



# Decoupling talent and tax: A new era for global organizations

2025 KPMG EMA Tax Summit

Amsterdam

—

25 June 2025

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# Today's presenters



**Ija Ramirez**  
Head of Tax  
KPMG Germany



**Marc Burrows**  
Head of Global  
Mobility Services  
KPMG UK



**Jos Dessauvague**  
Global Head of  
Reward  
CRH



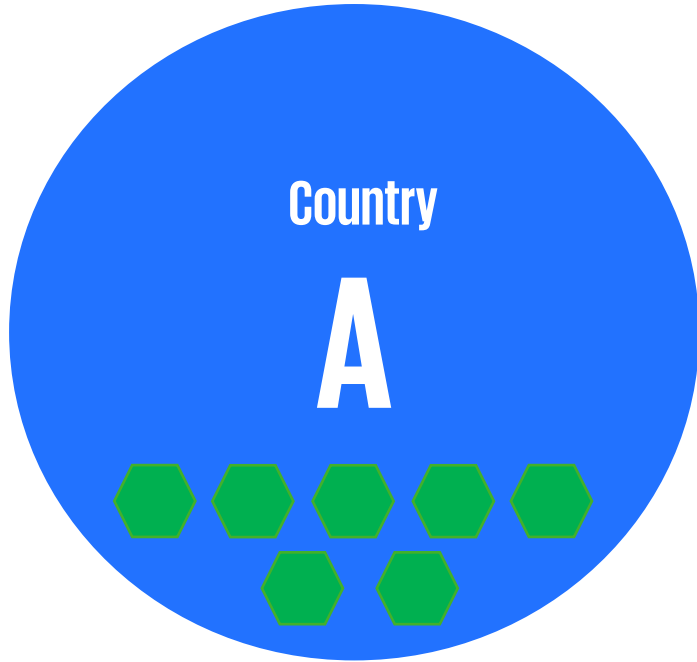
**Bettina Rodenberg**  
Global Head of Tax &  
Trade  
Henkel

01

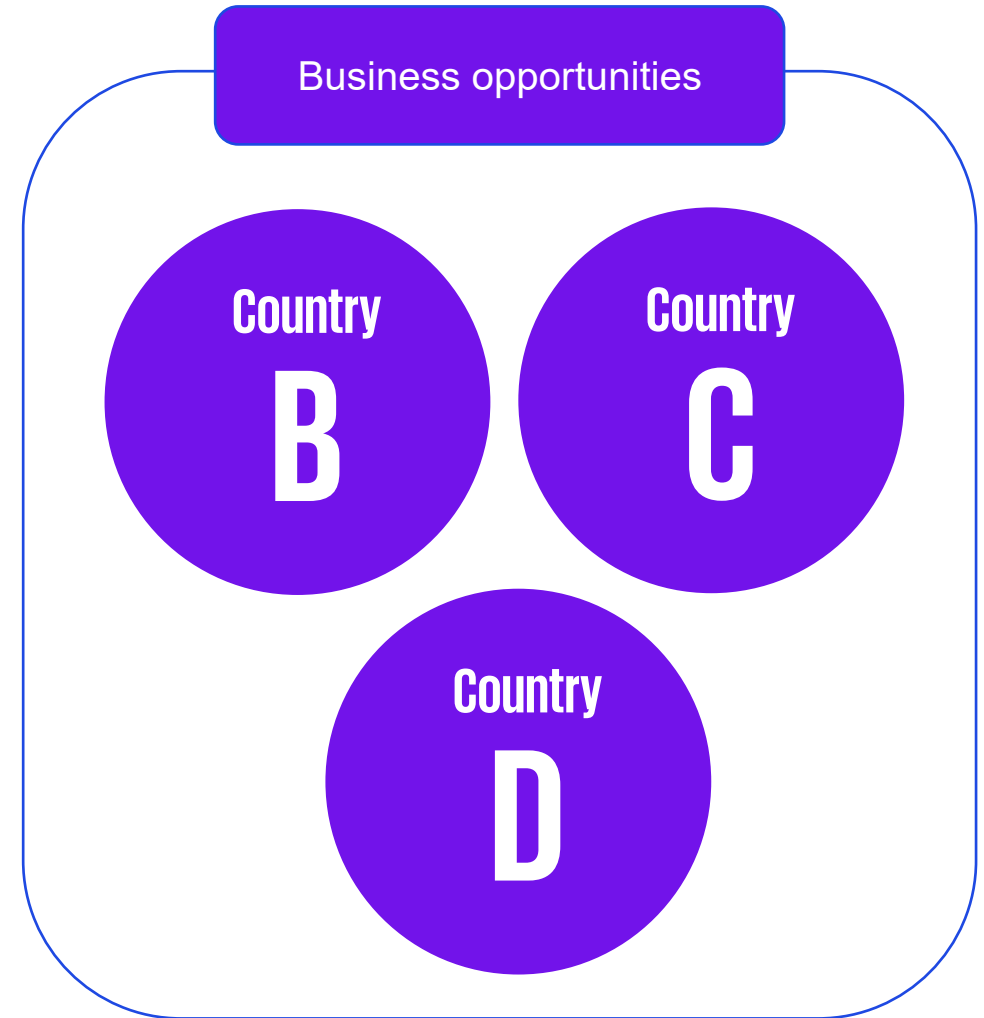
# Scenario



# CEO wants a pragmatic solution fast:



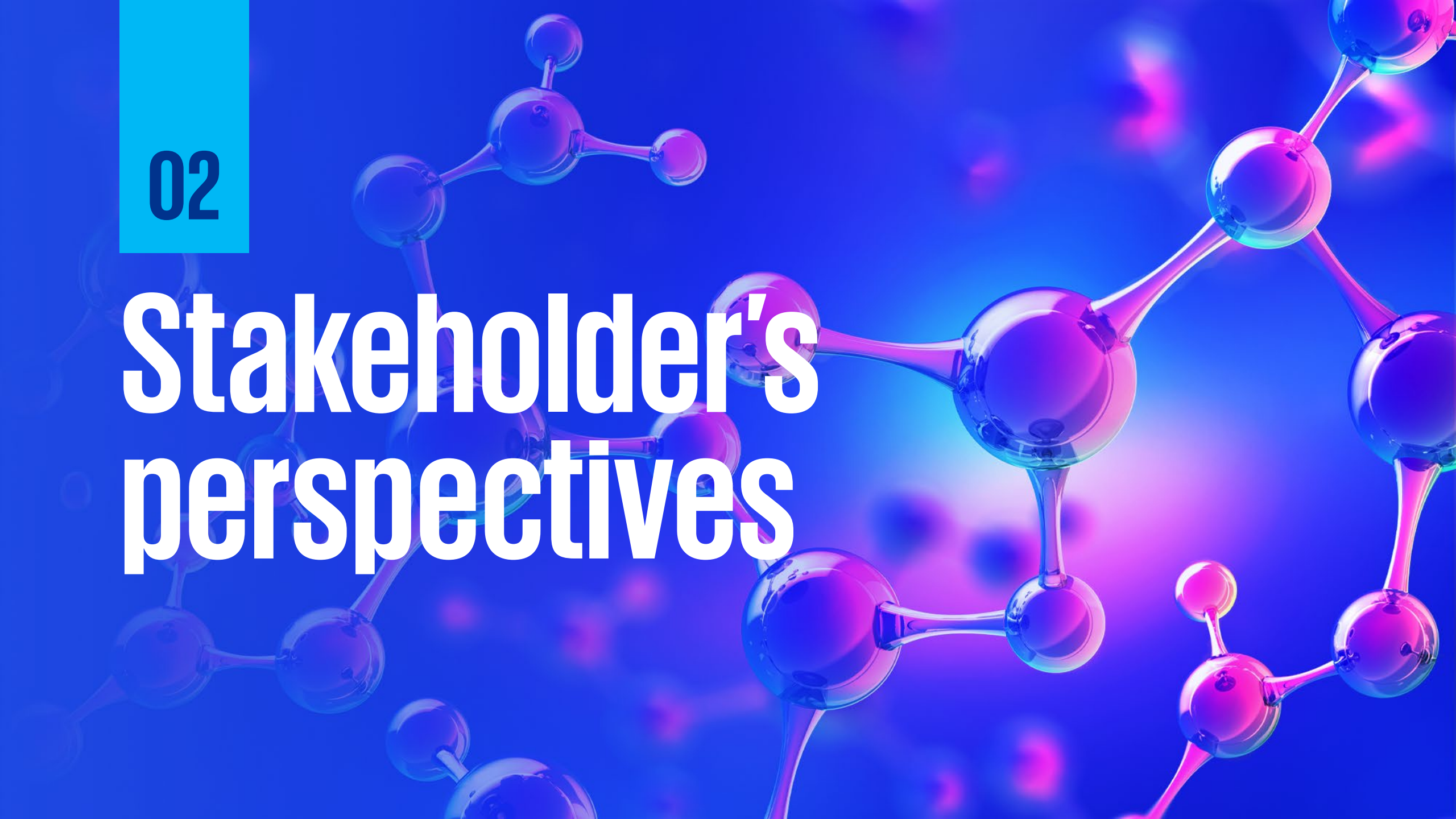
- Individuals with niche skills are in Country A.
- These skills are also required in Countries B, C and D quickly.
- No such skills exist in Countries B, C and D.
- What is the best way to apply expertise in Country A in Countries B, C & D?



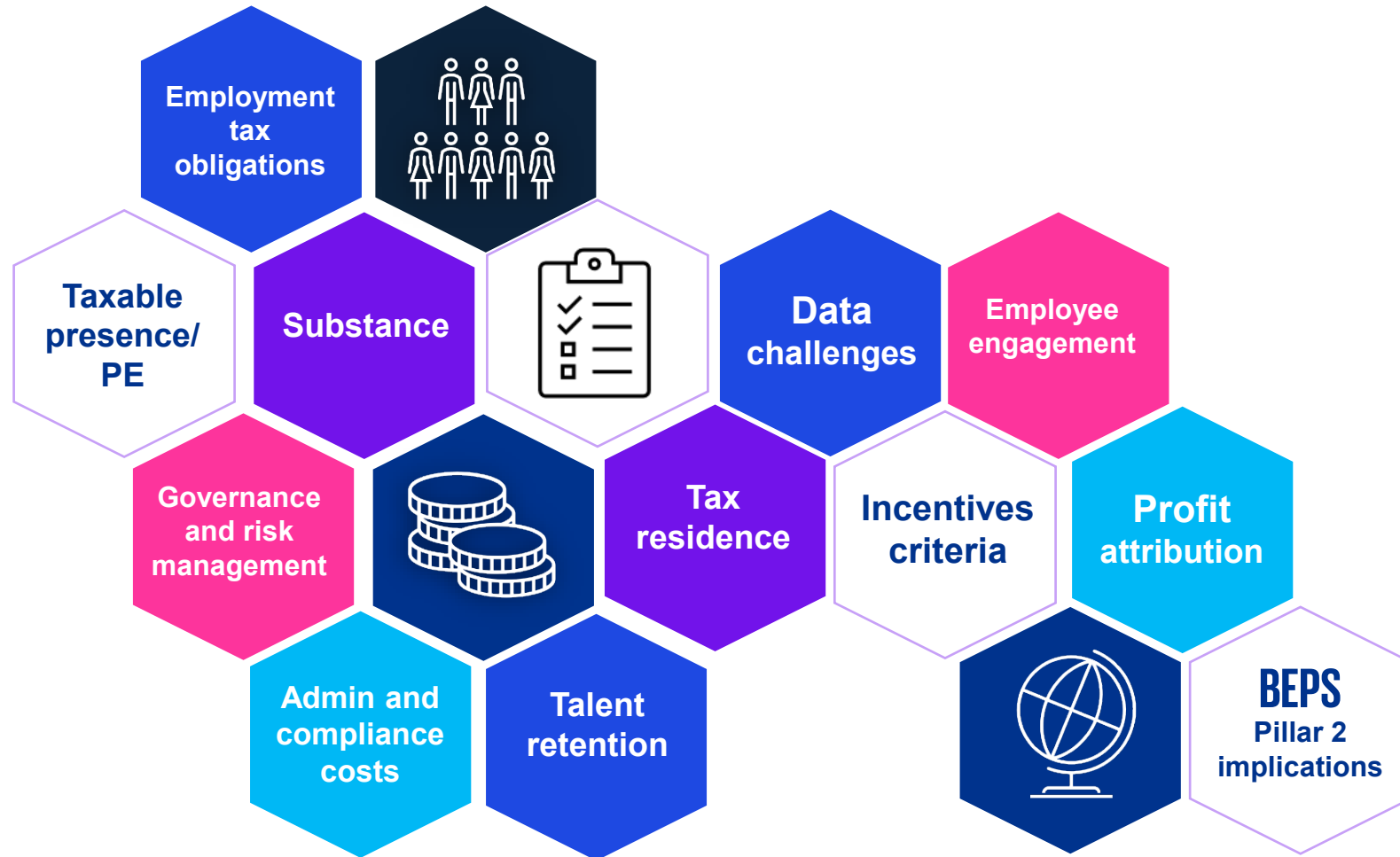


02

# Stakeholder's perspectives

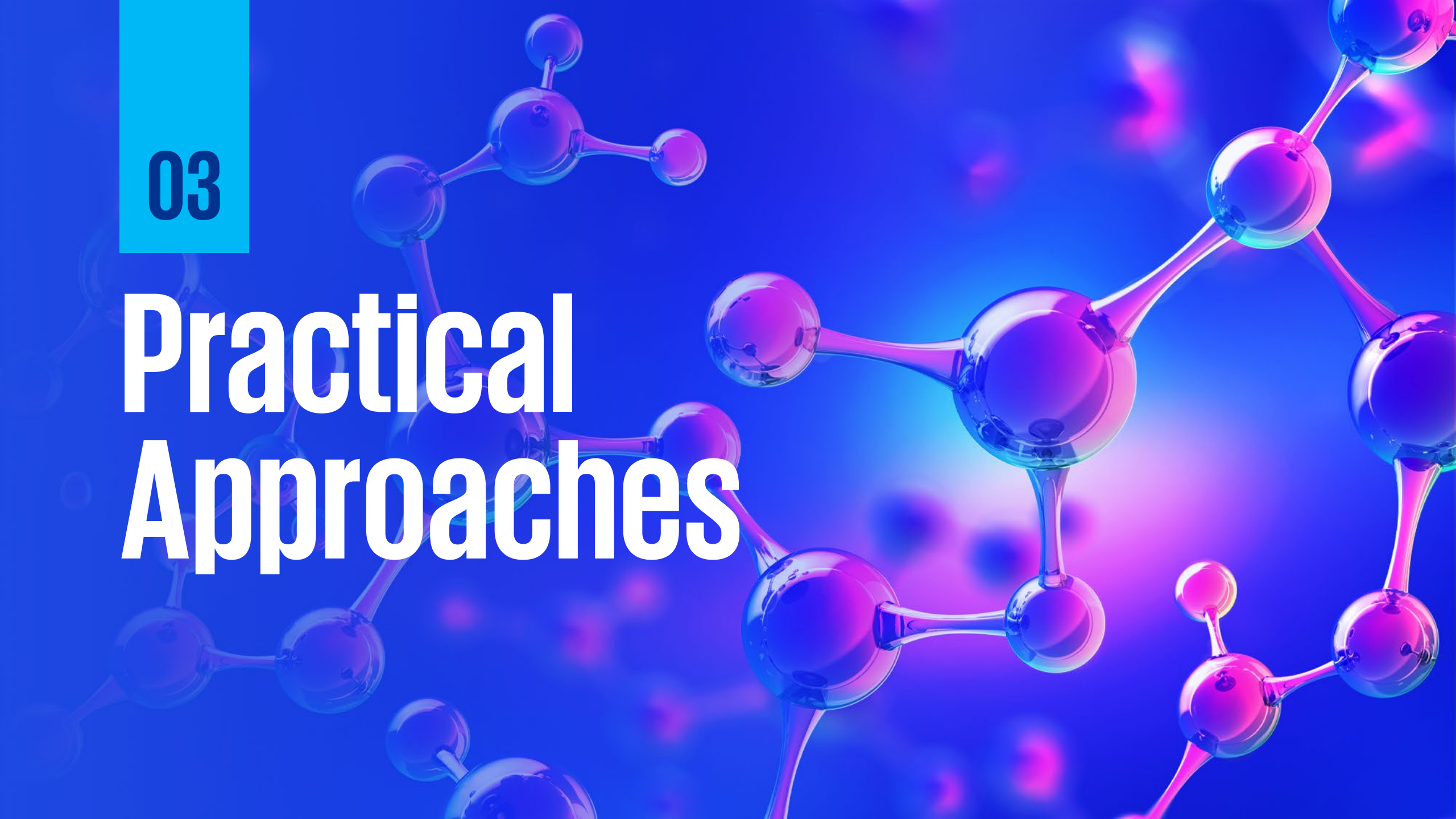


# Considerations



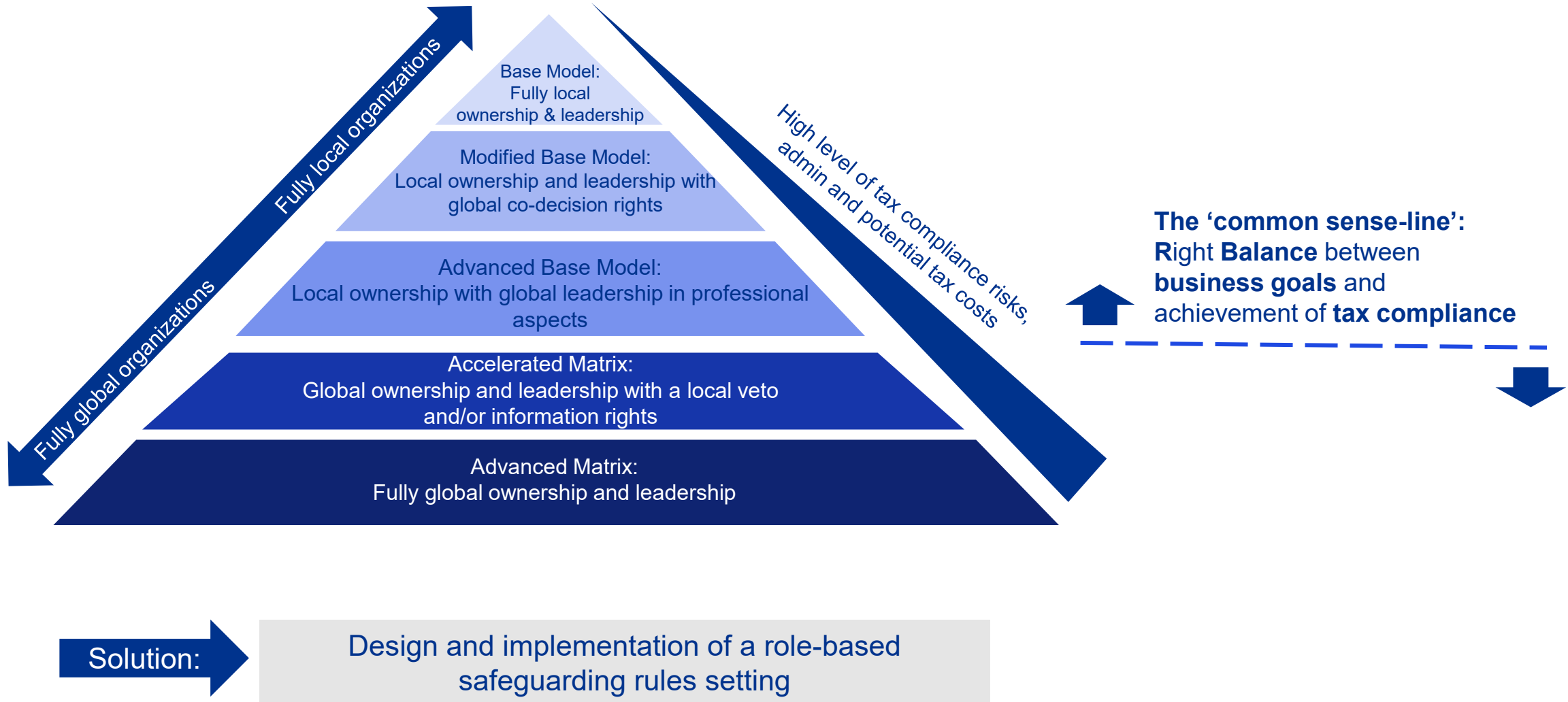
03

# Practical Approaches

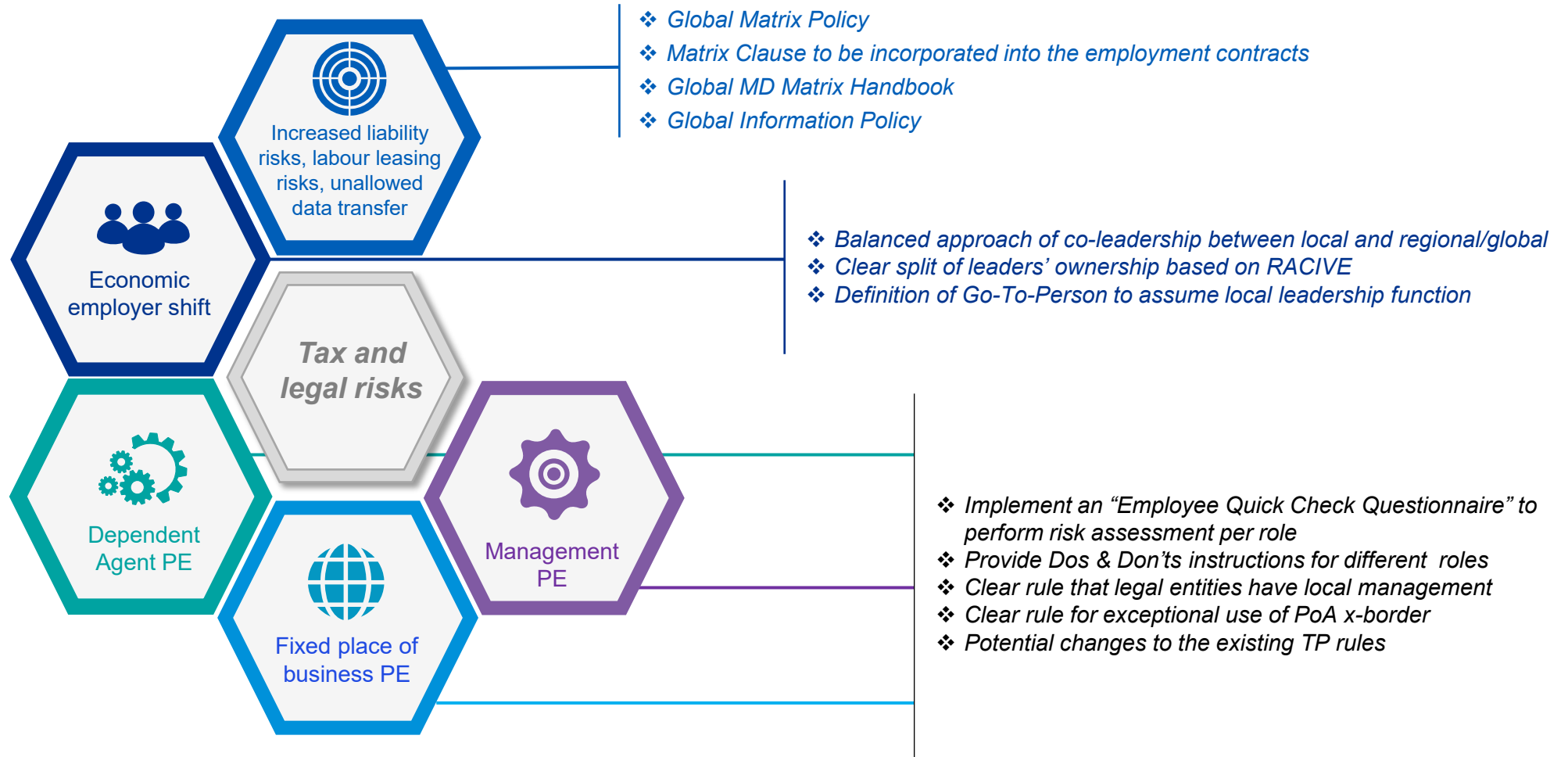




# Matrix dilemma



# Group based rules and framework



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# Take away tips





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