

# All roles flex across borders

## Making it work



*More and more Australian organisations are moving towards making all roles 'flexible' (All roles flex), allowing employees to determine how, where and when they work.*

This is shifting the focus to work and productivity output instead of actual hours spent in the workplace, thereby encouraging employees to work smarter and in a way that suits their lifestyle. There are wide-spread benefits for organisations that adopt a flexible approach to work.

Flexibility has extended past employees working part time or altering the hours that they work to fit in with personal commitments and has shifted towards employees working remotely, interstate or internationally.

*To help organisations navigate the range of compliance obligations that can result from implementing an 'All roles flex' approach, and eliminate potential risks that this new way of working brings in the international or domestic mobility context, PwC has created this series 'All roles flex across borders.'*

### Flexibility across borders

To stay competitive and continue to attract and retain talent, organisations will need to adapt and implement more flexible arrangements for their employees.

Implementing and encouraging a flexible workforce effectively and efficiently helps organisations to:



Create more satisfied employees – empowering employees to structure their work around their individual schedules or personal/family commitments.



Provide access to a wider and more diverse talent pool, meaning organisations can tap into talent from new locations.



Create access to new sources of talent – removing traditional 9-5pm hours and offering flexible hours helps to encourage employees to balance their family and work commitments.



Enable a more productive workforce – empowering employees to be at their best.

### Key highlights

- The future of work will see greater levels of flexibility, both formal and informal.
- In the domestic and international mobility context, this brings additional complexities which need to be considered and managed.
- Organisations need to ensure that policies and processes are updated for cross border (domestic or international) scenarios.

### Why is this so important?

Mobility is a key enabler for 'All roles flex' but organisations that don't take the time to plan sufficiently or develop processes to implement strategically face risk of:



Losing key talent to competitors who provide more attractive value propositions for employees.



Limited access to new talent from untapped markets.



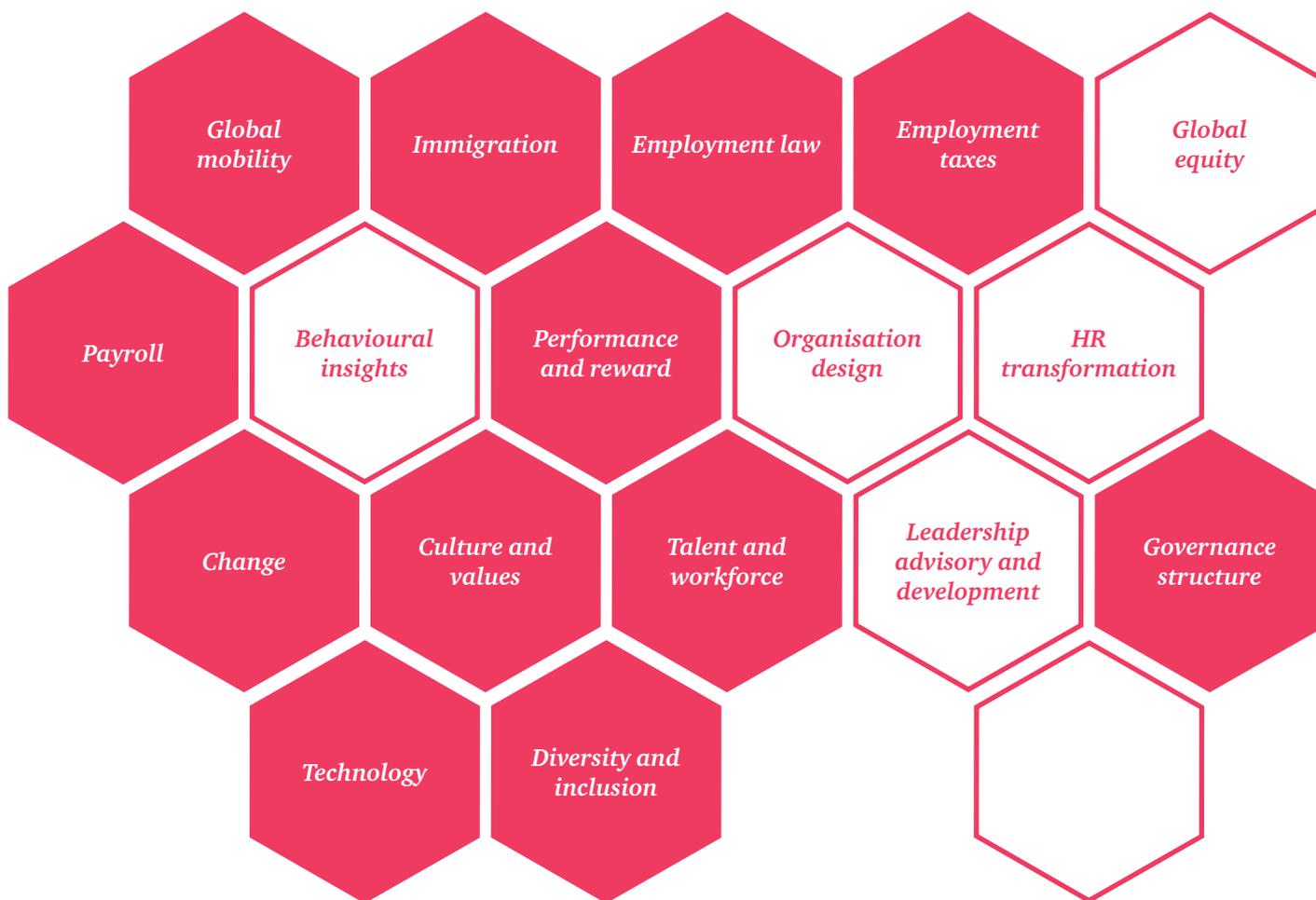
Significant financial costs or reputational risk associated with failure to comply with mandatory legislation which may apply to the employer in the work location.

### Typical scenarios we see in the market

- An Australian employee works remotely from China as their spouse transferred there with their work.
- An Australian employee commutes every second week back to New Zealand (where their family is based) and often works from home whilst in New Zealand.
- An employee from Hong Kong decides to work from Australia for a few months and turns up unannounced.

## Areas impacted by all roles flex across borders

To enable increased flexibility and agility, policies and processes throughout the entire organisation need to be reviewed and updated. From a mobility perspective, it is essential that the organisation's mobility policy and processes address the specific requirements and obligations that arise from working flexibly in either a domestic or international context.



## What's next?

- Determine how your organisations is going to adapt to 'All roles flex' in the Australian and global context.
- Identify key stakeholders that you need to engage with in your organisation to effectively implement and minimise risk exposure.
- Identify what current structures and processes will need to be reviewed or updated to reflect the changes in the way your organisation operates.

*"The effectiveness with which your organisation plans people management for the long-term will be critical to its long-term viability, ensuring you have the right people, with the right skills, in the right places to realise your evolving goals. Think too much in the short-term and you may find yourself on the back foot, unable to catch up with sudden shifts in your marketplace."*

Future of Work 2020, PwC

To discuss further how we can help your organisation navigate through the complexities of implementing 'All roles flex' to ensure success, please reach out to Helen, Tim, Selina, Carter or your usual PwC contact.



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