

Building a Global Workforce to Manage Continuous, AI-Driven Change

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Published:

September 2026

AI disruption, shifting mobility patterns, evolving policy environments, and continuous organizational change are challenging companies to manage global talent. Change is now a constant, spurring companies to partner on managing disconnected, complex compliance, talent mapping and sourcing, and workforce value modeling.

I. Introduction

AI is accelerating business ambitions to build borderless teams that can adapt and evolve in real time to meet the changing needs of the organization. As C-suites concentrate on building adaptable, borderless business frameworks, many of their execution leaders in HR, finance, and operations are quickly discovering execution gaps in terms of making real-time adaptability a reality.

For HR and workforce leaders, execution gaps are widest between where they want to hire and source skills and their ability to do so compliantly and at speed. Evolving strategies to incorporate AI and global talent face challenges that infrastructure alone cannot resolve.

- **Talent:** Global employment data from national reporting agencies and the Organisation for Economic Co-Operation and Development (OECD), World Bank, and International Monetary Fund (IMF) indicate that midmarket and global organizations are distributing their workforces to navigate evolving cost, operational, and regulatory pressures. IDC's data also reflect this shift, showing that companies rate broadening talent sourcing globally at 67% likelihood, as a way to stay on the leading edge of skills readiness while their business models and priorities evolve (IDC's *Future Enterprise Resiliency and Spending Survey Wave 2*, March 2026, n = 1,009).
- **Digital infrastructure:** HR's approach to AI is shifting from experimentation and early task-value frameworks to focus on adoption-driven, value-based accountability in the flow of work. For HR, IDC's data shows that global scalability is exposing centralized teams to regulatory compliance and global market access challenges, with a 69% likelihood of driving their leading investments in AI advisory tools and agents regardless of budget and spend pressures inside the organization (IDC's *Future Enterprise Resiliency and Spending Survey Wave 2*, March 2026, n = 1,009).

Leadership teams across the company are simultaneously starting to scrutinize how they build and manage AI execution at a strategic level. IDC's data shows that almost 70% of global executives are now prepared to scale back AI budgets if they fail to achieve designated and strategic outcomes beyond just automating tasks (IDC's *Future of Work Survey*, May 2026, n = 1,146). The shift highlights a clear divide: While front-end workflow automation has advanced, back-end capabilities (e.g., compliance forecasting, workforce planning, and financial modeling) continue to lag.

IDC's data shows that 68% of companies are concerned about rising operational barriers posed by increasingly local regulatory shifts, while 50% are acutely concerned about how those shifts will impact hiring, talent market access, and reporting accountability and audit trails (IDC's *Future Enterprise Resiliency and Spending Survey Wave 2*, March 2026, n = 1,009).

Compliance scores a 93% likelihood of being a top area for HR, payroll, and compliance teams to explore AI automation and regulatory reconciliation. While interest is high, that likelihood drops to 74% for teams to remain concerned about the accuracy and capacity of standalone AI to keep up with market shifts (IDC's *Human Capital Management Survey*, August 2025, n = 1,200). The reservations are pushing these teams to look at hybrid partnership models with AI-

enabled providers that can deliver real-time "access anywhere" frameworks for compliance checks and audit maintenance while also providing subject-matter-expert (SME) guidance, risk coverage, and guarantees about the accuracy of regulatory and policy updates.

Building a global workforce to manage continuous, AI-driven change requires a hybrid tech-services model for partnership that can leverage AI intelligence platform capabilities with human-embedded expertise for guidance and AI customer training. The complexity of global oversight and compliance keeps workforce leaders up at night with concerns about:

- Geographical variations in compliance frameworks that are not always easily ingestible
- Cultural and behavioral variations in candidate and employee engagement
- Disparities between payroll processing automation and extensions out to endpoint pay
- Talent intelligence in markets with less readily available or tracked data
- Workforce cost insights that are difficult to reconcile across variable compliance and pay guardrails

Restoring operational stability and HR teams' peace of mind requires partnership-as-a-service that uses the vendor relationship as a strategic source of guidance, process orchestration, and fulfillment.

II. Benefits

Tech-led, services-backed global employment platforms and partners can unlock a business's ability to orchestrate global talent as AI pushes the overall business strategy to focus on adaptable, responsive business execution and transformation.

Speed without sacrifice

AI-backed professional employer organizations (PEOs) and employers of record (EORs) shorten the timeline for setting up new operating locations from months to days, regardless of geographic considerations.

- PEOs act as co-employers and take over the legal and administrative responsibilities for payroll, benefits, and HR compliance while the client organization manages day-to-day work allocation, performance, planning, and execution.
- EORs serve as the legal employer on behalf of a client organization, handling employment contracts, payroll, tax registration, and local labor law compliance in geographies where the client operates and/or is expanding operations.

PEOs and EORs can stand up hiring in new countries without the requirement to establish a legal entity, removing the largest friction point in borderless expansion and site location portfolio

At a glance

Key takeaways

- AI is widening the hiring-compliance gap while becoming central to solving the talent demands behind it.
- AI plus human expertise closes that gap and builds more trust than automation alone.
- A hybrid tech-services model fuels innovation, turning global talent access into a growth engine.

reconfiguration. IDC's data shows that 82% of executives are willing to hire employees in countries where they do not have a presence to gain access to and secure AI-ready and more deeply specialized talent (IDC's *Future of Work Survey*, May 2026, n = 1,146).

Compliance that can be trusted as a competitive advantage

Global labor laws are evolving disparately by country and in regions and municipalities within countries. Manual tracking is neither agile nor scalable for companies seeking to keep pace in compliance with the rate at which the business wants to realize its evolving opportunities and advantages.

AI can routinely ingest plain-text regulatory documentation and scan for regulatory changes in real time, updating employment workflows automatically, converting emerging liabilities into operational strengths, and reducing the overall workforce risk profile. Compliance-grade AI also reduces reliance on ungated, unverified, or "shadow" AI tools.

Purpose-built, AI-backed compliance tools supported by SME partners operating in targeted labor markets provide a higher grade of trust for outcomes and guidance, as their SMEs act as humans-in-the-loop to validate contract, documentation, and compliance accuracy against evolving, local, regional, national, and multilateral frameworks.

Innovation at the speed of business

Global talent access lets businesses build and test new capabilities as skills needs shift, rather than waiting on a fixed local bench. A tech-services hybrid partner turns global reach into a tool for product and service innovation, not just a hiring channel.

III. Trends

Competition for borderless talent: Shifting talent acquisition and skills procurement trends are pushing organizations to compete in new ways and expand into new global geographies to acquire AI-ready talent with increasingly specialized skillsets. Fifty percent of business leaders consider skills shortages their biggest challenge over the next 12 months, and 52% consider AI talent shortages a top barrier to execution and transformation goals (IDC's *Future Enterprise Resiliency and Spending Survey Wave 7*, March 2026, n = 903). The race for AI readiness alone is concentrating on narrowing talent pools with evolving digital analysis and critical reasoning skills. As the race to be skills-ready ramps up, companies that remain focused on specific, known geographies for talent sourcing risk limiting their odds of sourcing and internalizing the skills they need as their organization evolves and scales. Forty-one percent of businesses say AI makes it easier to engage, source, screen, and pipeline talent (IDC's *Future of Work Survey*, May 2026, n = 1,146).

IDC's trends are matched by shifts in global employment across specialized AI job postings that point to Asia/Pacific (APAC), Asia/Pacific (including Japan [APJ]), and Latin America (LATAM)

as accelerating growth hubs for data and AI-first talent. Businesses that are already developing and advancing their AI transformation strategies are actively reforming their definitions of AI readiness alongside primary and evolving role responsibilities. Keeping pace with the market means more companies are likely to emulate strategic early movers as they ready the business to evolve around market changes, shifts, and potential full corrections.

Compliance and regulatory audit and adherence lags: Global payroll processing benefits heavily from AI, while end-to-end pay compliance remains fragmented and, at times, manual. Evolving regulatory complexity is accelerating at all levels — international, national, regional, and local. Inconsistent policy shifts around the world are elevating execution risks ranging from calculation errors to worker misclassifications, especially as companies diversify their employment types across regional activities to move faster on borderless hiring.

IDC's data shows that 69% of business leaders indicated the burden of human oversight is growing, and that it is most magnified when compliance is lagging (IDC's *Future of Work Survey*, May 2026, n = 1,146). Technology that handles payroll calculations but not compliance upkeep gives companies false confidence or, worse, distrust in the system to keep pace with operational changes at scale without added vendor and/or service costs.

Advancing vendor partnerships to infuse humans + AI: AI is changing how businesses partner with technology vendors, as AI transformation increasingly involves aspects of business change and transformation. Vendor partnerships can no longer revolve around pure infrastructure deployments; instead, they must include operations and optimization best practice guidance, driven by the vendor's exposure to its market and product development base.

AI's forced evolution of the SaaS market means that technology is more "high touch" than ever before. "High touch" means high levels of user interpretation, as AI goes beyond automation to consume large amounts of data to contextualize higher-level insights and model recommendations for guided or complete actions. While the SaaS model can still be relied on to centralize data and protocol management (e.g., the internalization of compliance standards), it is no longer enough to determine how companies can and should employ those standards within changing processes for data entry and analysis.

Advancing beyond SaaS in the user experience means vendor partnerships must be reimaged to focus less on how technology automates and standardizes human process flows and more on how AI surfaces verifiable insights for humans to check, correct, and employ once they pass muster. AI keeps pace with evolving details from the bottom up with greater agility and scale than human-led process standardization, which requires periodic checks and updates for application across the entire organization. Human-led process standards leverage cascading teams from the global enterprise down to the regional office to keep pace with changing rules, regulations, and policies. AI can ingest, interpret, and apply changing information sources down to the local level with oversight from a centralized HR, payroll, and compliance team.

IDC's data shows that just 23% of global executives have full confidence in the accuracy of AI output. Meanwhile, 69% of companies indicate they are spending more time as high-level editors of AI output and allocating more stakeholder time to output monitoring, verification, and management (IDC's *Future of Work Survey*, May 2026, n = 1,146). Vendors must help client

stakeholders define effective human-in-the-loop oversight and build clear value models for AI execution.

IV. Globalization Partners (G-P)

Backed by over 14 years of operational experience and providing advanced global employment technology, G-P serves as a strategic partner for organizations navigating flexible and evolving workforce expansion, redeployment, and reorganization across more than 180 countries. G-P's Global Employment Platform operates by deeply integrating key product engines designed to secure, manage, and optimize borderless workforces through a unified digital experience. G-P provides agentic capabilities that are embedded across the entire employee life cycle, replacing fragmented administrative friction with continuous strategic agility. G-P's agentic capabilities support businesses that are testing new markets with contractors, hiring through an EOR, or managing an established local entity, enabling it to support every model, scale, and stage of business growth.

- **G-P EOR:** G-P EOR enables organizations to hire full-time, statutory employees anywhere in the world without establishing local corporate subsidiaries or entities. It is driven by the company's Global Compliance Engine (GCE) that digitalizes local labor laws, tax codes, and statutory benefits requirements across individual jurisdictions.
- **Intelligent automation and human expertise:** G-P's EOR platform leverages intelligent automation to transform complex international hiring into a seamless, user-centric workflow. The EOR platform is reinforced by G-P's team of in-country HR and legal experts, providing a "human in the loop" approach to ensure automated processes are backed by validated, local market intelligence. It unifies a company's global HR technology stack, enabling HR, payroll, and compliance teams to scale globally without administrative complexity.
- **Global Compliance Engine:** G-P's GCE provides a proactive shield central to the platform's ease-of-use. It operates continuously in the background to insulate customers from risk while automatically applying real-time, up-to-date local labor laws, tax regulations, and statutory requirements to every workflow.
- **G-P Assist is agentic AI built into G-P EOR:** It accelerates the user experience with an AI-driven agent that surfaces insights and performs actions on behalf of customers and professionals. G-P Assist can update employee records, run customized reports, change benefits, and navigate complex platform tasks, acting as a proactive partner to reduce administrative burdens and increase efficiency.
- **G-P Gia is a global HR compliance agent designed for enterprise HR and legal compliance:** G-P Gia addresses the accuracy and security challenges posed by unvetted, general-purpose models. G-P Gia supports validated intelligence anchored by a patent-pending RAG model, administrative velocity with autonomous document drafting, and cost management with instant, context-aware answers to complex questions. It also delivers proactive risk management through real-time customized alerts around regulatory shifts that enable organizations to identify and mitigate future compliance gaps before they impact operations.

G-P partners and integrates with global HR, payroll, and human capital management (HCM) platforms to support and access global workforce data while ensuring that it remains synchronized and secured across all systems. Whether a business is testing a market with contractors, hiring through an EOR, or managing an established local entity, G-P's global employment platform and agentic capabilities support transformation, agility, compliance, and augmented outcomes at every stage of growth.

Challenges

As centralized administrative teams explore the tools and partners available to them to navigate global hiring complexity with variable compliance requirements, stakeholders should consider specific operational factors when working with G-P. G-P's compliance model prioritizes deep, specialized risk-mitigation and compliance management, which some customers note may not appear as seamlessly end-to-end comprehensive as fully automated compliance management tools. While G-P's approach can feel "segmented" at times, its combination of human expertise and automated delivery supports more complex legal and HR requirements than software-only solutions can address.

G-P's engagement model pairs its platform with embedded human expertise, which means realizing the full value of the EOR platform and G-P's agentic capabilities calls for participation from HR, finance, legal, and IT, not just HR alone. Organizations used to a narrower, HR-only PEO/EOR relationship should expect this broader coordination as part of onboarding rather than as a surprise partway through. Customers who brought those stakeholders in early found G-P's engagement model and toolsets delivered value beyond what a traditional PEO/EOR relationship offers.

V. Conclusion

AI has changed the talent map, increasing competition for evolving skills demand in fixed talent pools to the point that businesses are casting their nets globally to find the skills they need at any point in time. Competitive and capable companies are moving to hire, manage, and pay talent anywhere in the world, regardless of whether they have a standing operation in the prospective employee's country of origin.

Moving fast across markets into borderless employment and oversight raises compounding risks around employee classification accuracy and equity, regulatory compliance, pay reporting and processing, and local rules and policy adherence. When companies do not manage across these areas, it can cost companies large sums while threatening their workforce engagement and retention capital. Orchestrating global talent in an era of AI and continuous transformation requires companies to engage technology and AI-enabled partners that are both fast and trusted. Navigating both factors in global employment requires a

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combination of agentic AI and embedded human expertise that only a tech-services hybrid partner can deliver.

About the IDC analysts



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Amy Loomis is Group Vice President for IDC's worldwide Workplace Solutions. Amy leads a team of analysts focused on the evolving nature of human resources, skills development, collaboration, and leadership across the employee life cycle. Her research into the Future of Work explores the influence of hardware and software technologies such as artificial intelligence, data analytics, augmented and virtual reality, and automation on the changing nature of work. Her research also explores how technology and business strategy influence workers' skills, behaviors, and organizational culture, as well as how the workplace itself is enabling the future enterprise.

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Message from the sponsor

Hiring globally opens the door to new talent and new markets, but it also brings complexity. Regulations vary by country, business needs change quickly, and the right hiring approach is not the same from one market to the next.

G-P's global employment platform delivers everything companies of all sizes need to manage the full employee life cycle, supporting teams in more than 180 countries with over a decade of global employment experience; the largest team of in-country HR, legal, and compliance experts; and an unmatched proprietary knowledge base.

Ready to see how prepared your organization is for what comes next? Use the [G-P Global Hiring Readiness Scorecard](#) to evaluate your organization's legal, operational, and strategic framework and identify opportunities to strengthen your global employment strategy.



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