

Global Talent 2022 - Time to reset, upscale and grow quickly

Global trends, risks and solutions

A study to help you understand emerging talent trends and best practice in 2022: Build a global talent strategy, expand your talent pools, reduce costs and create a roadmap to scale quickly.



Contents

Global Talent 2022: An introduction	03
Global Talent 2022: Why is talent such an issue for organisations in 2022?	04
Global Talent 2022: Key trends and best practice	05
Trend #1 – A ‘brave new world’: International remote working and the new norm	06
Trend #2 – Change brings opportunities: Grow and scale quickly	08
Trend #3 – The ‘Great Resignation’: Leveraging the global talent pool	09
Trend #4 – ‘There and back again’: An explosion in international business travel	10
Trend #5 – The ‘Talent Compass’: Emerging talent management strategies in 2022	11
Global Talent 2022: Good governance is key – how to stay out of trouble	12
#1 - Tax, social security and payroll	13
#2 - Employment law and immigration	15
How effective is your Global Talent strategy?	16
Conclusion	18
Getting help with your Global Talent planning	19

Global Talent 2022:

An introduction

CEOs agree that having the right talent is the most critical factor for business growth. Those who manage their global talent the best, will be the most successful.

In 2022 there is greater recognition that global talent is a key component of business success and we are seeing:

- A big increase in globally remote and flexible working together with improvements in technology that allow more global and 'virtual' employees and teams
- The 'big reset' – a surge in international business travel as the world opens up again
- increased demand for specialist skills, especially in digital roles
- The 'Great Resignation' is increasing the war for talent and more organisations looking overseas to recruit
- A desire to grow and scale quickly
- A requirement to find smarter ways to save costs.

There are shifts in global talent pools with talent flows from Asia - especially China and India - surging, while populations in European countries are aging and shrinking. The number of global locations that talent is selected and managed from keeps getting larger as the world is getting smaller and technology now means it is possible for organisations to source and reach qualified candidates anywhere in the world.

The global pandemic has been a very difficult period for all, and will no doubt continue to challenge us in different ways, but 2022 is an opportunity to reset and go again; review how you manage your global talent, as there are more opportunities than ever before, and understanding the emerging trends and changes will enable you to take advantage of these strategies and take your organisation to a new level. Growing and competing in the global market is harder than ever before but there are also huge opportunities for attracting, retaining and developing talent for those that manage their talent the best.

At the heart of the changing talent landscape over the past decade is one inescapable constant – the shortage of talent. Fortunately, new ways to secure people with the right skills, and more quickly, are emerging. There are risks of course, and for HR a big part of the talent challenge in 2022 will be about ensuring good governance - getting tax and legal compliance right when meeting the talent and employment objectives. We explore these, setting out our thoughts, experiences and outlining the pitfalls.

This study provides an overview of the global talent trends and best practice emerging in 2022 and beyond. It provides critical analysis and recommendations for organisations in all sectors, especially for those that are looking to scale and grow quickly, as well as those looking to reset and approach things a little differently following the pandemic. It is designed to:

- Help you build a global talent strategy
- Help you expand your talent pools
- Help you reduce your people-related costs
- Help you engage your global talent compliantly and reduce your risks
- Help you create a talent roadmap to scale quickly, and
- Help you to continue to grow and compete globally.

I hope you find this study both interesting and informative.



Mark Abbs
Head of Global Mobility

Global Talent 2022:

Why is talent such an issue for organisations in 2022?

Securing the right talent has long been a key issue for organisations and this continues into 2022. All indicators are that this issue is becoming increasingly critical in sectors. Organisations that are unable to find the right people at the right time are unlikely to succeed.

Finding talented experts has always been a priority for leading companies. Today, access to a pool of skilled workers across all areas is mission-critical for growth. There is talent shortage and high competition for skills especially digital and artificial intelligence. The war for talent is rising rapidly.

With record numbers of workers quitting in the 'Great Resignation,' hiring became tough in 2021 and this isn't set to change in 2022. With an aging population, quicker-than-expected recovery in customer demand and the pandemic allowing workers to re-evaluate their priorities, companies will need to continue to work hard to attract and retain talent. The ongoing uncertainty of COVID-19 puts even more pressure on employers to look for alternative ways to fill the skills gaps.

The war for talent is increasing rapidly

Talent is vital to business growth but is a scarce resource, especially in sectors where specialist skills are required. The effects of this can be seen every day, with organisations searching the globe to find untapped sources of new talent.

The issue of talent is very firmly on the agenda of CEOs across these sectors. CEOs say that having the right talent is the most critical factor for business growth. Gone are the days when productive capacity could be created mainly by buying more and better machines. However, despite this recognition, many CEOs admit that they have difficulties attracting and retaining the right people.

According to Klaus Schwab, Founder and Executive Chairman of the World Economic Forum: "There is growing evidence that we are entering the 'age of Talentism' – an age when human talent displaces capital as the decisive competitive factor. 'Talentism' highlights the value of highly skilled talent in the context of the global war for talent."



Klaus Schwab, forum founder at the opening address of the World Economic Forum in Davos

Looking internationally

The 'war on talent' has become truly global. Employers can no longer only rely on their regional or national markets to deliver people with the desired skills and experience. Nowadays, many employers need to look internationally to find the right people.

- "Talent, not technology, is the key to success in a digital future. We need to find an equilibrium between machines and people" - World Economic Forum Annual Meeting.
- "Talent mobility drives economic growth. The global talent race heats up as countries and businesses compete for the best and brightest. A worldwide 'war for talent' is being waged, and enterprises that manage their global talent pool well, are marching ahead." - World Economic Forum.

The search for digital talent

Many organisations recognise they need to step-up digitally, but CEOs are concerned about the availability of digital talent – where to find it and how to attract it, especially from the technology sector.

Key challenges for successful organisations in 2022:

- Winning the war for talent
- Investment and the need to grow and add scale quickly
- The desire to find ways to reduce costs
- The increasing challenge to remain compliance



Talent mobility drives economic growth. The global talent race heats up as countries and businesses compete for the best and brightest. A worldwide 'war for talent' is being waged, and enterprises that manage their global talent pool well, are marching ahead. World Economic Forum

Global Talent 2022: Key trends & best practice

Against this backdrop we are seeing several trends.



Trend #1

A 'brave new world': International remote working and the new norm

Do you know where your employees are working? Is pressure mounting on HR and leadership to adopt an agile and hybrid approach, globally, and permanently? Do you want to hire the best and the brightest anywhere in the world?

Understanding the global landscape following a pandemic

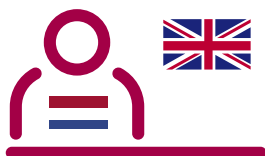
The changing landscape over the past two years has forced many employers and employees to seek new ways of engaging in their work. Internationally remote working is a way of working in which an employer empowers their employees to work globally where, when, and how they choose.

Work is an activity we do, rather than a place we go. In principle many jobs can be done anywhere. With advances in technology and communications it has never been easier for employers to adopt a globally agile work culture.

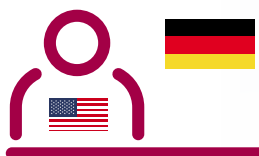
Lockdowns have proved that it can be an effective way to work. Globally agile approaches have become common with many organisations, especially in the technology sector, but this is now spreading quickly to other sectors and many different types of organisations are now embracing the internationally remote working concept.

2022 is going to be a landmark year. Pressure is mounting on HR to adopt an agile approach and we recommend every organisation (re)reviews its strategies to take advantage of these opportunities and manage the risks.

Examples:



A UK employee working from home in the Netherlands.



A German employee working from home in the US.



A Singapore director that lives overseas.



5 short steps to successfully managing internationally remote working

1. Identify the benefits – make your goals clear

For the employer:

- Embracing internationally remote working gives a competitive advantage and helps you grow more quickly. We are seeing a big increase in employers using this as an effective strategy to expand faster.
- Quickly source global talent – hire the best and the brightest, anywhere in the world, and win the war on talent. Technological advancements have made it possible for organisations to source and reach qualified candidates anywhere in the world.
- Reduce costs. An employee living in a different country may actually have lower employer costs such as social security taxes. Take advantage of available tax planning.
- Contribute to a sustainable estate by reducing the footprint that an organisation occupies; and reduce the time your employees spend travelling and reduce their carbon footprint too.
- Develop greater diversity - expand experience and plug skills gaps between different regions and teams. Foster a collaborative approach and improve cross-divisional collaboration - ensuring that team members work effectively together. Make the time together count.

For the employee:

- No commuting - spend more time with family and friends. You can work from a lakeside villa, a hilltop mountain retreat, or your kitchen table. Working to live; not living to work.
- Removes geographical limitations. No visas. No need to move the employee or their family. The spouse may have their own career or children are in local schools - so no disruption.

2. Build an 'Internationally Remote Working' policy and philosophy

3. Review and mitigate the risks from 'Internationally Remote Working'

4. Identify best practice and understand what the competition is doing

5. Identify the cultural challenges for your organisation

Many jobs are computer-based. It is hard to be a doctor, bank manager or chef and work remotely however so it will not work in all situations. It may work better for polycentric organisations, than ethnocentric organisations. Ethnocentric culture has policies and practices that are applied consistently across all locations and therefore may find agile mobility more challenging to impose this corporate culture remotely. However, a polycentric culture, which has already adopted local cultures, policies, and practices is naturally more flexible.

Isolation and increasingly blurred boundaries between home and work can feel unhealthy.

Inherit challenges with managing virtual teams and building healthy corporate culture. Use technology to build an ecosystem to make it easier for employees to communicate without being in the same place.

For HR and leadership, a big part of the challenge will be getting compliance right when it comes to meeting this agile working challenge.



Trend #2

Change brings opportunities: Grow and scale quickly

There has been a big increase in the number of organisations using 'Internationally Remote Workers' - it is increasingly common to move the job to the employee rather than moving the employee to the job.

In many sectors there continues to be a surge of investment to drive innovation and growth. Top talent is mission critical for growth—yet, recruiting the best is more challenging than ever before.

This increased funding is also leading to an increase in the number of start-ups, creating even more demand for existing talent. With the additional pressure to grow and add scale quickly, we are seeing innovation in the sector on how to do this effectively, and at pace.

Case study 1 | Managing global talent to grow quickly

A life sciences organisation wanted to add scale and expand quickly. The global HQ is in Switzerland. The CEO lives in the UK, the CFO is in the US and the Chief Medical Officer lives in a small village in Norway and visits Switzerland about 20% of his time. Clinical specialists work on the ground across Europe. They went from start-up to \$2 billion IPO in two years using an internationally remote worker strategy to fuel their growth.



Case study 2 | International expansion

A UK plc offered a new CEO role to an America who lives in California. The CEO now spends about 40% of time in the UK and for the rest of their time will work remotely from their US home. This is an effective way to hire the best talent and a genuine alternative to use of a PEO (Professional Employment Organisation).



Case study 3 | Lifestyle change

A senior executive wanted to move to Portugal for lifestyle reasons. Her job is based in the Germany, so she now travels to Germany one to two days a week to meet her team and clients and then works remotely from Portugal for the rest of her time. By supporting this arrangement, the organisation retained key talent.



Trend #3

The 'Great Resignation': Leveraging the global talent pool

The job market and the shift in the way people work has undergone unprecedented change during the last two years in response to the COVID-19 pandemic. Many workers left their jobs in 2021 as the pandemic reminded people of the importance of a good work-life balance - resulting in the 'Great Resignation'.

Throughout 2021, organisations had to adapt to the challenges brought about by the pandemic including employee burnout, remote work, labour shortages and record levels of employee turnover. In 2022 there is an increasing difficulty in hiring for all sectors.

It is clear that employers will have to think more long-term to attract talent. Pressure on recruitment of talent will require employers to look at untapped resources overseas including transferring skills from other fields. Remote working has become a necessity and has shown to be a feasible way to provide employees with a welcomed shift in their work-life balance. Offering competitive remuneration and hybrid working should remain at the top of the agenda to attract and retain the best talent.

Access to talent is threatening competitiveness and growth. Future recruitment trends will require employers to concentrate on factors other than just remuneration.

More organisations are now 'looking overseas to hire talent'

With the war for talent intensifying, organisations are increasingly looking overseas to secure the right talent. In the last year alone, we have seen organisations employ people across many countries including the UK, France, Germany, Sweden, the US, South Africa, Australia, Sierra Leone, Kenya, China.

Many of these overseas employees may never work in the same country as their employer (for any length of time at least) but will work remotely from overseas. Whilst overseas labour markets are an attractive source of talent, employing people outside of your home country can be complex.

Commonly asked questions:

- How do we pay the employee?
- Can we make the individual self-employed?
- Can we pay them from the home payroll?
- Will we need to register a company branch or subsidiary overseas?
- Can they join a pension scheme or equivalent?
- Do we need to operate withholding or social security?

Like many international employment scenarios, there are seldom quick answers and a few common misconceptions. For instance:

- The location from where an employee is paid rarely determines the country in which tax and social security is required. Instead determine where the individual is resident and where they will be working. An employee resident and working in one country may be taxed there rather than where they are paid or employed.
- Self-employment can seem an easier solution – put in a consulting arrangement in place and pay the individual gross. In some cases, this may be the right solution, however, caution is required. Many countries have 'employment status' rules where the substance of an arrangement is considered to prevail over the contractual arrangements and the individual may still need to be treated as an employee for payroll and social security purposes, even if you and the contracts say they are 'self-employed'.
- Even though you may not have a registered presence in an overseas location, the act of engaging an individual may create a 'permanent establishment' for the home country organisation in that overseas location. In simple terms, this means that the home country organisation is deemed to be operating overseas for tax and other regulatory purposes. So, you could find you need to prepare accounts, register, and file corporate taxes overseas for instance.



Trend #4

'There and back again': An explosion in international business travel

An increasingly globalised world needs internationally mobile employees and the number of employees working outside of their home country is set to grow rapidly in 2022 as borders reopen and restrictions continue to be lifted.

A highly flexible global workforce provides greater opportunities for international organisations to fulfil resourcing needs and quickly deploy talent to the areas that need it.

Employers that send employees and directors overseas, even for short business trips, may not realise that they have numerous tax obligations, and these obligations must be carefully and proactively managed. The tax authorities do not accept misunderstanding the rules as a valid reason for getting it wrong, and penalties for compliance failures can be harsh.

There...

Myth #1 '183 days': provided an individual spends less than 183 days in the UK, then they won't be liable to UK tax.

Truth. The tax situation can be complex and relies on several factors, not just the number of days spent overseas.

Myth #2 'No overseas employer or payroll': if the individual is not employed or paid overseas there are no tax issues in that location.

Truth. There may be a tax obligation in the assignment location regardless of who the employer is and where the employee is paid. The overseas entity or client might be regarded as the 'host' employer and required to withhold overseas payroll taxes.

Myth #3 'Statutory directors': provided they live overseas they don't have to worry about paying tax in the country where they are a director.

Truth. In many countries, you are required to pay tax in the country where you hold the directorship, not necessarily where you are tax resident.

Myth #4 'Social security or pensions do not matter': there is no need to worry about overseas social security or pensions.

Truth. Social security taxes may be due unless the employer holds a valid exemption certificate. Not all countries have a social security agreement so there could be double social security tax charges to manage. Social security can be a significant tax cost that should not be ignored. In some countries, employer pension contributions might be treated as a taxable benefit. Employers may also have mandatory pension obligations in the overseas location.

Myth #5 'Stock and share-related income': the employer does not need to report stock options, RSUs, restricted shares or long-term incentives overseas.

Truth. It is common for tax to be due on part of the award in the overseas location. Significant penalties can arise for failures in this area.

Myth #6 'Tax, immigration and legal': the rules for each are separate.

Truth. They need to be considered holistically. Looking at them separately may create issues with inconsistencies and inefficiencies.

And back again...

2022 will also see many international employees return home. Repatriation plans may have been put on hold during the pandemic until restrictions were lifted. It is critical that employers manage these repatriations and the employee expectations very carefully. Organisations tend to be more focused on the selection and planning for international moves than on repatriation. However, there is evidence that many internationally mobile employees experience a 'career wobble' on returning home and have difficulty in adjusting to the home country environment and it is common for them to leave for new employments soon after repatriation.

This adjustment may be made even more difficult in 2022 considering the workplace in the home country may now have changed significantly since they were there before the pandemic with many of their colleagues now working remotely or having left during the 'Great Resignation'.

Those organisations that have focused plans and that seek to use the repatriating employee's acquired skills and experience overseas will have higher degrees of retention and engagement. Focus on the international experience and how this can be best used. Clear career paths and the use of mentors and coaching can lead to better performance.

A formalised repatriation processes focused on preparing the individual for the next role in the organisation is critical.



Trend #5

The 'Talent Compass': Emerging talent management strategies in 2022

We are seeing a rapid increase in organisations expanding their global talent networks and expect this trend to rapidly increase throughout 2022 and beyond with further developments in technology and an appreciation of what this talent management strategy can bring to all sectors.

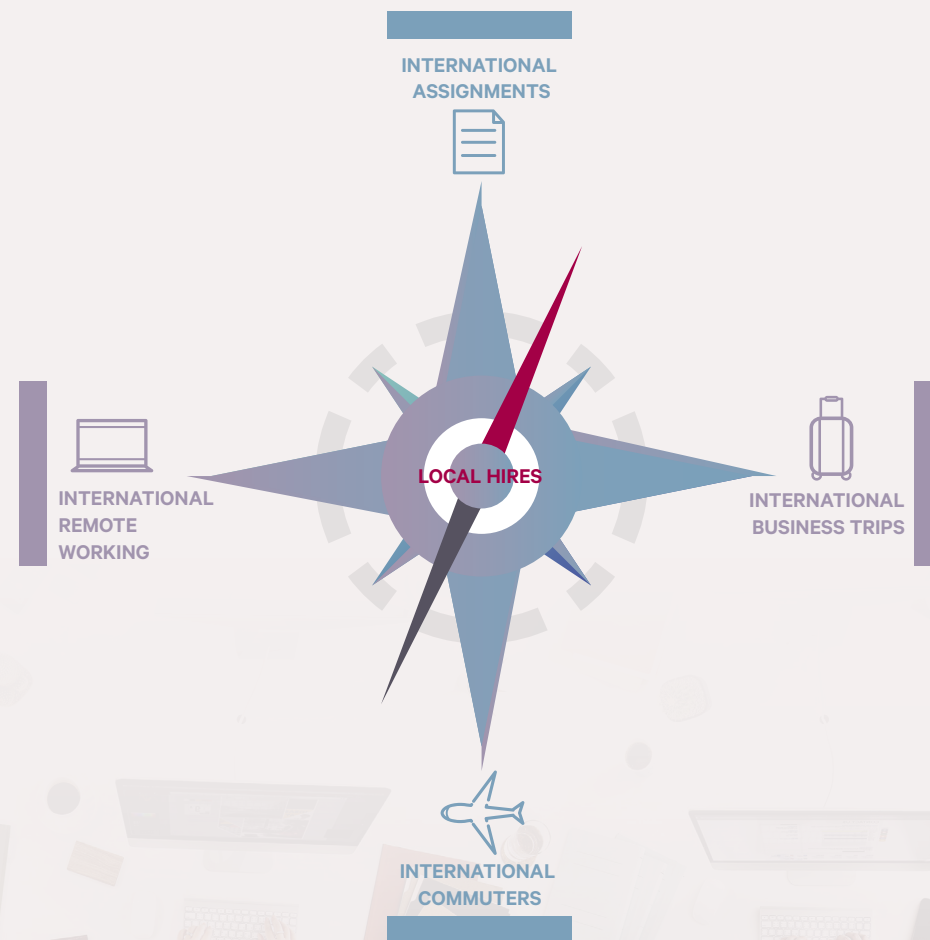
Many organisations are benefitting from establishing a strategy that attracts talent and increases competitiveness by building a global talent network – a talent ecosystem with talent clusters around key cities. You can use this strategy to improve your global talent supply chain and making it the heart of your talent management strategy to attract the best.

Traditionally recruitment is 'organisation focused' and assumes the candidate is looking for the role and will come to you. Now there is an increase in becoming more 'applicant focused' – effectively taking a job to the candidate. The successful organisations find ways to attract talent that might not be actively looking and offer an opportunity and experience competitors cannot offer.

The 'Talent Compass'

Build a global talent network so that you are provided with a rich pallet of opportunities to make your talent pool much bigger and ensure you have the right talent in the right place, at the right time. Each strategy on the "Talent Compass" will have its own unique benefits and drawbacks so using this varied mix to solve your talent needs will maximise your success and effectiveness. Don't just rely on one strategy - use different strategies in different circumstances.

The 'Talent Compass'



Global Talent 2022:

Good governance is key – how to stay out of trouble



#1 Tax, social security and payroll

We have seen how the global pandemic has changed the way many of us work allowing many employees to work globally where, when, and how they choose. With advances in technology and communications, it's never been easier.

However, employees working outside their country of employment can unintentionally trigger employer reporting obligations. This 'hidden compliance' can catch out those employers who do not proactively manage these obligations.

'International Employees' can include:

- Employees working remotely from another country
- Business travellers who work in another country usually for short business trips
- International commuters who live in one country and work in another
- Statutory directors who live overseas but visit their employer to attend board meetings etc. in a different country
- Employees on an international assignment

In all of these cases, there are likely to be income tax, payroll, social security, and other employer compliance obligations. However, despite the risks they present, there is often unintended non-compliance across these areas of tax.

Why does it matter?

The problem with 'International Employees' is often the number of unknowns. If an organisation does not have sight of their international employees, they will not know if they have future tax, payroll, or social security obligations; or historic issues including underpaid income tax and social security. Tax authorities can often look back many tax years. When penalties and interest are included, the costs can soon spiral.

Despite this, 'International Employees' are often overlooked. Perhaps there is:

- A lack of visibility? It is often much harder to try and identify where an issue may be when it comes to international employees, because, by their very nature, they are 'hidden employees'. It is often only when there is some event (e.g. a tax authority audit) that the issue is raised.
- Complexity? Even if the international employees are identified, determining whether or not they create issues for an organisation can be tricky. The rules are not straightforward and are often nuanced. Of course, it is naturally difficult trying to justify spending time and cost on something which may or may not be an issue. It can also be difficult to convince colleagues that it is an issue worth considering.
- Confusion over who is responsible? Even where it is known that there may be a potential risk there might be confusion or misunderstanding about whose responsibility it is, or whose budget will be impacted.

A real and significant risk

This is no theoretical risk. We have come across many examples (from minor to significant) of international employee issues coming to light, and often too late which can lead to tax audits, tax reviews and settlements of potentially large amounts of unpaid tax and social security (plus interest and penalties).



Five strategies to manage tax, social security and payroll issues

Employers often ask what the best arrangements are to pay and employ the individual.

Employed or self-employed?

You should first decide on how you will engage the individual: self-employed or employed. You must also confirm locally that the chosen 'status' of the individual will not lead to any future issues and review the contract to make sure it is compliant with local law in the overseas territory. Despite the pressure of time, it is better to understand whether there are any problems now than wait until the arrangement has been signed and then try and back-track.

Employment taxes

Review the tax position. Seek advice as international employments can involve complexity and you can easily get it wrong. Then determine the employment tax position to determine whether there are any withholding and/or social security obligations and in which location(s).

Payroll and employer reporting obligations

Set-up a payroll arrangement which enables you to fulfil your obligations in the relevant countries. Help the employee settle local tax correctly, where you are not required to operate a payroll. Also, are there any negative cash flow issues you need to manage? Do you need to operate a pension overseas and what are the tax aspects? Do you need to track and report long term incentives like stock options and RSUs in those countries the employee works?

Corporate tax

Review the corporate tax position in the country(s) where the employee is working. Satisfy yourself that they are not going to create a 'permanent establishment' overseas for your organisation and what you can do to mitigate any potential risks.

Review

Keep the position under review. The rules and circumstances may frequently change at home and overseas. Upfront investment in the process and considering these points carefully can save time and costs later. Quick-fix solutions may seem attractive but are often a false economy and the negative effects of getting it wrong can be substantial. With some planning you can establish a global talent network across many countries which is robust, compliant, and cost effective.

“

Employers often ask what the best arrangements are to pay and employ the individual.”



#2 Employment law and immigration

While Blick Rothenberg does not practice law or provide immigration services these topics are still worthy of note and included here for completeness.

When employees work overseas also consider legal issues associated with that employment arrangement, for instance:

- Ensure the employee's employment contract is compliant in the countries in which they are living and working.
- Understand what mandatory employment laws and employee rights there are such as dismissal, hours of work or maternity benefits. These rules may apply to employees working in a country regardless of the terms of a contract.
- Determine which legal 'jurisdiction' will apply in a dispute. Which laws apply to the employment relationship? The law of the country in which the employer is based or overseas where the employee is working?

Ensure the employee is legally allowed to work overseas:

- We have come across several examples where individuals do not have the required residence and work permits. Indeed, there are some cases where the matter of immigration has simply not been considered by the employer.
- Organisations should consider the 'right to work' of the individual overseas in the same way as they would consider the right to work status of any individual taking-up employment in the home country. Serious sanctions can apply for non-compliance.
- Remember if someone does not hold a work permit (or it is incorrect) this does not normally mean a tax liability and payroll obligation can also be avoided. Illegal working is still normally treated as taxable work.

“

It is very important when managing global talent therefore to understand what legal obligations you must meet in respect of your global employees, and in which countries. Don't assume that only the rules and regulations in your home country will apply to your overseas-based employees. It is likely to be more complex than that.”



Global Talent 2022:

How effective is your Global Talent strategy?

Is 2022 an opportunity to reset; an opportunity to review your processes and policies, to benchmark and to consider how effective they are at meeting your ever-changing talent needs? Are you benefitting from a strategy that attracts the right talent when you need it and increases your competitiveness with a talent ecosystem with talent clusters around key cities to attract and retain the best?

Build a global talent network so that you are provided with a rich pallet of opportunities to make your talent pool much bigger and ensure you have the right talent in the right place, at the right time. Build a global talent strategy to ensure each part of the 'Talent Compass' will have its own unique benefits and drawbacks so using this varied mix to solve your talent needs will maximise your success and effectiveness. Don't just rely on one strategy - use different strategies in different circumstances.

We have been asked by a number of international organisations recently to do just that and to perform an end-to-end review of how they manage all aspects of their global talent – international assignees, international business travellers, international commuters and internationally remote workers – to ensure they have the best-in-class talent management strategies for these groups. Help them improve their pre-hire discussions internally and with candidates and to help advise management.

For example, a well-known organisation asked us to review all aspects of their global talent strategy. We were not their tax advisor so we could take an independent and honest approach. They also did not want the usual big firm 'off the shelf' approach but something carefully tailored to their specific needs and preferences.

We were asked to assist with the following key objectives:

- **Review:** the historic arrangements and the current state of their policies, governance, stakeholder feedback and do an honest assessment of what they could do better, so they are ready and prepared for the talent challenges in 2022 and beyond.
- **Understanding:** to improve their internal knowledge of the processes and technical aspects and to ensure that the HR and payroll teams are better trained in the basics, and their role. We also used this as an opportunity to upskill these stakeholders following changes in the pandemic, to ensure compliance and good governance.
- **Responsibility:** identify internal and external roles to better allocate clear responsibilities, ownership and provide more clarity on who does 'what' and 'when'? View the processes holistically and define how each part aligns and interacts. Encourage stakeholders to be more proactive in identifying improvements and issues that need fixing.
- **Freshen up policies:** update old policies making them fit for purpose. Standardise these and fill any policy gaps. Ensure employees have a smooth experience, clear policy guidance and professional support when needed.
- **Best practice:** identify external best practice, benchmark, and review if the company is doing things right and make sure it is using these and be best in class. Effective ways to reduce costs and increase value.

Our report highlighted areas of good practice as well as areas where there was some risk and inefficiencies. We highlighted some "quick" wins - small changes and better processes. The report was presented to the Board by the head of function to facilitate discussion on the bigger changes that needed to be made to bring their talent management strategies in line with their changing business structure and business environment. Various stakeholders in HR and payroll were then trained on the process and technical basics.

What are some of the benefits of reviewing your Global Talent Strategy in 2022?

1. Organisational needs:

- Having the right talent is a critical factor for business growth and a key component of business success, so review how your global talent can better support the wider business goals
- Review the perceptions of the business and how you can better meet their needs

2. Costs:

Better understanding of your costs by implementing cost and budgeting tools; identifying cost savings and articulate how to deliver better value for the organisation and employees.

3. Effectiveness:

Better understanding of the effectiveness of your current arrangements and strategies

4. Governance:

Review your employer compliance and payroll reporting to identify possible issues, better manage your risks and worry less

5. Policies:

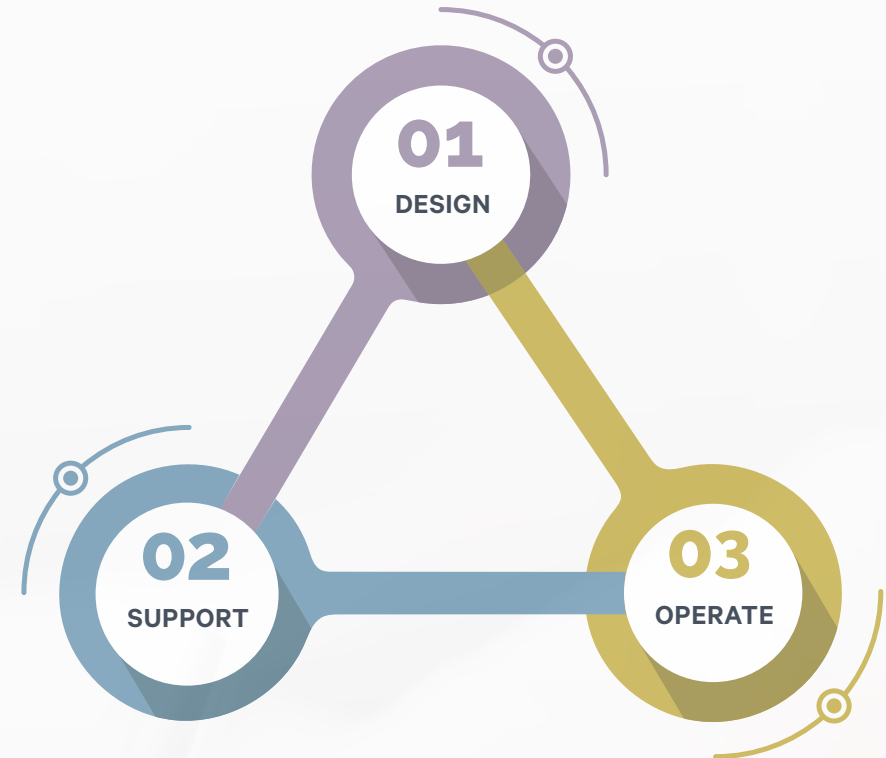
- Develop, review, and clearly document policies that apply to different groups in your talent pool
- Communicate and explain these policies to key stakeholders
- Ensure they are fit for the modern workplace, introduce best practice and fresh ideas

6. Employee experience:

- Measure the satisfaction of your global talent population
- Achieve consistency in the 'employee experience'
- Be considered best in class by your employees, and the employer of choice

7. Roles and responsibilities:

- Clearly define roles and responsibilities
- Map key activities to provide clear ownership and how processes fit together and are aligned
- Educate and upskill key stakeholders



1. Design the appropriate employing structure:

- Where to live and work?
- Where to employee?
- Where to pay?
- Where to employ?

2. Operate the employing structure compliantly and efficiently:

- Where to report and pay taxes?
- Which laws apply?

3. Support for you and your employee - think holistically:

- What employer support do you need?
- What support does the employee need?

Global Talent 2022:

Conclusion

Having the right talent is a critical factor for business growth and those who manage their global talent the best, will be the most successful. In 2022 there is greater recognition that Global Talent is a key component of business success – is now the time to reset, and look to upscale and grow quickly?

In 2022, we expect there to be a surge in international business travel as the world opens up again; big shifts in Global Talent pools and the 'Great Resignation' is increasing the war for talent with more organisations looking overseas to recruit talent especially with increased demand for specialist skills in digital roles.

Growing and competing in the global market is going to be harder than ever before but there are huge opportunities to attract, retain and develop talent for those that manage their talent the best. At the heart of the changing talent landscape over the past decade is one inescapable constant – the shortage of talent. Fortunately, new ways to secure people with the right skills, and more quickly, are emerging.

This study has provided an overview of some of these global talent trends and best practices emerging in 2022 and beyond to help you build a global talent strategy - a talent roadmap – and expand your global talent pools. And don't forget, good governance is key to help you to stay out of trouble.

Global Talent 2022: How effective is your Global Talent strategy - is now the time to review?



Global Talent 2022: Getting help with your Global Talent planning

Global Mobility is a key specialism for Blick Rothenberg. Our team offers in-depth knowledge of the compliance and global talent challenges facing organisations in 2022 and beyond.

Our clients operate in a variety of sectors. We support many start-up and venture-backed enterprises, as well as listed and established small, mid-size and large organisations with their people-related tax issues.

We have won many tax industry awards and provide high quality and tailored advice. We are highly regulated and can offer advice that is genuinely independent. We provide expert insight and solutions to complex issues.

How we can help

Global Mobility can help organisations with these key areas:

1. Talent acquisition: helping grow your global talent pool and attracting key talent across the globe. Fill vacancies quickly and efficiently.
2. Talent development: provides development opportunities and ways to gain key skills and experience.
3. Talent engagement: have a positive impact on the employee experience.
4. Talent retention: reduce turnover and increase employee satisfaction. Strengthen your future leadership pipeline.

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2021 was a difficult year for many. Having the right talent will be a critical factor in 2022. Those who manage their global talent the best will be the most successful.

Blick Rothenberg helps our clients to grow quickly, scale-up, manage pre-IPO and post-IPO people issues, and expand into new territories. We successfully support both UK and international organisations with a strong international presence – and can advise you anywhere. We are where you are.

Our multi-disciplinary team can draw upon their deep commercial experience from across all sectors to help ensure your business can not only survive the current challenges but also thrive when they are over. We are a full-service accounting firm, providing practical, joined-up advice to support you through every stage of growth.

To find out how we can support your business, please get in touch.



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