



Work anywhere, together

**Enable permanent, sustainable
and thriving virtual work.**

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Global Mobility

A great paradigm shift is underway as cultural and technological barriers to wholesale remote work are being swept aside. Remote work is becoming normalized. Is your company ready for this new reality?



Despite this generally positive outcome, many companies will face a dilemma when the widespread COVID-19 social-distancing restrictions relax, and greater risk and compliance issues remain. When remote work crosses borders, employers are exposed to compliance obligations that increase cost and complexity for businesses while also jeopardizing the integrity of corporate structures.

Organizations that choose to continue with some level of remote workforce will need to undergo a transformation we describe as ‘Work anywhere, together.’ This approach is much more complex than simply enabling remote work – companies need to think through the implications and develop a comprehensive strategy to ensure its success.

Determining which Global Mobility strategy best suits your business is critical – following KPMG’s practical approach will help get you there.



Your challenges

Here are some key risks to be aware of when assessing international remote work patterns:

→ Employer obligations

The employee may create wage tax withholding and social security obligations. Some of these requirements may be temporarily relaxed during the crisis, but not permanently.

→ Residency

The employee may change tax residence status, which could impact net pay as well as pension and social security status.

→ Immigration

The employee may not have the right to work if they are a foreign national.

→ Labor and industry regulation

The employee may create exposure to labor law and other local regulations for which their legal employer is unprepared. This is particularly problematic in highly regulated industries such as financial services.



How KPMG can help you

We provide tools and critical business insight that empower you to manage your mobile workforce with confidence. Let us show you how.

Remote work risk assessment

Our experts help gather the information required and prepare remote work risk assessments. Whether it's the first request you're formally reviewing or a solution to help you cope with a large volume, we have a model to meet your current and future needs.

Strategic advice and policy development

We'll facilitate a cross-functional workshop to help you build a strategy that supports your long-term vision with solutions for the different parts of your business. Our experts can prepare the documentation for your remote work policy including employment agreements, service charge benchmarking and intercompany agreements – in a compliant way.

Downstream compliance

We can help you and your employees comply with personal tax, social security, payroll reporting, immigration, and right to work registrations. And we can provide and ensure alignment with corporate tax and transfer pricing compliance.

Governance and control

We have a suite of technology tools to support the identification, tracking, risk analysis and downstream compliance of international remote work patterns.

Your benefits

Together, we can give your organization a competitive edge by helping you manage risk, reduce costs, enhance the employee experience and attract and retain top talent.



→ **Certainty:** Receive upfront risk and cost assessments you can understand and a plan for the cost of remote work patterns in advance.

→ **Agility:** Get the support you need to create sustainable remote work policies that help your business benefit from more types of employment options.

→ **Optimization:** Work together with our cross-functional team of experts who are focused on commercial excellence to optimize your workforce.

→ **Governance and control:** Manage compliance processes and controls proactively, provide good governance through transparent reporting and workflow management with our technology solutions.

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Employment Law

What started as a “work anywhere” exception has become central to many organizations’ operating models with talent retention and employee wellbeing now at the forefront of business priorities. As remote work becomes the new reality, employers must assess and manage a variety of labor law issues associated with a far-flung workforce.



Employers who allow remote work face a broad range of questions such as how to ensure employee compliance with working time provisions and effective data protection across jurisdictions as well as how to establish compensation and expense reimbursement requirements for remote work.

Other legal concerns include how to:

- Deal with the impact of local laws and collective bargaining agreements associated with the remote workplace.
- Respond to an unwanted local place of jurisdiction at the remote workplace.
- Apply for and/or adjust work permits and employer licenses.
- Adjust internal rules and regulations around remote work to protect the employer from any inadvertent legal violation (e.g., working time, data protection, information security, health and safety protection, etc.).
- Balance mid- to long-term operational needs with remote work and legal implications.



Your challenges

Working anywhere, whether it’s cross-border or domestically, creates many unforeseen and significant legal consequences for both the employee and employer. Some compliance considerations include:

Identifying potential exposures

- Impact of labor law and risks related to working outside the habitual / contractual / primary place of work
- Compliance with labor and immigration laws such as working time and working time recording, health and safety, work permissions, etc.
- Requirements for local (minimum) wage and expenses in remote work locations
- Data protection, confidentiality and data security compliance
- Company-wide awareness and commitment to acting responsibly

Managing performance

- Balance between operational needs and flexible remote working
- Productivity monitoring and strategic employee communication
- Setup and maintenance of efficient policies and best practices such as “Employee Handbooks”; “HR Policies”; “Assignment and Business Traveler Policies”; “Work Time Policies”
- Watertight employment/assignment policies and contracts



How KPMG can help you

With our worldwide network, we're able to help you design and manage compliance solutions and policies that adhere to the labor law and regulations wherever your employees work. Our experts support you with:

Assessments

- Conducting employment and immigration law compliance "health-checks" while working remotely, whether the employee works in a domestic or cross-border location.
- Providing remote work risk assessment and support in identifying and implementing rules to facilitate compliant remote work tailored to your operational needs.

Compliance support

- Processing work permits and employer license applications (global and technology-based).
- Drafting watertight employment and assignment contracts as well as policies.

Policy development

- Drafting remote work policies around topics such as working time, recording working time, data protection and security, compensation and expenses.
- Aligning remote work policy with other regulations and employment contracts.

Practical advice

- Providing ad-hoc advice and hotline service on legal issues arising in the context of remote working.
- Tailoring professional training and workshops to your needs.

Your benefits

Together, we can give your organization a competitive edge by helping you assess and manage the legal risks associated with remote work.



- **Compliance** with local employment laws and regulations
- **Modern HR** policies for flexible domestic and cross-border remote work models
- **Clarity on** compensation and expense reimbursement requirements

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Transfer Pricing

As the dial shifts toward enabling work from anywhere as a commercial opportunity, companies are developing operational guidance to manage the anticipated increase in employee demand to work remotely across borders on a more permanent basis.



This puts transfer pricing at the heart of compliant international remote working guidance because employees' location and role drive companies' profits (tax base). Employees' desire to work remotely from other countries

means companies may have to allocate profit to so-called permanent establishments in those locations, leading to additional compliance efforts and changes in the global tax bill.



Your challenges

Because transfer pricing is often a key aspect of a multinational's tax strategy, managing tax and transfer pricing matters plays an important role in informing an organization's decisions. Questions that should be addressed include:

- What profits will your company attribute to permanent establishments created by international remote workers? How will this change the tax paid globally?
- Will your company's transfer pricing model (and therefore tax footprint) need to change if they allow international remote working on a more permanent basis?
- What additional operational and compliance requirements are needed to monitor and document employees' contribution to profit over time?
- How will this topic be managed with tax authorities? Proactively? During tax audits? What documentation will be available to support your chosen transfer pricing?



How KPMG can help you

To help you shape operational guidance and address transfer pricing proactively, or as specific cases arise, we can:

- Lead client workshops targeted to specific teams (e.g., Tax / HR), or on a multidisciplinary basis to raise awareness and guide the assessment of opportunities and risks linked to international remote working.
- Support clients in identifying when working remotely across borders on a larger scale may be (tentatively) permitted/rejected based on criteria such as the employee's role in the value chain or a country's transfer pricing/tax environment.
- Assess transfer pricing implications for individual cases such as when an employee with global responsibilities requests remote working from a specific country.
- Help mitigate past and/or existing risks for employees working remotely in a different country.
- Advise on what profit to allocate to permanent establishments created by remote-working employees.
- Advise on potential changes to a group's transfer pricing model in the case of more widespread international remote working.
- Develop and/or review operational guidance for clients to manage this topic in practice (e.g., policies, processes, documentation, etc.).
- Prepare transfer pricing documentation to support and/or defend profit of companies with international remote workers in line with the OECD / country transfer pricing requirements.
- Help clients obtain Advance Price Arrangements and/or rulings to obtain certainty in specific countries on their chosen transfer pricing policies for international remote working arrangements.

Your benefits

- **Understanding** of the global tax burden
- **Reduction** of transfer pricing-induced tax risks
- **Reduction** of transfer pricing-induced compliance costs
- **Clarity** on how prices should be set
- **Compliance** with local laws



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Corporate Tax

As employees are looking at ways to “work anywhere,” companies must manage the complexities of a remote and mobile workforce. This new virtual environment amplifies existing corporate tax challenges and creates new issues as employees work outside their normal tax jurisdictions on a longer-term basis.



Regardless of the extent a company allows remote work, organizations are going to face significant risk as it relates to tax compliance. Having employees who work in a remote jurisdiction – either in another canton or country – for an extended amount of time runs the risk of establishing a

taxable permanent establishment in that location. It’s important to identify and manage the corporate and individual tax risks linked to working remotely and mitigate compliance issues before the tax authorities apply existing laws more strictly.



Your challenges

When employees are working remotely, either in home office or from another location other than their designated workplace at the company’s domicile or at an already existing permanent establishment, the company may face the following exposures:

- Establishment of a taxable presence of the company at the home office location (permanent establishment or even place of effective management)
- Additional tax burdens
- Compliance obligations
- Issues with and/or administrative work around claiming relief from double taxation – depending on whether the home office location is in another jurisdiction (canton or country).



How KPMG can help you

Organizations will have to confront tax challenges to stay compliant in a work anywhere world. We can help you:

- Identify whether a tax risk is expected due to specific home office arrangements (risk assessment regarding creation of a permanent establishment).
- Mitigate any potential permanent establishment risk by identifying and establishing safeguards including structural and contractual measures.
- Clarify uncertainties with tax authorities (tax rulings).
- Deal with compliance obligations (tax return preparation including allocations and claiming relief from double taxation).
- Adjust tax provision calculations.

Your benefits

- **Understanding** your company's tax risk exposure as a result of the rapid shift to remote working in a different location
- **Reduction** of potential tax risks
- **Certainty** regarding the expected tax burden for consideration when preparing financial statements
- **Compliance** with Swiss cantonal and foreign tax laws



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Cyber Security

The COVID-19 pandemic delivered a seismic shock to most organizations' working models. In the rapid shift to remote work, the usual checks on security and privacy controls took a back seat. Working anywhere has exposed many companies to reputational and compliance risks with cyber threats mounting as organized crime groups, hackers and criminal opportunists take advantage.



It's also more difficult now to remain secure with so much of the intellectual property and activity happening in decentralized locations. Moreover, businesses are having to remain compliant across different jurisdictions with differing

regulations on data privacy and intellectual property. It's crucial for companies to have clear and consistent procedures and policies to minimize all of these risks, while still offering the flexibility employees seek.



Your challenges

The following key risk areas triggered by the rapid conversion of on-premises business operations to remote work conditions, can expose a business to criminal opportunists in a number of ways. These are but a few examples:

→ **Insecure remote access** due to ineffective authentication, encryption and lack of capacity.

→ **Insecure remote workplace environments** due to a reduced level of controls in remote and unvetted – yet trusted – working spaces which can expose your company to data leaks and data loss.

→ **Insecure or unauthorized use of cloud services and collaboration tools** such as shadow IT, insecure web conference tools, and the inappropriate use of data sharing tools.

→ **Supplier disruptions** such as business process outage due to an insufficient capacity of communication service providers.

→ **Slow or no response time for handling security incidents** because key IT staff are working remotely and can't access company IT systems in a timely manner.



How KPMG can help you

With our four-phase process, you gain short- and medium-term actions to minimize your exposure to risks while your teams are working remotely – and you lay the groundwork for working safely in the new normal.



We provide you with a clear understanding of your risk exposure with a gap assessment and an actionable remediation roadmap for key controls in the following nine areas:

- Secure remote connectivity
- Secure remote collaboration tools
- Mobile device hardening
- Corporate laptop security
- Secure cloud workloads
- Crisis plans on supplier disruption
- Awareness and training to secure remote working
- (Remote) security incident management
- Compliance with privacy and security regulation

You can expect this service to be delivered within three to four weeks.



Your benefits

- **Peace of mind** with a clear understanding of your company's cyber risk exposure as a result of a rapidly changing work environment and increased levels of cyber threats.
- **Confidence** in knowing you are doing the right thing to protect your organization from cyber attacks – and that you have laid the groundwork for a more stable, more secure, cyber infrastructure that will help you master the COVID-19 crisis and prepare you for the new normal.
- **A greater sense of security**, because you know your staff is better enabled and empowered to do their job without the fear of exposing your company to a cyber attack.
- **Clear sense of direction** thanks to a focused and actionable remediation roadmap to mitigate the cyber risk, including quick fixes.

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Management Consulting

As working anywhere becomes business as usual, organizations lag behind when it comes to creating a comprehensive strategy to ensure success. Companies must rethink what, how and where the work gets done and by whom to maximize the benefits as well as mitigate the risks.

One thing is clear, some form of remote work is here to stay. While many organizations successfully navigated the rapid shift towards working anywhere, most have not taken significant and comprehensive steps to fully adapt to the new working model. If businesses want to turn remote work into a competitive advantage, it's time to adapt.

As companies determine how flexible their remote work strategy should be and how closely it approaches work anywhere, they should consider several key questions:

- How does your operating model need to change? Do you need to consider any new roles and responsibilities?
- Which governance structure for the new operating model best optimizes stability while ensuring high quality outputs?
- Are physical office locations still required or should you consider virtual service delivery centers?
- How should the execution of your processes change? Which additional steps and controls are needed?
- Which additional digital and IT solutions are required to execute critical business processes virtually and to strengthen collaboration across our workforce?
- How should you modify procurement operations to equip remote staff with the necessary equipment and consumables?
- What specific opportunities to reduce costs are linked to taking advantage of the new situation?





Your challenges

We are seeing clients face the following issues as a result of shifting to remote work during the COVID-19 pandemic:

→ **Considering the process and the cost of on-site vs. off-site**

The cost of office space is high, but employees occupy only a fraction of the existing office capacity. Shared service centers established in cost favorable locations lose significance.

→ **Adapting controls and compliance to mitigate new risks**

Remote work requires new process controls to mitigate risks and to ensure compliance. At the same time, there are more risks linked to workforce management and interacting with both internal and external clients, which need to be addressed.

→ **Closing the digital gap**

The digital work environment requires new solutions that ensure the effective collaboration between employees as well as their ability to serve clients while maintaining an increased level of security.

→ **Steering the business based on a centralized, robust data architecture**

The low quality of data maintained across multiple ERP platforms and the lack of easy central access to performance metrics creates a substantial manual workload and prevents informed, quick decision making.



How KPMG can help you

We have the expertise and experience to provide your organization with integrated, technology-supported solutions designed to address today's challenges. Our experts offer:

Business support functions transformation

Re-evaluate your operating model for business support functions to define the optimal mix of on-site and off-site service delivery while considering robust governance and cost efficiencies.

Process re-design and automation

Optimize processes for business support functions end-to-end to enable effective and efficient process execution based on a global blueprint by leveraging automated, ERP-enabled controls.

Digital transformation

Redesign delivery platforms to enable greater digitalization and automation across the business value chain. Accelerate the move to the Cloud for greater resilience and deployment of efficient, secure collaboration tools.

Technology solution transformation

Optimize your legacy system infrastructure and build capabilities that enable business steering based on high quality, easily accessible data. Prioritize your transformation journey by selecting solutions that will help you achieve quick wins.

Your benefits



→ Enterprise Application

- ERP strategy
- ERP transformation
- Quality assurance in investments
- Master data management solution design

→ Finance Strategy & Transformation

- Operating model optimization, incl. shared service centers and outsourcing solutions
- Finance transformation roadmap and benchmarking
- Process optimization, automation and compliance assurance
- Enabling of business partnering and definition of supporting roles
- Business performance steering logic and tools

→ Supply Chain Management

- Supply chain management
- Procurement transformation
- Simplification and cost to serve
- Logistics network design

→ Digital Transformation

- Digital and IT strategy
- IT target operating model design
- Software asset management
- Program assurance
- IT support for M&A activities

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Digital Transformation

Due to the COVID-19 pandemic, companies had no choice but to create a remote work environment for most of their employees. Some experienced organizational, technical and cultural challenges, but eventually worked these issues out. Ultimately, COVID-19 has shown that it is possible for people to work anywhere and be productive doing more jobs than was thought possible.



Despite this generally positive outcome, many companies will face a dilemma when the widespread COVID-19 social-distancing restrictions finally relax, and greater risk and compliance issues remain: Do they continue to allow their employees wide latitude to work remotely or do they pull them back to the office completely? Many will opt to continue to offer work-from-home benefits, but it will be a more complex decision matrix with role, level and location dimensions in play.

To succeed, organizations will need to think through the implications and develop a comprehensive strategy to implement an entire workplace technology ecosystem that equips employees to do their jobs and supports critical business operations effectively and securely.



Your challenges

Companies that continue with some level of remote workforce will have to integrate new virtual models into their legacy service delivery model, governed and enabled by robust oversight capabilities and collaboration tools. In doing so, they should consider the following questions:

- Which staff roles should be permanently virtual? Which staff roles should be a hybrid of virtual and non-virtual?
- What capabilities are needed to enable the new model? (e.g., hoteling, touch-down space, remote management tools, etc.)
- How can you maintain and enhance culture while introducing the new model?
- How will the new virtual model impact workflow across locations, including high-value locations? How do you maintain information symmetry and productivity levels?
- Which technologies, such as collaboration or file-sharing tools, do you need for an efficient and effective workflow across the different locations?
- How can you leverage agile methodologies to improve efficiency in a hybrid environment?
- How will the new model be governed?
- What investments are needed? What is the anticipated economic return?



How KPMG can help you

In order to define and establish a proper foundation for flexible work, KPMG developed the “Work Anywhere Framework”. This framework consists of seven building blocks:

People

Increase employee satisfaction and motivation while maintaining a pipeline for high-performing digital and IT talent.

Performance

Define what is needed to ensure staff is productive, collaborative and monitored in a virtual context.

Culture

Determine the impact of flexible work to the employee base, roles, and corporate culture and derive improvement measures. Build a culture based on accountability and trust.

Workplace optimization

Optimize the physical and virtual work environments to ensure that the employees have the required and appropriate equipment – at home and in the office.

Service delivery model

Re-think the overall IT service delivery model design and location strategy in light of the new virtual option.

Governance

Update IT policies to contemplate virtual work environments and implement robust governance and oversight structures.

Technology

Establish the necessary infrastructure and select the proper tools and operating models.

Your benefits



- **Lower real estate costs** due to the higher share of employees working from home.
- **Higher productivity and lower turnover** from reduced commute time and better work/life balance. Enhanced IT talent accessible anywhere.
- **Higher productivity with state-of-the-art automation tools.** Leverage new ways of working and collaboration.
- **More resilient IT service delivery models** that can quickly react and flex as business realities change.
- **An innovative and flexible culture, or a growth mindset** that encourages agility, collaboration and change.
- **Everyone is a leader, encouraged to take action and challenge** with autonomy and the freedom to act, while being accountable for meeting business objectives.

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Change Management

Having to respond to what could be the fastest social change in modern times, companies worldwide enabled remote workforces nearly overnight. As organizations now reimagine new ways of working beyond the COVID-19 pandemic, there's a profound opportunity to take the friction out of reaching the customer and fulfilling the employee experience. Is your company ready to change?



The shift towards working anywhere has set the stage for improved productivity, reduced turnover, better access to diverse talent and lower costs – made possible by encouraging and enabling the organization's digital transformation. But change isn't straight forward.

In times of uncertainty, a dynamic and holistic change management approach eases the impact on the organization, people and operations. Change management helps organizations build resilience, boost employees' well-being, and adapt to the unpredictable circumstances surrounding them.



Your challenges

To move from today's reality to tomorrow's opportunity and enable a thriving virtual work environment, organizations face the following challenges:

→ Employee safety

is vital as organizations must ensure a safe workspace, create awareness about the organization's safety precautions and keep employees informed.

→ Employee wellbeing

is crucial in times of uncertainty. It's essential that employees feel a sense of security in their position.

→ Business agility

is key to driving change forward.

→ Business continuity

ensures future business success. Successfully implementing new ways of working in a demanding and challenging market while employees work remotely requires continuity.

→ Operational agility

and transforming operations adequately to meet new market requirements in the future.



How KPMG can help you

We help you smoothly transition into new ways of working in a structured way so that the organization, people and operations are ready, equipped and open for change. Our holistic change management approach provides a path to enable sustainable, permanent and successful virtual work to support workforce and growth objectives:

Make it clear.

Align leaders around strategic aims, ambitions and the scope of change to achieve consensus and commitment. Communicate the change vision and case for change.

Make it known.

Provide clarity on benefits, scope, impact and plan of approach as well as the proposed path to successfully implementing new ways of working.

Make it real.

Bring the vision into reality for people, define what it means for them and how to make it fit.

Make it happen.

Move the organization towards the end state and equip people to work in new ways.

Make it stick.

Ensure there is capability in the organization to embed and sustain the new ways of working.

Your benefits

- **Awareness** of the need for change
- **Desire** to participate and support the change
- **Knowledge** on how to change
- **Ability** to implement required skills and behaviors
- **Reinforcement** to sustain the change



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Real Estate

COVID-19 has changed the way the world operates and that has had a significant impact on real estate preferences, expectations and valuations. Indeed, the pandemic is a catalyst for structural shifts – combined with climate challenge, this new era will shape the fundamentals of the industry for years to come.



There is no doubt that COVID-19 has brought much uncertainty. But it has also solidified ongoing trends: the digitization of work; the transformation of physical retail; and the shift towards environmental, social and governance considerations in our behavior. These trends will have an essential influence on how real estate markets will fare over the coming years. Understanding their longer-term impacts will be key to future success.

The pandemic will change our attitude to working in offices. New concepts will be established which will have a significant effect on properties. Any real estate owner should define his strategy with regard to this structural change in the aftermath of the crisis.



Your challenges

The impacts of COVID-19 will require companies to re-think real estate. There is a need to look at all potential scenarios to consider how they impact values at an asset level.

→ Remote work will change demand for office space

New approaches to work will lead to a more differentiated office world and foster shifts towards a gig economy. As a result, companies will try to reduce their costs in floor consumption via divestments or sub-leases. Specific types of real estate, such as vast corporate offices, will become a thing of the past as they lack the ability to contribute to global environmental goals.

→ Agile knowledge-based hubs

The gig economy may continue to evolve to pool specific skills in knowledge-based working platforms that bridge virtual, global and local models. Cultural change may further accelerate working hubs to drive the Paris Agreement's goals of becoming carbon neutral as soon as possible.



How KPMG can help you

With our global connections, we deliver robust insights and practical advice across the real estate asset and investment lifecycle to help you make better decisions. We can help you with:

- Strategic workshops to define workplace and real estate strategy
- M&A and transactions such as support in divestments or sub-leasing as well as the general financial framework around it
- Change management with regard to flex office and carbon neutrality

Your benefits

- Cost savings
- Capex reduction
- Workplace efficiency
- Clear path towards carbon neutrality



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