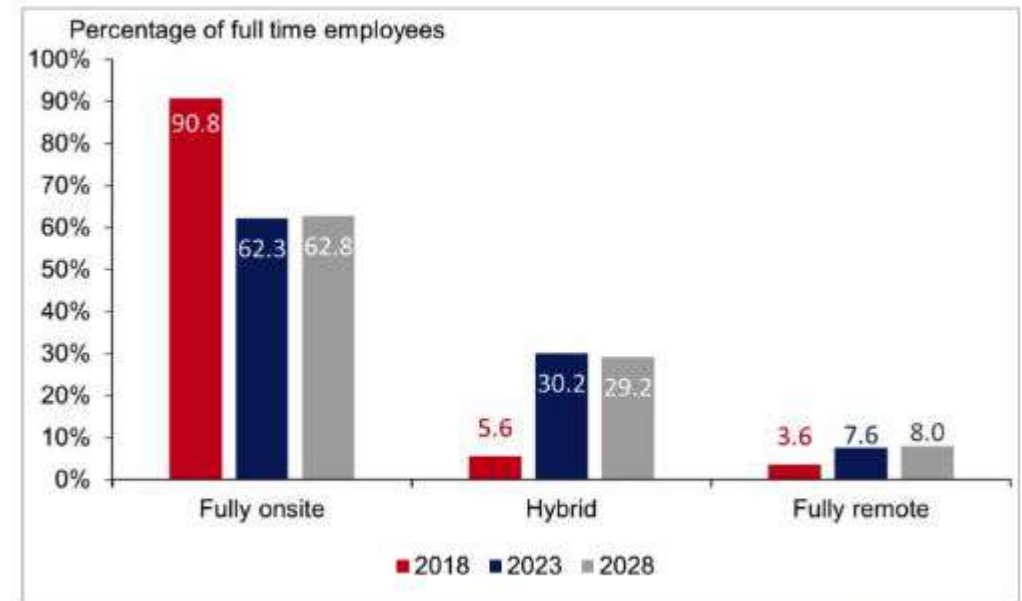
So the RTO debate should end. There is no RTO and leaders confirm this. Yes some firms are going back. But yes others are leaving the office. The data say these two groups are *balanced*.

To find the truth focus on data not anecdotes :-)

FT Piece: <https://on.ft.com/3SMzph4>

Article: <https://lnkd.in/gEACbE7p>

Figure 1 Proportion of full-time employees based fully onsite, hybrid or fully remote in 2018, 2023 and expected in 2028



Notes: Based on question: "Approximately what percentage of your full-time employees fall into the following categories, both now and five years ago, back in 2018? And what proportion will be in each category in 2028?" N = 2,274 firms.

February 2023 Likely Peak RTO



**“Remote Work Doesn’t Create
Management Problems,
It Reveals Them.”**

Kate Lister

GlobalWorkplaceAnalytics.com

How Will Companies Manage This Transition?

**Previous
Go-To-Market
Approach is**

Outdated

Conversation may start from a hierarchical legal entity standpoint

