

Closing plenary

Mobility of the future

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What have we heard today?

Opening plenary

Global economy is constrained by persistent geopolitical risks. There is a need for talent strategy that will be effective in this environment

Harnessing AI

AI will continue to transform our lives. Although uptake is slower in Global Mobility than some other areas, opportunities are still there

HMRC activity

NIC apportionment for long term incentives and the treatment of overseas pension contributions. Need to update processes based on latest from HMRC

Employment tax trends

Globally authorities are increasing their activity – using technology and more interconnected and real-time systems. Employers should ensure their reporting is robust in all jurisdictions

EU Pay Transparency

Only a few months away from the start of the EU PTD. Whilst much of the reporting may be done locally, businesses will need to ensure mobile employees are appropriately included

STBVs

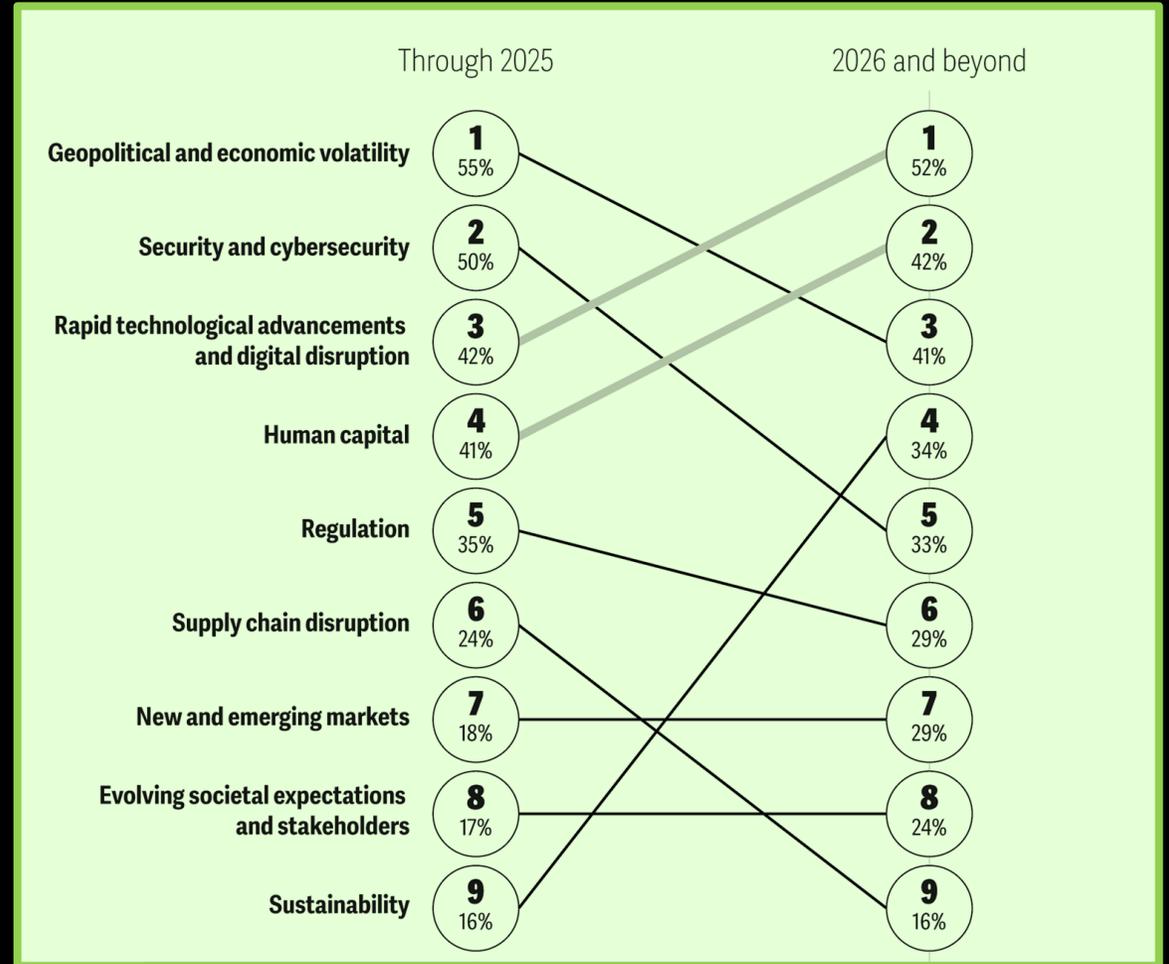
Assessing the taxability of STBVs continues to be an area of HMRC activity. Employers should ensure they have robust processes and be aware of pitfalls such as branch workers

FIG regime

More onerous reporting for inbound individuals (and an increased tax burden for some). Employers should also consider their approach to spousal support and tax equalisation

Why is the future agile?

Board and C-suite
priorities shift towards **tech**
advancement and
human capital in 2026
and beyond requiring
organisational agility
to survive and thrive



N = 739 respondents

Source: Deloitte Global Board and C-suite Resilience Survey, June 2025

So, what does agility really mean?

Deloitte.

1 Cross-border talent will drive tomorrow's success

95% of leaders stress the importance of talent agility and cross-border skills to achieving business objectives.



By 2030, high input or full employee autonomy expected to triple to 34%.

2 The rise of employee autonomy

#TalentAgility

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Deloitte.

3 Talent intelligence platforms will become the norm

99% of leaders have or plan to implement a talent intelligence platform within the next 5 years.



6-in-10 business leaders believe they will have an integrated or pioneering skills-based approach within 5 years.

4 Tomorrow's enterprises need to be skills-based to succeed

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Deloitte.

5 Access to human skills will fuel success in an AI-powered world

Despite their value, only 50% of leaders are very confident they will be able to access soft skills in 5 years' time.



7-in-10 leaders recognise personalised learning and career paths can have a significant impact on future strategy.

6 Enterprises need to overcome structural rigidity to retain talent

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What will you do next?





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