

## Expert Perspectives: Global Talent Deployments

This issue of ITX Insights features an exclusive interview with Rose McCarter-Field, CEO and Founder at Project Global, and a leading expert in cross-border regulatory and compliance issues.

In this exclusive interview, Rose explains the crucial role of infrastructure and vendor ecosystem in delivering efficiency and compliance to the business when hiring and moving employees across borders.

### Q1. Could employment infrastructure become a competitive advantage in global talent deployment?

**Rose:** Yes. The organisations that move talent quickly usually have the right employment infrastructure behind them.

Hiring internationally involves more than finding the right person. Each country has its own rules around employment contracts, payroll, tax and worker classification. Without the right structures in place, hiring can slow down or create compliance risk.

Companies operating across several markets tend to plan for this. In addition to establishing their own Global Employment Company (GEC) to centralise the governance of their assignees, they build employment frameworks that allow them to deploy people in different countries without needing to establish new structures every time.

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**Rose McCarter-Field**  
CEO and Founder at Project Global



This may include local entities in established markets, structured mobility programmes for longer assignments, and solutions such as Employer of Record (EOR) in locations where infrastructure does not yet exist. Hence GECs and EORs are not necessarily mutually exclusive, and can both be part of a framework that delivers governance and flexibility.

When these elements are in place, organisations can support projects, enter new markets and access specialist talent with far fewer barriers.

### Q2. How is the role of global mobility evolving as workforce models become more distributed?

**Rose:** International work now takes many forms.

Traditional expatriate assignments remain part of global workforce strategy. At the same time, organisations are sending employees abroad for shorter projects, supporting clients in other countries or allowing staff to work remotely from another jurisdiction.

These arrangements do not always fit within a traditional assignment structure. Questions quickly arise around where the employee should be employed, how payroll should be managed and which country's employment laws apply.

HR and mobility teams are therefore working more closely with legal, tax and finance colleagues to structure international work properly. The focus is no longer only on relocation. It is about ensuring that cross-border work is organised in a compliant and practical way.

### **Q3. When does an Employer of Record become the most practical solution for deploying talent internationally?**

**Rose:** An Employer of Record is most useful when a company needs to employ someone in a country where it does not have a legal entity.

While some jurisdictions allow organisations to operate as non-resident employers (often referred to as Employment Without Establishment, or EWE), this approach is not universally available and can involve additional administrative complexity. In many cases, an Employer of Record provides a more practical solution to run payroll, issue compliant employment contracts, and meet statutory obligations.

In this model, the EOR provides the local employment structure while the individual continues working for the organisation operationally.

This approach is often used when entering a new market, supporting a short-term project or placing a small number of employees in a location where establishing a subsidiary would not be practical.

It allows organisations to deploy talent compliantly while they assess whether a longer-term presence in that market is needed.

### **Q4. What compliance challenges arise when employees work across borders?**

**Rose:** Cross-border work introduces several areas of risk if it is not managed carefully.

Worker classification is one of the most common challenges. Companies may engage individuals as contractors in new markets when the relationship should legally be treated as employment. This can lead to penalties, tax liabilities and employment disputes.

Payroll and tax obligations can also become complicated when employees work in a different country from their employing entity. Local reporting requirements, tax withholding or social security contributions may apply depending on the arrangement.

Visibility is another issue. International working arrangements sometimes begin informally through remote working requests, extended travel or short-term projects. Without proper oversight, these situations can create compliance exposure over time.

Maintaining clear visibility of where employees are working and under which employment structure is essential.

### **Q5. How are organisations building more flexible global employment frameworks today?**

**Rose:** Many international organisations now rely on several employment structures rather than a single model.

Local entities support permanent teams in established markets. Structured mobility programmes and frameworks, including GECs, manage longer



term international assignments. Alongside these models, companies often introduce additional options that allow them to operate in countries where they do not yet have permanent infrastructure.

Employer of Record solutions can support this approach by providing compliant local employment where a company does not have a legal entity or where the work is temporary.

However, the structure itself is only part of the challenge. Managing an international workforce requires oversight of contracts, payroll, tax obligations and worker classification across multiple jurisdictions.

For many organisations, this is where specialist partners become important. A global workforce partner can manage onboarding, payroll and compliance across countries while providing the visibility and governance needed to support international operations.

The objective is not simply flexibility. It is the ability to deploy talent globally while maintaining full compliance, operational control and protection of the organisation's reputation.

ITX and the readers of ITX Insights are truly grateful to Rose McCarter-Field for agreeing to share her valuable thoughts and experience with us.