



# 2023 Global Growth Report

## The Rise of the Everywhere Workforce



# The future of work is global.

G-P's "2023 Global Growth Report" brings together perspectives from 2,500 executive leaders and 5,500 employed professionals worldwide to look at expectations in the evolving business landscape, how to navigate global business priorities, technology implementation and adoption – along with strategies and best practices to become a globally-minded, employee-centric leader.

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# The State of the Everywhere Workforce



## Organizations that want to thrive and expand must stay ahead of the curve

Despite compounding pressures of economic uncertainty and talent shortages, a majority of C-Suite leaders (**73%**) are prioritizing growth. Others aren't shrinking back. The remaining **35%** are strategizing to save or maintain their current standing.

Businesses are increasingly looking beyond borders to access the best talent.

Nearly three-quarters (**72%**) of leaders are willing to hire talent from other countries, with **81%** already actively engaged in global recruitment.

But hiring internationally is about more than increasing headcount.

For **66%** of leaders, having employees in multiple countries is part of their business strategy, including **28%** who say it is central to that strategy.

**2/3**

of executives are focused on growth in the next year.

**100%**

of executives recognize the benefits of hiring a global workforce.

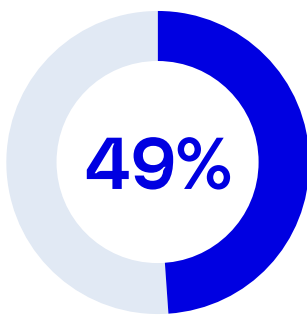


The good news is nearly four in five employees (79%) want to work for a global company, including 88% of those already searching for a new position or likely to within the next six months.

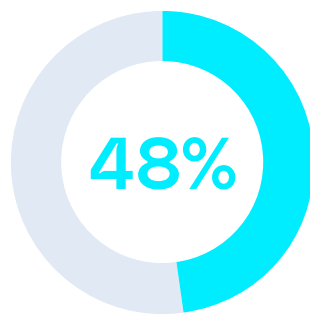
### Get more with global

The vast majority of employees (85%) believe companies that hire employees from multiple countries offer more opportunities to grow their career.

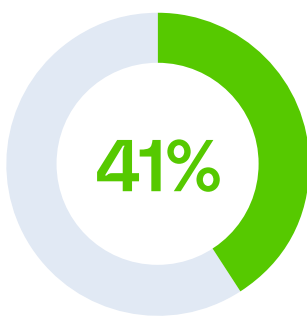
### Employees believe global companies provide:



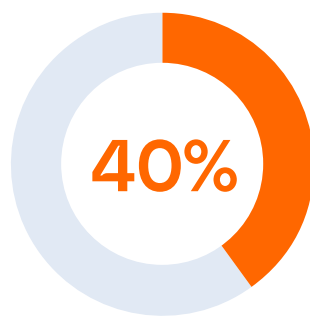
Access to better pay and benefits



A culturally diverse workplace



More opportunity to acquire new personal skills



Potential for greater flexibility

**95%** of employees identify at least one area where global companies outpace their peers.

### Employees say global companies are better at:



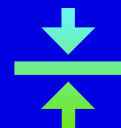
Generating and supporting international clients



Attracting top talent



Adopting and implementing the latest tech tools



Adjusting to changes in consumer demand



Weathering economic uncertainty



Navigating geopolitical pressures



# Hiring and Managing the Global Worker



Talent shortages continue to impact businesses around the globe. **Seventy-seven percent** of executives worldwide say identifying skilled talent in their current markets is a problem. This is especially true for executives in the U.K. (**86%**) compared to the U.S. (**77%**), Australia (**75%**) and France (**74%**).

To support their ability to scale, executives point to access to a larger talent pool (**35%**) as a top benefit of hiring globally. In fact, **42%** of executives recognize that global companies are better at attracting top talent, and **47%** of employees agree. However, global hiring can be challenging.



**More than a third (36%) of leaders say they struggle to attract talent in new markets.**



**1 in 3 executives don't even know how to identify the right markets to look for specific talent needs.**



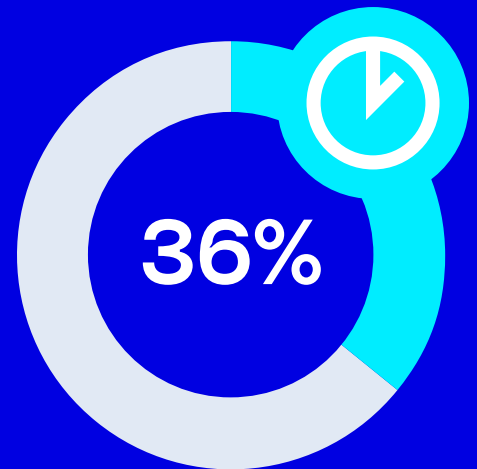
**Leaders say top barriers to building global teams are:**

- Maintaining company culture across regions
- Determining fair salary and benefits
- Successfully onboarding new staff
- Developing employment contracts
- Figuring out payroll and taxes

Nearly half of employees (**49%**) question if their company is ready to go global.

More specifically, employees don't believe their company is very prepared to support collaboration between coworkers in different countries— including more than **one in three** whose companies are already located across multiple markets (**34%**).

HR leaders agree. Two-thirds (**66%**) of HR executives believe their department needs to do more to be prepared to manage a global team. The lack of confidence from HR executives around hiring and managing global teams may extend to employee sentiments, with **88%** reporting hesitations about working for a global company.



## Preparing for the everywhere workforce

Organizations that offer opportunities for global collaboration will be more successful in attracting top talent. But first, HR teams need to be prepared:



**Get to know the talent –** Understanding employees' skills, strengths and aspirations allows for better workforce management, talent development and strategic planning.



**Partner with the experts –** Executives don't need to be an expert in every market they hire, but they do need to rely on systems and experts to advise on the local laws, regulations and processes.



**Upgrade technology –** The latest AI-powered products can help manage global teams in one dashboard with unique insights, analytics and the latest tools to manage the full employee lifecycle.

## Tale as old as time

**It's 2023, why can't businesses figure out time zones?**

The business world has been able to navigate the introduction of the internet, a pandemic and countless tech transformations, yet time zones are still a sticking point with employees when thinking about working with colleagues around the globe.

More than one in three (**34%**) executives expect collaborating across time zones to be a top hurdle in building and managing a global team, and **36%** of employees said working across time zones made them hesitant to work at a company that hires globally.

Time zone complexities are a larger concern in India (**50%**) and Hong Kong (**40%**), where bigger time gaps may more heavily impact work-life balance.



# Leading Global Teams



Strong leadership is vital for businesses focusing on global growth. Leaders must adapt or risk being replaced by new ones who prioritize global thinking.

A leadership mindset is a major challenge for scaling businesses, with **40%** of executives identifying it as the top obstacle. **One in three** believe that new leadership is needed to overcome the barriers associated with scaling business.

## What makes a successful globally-minded, employee-centric leader?



Executives and employees are largely on the same page when it comes to the attributes needed for successful leadership. Executives must continuously look for ways to grow their leadership skills and expand their understanding of global opportunities. Through leading by example, leaders can build a skilled and adaptable workforce.

- **Embrace empathetic leadership.** Nearly half (**49%**) of employees see compassion as a necessary quality for successful global leaders. Empathetic leadership fosters a sense of belonging and trust and helps address employees' individual needs and concerns, leading to increased job satisfaction.
- **Expect the unexpected.** Employees (**53%**) and executives (**44%**) alike value good problem-solving skills, allowing leaders to remain agile, make informed decisions and maintain organizational resilience in a variety of situations.
- **Be adaptable.** Business practices and priorities vary from region to region. **Forty-one percent** of executives cite adaptability as a top quality needed to navigate business uncertainties and lead their organizations through change, regardless of location.
- **Set clear expectations and establish norms.** Global leaders must take into account the varying cultural and geographical factors across their organization. **Forty-four percent** of employees and **35%** of executives value transparency. Being open and transparent with expectations provides employees with a clear understanding of their roles and responsibilities, promoting accountability and aligning efforts toward organizational goals.
- **Over communicate.** It's important not to assume and to ask questions. Over half (**51%**) of employees and over one in three (**36%**) executives value cross-cultural communication. Clear and frequent communication helps prevent misunderstandings, ensures alignment on priorities and goals, and promotes transparency, trust and a more cohesive organizational culture.

Employees put a greater emphasis on **soft skills** which can manifest in practical ways

### Cultural respect

Diversity on a global team is a strength. Employees are insistent that leaders offer cultural sensitivity training to all staff (**47%**), make in-person visits to all global regions (**42%**) and celebrate global holidays and customs (**39%**).

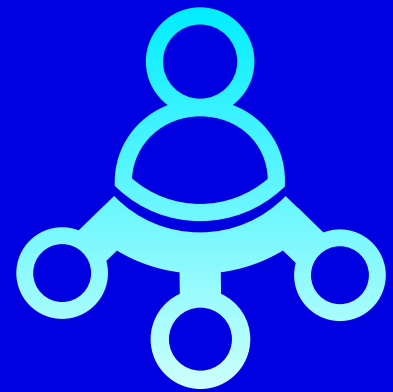
### Inclusivity

To ensure inclusion on a global team, employees want leaders to provide company updates that are time zone and language inclusive (**49%**) and schedule all-hands meetings in different time zones throughout the year (**46%**).

## Managing global teams

It is clear global employees want to see their leaders possessing a new skill set to help guide both their individual growth and the company growth during this new era.

**Two out of three** employees believe having a supervisor in a different country would be an advantage for their career. This is especially true for employees in India (**90%**) and Hong Kong (**88%**).



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## Preparing for Global Growth: Compliance and Technology



# Tackling compliance concerns around the globe

Compliance is a top concern for executives, with **32%** deterred from recruiting and hiring in a different country due to complicated regulations.

Their concerns are real. Business leaders who have hired employees from other countries shared their biggest challenges include:

- Compliance with local employment laws (**39%**)
- Contract execution (**35%**)

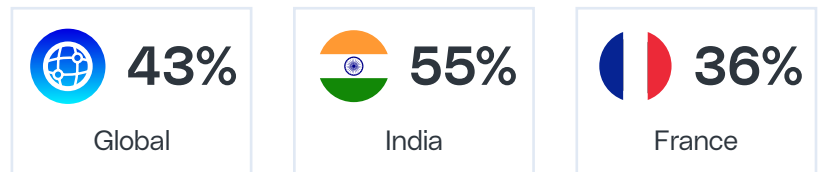
Employees also have uncertainty about compliance, with **30%** hesitant to work for global companies due to tax and legal uncertainties. Global growth requires local legal, compliance and HR experts to avoid costly mistakes and errors.



## Compliance across borders

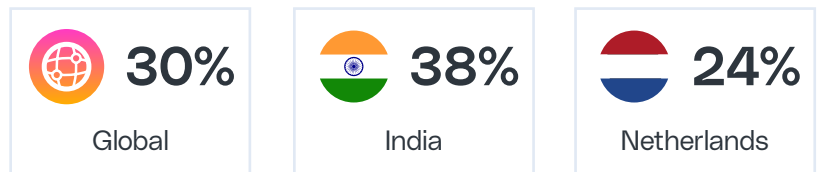
### AI and compliance views

Employees around the globe believe AI can improve catching and responding to legal or compliance risks.



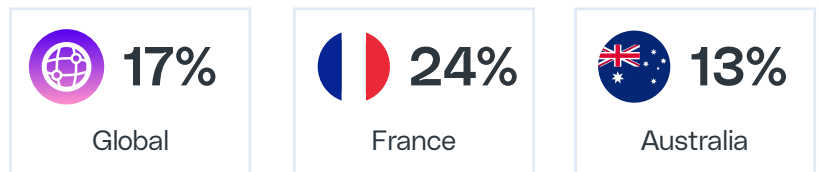
### Global employment concerns

Tax and legal concerns make employees hesitant to work at a company that hires globally.



### Legal preparedness

Global executives believe the legal function needs to do more to be prepared to manage a global team.



# Seven best practices for ensuring compliance

**1. Stay up to date with local labor laws and regulations.** Having the proper support to ensure you're updating your policies as necessary is critical. Requirements vary from country to country and are ever-evolving in today's fast-moving global employment market.

**2. Create a comprehensive recruitment policy.** A recruitment strategy that outlines the company's commitment to compliance (including hiring process steps, candidate criteria, country-specific regulations and more) can help ensure everyone involved in the recruitment process is on the same page.

**3. Prioritize diversity and inclusion.** Diversity and inclusion is not just best practice from an ethical standpoint, but it also puts companies on the right path to ensuring compliance. All companies should maintain strict policies that explicitly prohibit discrimination throughout the employee lifecycle.

**4. Conduct thorough background checks.** It's particularly essential when recruiting and managing a global workforce to ensure all candidates and employees are vetted compliantly. Failure to comply with these regulations can result in significant legal and reputational consequences so it's crucial to work with providers familiar with country-specific requirements.

**5. Follow data protection laws.** Organizations must implement appropriate measures to safeguard personal information throughout the recruitment process and employee lifecycle to comply with data protection laws.

**6. Implement a record-keeping process.** Maintaining the proper storage and accessibility of important communication records and documents, such as visa copies and employment contracts, is crucial in helping demonstrate compliance, especially in the event a legal issue arises.

**7. Leverage support from reliable partners.** In-country HR, compliance and legal experts can help streamline many of the complex and time-consuming aspects of compliance and also provide invaluable guidance and insights into cultural nuances while navigating international job markets.



# Empowering the everywhere workforce with technology

The future of work is flexible. Employees can be productive no matter where in the world they're located, thanks in large part to technology.

Global organizations are more successful in multiple facets of business practices. Nearly half of executives (**48%**) report that global organizations are better at adopting and implementing the latest technology and tools.



## Keeping an eye on AI

In the year since the launch of ChatGPT, generative AI and adjacent technologies have overtaken the business world and **93%** of employees are excited about potential uses of AI at work.

Who will benefit most is unclear, with employers and employees pointing to each other as the most likely beneficiary.

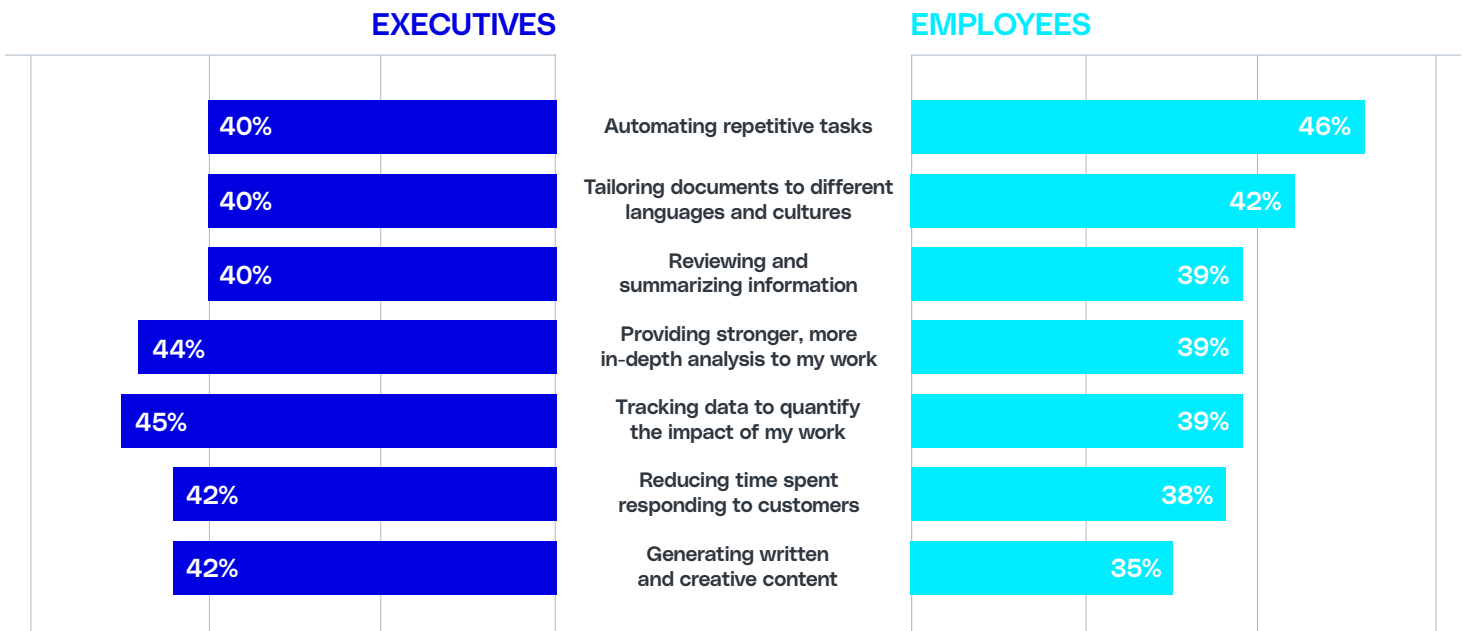
**58%** of global executives believe that employees will be the ones to benefit more

**53%** of global employees believe that executives will benefit most from AI at work



## Both stand to benefit

Executives are most comfortable with employees using AI to track data to quantify the impact of work. While employees are most excited about using AI to automate repetitive tasks.



## Crystal ball

There are reasons for executives and employees alike to be excited for AI. Nearly half of all executive and employees (**48% and 45% respectively**) believe AI can improve predicting business challenges in prospective new markets.

## How **global growth technology** can help

- Build teams and employ people in countries with or without entities
- Support global recruiting
- Hire, manage and pay contractors in multiple markets
- Find and connect with local partners
- Actionable salary, benefit and talent market data
- Compliantly manage unique challenges of employees working and living in multiple markets
- Customizable and locally compliant digital document templates and software
- Global growth guidance enabled by generative AI





## Case Study

# Going Global: Deliverect's Swift Expansion Drives Restaurant Success Worldwide

Deliverect, a SaaS company revolutionizing online food delivery management, was rapidly expanding talent to support global growth. With the help of G-P, Deliverect successfully entered dozens of new markets in under two years, with full compliance and without establishing a physical branch office or subsidiary.

**500+**  
employees

**40** countries  
supported

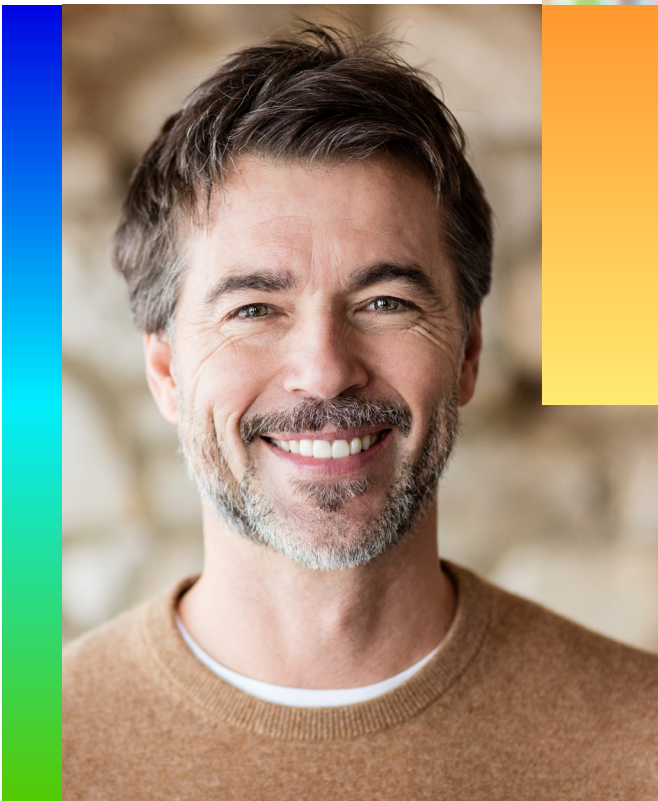
**Professionals  
onboarded in weeks  
instead of months.**

“Through our partnership with G-P, we can hire professionals nearly anywhere in the world,” said Regina Simao, global head of reward, Deliverect. “G-P sends us exactly what we need to know about issuing a contract and hiring in a specific location. From information about employment contracts and HR legislation, to employee benefits and payroll, G-P provides everything we need to know about hiring internationally.”

[READ THE FULL CASE STUDY](#)



# Key Learnings and Methodology



**Businesses are currently in a growth mindset**

**2/3** of executives are focused on growth in the next year

**Executives see advantages in hiring around the world**

**100%** of executives recognize the benefits of hiring a global workforce

**Employees are excited by global work**

**79%** want to work for a global company

# Global growth is here.

Global organizations can only thrive with leaders who are committed to the growth and success of the business and workforce.

But growth is no longer a linear journey. To keep up with today's fast-moving markets, rapidly emerging new tech and widespread talent shortages, leaders need to rethink their strategies and approach to achieving success.

With most employees either looking for work or planning to in the next six months, organizations risk losing out on talent if they're not investing in global growth. Leaders need to commit to improving the global work experience and find ways to lower barriers to entry for the majority of employees who want to work for global companies. Global growth technology plays a pivotal role in reducing the challenges of supporting a global business, enabling organizations to seamlessly and compliantly design, hire and manage a global workforce.

The everywhere workforce is here to stay. The leaders of the future will think globally from the outset and embrace the flexible future.

**Global Made Possible™**





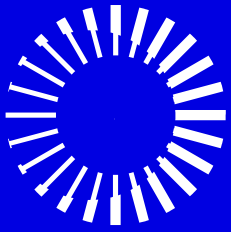
# Methodology

## Executive survey:

The G-P survey of executives was conducted by Wakefield Research among 2,500 executives, VP+, at companies of 500 or more employees conducted in four markets: US, UK, Australia and France, between August 18 and August 28, 2023, using an email invitation and an online survey.

## Employee survey:

The G-P survey of employed professionals was conducted by Wakefield Research among 5,500 employed professionals in nine markets: US, UK, France, Germany, Netherlands, Singapore, Australia, Hong Kong and India, between August 18 and August 28, 2023, using an email invitation and an online survey.



# G-P

Global Made Possible

## About G-P

G-P is the pioneer and recognized leader of the global employment industry and has delivered world-class global compliance and workforce products designed to meet the needs of growing companies since 2012. G-P's global growth platform is driven by the G-P Meridian™ Suite of SaaS-based global employment products. G-P helps thousands of customers build and manage teams quickly and compliantly in 180+ countries without navigating legal, tax or HR issues.

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