



Your global hiring packing list

Don't build your 2027 hiring plans without checking these off

PASSENGER

FROM

TO

ESSENTIALS

3 to pack

DOCUMENTS

1 to sign



Your cross-border hiring strategy shouldn't fall apart the moment you leave home.

It's tempting to believe that a strategy which works brilliantly at home will deliver everywhere you hire. But it won't, not on its own. What's considered "best practice" in hiring, what counts as compliant, and what's safe to automate, all change the second you cross a border.

And that's the challenge global HR teams are facing today.

With new EU legislation landing differently across different member states, teams learning how to use new AI and automation to their advantage and candidates in each market expecting something different from the way you reach them, **most 2027 hiring plans are being drawn up this quarter.**

Set aside 20 minutes to use these three essentials and check if your 2027 hiring plans will hold up wherever you hire.



An up-to-date guidebook

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A travel adapter

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An up-to-date guidebook

Turn up in a new country working off last year's guidebook, and you'll be looking for a restaurant that closed six months ago.

Designing hiring strategies based on out-of-date legislation presents the same problem, just with higher stakes than a bad dinner.

IN PRACTICE

Take the EU's fit-and-proper rule. A new edition for financial services was just published: banks must now vet key roles to one harmonised standard, before someone starts rather than after, and regularly repeat the process. But with member states all working on separate ways to meet CRD6 standards, even with a set directive of implementation by January 2026, the picture looks very different in each country.

That's exactly why you need processes and people in place to monitor every draft, amendment, and rollout as it happens, so that you're never caught off guard.

SPOT CHECK

Which of these pages can you mark as 'read'?



We know what's changing in the regions we hire in.



The right people are in the room to act on it.



We regularly evaluate our process to track with the changing rules.

If you can't answer 'yes' to all of the above, try these steps to get you on the right page:

- 1. Build a cross-functional team.** Use your Legal, HR, and TA teams' expertise to monitor developments and put systems into practice.
- 2. Check whether your systems can support automation.** Remove manual effort from tracking or publishing requirements to cut back on compliance risk.
- 3. Stay in the loop to stay ahead.** Don't let legislative developments catch you out. Have a read of [Compliance Corner](#).



A travel adapter

Raise your hand if you can't tell the difference between AI and automation. If your hand is up, don't worry, you're not alone.

In his research, Trent Cotton, Head of Talent Insights and Analyst Relations at iCIMS, found that 59% of TA leaders and CHROs can't either.

But confusing the two is a bit like shoving the wrong type of plug into the wrong type of socket, meaning something that should work in theory, just doesn't in practice. And in the end, all you're left with is wasted time, money, and energy spent on an implementation that could have been avoided altogether.

59%

of TA leaders and CHROs **can't tell the difference** between AI and automation.

Trent Cotton

Head of Talent Insights
and Analyst Relations

iCIMS 



Simply put, automation runs a rule you've already decided on, exactly the same way, every time. AI is best at analysing unstructured data, recognising patterns, and making interpretive decisions.

This knowledge is your travel adapter. It's what lets you choose the right tool, depending on what system you're actually plugging in.

Once you actually know the difference, the harder part starts: getting your team to agree with you. A business case built on "trust me, this will help" doesn't convince people whose job is to say no. What will convince them is specificity.

Lead the conversation by explaining which tasks need an AI tool and which need automation. That's exactly what gets Risk, Legal, and the wider team's buy-in into your plans.



A travel adapter

So before you rally the troops, here's the one thing worth sorting out first: which of your team's tasks actually need AI's ability to read context and weigh specific cases, and which need automation to run a rule you've already set.

Build the case: for each task, make your call.

Task	AI or automation?	Who needs convincing?	State your case
Screening CV against job description			
Scheduling interviews			
Chasing outstanding references			
Flagging anomalies in an application			
Add your own			
Add your own			



Your local SIM card

Your local SIM card is the key to staying connected wherever you land. When you're hiring across borders, that connection matters more than ever.

Everyone in HR and TA wants to provide a consistent candidate experience, no matter where you're hiring. And that's why you build certain global standards around your employer brand, principles, and practices.

But how that standard actually reaches someone depends on how you flex the delivery: the language you use, the messaging, or the tone. Keeping the framework fixed, and letting the delivery adapt market by market, helps you stay connected everywhere you go.

Mastercard's approach in German and Austrian markets shows this in action.



While core hiring principles never shifted, the team worked hard to change the outreach, language, messaging, and content, tailored to what candidates in those specific markets actually expected instead of running the same script used everywhere else.

The result was undeniable: higher candidate engagement, and a higher conversion rate from direct sourcing.

Now let's be honest. You're probably not going to be perfect in every market on day one (and that's fine).

But what you could benefit from is thinking about which of those global standards are non-negotiable to you, no matter what region you hire in.

Then spend some time thinking about what parts of your hiring process you're willing to flex according to the market you're hiring in and its cultural norms, rules, and regulations.



Your local SIM card

Let's map it out, shall we?

Here are some options to get you started, but feel free to add your own. Get sorting:

- Candidate assessment criteria
- Outreach language and tone
- Compliance and screening standards
- Interview format and structure
- Messaging and employer brand story
- Pay transparency

Never changes, wherever I hire	Flexes market to market

Pack these three essentials in your bag and stay confident that no matter how much turbulence you might experience on your journey, your stay will be smooth.

One last thing before you go

Turn the page, and be honest about what's actually packed and what you're still looking for.

CUSTOMS · BORDER CONTROL

Declaration of Goods

To be completed before crossing into your next hiring market.

SECTION A · GOODS CARRIED

MARK ONE BOX PER ITEM

For each of the following, mark how you're travelling:

1	1 · REGULATION AND COMPLIANCE A working understanding of regulatory rules in every country I hire in.	
	GREEN CHANNEL ☐ Cleared, nothing to declare	RED CHANNEL ☐ Still to declare: _____
2	2 · AI AND AUTOMATION A strong business case to put AI to work across my talent acquisition team, safely and to good effect.	
	GREEN CHANNEL ☐ Cleared, nothing to declare	RED CHANNEL ☐ Still to declare: _____
3	3 · CULTURE AND CONTEXT An understanding of cultural nuance, and what it takes to expand my hiring across the globe.	
	GREEN CHANNEL ☐ Cleared, nothing to declare	RED CHANNEL ☐ Still to declare: _____

SECTION B · DECLARATION

COMPLETE IN BLOCK CAPITALS

I declare that the information I have given is true and complete.

SIGNATURE OF DECLARANT _____	DATE DDMMYY	OFFICIAL USE ONLY STAMP
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☐ Guidebook ☐ Travel adapter ☐ Local SIM

ORIGINAL · RETAIN FOR INSPECTION

Notes from the session

Jot down anything you want to take back to your team.



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