

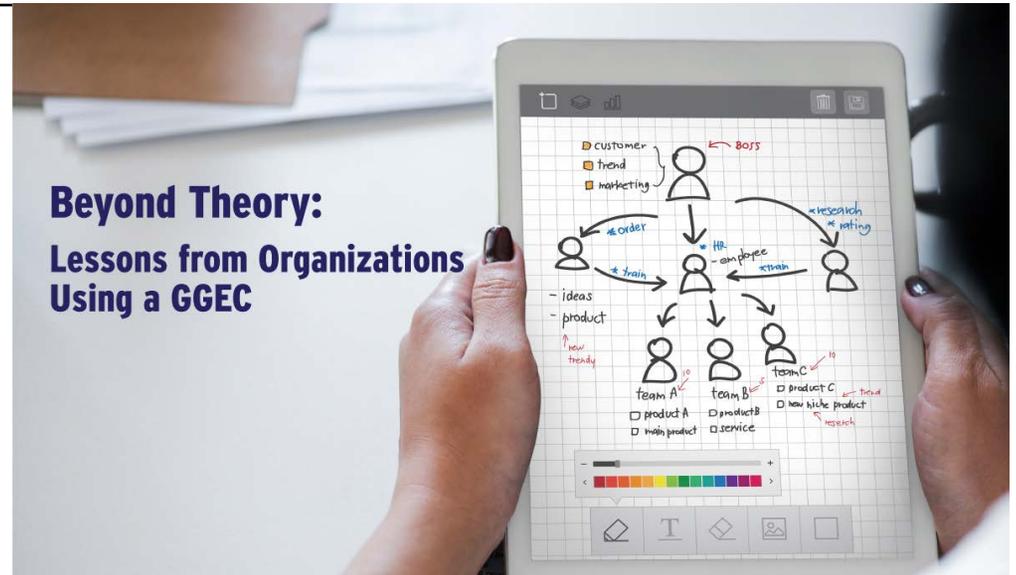
Beyond Theory: Lessons from Organizations Using a Global Employment Company

Global Employment Companies (GECs) are often discussed in conceptual terms, yet their real value becomes clearer when viewed through the experience of organizations that have adopted the model to address complex mobility and workforce challenges. While many companies do not publicly showcase their internal employment structures, examples drawn from mobility practice and consulting literature reveal consistent themes: workforce agility, governance, and the ability to deploy talent across borders without repeatedly reshaping employment relationships. Let's have a look at 3 case studies, highlighting how some leading organizations use GECs.

A Regional Employing Entity for Project Mobility

One illustrative case comes from an industrial organization with a substantial project-based workforce operating across multiple regions. The company faced increasing complexity in managing employees who were neither fully expatriates nor locally hired staff, but rather professionals moving from project to project across borders. Frequent contract changes created administrative burden, fragmented employment terms, and heightened compliance risk. To address this, the organization introduced a regional employing entity that served as the contractual home for a defined population of internationally mobile staff.

This shift enabled the company to standardize employment conditions, streamline redeployment between assignments, and maintain clearer oversight of its mobile population. Over time, the employing entity evolved into a strategic platform that supported workforce planning, rather than merely an administrative convenience.



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A Global Workforce Model for Technical Deployment

A second case originates from the energy sector, where operational requirements demand rapid deployment of specialized technical talent to diverse and often remote locations.

Historically, employment arrangements were tied to individual host countries, resulting in repeated onboarding processes, payroll fragmentation, and difficulties in maintaining consistent reward structures. The organization responded by establishing a global employing structure that functioned as the home employer for a core segment of mobile engineers and technical specialists.

This arrangement allowed employees to be assigned across multiple jurisdictions while preserving continuity of employment. Beyond operational efficiency, the model fostered a stronger sense of belonging to a global workforce rather than a series of temporary host locations.

The company also benefited from improved visibility over assignment costs and compliance obligations, supporting more informed decision-making at both regional and global levels.

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Creating Coherence in an Expanding Assignment Population

The third example comes from a consumer goods multinational seeking greater coherence in its international assignment program. The organization's mobility population had grown steadily, but employment arrangements remained dispersed across local entities, each applying slightly different contractual terms and reward frameworks. This fragmentation complicated policy governance and reduced the organization's ability to compare assignment outcomes across markets.

By introducing a dedicated employing entity for its internationally mobile staff, the company created a single contractual anchor for assignments and developmental moves. The result was not only administrative simplification but also a more strategic approach to talent development. The employing entity enabled consistent reward principles, facilitated smoother repatriation and onward deployment, and provided a clearer view of the global assignment pipeline.

Shared Lessons from Diverse Industries

Taken together, these experiences highlight several recurring insights. First, Global Employment Companies often emerge as a response to operational friction rather than as a purely theoretical design choice. Organizations typically reach a tipping point where fragmented employment arrangements hinder agility and obscure workforce visibility.

Second, the value of a GEC extends beyond compliance and efficiency. In each case, the model contributed to stronger

governance, improved employee experience, and enhanced capacity to redeploy talent in line with evolving business priorities.

Third, the GEC can act as a bridge between mobility and broader talent strategy, supporting developmental moves, project-based deployment, and emerging forms of cross-border work that do not fit traditional assignment categories.

Perhaps most importantly, these examples illustrate that the GEC is not a one-size-fits-all construct. Each organization shaped its employing entity around specific workforce characteristics, industry dynamics, and strategic objectives. What unites them is the recognition that employment architecture plays a critical role in enabling mobility.

By creating a stable contractual home for internationally mobile employees, organizations can move talent more freely, maintain strategic alignment, and navigate an increasingly complex regulatory landscape with greater confidence.

As global mobility continues to evolve, the experiences of these organizations suggest that the GEC is less about structural consolidation and more about creating a platform for flexibility. In an environment where cross-border work is becoming more fluid and multidirectional, the ability to separate employment

Continuity from physical work location may prove to be one of the defining capabilities of future-ready mobility programs