Globalization Partners

The Global Employment Compliance Playbook

How to manage compliance when hiring internationally

Table of contents



Title	Page
Introduction	3
Chapter 1: Create your compliance control framework	4
Chapter 2: Map the framework across the employment lifecycle	7
Chapter 3: Plan and recruit	9
Chapter 4: Contract and onboard	11
Chapter 5: Pay, manage, and support	13
Chapter 6: Manage employment changes	15
Chapter 7: Offboard	17
Put the framework into action	19



INTRODUCTION

Hiring across borders creates compliance obligations before a role is approved and long after the offer is signed.

A change in location, responsibilities, compensation, leave, or employment status can introduce new country-specific obligations. Each event calls for a clear answer: What rules apply, who owns the review, and what happens next?

Manual handoffs and reactive reviews bog down global hiring and leave teams stuck in admin work and damage control. But when labor law intelligence is built into global employment workflows, compliance becomes a growth engine – accelerating decisions and letting companies hire and scale compliantly in minutes.

This playbook gives you a repeatable process to:

- Identify events that need compliance review.
- Assign clear ownership.
- Build compliance checks into existing workflows.
- Document decisions and approvals.
- Escalate higher-risk issues to the appropriate experts.

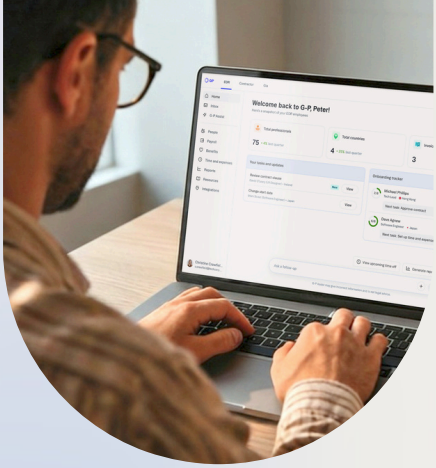
The following chapters apply this process across the international employment lifecycle: from planning a role and hiring in a new country through ongoing management and offboarding.

Use the full playbook to build your compliance operating model, or use individual chapters to strengthen specific processes.

⚠ **Important:** This playbook provides general guidance and isn't a complete list of all requirements. It doesn't constitute legal, tax, immigration, payroll, or privacy advice. Requirements depend on the employee's work location and the facts of each situation.

Chapter 1:
Create your compliance control framework

International hiring and employment decisions involve several teams, and requirements vary by country.



HR may start an action. Legal reviews the employment terms. Payroll manages local deductions. Finance tracks costs. IT controls access to workforce data.

A compliance control connects these responsibilities through a defined process. It identifies what starts the review, who owns it, what needs to be checked, and how the decision is documented.

Every control needs five elements:

Element	What it defines
Trigger	The event that starts the review
Owner	The person or function accountable for completion
Requirements	The questions and local rules that need to be reviewed
Evidence	The approvals, records, and supporting information to retain
Escalation	The circumstances that require additional expertise

Chapter 1:
Create your compliance control framework

1. Trigger

A trigger tells your team when to begin a review. Triggers can include a new hire, location change, promotion, compensation adjustment, contractor renewal, leave request, restructuring, or termination. Define triggers clearly. “Review every request to work from another country” provides more direction than “monitor mobility risks.”

2. Owner

Every control needs one accountable owner. The owner coordinates the review, gathers information, involves other functions, and confirms completion. Other teams may contribute, but one person or function moves the process forward.
For example, HR may own a location-change request while legal, tax, payroll, and IT review specific impacts.

3. Requirements

Requirements define what the team needs to evaluate. Depending on the event, the review may cover:

- Work authorization and immigration
- Employment classification and contracts
- Payroll, tax, and social contributions
- Compensation, benefits, working time, and leave
- Data privacy and intellectual property
- Corporate tax or permanent establishment exposure

A standard set of questions gives teams a consistent starting point while allowing for local differences.

4. Evidence

Evidence records what the company reviewed, approved, and completed. Evidence may include the original request, expert guidance, approval records, signed documents, and payroll confirmations. Records must follow applicable local retention and privacy rules. Protect them, limit access, and keep them only as long as required or justified. Delete them securely when the retention period ends unless a legal hold applies.

5. Escalation

Escalation defines when a decision needs additional expertise. Common escalation points include an unfamiliar country, unclear work authorization, classification concerns, possible tax exposure, sensitive employee data, or a proposed termination. Set these thresholds in advance. Teams can then move routine decisions forward and route higher-risk questions to the right experts.

Chapter 1:
Create your compliance control framework

The framework in action

Let's say an employee asks to work from another country for three months.

Control element	Example
Trigger	The employee submits a location-change request.
Owner	HR or global mobility coordinates the review.
Requirements	The team reviews immigration, employment, payroll, tax, data, and business requirements.
Evidence	HR retains the request, assessments, approvals, conditions, and review date.
Escalation	Legal, tax, payroll, or local experts review unclear or higher-risk requirements.

Each request may lead to a different decision, but the review and documentation process stays consistent.

Compliance control template

Use this template to document each control in your operating model.

Field	Details
Control name	What process does the control govern?
Trigger	What event or date starts the review?
Owner	Who is accountable for completion?
Contributors	Which teams provide input or approval?
Requirements	What does the team need to determine?
Evidence	What records need to be retained?
Escalation	What circumstances require additional expertise?
Completion	How does the owner confirm the process is complete?

This framework creates clearer ownership, more consistent reviews, and stronger documentation. Next, map each control to its lifecycle stage, owner, and required handoffs.

Chapter 2:
Map the framework across the employment lifecycle



You now have a framework for building individual compliance controls. The next step is to connect those controls across the employee lifecycle.

Responsibilities shift as a candidate moves from recruitment through offboarding. A lifecycle map shows where each review begins, who owns it, and what must happen before the process continues.

Stage	Compliance focus	Typical owner
Plan and recruit	Work location, employment structure, classification, role responsibilities, hiring practices, and candidate data	HR and talent acquisition
Contract and onboard	Employment terms, work authorization, payroll, benefits, policies, and system access	HR operations
Pay, manage, and support	Payroll, leave, working time, benefits, performance, and employee protections	HR and payroll
Manage employment changes	Mobility, promotions, compensation, responsibilities, leave, and contractor scope	HR
Offboard	Termination requirements, notice, severance, final pay, data, and system access	HR and legal

The owner coordinates the process. Other teams contribute when their expertise or approval is required.

Chapter 2:
Map the framework across the employment lifecycle

Connect the handoffs

Compliance gaps often appear when work moves from one team to another. Talent acquisition may collect a candidate's location, but payroll also needs it. A manager may approve remote work without involving the tax team. HR may start an offboarding conversation before confirming local requirements.

Every handoff needs 3 things:

Handoff element	What to define
Information	What the next team needs to know
Decision	What must be approved before work continues
Record	Where the decision and supporting evidence are stored

The owner coordinates the process. Other teams contribute when their expertise or approval is required.

Workbook: Build your lifecycle map

Complete this worksheet with the teams involved in global employment. For each stage, identify what starts the process, who owns it, who approves it, and where the records are stored.

Lifecycle stage	What starts the process?	Who owns it?	Who approves it?	Where is it documented?
Plan and recruit				
Contract and onboard				
Pay, manage, and support				
Manage employment changes				
Offboard				
Other				

Review your map

Look for a stage without one accountable owner, a defined approver, or a consistent system of record. Review any handoff that depends on one person or lacks a clear completion point.

Chapter 3:
Plan and recruit

With the framework and lifecycle map in place, apply the five control elements to planning and recruitment.

This stage begins when your company proposes an international role. It ends when the location, engagement structure, and offer terms are approved.



Controls in this stage

Trigger	Owner	What to review	Evidence	Escalate when
A new international role is proposed	HR	Location, responsibilities, employment structure, cost, and business activity	Approved role request	The location is new or the role may create tax exposure
A candidate's location is confirmed or changes	Talent acquisition	Actual work location, applicable work authorization, legally permitted timing, and cross-border plans	Confirmed work location and work authorization records	The location changes, authorization is unclear, or the timing of the check is uncertain
A contractor arrangement is proposed	HR or legal	Control, duration, exclusivity, equipment, and integration	Classification assessment	The relationship may function like employment
Screening or a background check is requested	Talent acquisition	Local rules for timing, permitted records, required notices or authorization, data handling, and steps before rejecting a candidate	Local review, applicable notices or authorization, screening results, and decision records	The screening involves restricted information, local requirements are unclear, or rejection is being considered
Offer terms are finalized or revised	HR	Compensation, benefits, location, start date, and open conditions	Approved offer record	The terms differ from the approved role or local requirements

Chapter 3:
Plan and recruit

Control in action: Review a proposed contractor arrangement

A company plans to engage a marketing expert as an independent contractor. The role is ongoing, follows a company-set schedule, and supports core business activities.

Control element	How it applies
Trigger	The hiring manager proposes a contractor arrangement.
Owner	HR coordinates the review with legal.
Requirements	Confirm the expert's actual work location and apply the local classification test. Review how the relationship will work in practice, including control, duration, exclusivity, equipment, responsibilities, and integration. These factors are examples and may differ by location.
Evidence	Retain the confirmed work location, applicable local test, classification assessment, and approved engagement structure.
Escalation	Escalate if the local rules are unclear or the working arrangement may qualify as employment.

Identify classification risk earlier

G-P's Global Employment Platform is designed to support you at every stage of your growth journey. If you need contractors, G-P Contractor™ supports contract misclassification analysis in 40+ countries, cross-checked with local employment and hiring laws.

If employment is more appropriate, G-P EOR enables hiring in 180+ countries, no entity setup required. G-P serves as the local legal employer, while your company directs the employee's day-to-day work.

Chapter 4:
Contract and onboard



The next stage turns an approved offer into a compliant employment arrangement.

It begins when the offer is approved. It ends when the employee has completed the required documentation, payroll and benefits setup, training, and system access.

Controls in this stage

Trigger	Owner	What to review	Evidence	Escalate when
Employment documents are prepared	HR or legal	Location-specific requirements for documents, language, clauses, notices, signatures, timing, and applicable collective terms	Required documents, notices, acknowledgements, and completion records	The required format or timing is unclear, or the terms depart from local or approved standards
Work authorization documents are submitted	HR or global mobility	Identity, authorization, sponsorship, location, and expiration dates	Verification record	Documents are missing, inconsistent, or expired
Payroll, benefits, and required onboarding setup begins	Payroll or HR	Exact local deadlines for employer and employee registration, payroll tax, social insurance, pay setup, benefits, required notices and policies, and required training	Registration and enrollment confirmations, notices, policy acknowledgements, and training records	A required step can't be completed by its local deadline or before work begins (when required)
Equipment and system access are requested	IT	Role requirements, access level, data sensitivity, and security controls	Access approval	Access exceeds the requirements of the role
Employment terms change before the start date	HR	Location, compensation, start date, responsibilities, and contract updates	Updated approval	The change affects the earlier compliance review

Chapter 4:
Contract and onboard

Control in action: Onboard the first employee in a new country

A company approves its first full-time employee in a new country. HR now needs to prepare the employment agreement and coordinate onboarding.

Control element	How it applies
Trigger	The company approves the offer.
Owner	HR coordinates contracting, payroll, benefits, and IT.
Requirements	Confirm local terms, work authorization, payroll, benefits, documentation, and access.
Evidence	Retain the agreement, verification, enrollments, acknowledgments, and access approvals.
Escalation	Escalate missing documents, conflicting terms, or registration delays.

Move from offer to onboarding 87% faster

Generate a compliant employment agreement and onboard a new employee in minutes with G-P EOR. Manage job changes, track onboarding progress, and access detailed financial reporting – all in one self-serve experience.

G-P Assist provides 24/7 AI-powered guidance throughout the process and connects users with a G-P expert when needed.

Chapter 5:
Pay, manage, and support



Compliance becomes a recurring responsibility once the employee begins work.

Payroll, leave, working time, performance, and data access each create controls that continue throughout the employment relationship.

Controls in this stage

Trigger	Owner	What to review	Evidence	Escalate when
A payroll cycle begins	Payroll	Compensation, deductions, contributions, currency, and payment timing	Approved payroll report	Pay is late, incorrect, or inconsistent with approved terms
A leave request is submitted	HR	Eligibility, pay, duration, benefits, protected leave, disability and accommodation duties, medical confidentiality, protection from retaliation, and whether requested documents are lawful and necessary	The request, assessment, decision, communications, and any lawful supporting records stored with restricted access	Protected leave, accommodation, confidentiality, retaliation, or local requirements are unclear
Working-time information indicates an issue	HR or payroll	Hours, overtime, rest periods, timekeeping, and manager practices	Time and review records	Requirements may have been exceeded
A performance or conduct concern arises	HR	The facts, expectations, prior feedback, protected activity or leave discrimination, retaliation, accommodation duties, and the required local disciplinary process	The factual record, prior feedback, compliance review, required approvals, and completed local process	Discipline may lead to termination or protected rights may be involved. Obtain local review before taking action.
Data access, responsibilities, monitoring, or use changes	IT	Lawful use, required privacy notices, limited access, cross-border transfers, monitoring, retention and deletion, security, and breach handling.	The data use assessment, required notices, access approval, transfer and security controls, retention or deletion record, and breach documentation when applicable	The lawful basis is unclear, or the change involves sensitive data, monitoring, cross-border transfer, or a suspected breach

Control in action: Resolve an unexpected payroll deduction

An employee questions a deduction on their payslip. Payroll needs to determine whether the payment is accurate and explain what happened.

Control element	How it applies
Trigger	The employee reports a possible payroll error.
Owner	Payroll coordinates the review with HR and finance.
Requirements	Compare the payslip with approved compensation, deductions, contributions, and local rules.
Evidence	Retain the inquiry, payroll review, correction, and communication.
Escalation	Escalate regulatory uncertainty, repeated errors, or missed filing requirements.

Reduce payroll errors and support global teams

Pay your global teams however you – and they – like. Make and receive payments instantly – in your choice of currency, via a digital wallet (powered by the payment magic of Wise), ACH, bank transfer, wire transfer, or virtual card. G-P EOR combines automated payroll with country-specific expertise to deliver 99% payroll accuracy across the platform.

G-P Assist gives employees clear explanations of payslip information, reducing routine follow-up for HR and Payroll.

Chapter 6:
Manage employment changes



The terms approved at the start of employment may change over time.

A new location, promotion, compensation adjustment, leave arrangement, or expanded contractor role can introduce different obligations. Review the impact before making a commitment or implementing the change.

Controls in this stage

Trigger	Owner	What to review	Evidence	Escalate when
An employee requests to work from another country	HR or global mobility	Work authorization, employment law, payroll, tax, data, and business exposure	Location-change decision	Arrangement creates dual tax residency, corporate tax exposure, or multi-jurisdictional compliance risks.
A promotion or role change is proposed	HR	Responsibilities, authority, compensation, minimum wage and overtime status, equal pay, immigration, licensing, required employee consent or notice, collective terms or consultation, contract changes, and access	The role and pay assessment, required notices or consent, immigration and licensing checks, consultation record, updated terms, and access approval	The change affects protected rights, pay status, immigration or licensing, requires consent or consultation, or adds significant commercial authority
Compensation or benefits change	Payroll	Local minimums, equal pay, payroll, tax, benefits, and documentation	Approved compensation record	The change may conflict with local requirements
A contractor's scope or term expands	HR or legal	Classification, control, duration, exclusivity, and integration	Updated classification review	The relationship may now function like employment
A business or system change affects the workforce	HR or IT	Pay and working-time rules, including minimum wage, overtime, and equal pay; required notice, consent or collective consultation; and privacy, AI, monitoring, access, and security	The impact assessment, required employee communications, consultation record, approvals, and updated access records	The change affects protected rights or involves collective consultation, AI, monitoring, or sensitive data

Chapter 6:
Manage employment changes

Control in action: Review a cross-border work request

An employee asks to work from another country for three months while staying in the same role.

Control element	How it applies
Trigger	The employee asks to work from another country, even temporarily.
Owner	HR or Global mobility coordinates the review.
Requirements	Three months is not a safe period, and legal obligations may begin on day one. Before approval, review immigration, tax, payroll, social security, employment law, posted worker rules, health and safety, data, insurance, and permanent establishment risk.
Evidence	Retain the request, assessments, conditions, decision, approved end date, and trigger for reassessment.
Escalation	Escalate unclear or conflicting requirements, possible permanent establishment exposure, involvement of multiple countries, or a change in the approved duration or work arrangement.

Assess cross-border changes with verified guidance

Use G-P Gia to check how a location change may affect employment, payroll, tax, and other requirements. Gia provides expert-vetted compliance information across 50 countries and all 50 U.S. states.

Chapter 7: Offboard

Offboarding requirements vary widely by work location. Complete a local review before communicating or carrying out any company-initiated termination.

Start the review early so HR, legal, payroll, finance, IT, and local experts can coordinate the required process, communications, payments, filings, and access changes.



Controls in this stage

Trigger	Owner	What to review	Evidence	Escalate when
An employee resigns	HR	Notice, final date, final pay, benefits, access, and equipment	Resignation and completion record	The resignation is disputed or unclear
A manager proposes termination	HR	Local grounds and process, protected rights, employee representation, exit terms and payments, and administrative closeout	Local approval, supporting records, calculations, required notices or filings, and completion records	Always obtain local review before communicating the termination. Escalate protected-rights concerns, representation requirements, immigration issues, legal holds, or disputed facts.
A fixed-term arrangement approaches its end	HR	Renewal limits, expiry or non-renewal notice, conversion, final pay, and local restrictions	End-of-term decision	Repeated or continued work may convert the role to permanent employment
A restructuring affects a role	HR	Selection, consultation or notification, collective dismissal rules, notice, severance, and employee representation	Restructuring record	Every restructuring requires local review, even if only one role is affected
Access must end urgently	IT	Timing, security, communication, data, and business continuity	Access-removal record	Security needs conflict with employment requirements

Chapter 7:
Offboard

Control in action: Review a proposed termination

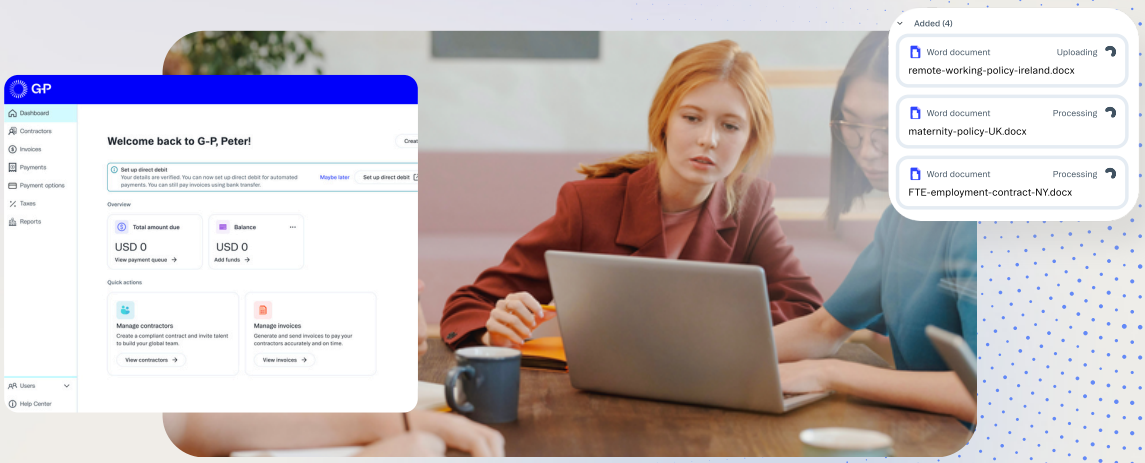
A manager wants to end someone's employment because of ongoing performance concerns.

Control element	How it applies
Trigger	The manager proposes termination.
Owner	HR coordinates the review with legal.
Requirements	Review the reason, documentation, prior feedback, local process, notice, severance, and final pay.
Evidence	Retain the approval, supporting records, calculations, notices, and completion documents.
Escalation	Escalate protected leave, complaints, discrimination concerns, or disputed facts.

Coordinate offboarding with local expertise

With G-P EOR, you don't have to interpret and administer local offboarding requirements alone. G-P in-country HR and legal experts determine the required steps and coordinate notices, documentation, final pay, benefits, and professional communications.

With 100+ wholly owned entities, G-P maintains direct operational control without relying on third-party entity partners, eliminating broker risk. The platform keeps employment records, payroll information, and offboarding documentation connected throughout the process.



Put the framework into action

Use the same process for every global employment decision:

- Recognize the trigger
- Assign an owner
- Review the requirements
- Retain the evidence
- Escalate when needed

Start with the controls your team uses most or the decisions that create the greatest risk. Review them when you enter a new country, change systems, or encounter a recurring issue.

G-P's agentic Global Employment Platform brings trusted compliance, connected workforce data, and intelligent action into one platform. By embedding global labor law intelligence directly into every cross-border workflow, we empower you to scale your workforce in minutes, protect your business from liability, and operate with the agility of a local competitor – anywhere on Earth.

Hire anywhere and scale everywhere in minutes

Book a demo