



World at Work

The Future of Global Employment



There has never been a better time to **grow globally**

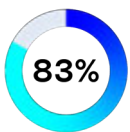
according to 2,000 executives and 4,000 employed professionals worldwide.

G-P's "2024 World at Work" report explores expectations in the evolving business landscape, including how to navigate global business priorities, technology implementation and talent trends.

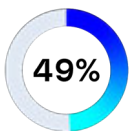
Executives



97% of executives agree establishing a market presence in multiple countries is essential for remaining competitive in today's business landscape.



83% of executives report that finding skilled talent in their existing markets is difficult right now.

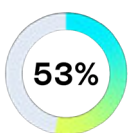


49% of executives believe AI can help with predicting business challenges in prospective new markets.

Employees



80% of employees want to work for a global company.



53% of employees are currently searching or planning to search for new job in the next six months.



95% of employees at companies with offices in multiple countries are excited about using AI for their work.

Did you know?

If you want to hire an employee in a new market, you can:

- Set up your own entity/local business (ETA 6-12 months)
- Hire a consultant to set up the entity for you (ETA 6-12 months)
- Partner with an Employer of Record (EOR) to hire team members with complete legal, HR and compliance confidence (Minutes)

What would you choose?

More executives prefer partnering with an EOR to hire employees in new markets (as compared to any other approach).

Only 26% of executives want to set up their own entities.

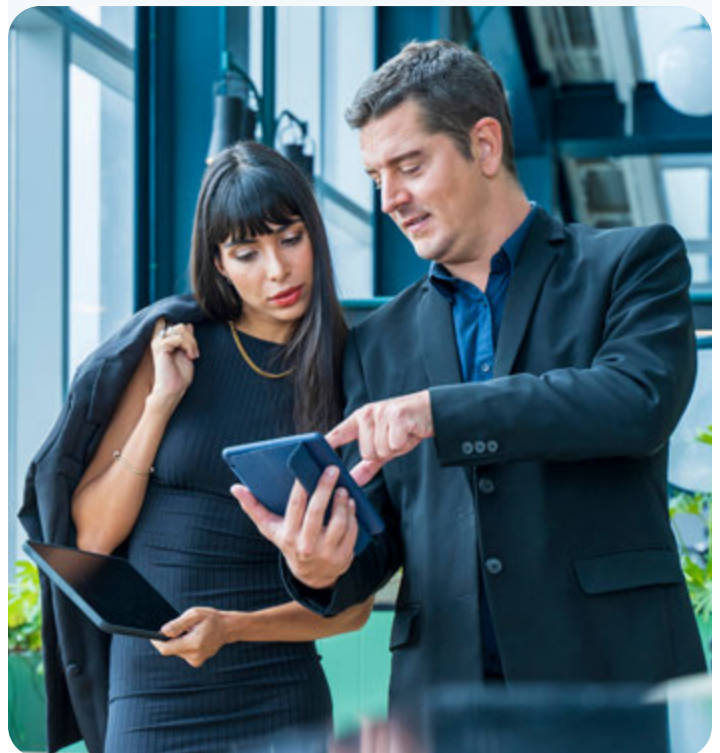


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State of Global Employment



A dynamic view of **global employment**

There has never been a better time to build and manage global teams.

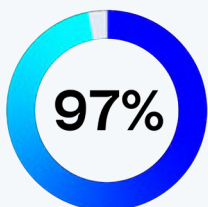
Macroeconomic seismic shifts have redefined business strategy and growth, reshaping how we think about “work” and paving the way for a dynamic new era of global employment. Nearly all (98%) executives plan to expand their global presence in the next 12 months¹.

A global presence may mean more hiring, which is potentially good news for the global economy. But what does it mean in practice? Growth is not always a linear path and can take many forms for businesses, from moving into new markets to scaling operations, acquisitions or leveraging new tech to improve the pace of business.

Growth is overwhelmingly the priority, but some executives have concerns given the ever-changing landscape.

The top obstacles to growth fall into three buckets - competition, talent and the economy - and include:

- Competitive marketplace
- Talent shortages
- Inflation and rising prices
- Leadership mindset
- Economic uncertainty



of leaders agree that **establishing a market presence in multiple countries is essential** for remaining competitive in today's business landscape.



Talent Trends



The **struggle** to find skilled talent is real

The biggest challenge for global organizations is talent. And this isn't new. In 2023 and 2024, 41% of executives cited talent shortages as their top challenge to growing their company.

Part of the problem may be bridging the talent gap: nearly half of executives (46%) reported finding skilled talent in their existing markets is very or extremely difficult – a 10-point increase over last year.

Recognizing the need to go beyond their borders, more than 70% of executives are ready to look to other countries to meet their talent needs.

When thinking about expanding into a new market, executives should consider:

1. **Do you have the right tools/tech** to ensure asynchronous ways of working?
2. **Do you have skilled talent** to take innovation to the next level?
3. **Do you have the right culture** to enhance collaboration?



The Gen Global era of work

Four out of five employees want to work for a global company.

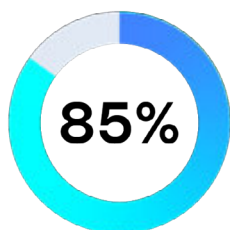
Younger employees tend to value global companies more than their older counterparts – 85% of Millennials and 84% of Gen Z want to work for an international company, compared to 77% of Gen X and just 62% of Boomers.

We call this ‘Gen Global.’

They want growth opportunities, diverse experiences, workplace flexibility and independence associated with global companies. And they are eager to embrace the technologies, like AI, that help them achieve this.

Among those most interested in global companies, 61% are driven by their professional goals and interests. Meanwhile, 50% are drawn to the enhanced opportunities to acquire new personal skills that global companies offer – up from 39% in 2023.

Other factors employees say make global companies more attractive include the opportunity to work in a culturally diverse workplace (49%) as well as the potential for greater flexibility (46%, up 7 percentage points over last year).



85% of employees believe companies that hire from multiple countries offer more opportunities to grow their career.



Year-over-year, employees continue to agree that global companies are better at:



Generating and supporting international clients



Attracting top talent



Adopting and implementing the latest technology and tools

The employment market goes global

Employees are on the move in more ways than one. More than half (53%) of workers are already searching for or likely to search for a new job in the next six months. Others are looking to change more than just their employer, with nearly a third (32%) planning or considering moving to a different region or state to support their careers and close to 20% considering an international move.

In today's business landscape, where work location has become less important, moving for a career may seem counterintuitive. However, it seems many employees would like to spend part of their time in the office, with 60% of employees reporting they would be most eager to accept a hybrid position in the same country as company headquarters.

Remote work is by no means falling out of favor, as 56% would prefer a fully remote position in the same

country as company headquarters, and 51% report they are looking for a fully remote position in a different country than company headquarters.

Experience required:

For those who prefer a remote position, experience working with international clients or coworkers is vital to secure one of these roles. More than half of executives at fully remote companies (52%) indicate their company prioritizes job applicants with experience doing business with clients or coworkers in other countries for all of their positions.



CUSTOMER STORY:

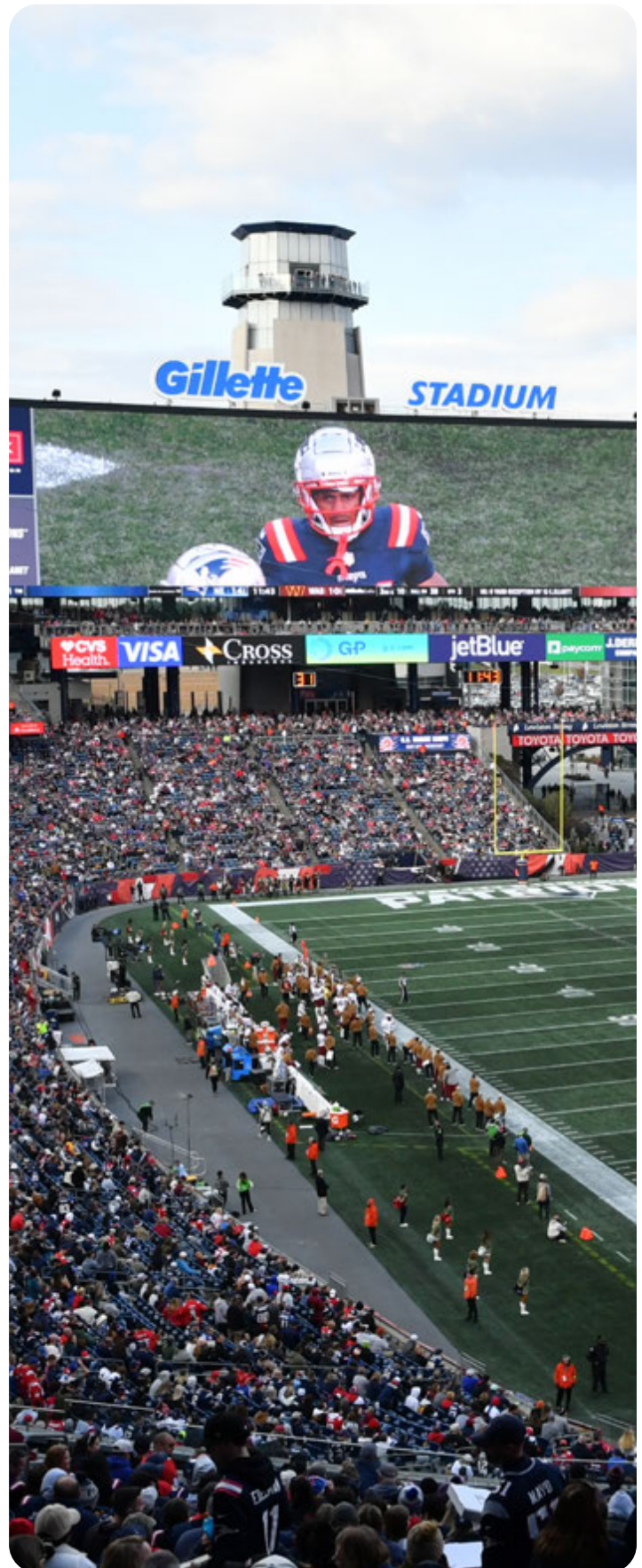
Kraft Sports + Entertainment (KSE)

KSE has set the standard for delivering world-class sporting events to the people of the New England region in the U.S. As the organization managing the sports and entertainment ventures of the New England Patriots, KSE was presented with a remarkable opportunity to expand into Germany.

To pave the way into Germany, KSE recognized the need to hire a local expert. In early 2023, KSE leadership met with a talented candidate who appeared to be an excellent match for the role. To expedite the hiring process and navigate international labor laws, KSE turned to G-P, its existing Gillette Stadium naming rights partner, for expert international Employer of Record (EOR) services and technology.

Thanks to its partnership with G-P, KSE quickly onboarded its local team member to manage the Patriots' operations in Germany. The addition of a team member local to Germany has proven instrumental in engaging with and recruiting new fans, navigating cultural nuances, expanding business networks, and promoting the Patriots to cultivate a loyal following in this key market.

**With G-P by its side,
KSE has gracefully
grown internationally
to engage with Patriots'
fans throughout Europe.**



Technology Trends

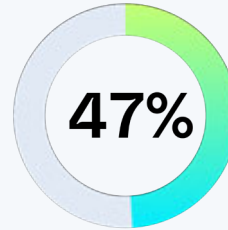


All eyes on AI

AI is transforming how the world works.

As executives eye new tech solutions to help streamline or automate business processes, employees are becoming even more enthusiastic about the potential uses of AI in their day-to-day work lives.

But power struggles still exist. Similar to 2023 findings, nearly 60% of executives say employees benefit more from AI than employers, while employees continue to feel the opposite – 58% see employers as the biggest winners in the AI world.



are only comfortable with their employees using company-approved AI tools.

More than half of executives (53%) that currently hire internationally trust their employees to use any AI tools needed to make their work more efficient - compared to just 36% of executives that hire only from within their own country.



AI at work

Executive perspective

Executives believe AI can advance their own work, including many aspects related to global operations. Executives report AI will improve:

- **Predicting business challenges in prospective new markets**
- **Ensuring salary transparency and fairness**
- **Ability to catch and respond to legal or compliance risk**
- **Understanding of and compliance with new laws and regulations**

Employee perspective

Employees around the world are looking to AI to boost their effectiveness at work. They are keen to leverage AI to:

- **Help automate repetitive tasks**
- **Review and summarize information**
- **Provide stronger and more in-depth analysis**
- **Generate written and creative content**

Notably, almost all employees (95%) at companies with offices in multiple countries are more excited about using AI for their work.

AI knowledge is power

While the vast majority of employees (92%) are excited about potential uses for AI, some (34%) are hesitant to use AI at work out of concern their manager would place less value on their work.

Fear of the unknown is part of the problem. More than a quarter of employees (27%) are hesitant to use AI in their work because their company does not provide proper training resources – a concern raised among employees of all generations.



Without a doubt, AI has changed the course of modern business. There is significant opportunity for companies to enable their employees with AI tools that help streamline tasks and create greater efficiency. Training employees will empower them to use AI effectively and create a culture of continuous learning and adaptability, driving innovation, enhancing productivity and maximizing the benefits of AI integration.

Nat Natarajan, Chief Product & Strategy Officer, G-P



Global compliance meets AI

When it comes to building and managing global teams, nothing is more important than compliance. Business leaders need confidence that they are following local laws and regulations, requiring significant HR, legal and compliance expertise.

Enter GIA, G-P's Global Intelligence Assistant.

GIA accelerates global employment processes for companies and enables them to make the right decisions, faster. It provides generative AI assistance,

guidance and deep expertise to support business leaders at any time or stage of their global hiring journey. GIA is trained on G-P's proprietary knowledge base and provides native support as your co-pilot in-product and instant assistance via a chatbot interface.

GIA provides immediate access to more than a decade of market-specific HR, legal and compliance expertise – delivering everything companies of all sizes need to quickly and compliantly build and manage global teams.

What should I be aware of when hiring in Germany?



When hiring in Germany, there are several important factors to be aware of to ensure compliance and smooth operations:

1. AUG License. If you are using an EOR provider, ensure they have an AUG license. This license is required to hire employees on your behalf under the employee secondment law.

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What do I need to know about employment contracts in Germany?



When drafting and managing employment contracts in Germany, there are several key aspects to consider.

Types of Contracts:

- Indefinite Contracts: These are common and do not have a specified end date.
- Fixed-term Contracts: These must be for a minimum of 6 months and a maximum of

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Establishing a Global Footprint



Having a **global presence** is crucial

Companies with a footprint in multiple markets not only have a competitive edge today but more resilience to navigate rapidly changing conditions and future-proof their business.

More than one-third (35%) of executives report access to a larger talent pool as one of the top benefits of hiring a global workforce.

Nearly all (99%) executives have at least considered hiring globally and 83% currently hire employees from other countries, while another 10% have done so in the past.

Executives know that to make a global workforce successful, employees must be able to effectively interact with coworkers and potential customers, regardless of where they are located.

98% prioritize hiring job applicants with experience doing business with clients or coworkers in other countries for at least some of their positions.

Employees also recognize this: 94% agree that interacting with clients or coworkers in other countries benefits their career growth. Additionally, more than half of employees (55%), believe it is even more important to form relationships with colleagues when working at a global company.



When expanding globally, modern CFOs and CEOs need to consider what they are trying to achieve strategically, and if they are operationally prepared. This includes clarity of purpose, setting measurable business goals and evaluating the financial, legal and HR implications of each considered market and hire.

Simone Nardi, Chief Financial Officer, G-P





CASE STUDY:

Karger

Founded in 1890, the mission of Karger Publishers (Karger) is to connect and advance the global health sciences industry. Karger is committed to making science accessible to a global audience, so expanding to have a presence in a multitude of countries is essential to its mission.

To bring on team members outside of its home markets, Karger opted to work with an Employer of Record (EOR) – an outsourced organization that allows companies to hire around the world without setting up a legal entity – to simplify the complexities and mitigate any risks associated with global expansion and employment.

With G-P, Karger has identified boundless potential to connect with its customers and nurture relationships around the world. G-P supports Karger by managing local employment regulations, legal compliance, payroll, benefits, and administrative tasks for global employees in 15 countries. This enables Karger to concentrate on core operations and its regular activities of engaging with the global medical and scientific research communities. G-P's goal is to empower Karger to continue its global expansion with confidence and ease.

Overcoming international hiring challenges

The top reported challenges when hiring from another country include:

- Complying with local employment laws and requirements
- Developing and executing employment contracts

Similar challenges have also dissuaded companies from attempting to recruit and hire employees from a different country, including:

- Developing employment contracts
- Attracting talent in the market
- Being able to successfully onboard new staff
- Determining fair salary and benefits

- Knowing which markets to look to for specific talent needs
- Figuring out payroll and taxes

Is there a way to make global employment easier? The simple answer is yes.

[**Employer of Record (EOR)** - a technology and services provider that legally employs workers on behalf of another company, enabling global hiring without setting up a legal entity.]



Spotlight on EORs



G-P gives us the flexibility we need while ensuring we are totally compliant with all the local rules and laws in that particular country.

**Mick Mag, Chief Financial Officer
at Aurora Expeditions**



A global EOR offers companies the ability to hire internationally and reduces legal risk, making it the preferred choice for building and managing global teams.

Regulations, employment standards and even employee expectations vary around the world, and any missteps can significantly compromise an organization.

The most common use cases for EOR include:

- Expanding into or testing a new market
- Hiring talent that cannot be found locally
- Simplifying and speeding up M&A transactions
- Supporting entity rationalization
- Hiring or converting global contractors who should be classified as employees

Once the benefits of EOR are understood, more executives prefer partnering with an EOR to hire employees in new markets - as compared to working with in-market HR, legal and finance consultants (32%) or setting up a local entity and managing the process internally (26%).

However, employees may need some education. Just 26% of employees have a good understanding of what an EOR is and how it can help them secure roles at companies headquartered in other countries.

When considering using an EOR, executives and HR teams should be prepared to explain the process and benefits of being employed with an EOR to prospective candidates. This can help dissuade hesitations. The employee will feel like they work for you, but you've eliminated the complexities of figuring out HR, legal and tax issues. It's your employee for all intents and purposes.





There's never been a better time to build a global team. At G-P, we're at the forefront of the intersection of global employment and AI, empowering leaders to build agile workforces and transforming how companies leverage human potential from around the world.

Nicole Sahin, Founder and Chief Executive Officer, G-P



While it's a great time to go global, leaders need to find more scalable ways to build an agile workforce.

For companies seeking speed and flexibility when hiring globally, an EOR is the preferred choice.

EOR solutions provide businesses with the unique advantage of being able to quickly and compliantly build and manage teams in locations around the world.

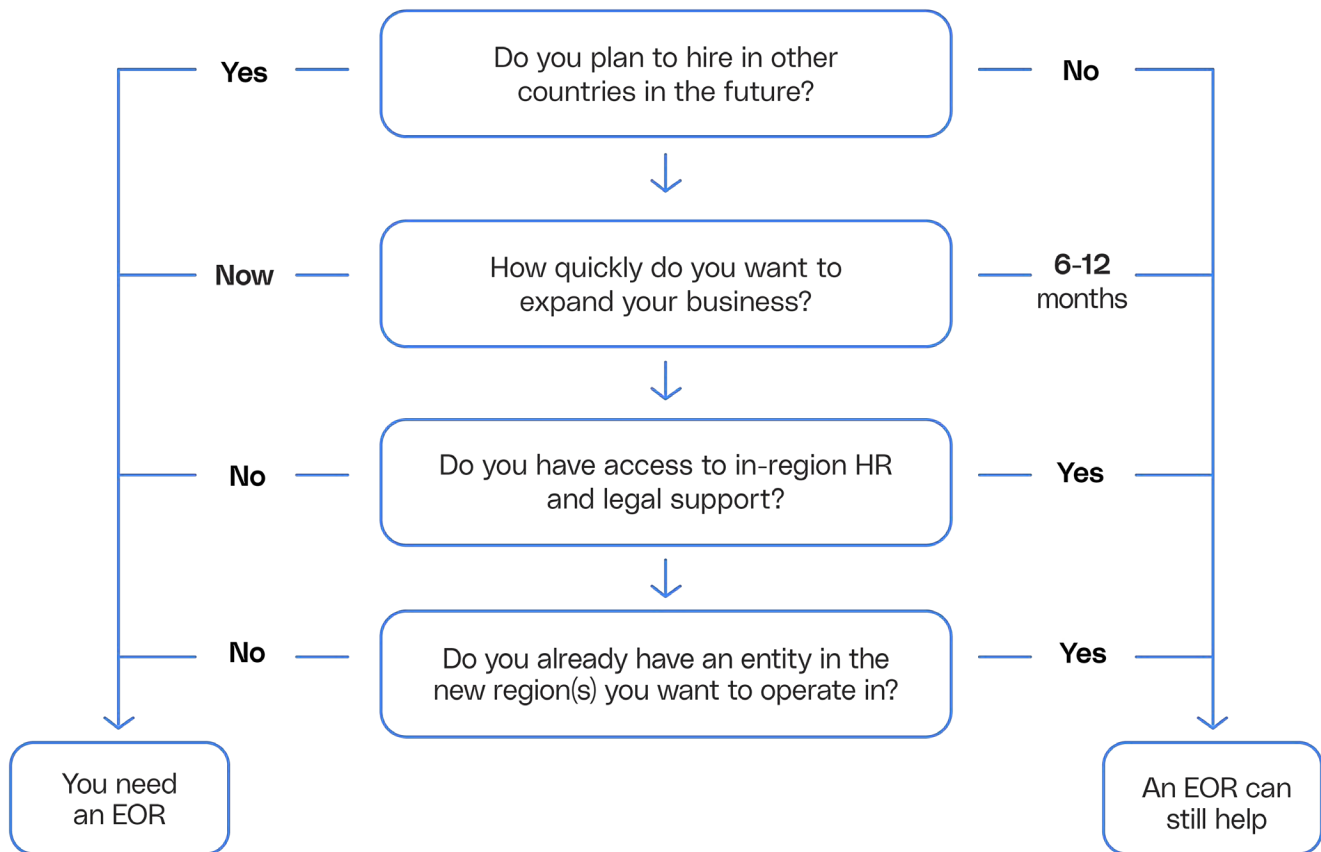
G-P is the undisputed leader in EOR and global employment, delivering everything a business needs with HR, legal and compliance support at your fingertips.

G-P is your co-pilot for global employment and continues to drive toward its vision to create a world that taps into the fullest of human potential by enabling companies to employ the best talent, anywhere.

If you are ready to expand in a new market or unsure of where to start, [connect with G-P](#) to find out how to make global possible.



Are you ready to simplify and accelerate global employment with an EOR?



Contact G-P to learn more about how an EOR can help your organization.

Methodology

The G-P survey of executives and employees was conducted by [Wakefield Research](#) among 2,000 Executives (VP+, at companies of 500 or more employees) in three markets: U.S., UK, Australia, and 4,000 Employed Professionals in six markets: US, UK, France, Germany, Singapore, Australia, between June 27th and July 8th, 2024, using an email invitation and an online survey. Data has been weighted for tracking purposes.

Results of any sample are subject to sampling variation. The magnitude of the variation is measurable and is affected by the number of interviews and the level of the percentages expressing the results.

For the executive interviews conducted in this particular study, the chances are 95 in 100 that a survey result does not vary, plus or minus, by more

than 2.2 percentage points in the global sample, 3.1 percentage points in the US, and 4.4 percentage points in each of the remaining markets from the result that would be obtained if interviews had been conducted with all persons in the universe represented by the sample.

For the employed professional interviews conducted in this particular study, the chances are 95 in 100 that a survey result does not vary, plus or minus, by more than 1.6 percentage points in the global sample, 3.1 percentage points in the US and UK, and 4.4 percentage points in each of the remaining markets from the result that would be obtained if interviews had been conducted with all persons in the universe represented by the sample.





About G-P

G-P's industry-leading SaaS-based solutions include **Employer of Record (EOR), Contractor and Advisor products** backed by more than a decade of experience, the largest team of in-country HR, legal, and compliance experts, and insights from our proprietary generative AI knowledge base.

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