

Expert Perspectives: When Technology Meets GEC

An interview with Graham Wyllie,
from The Cozm

Global Employment Companies (GECs) have been proven to be efficient models to enhance the governance, compliance and agility of Global Mobility programs through careful design of organizational structures and processes. Can technology infrastructure, automation and AI boost the performance of Global Mobility functions even further?

This issue of "ITX Insights" features an exclusive interview with **Graham Wyllie**, who will share his knowledge and experience on this important topic.

Graham is the Chief Growth Officer at **The Cozm**, a global mobility technology company focused on automating cross border compliance and repetitive global mobility tasks. Prior to joining The Cozm in 2025 Graham was a global mobility partner in 2 Big 4 Firms for 17 years and has over 30 years advising global organizations on all facets of global talent mobility.

Q1. What are the biggest shifts you are seeing today that require organisations to rethink how international mobility is managed?

Great question. I work for a technology company, so I am not going to surprise you with my answer, but the biggest shift I am seeing is the real and immediate requirement for entire businesses to leverage the latest technology and AI in particular. Global mobility is not escaping this requirement, and there is a chance for a lot of organisations to find ways to manage the ever increasing requirements and complexity of global mobility by using automation and AI. In fact, I am seeing almost every global mobility team being



asked to do more with the same or less resources and that is where technology can play a huge part.

Q2. AI has become one of the most talked-about topics in HR and Global Mobility, but many organisations are still unsure where to begin. Where do you believe AI and workflow automation can deliver the greatest practical value today?

Where global mobility teams are perhaps struggling is coming up with real world use cases for technology that is now available and even where they have identified opportunities there is still a challenge in selling their ideas within their organisation.

I would encourage global mobility teams to think about technology use cases alongside current processes, governance and structure. Are you still you doing repetitive task manually? Are you still managing data and workflows via Excel? Is email your main way of sharing data?

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If the answer is yes to one or more of these questions then you have some ready made use cases for technology. Start small – focus on automation as much as AI – and build from quick wins. A great example might be on invoicing. Are you still reviewing invoices manually? The Cozm has built a tool that automates the review of invoices against a Master Service Agreement and out of scope approvals and reduces time spent on invoicing by more than 90%.

Q3. How do you see AI-powered workflow automation complementing a centralised employment structure, such as a GEC, and what additional value can organisations unlock by combining the two?

Another great question. I think the implementation of a GEC is a great opportunity for an organisation to build both operational and structural efficiency. A GEC rarely delivers the best solution without an improvement in the underlying policies, processes and technology.

Combining centralisation in a GEC with intelligent automation creates a more agile operating model and a well-designed and well-managed GEC can provide standardised governance and consistent employment practices, which are easier to automate.

When you combine the 2 you get some immediate and long last benefits such as standard workflows that improve compliance, better reporting based on better data and ultimately the faster deployment of key talent which is where mobility can have the biggest business impact.

Q4. Given that AI can reduce administrative work, allowing Global Mobility professionals to focus on more strategic activities, how do you see the role of the Global Mobility function evolving over the next five years as automation becomes more widely adopted?

I think we will see the best global mobility professionals align much more closely with strategic workforce planning functions within organisations, in particular in businesses where project work is critical to the growth of a business.

Global mobility professionals possess so many skills that can add value to an organisation, deep technical skills across a wide range of topics (reward, tax, payroll, immigration, talent). Their ability to identify trends, use analytics to make better business decisions is brilliant, but to truly embrace this growth opportunity they need to ensure that the day to day transactional activity is managed through structural (for example a GEC) and operational (technology) excellence. This will give them the time and opportunity to make the biggest difference to their organisations.

Q5. If you could give one piece of advice to organisations that want to build a more agile, compliant and future-ready Global Mobility function, what would it be?

I would start with a mindset shift: we all need to embrace the technological changes that are here. Automation and AI are as fundamental a shift to the way we work as Covid was or the arrival of the internet 25+ years ago. Teams need to take the time to understand what is possible, what new technology organisations can deliver and stay abreast of changes as things are changing on a weekly if not daily basis!

Once you recognise this, then focus on what you do manually now – there is a better way – and build a simple business case for one change. Deliver that one change, highlight the benefits and keep going. Before you know it, you will have automated a whole lot of manual processes!

Q6. Many organisations already have investments in HRIS, payroll, case management and mobility technology. How important is integration, and what should organisations look for when introducing AI and workflow automation into an existing technology landscape?

Organisations rarely start with a blank sheet of paper so the ability for technologies and systems to connect across the global mobility ecosystem is more critical than ever. The worst employee experiences often come when an individual is asked to give the same information to 5 different vendors and that is a failure of the collective vendor network in delivering a seamless experience.



The good news is that connecting systems (via API) is simpler, quicker and cheaper than ever before. Gone are the days when a vendor will tell you that an integration will cost \$100,000 and take 6 months to deliver. At the Cozm we generally see integrations taking a matter of weeks and costing less than 10% of what historically was charged.

When you have a connected ecosystem you get better analytics, governance and decision-making, which in turn lead to better business outcomes.

Q7. One of the biggest challenges for multinational organisations is balancing global consistency with local flexibility. How can technology help organisations achieve both?

Technology is probably the only way that you can balance global consistency with local flexibility: if you don't know what the business is asking for and what exceptions are being granted then there is little hope for mobility teams in responding to business requirements.

The best technology will not only tell you what exceptions exist in a mobility program, but also why they were granted and what financial and business impact the changes have had.

Technology will allow you to more easily deliver the flexible approach that many different generations in a workforce are seeking out – and at the same time technology will allow you to deliver a consistent experience wherever your people are in the world.

Q8. Looking ahead, what do you think will distinguish the world's most effective Global Mobility functions over the next five years?

As mentioned above, I think the alignment with the talent and strategic workforce planning functions will be key. Mobility leaders have the skills to do this; they just need the time, and that is where technology in the shape of automation and AI and more efficient structures in the shape of a GEC will create the time for the best leaders.

Those who embrace technology will create the time to have the biggest business impact.

ITX and the readers of ITX Insights are truly grateful to Graham Wyllie for sharing his valuable insights and experience with us.