

## Global Employment Companies in Times of Geopolitical Crisis

The geopolitical landscape has rarely felt as unstable as it does today. Conflicts in Eastern Europe and the Middle East have demonstrated how quickly conditions can deteriorate and how profoundly such events can affect internationally mobile employees. For multinational organizations, the challenge is not only to protect their people but also to maintain operational continuity while navigating rapidly changing circumstances. In this environment, the structure through which international employees are deployed can play a significant role in determining how effectively a company responds. A Global Employment Company (GEC) model offers particular advantages when geopolitical crises emerge.

One of the most difficult decisions in any crisis involving expatriates is determining when to evacuate. Acting too early can disrupt critical operations and create unnecessary costs, especially if conditions stabilize shortly thereafter. Acting too late, however, can expose employees to unacceptable risk and make evacuation far more complicated. History has shown that once a situation deteriorates, airports may become congested or temporarily inoperable, borders may close, and commercial flights may disappear within hours. The window for a safe and orderly evacuation can therefore be remarkably narrow.

In such circumstances, organizations require real-time information across multiple locations and a clear chain of decision-making. This is easier said than done. In many multinational organizations, international employees are employed by different local entities, each with its own HR processes, reporting lines, and crisis-management protocols. When a crisis unfolds, this fragmentation can slow decision-making at precisely the moment when speed matters most.



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A Global Employment Company introduces a different structure. By centralizing the employment relationship for internationally mobile employees into a single entity, the organization creates a unified point of coordination for workforce decisions across borders. When geopolitical tensions escalate, this centralization allows companies to rapidly identify which employees are affected, assess the risks they face, and implement protective measures without navigating a complex web of local employment relationships.

Centralization also facilitates coordination with external partners who play a critical role during emergencies. Many organizations rely on specialist providers for security intelligence, evacuation logistics, travel management, and medical assistance. These third parties can provide invaluable guidance during a crisis, but their effectiveness often depends on having a clear interface within the organization. Without such coordination, critical information can become fragmented or delayed.

A GEC can serve as that coordinating hub. Because internationally

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mobile employees are employed through a single entity, communication with external providers can be streamlined. Security advisors, relocation specialists, and travel partners know exactly where to direct their information and recommendations. In turn, the GEC can rapidly disseminate instructions to employees and business leaders. This centralized structure can save valuable time when minutes or hours may determine whether an evacuation proceeds smoothly or becomes chaotic.

Another advantage lies in the management of contingency plans. Many organizations invest considerable effort in developing crisis-response frameworks, yet these plans often remain theoretical until an emergency occurs. Over time, they may become outdated or simply forgotten as personnel change roles. When a crisis finally emerges, teams may struggle to recall who is responsible for what actions.

External crisis-management specialists can help overcome this challenge. Because responding to emergencies is their core business, they are accustomed to guiding organizations through complex and rapidly evolving situations. When their efforts are coordinated through a central employment entity such as a GEC, their guidance can be implemented quickly and consistently across the organization's mobile workforce.

The employment relationship itself can also affect how quickly protective measures are implemented. When assignees are employed by multiple local entities, contractual obligations, payroll arrangements, and immigration sponsorship may vary significantly. During a crisis, these differences can complicate decisions such as temporarily relocating employees, reassigning them to alternative locations, or maintaining payroll continuity while they are displaced. Under a GEC structure, many of these employment elements are standardized and centrally managed. This consistency can provide greater flexibility when

rapid redeployment is required. Employees can be temporarily relocated to safer locations while maintaining a stable employment framework, reducing administrative friction at a time when operational focus should remain on safety and continuity.

The benefits of this model do not end when the immediate crisis subsides. Post-crisis recovery often presents its own complexities. Organizations must decide when and how to return employees to affected locations, rebuild disrupted operations, and restore confidence among staff and business partners. A centralized employment structure can again facilitate these decisions by providing clear visibility over the global population of mobile employees and enabling consistent communication about next steps.

Furthermore, crises often prompt organizations to reassess their global mobility strategies. Lessons learned about resilience, risk exposure, and operational flexibility can influence future deployment decisions. A GEC model provides a stable platform from which these adjustments can be implemented, allowing organizations to recalibrate their mobility programs without needing to renegotiate employment arrangements across multiple jurisdictions.

In an era where geopolitical uncertainty has become a persistent feature of the global business environment, companies must consider not only how they deploy talent internationally but also how resilient those structures are under stress. While no employment model can eliminate risk entirely, the centralized coordination, operational agility, and clarity of responsibility offered by a Global Employment Company can provide organizations with valuable advantages when navigating crises—and when rebuilding in their aftermath.

If you wish to discuss how your organization may benefit from a GEC, please feel free to [reach out to an ITX consultant](#) for a free consultation. You will also find our latest [Global Mobility Alert](#) providing a summary of the Duty of Care obligations of employers operating GECs in Switzerland.