

## A Year in Motion: Reflections on Global Mobility and the GEC Landscape in 2025



As 2025 draws to a close, the evolving landscape of global mobility invites a moment of reflection. What at first appeared to be a year of incremental adjustments has, in retrospect, revealed itself as a period of profound recalibration, during which organisations around the world looked again at how they move talent, how they structure responsibility, and how they turn complexity into coherence.

Through every issue of ITX Insights, one theme has repeated itself with quiet persistence: the Global Employment Company has matured. No longer an experimental construct or a solution of last resort, the GEC has become a strategic anchor point for organisations seeking clarity in a world that seldom offers it.



### The GEC as a Strategic Engine of Talent

One of the defining threads of 2025 was the recognition that mobility, when framed through a GEC, becomes a deliberate act of workforce design rather than a logistical necessity. Across industries, organisations began acknowledging that global talent cannot be developed through improvisation. A GEC allows a company to connect its mobility activity with its long-term talent strategy, making moves purposeful rather than incidental. This shift carried a quiet but meaningful insight: mobility is not about solving today's staffing problem, but about cultivating tomorrow's capability. When companies understood the timing and context in which a GEC truly unlocks value, when centralisation becomes an enabler rather than an administrative exercise, they begin to bridge the long-standing gap between strategy and execution. The GEC becomes the structure through which intention can finally shape outcome.



## Governance as a Foundation for Confidence

Another defining theme of 2025 was the growing sophistication in how organisations approached governance. In an environment marked by regulatory unpredictability and shifting geopolitical winds, governance evolved from a compliance function into an organisational stabiliser. The most resilient companies were those that recognised governance as a framework for confidence: a way to ensure that every international move is properly grounded, legally defensible, and operationally coherent.

This year's discussions revealed that the strongest GECs are not merely well-administered, they are deliberately designed. They emerge from careful planning, legal clarity, and an honest appraisal of what an organisation is truly prepared to manage. From cross-industry insights to the question of what it means to build a future-proof structure, 2025 reminded us that a well-crafted GEC is, above all, an act of foresight.



## The Slow Disappearance of Firefighting

Agility is no longer optional in Global Mobility, it is essential. Yet, Mobility teams spend disproportionate time firefighting, and opportunities to strengthen governance, streamline processes, or enhance workforce strategy are often overlooked.

The GEC offers a powerful solution. Its centralised structure provides consistency, consolidates governance, and enables Mobility teams to focus on high-value, forward-looking work. Despite this, many organisations consider a GEC only in response to immediate problems, delaying assessments that could reveal efficiencies, cost savings, or risk mitigation.

The real cost of inaction is measurable: inefficiencies, duplicated efforts, and missed opportunities quietly accumulate.

Exploring a GEC does not imply commitment, but simply an exercise in understanding whether a centralised, integrated model could enhance agility, reduce risk, and improve outcomes. By stepping back to evaluate structures, organisations position themselves not only to respond to current demands but to anticipate future needs. In an environment defined by rapid change, strategic reflection is as vital as operational excellence. A GEC can turn reactive mobility into a deliberate, agile capability, enabling organisations to navigate uncertainty and unlock their full potential.



## The value of centralised information

If governance provided the foundation of 2025, analytics provided its illumination. As mobility programs grow in complexity, organisations can no longer rely on intuition or fragmented data. Continuous improvement requires a structured feedback loop, where data informs decisions, refines policies, and guides process enhancements in near real time. Analytics has become a central driver of this evolution, shifting Global Mobility from reactive administration to proactive optimisation.

For companies using a GEC, the potential is even greater. The centralised structure naturally integrates HR, payroll, finance, and vendor data into a single ecosystem, eliminating fragmentation and providing a holistic view of the mobile workforce. This enables predictive insights across key areas: cost forecasting, talent development, policy effectiveness, exception management, vendor performance, and compliance oversight.

Analytics allows organisations to model costs, assess the impact of policy exceptions, and link assignment design to

long-term talent outcomes. It supports evidence-based decisions without replacing the judgement of Mobility professionals; insight is most powerful when combined with expertise. Starting with targeted pilots and investing in data governance and literacy can embed analytics into everyday decision-making, helping organisations anticipate challenges, optimise performance, and continuously enhance their mobility strategy in a rapidly changing environment.



## A Renewed Focus on People

For all the structural and analytical progress made this year, one of the most important threads running through the 2025 dialogue was profoundly human. Companies grappled with what it means to create a mobility experience that is fair, inclusive, predictable, and worthy of trust. The integration of DEI into mobility frameworks, the re-examination of duty of care, and the rediscovery of communication as a strategic tool all underscored a simple truth: people remain at the heart of every international move. Mobility touches lives in ways that extend far beyond job descriptions. It disrupts familiar routines, exposes employees to new risks, and redefines personal and professional horizons.

The organisations that thrived this year were those that approached mobility not only as a business function but as a human journey, one that requires transparency, reassurance, and genuine care.





## Looking Ahead to 2026

If 2025 was a year of consolidation, understanding, and growing maturity, then 2026 promises a year of activation. Across the topics explored this year, a single message emerges: organisations now have the structures, insights, and alignment needed to approach mobility with intention. The question ahead is not whether GECs offer value, but how fully that value will be embraced.

The challenges that lie before us, such as rapid shifts in skills demand, continued regulatory complexity and the need for speed without sacrificing control, are real. Yet they are also opportunities for organisations willing to use their GEC not just as a compliance tool but as a vehicle for adaptive talent strategy, organisational resilience, and human-centred mobility design.



## A Closing Reflection

When we look back on 2025, what we see is not a collection of independent topics but a single, unfolding narrative. It is the story of a discipline coming into its own, of structures becoming strategy, of data becoming insight, and of mobility becoming a defining element of organisational capability.

As we close the final issue of this year, we do so with deep gratitude for the conversations, the reflections, and the shared pursuit of excellence that have shaped ITX Insights.

May 2026 be a year of clarity, momentum, and confident progress; one in which your mobility programmes continue to evolve with purpose, resilience, and humanity.

**Wishing all our readers a bright, successful, and inspiring year ahead!**