

# Operational Risk Scenarios for Global Media Organisations

Gold-standard **compliance**

Global **delivery**

Human-centred **support**

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# Operational risk scenarios for **global media organisations**

## **Supporting employment, tax and financial advisors**

This scenario pack accompanies the Project Global overview brochure, which sets out our services, compliance framework and delivery model in more detail.

### **Introduction**

Global media organisations operate under constant pressure: fast-moving news cycles, distributed workforces, intense public scrutiny and increasingly complex regulatory expectations.

In this environment, legal, tax and financial advice is often sound in principle but exposed in practice. Risk tends to occur at the point of execution when contributors are engaged quickly, payments cross borders, approvals are compressed, and evidence must stand up to audit, regulator or public scrutiny.

This pack sets out the most common **operational risk scenarios** faced by global media organisations when working with freelancers, creators and international teams. These are the situations where advice requires **robust operational enforcement** to remain defensible.

Project Global acts as an operational compliance partner, working alongside legal, HR and finance teams to ensure advice is implemented properly on the ground. We do not replace advisors. We help ensure their guidance performs under real-world pressure in real time.



# Scenario 1: Covering international breaking news without permanent establishment risk



**Primary relevance:** Employment & tax advisors | legal teams

## Client type

Global news organisations and national broadcasters

## Operational reality

Newsrooms must rapidly engage local journalists, fixers, photographers and translators across multiple countries to cover political crises, conflicts or elections.

## Key risks

- Contractors operating as de facto employees
- Permanent establishment exposure
- No local payroll or tax registrations
- Journalists working without compliant contracts or verified credentials

## Project Global delivers

- Immediate access to trusted, pre-vetted global talent following compliant onboarding, KYC and background checks
- Clear, lawful contracts covering usage rights, protections and indemnities
- Employer of Record (EOR) services where employment status applies
- Correct local payroll, tax and social security compliance
- A single, audit-ready invoice covering all contributors

## Strategic impact

You provide strategic legal guidance. We remove the operational risk that could undermine it.

## Scenario 2: Repairing misclassification risk in newsrooms and creator programmes



**Primary relevance:** Employment & tax advisors | accountants

### Client type

Broadcasters, publishers, streaming platforms, radio networks and sports media groups

### Operational reality

Freelancers and creators perform work indistinguishable from employees across multiple jurisdictions.

### Key risks

- Tax authority and labour regulator challenges
- Back taxes, unpaid social contributions and statutory benefits
- Reclassification penalties and retrospective liabilities
- Reputational exposure, particularly for public service media

### Project Global delivers

- Structured worker status assessments across jurisdictions
- Employment via EOR where required
- Correct payroll, tax registration and statutory reporting
- Appropriate benefits and worker protections
- Creator-specific contracts covering IP, usage and commercial terms
- Centralised visibility and real-time risk alerts for legal, editorial and finance teams

### Strategic impact

Clients maintain a defensible, forward-looking compliance posture as contributor models evolve.



## Scenario 3: Delivering financial control and risk protection across global content spend



**Primary relevance:** Accountants | CFO advisors

### Client type

Broadcasters, news organisations, film studios, sports media networks and streaming platforms

### Operational reality

Global content spend is fragmented across freelancers, currencies and jurisdictions, often during periods of rapid growth, restructuring or acquisition.

### Key risks

- Budget volatility and weak forecasting
- FX exposure and spend leakage
- Poor audit evidence and transaction delays
- Hidden IP and workforce liabilities surfacing during M&A

### Project Global delivers

- Consolidated global invoicing with clean cost allocation by project, region or cost centre
- Real-time spend visibility supporting forecasting and budget discipline
- Predictable payment cycles reducing FX volatility
- Enforceable contracts securing IP ownership, usage and reversion rights
- Audit-ready workforce records enabling faster due diligence

### Strategic impact

Better financial outcomes: steadier EBITDA, reduced liabilities and faster, cleaner transactions.

## Scenario 4: Supporting multi-state and multi-country production teams



**Primary relevance:** Employment & tax advisors | accountants

### Client type

TV and film studios, sports broadcasters and live event producers

### Operational reality

Productions require short-term crews across multiple US states and international locations.

### Key risks

- State-specific payroll, workers' compensation and tax breaches
- Cross-border payroll and social security failures
- Union and non-union compliance gaps
- Short-term hires triggering establishment risk

### Project Global delivers

- EOR coverage across key US production states and 130+ international markets
- State- and country-level compliant onboarding, payroll and filings
- Clear worker classification frameworks
- A single global payroll view with consolidated reporting

### Strategic impact

Operational blockers to fast-moving productions are removed without compromising compliance.

# Scenario 5: Enabling market entry without forming local subsidiaries



**Primary relevance:** Tax advisors | accountants

## Operational reality

Clients test new markets or creator partnerships without the time or budget to establish local entities.

## Client type

Broadcasters, media groups, streaming services and news agencies

## Key risks

- Illegal hiring and right-to-work failures
- Payroll tax exposure and late registrations
- IP and usage rights uncertainty

## Project Global delivers

- Locally compliant creator and contributor contracts
- Right-to-work, KYC and tax compliance
- EOR services for local hires
- Immediate operational capability across Europe, the US and APAC

## Strategic impact

Clients expand safely and quickly without creating unplanned liabilities.



## Scenario 6: Governing high-risk, regulated and public service environments



**Primary relevance:** Employment & tax advisors | governance specialists

### Client type

Public service broadcasters and regulated media organisations

### Operational reality

Heightened expectations around governance, AML controls and defensible audit trails.

### Key risks

- AML breaches and weak evidential controls
- Non-compliant contracts for sensitive assignments
- Incomplete audit trails for FOI, regulator or board scrutiny

### Project Global delivers

- AML-aligned workforce processes and secure onboarding
- Robust, locally enforceable contracts for high-risk assignments
- Controlled payroll flows with comprehensive statutory reporting
- Full visibility of spend, risk patterns and cross-border activity

### Strategic impact

Legal assurance is matched with operational evidence that withstands scrutiny.

# Scenario 7: Governing live events, sports coverage and temporary crews at scale



**Primary relevance:** Employment & tax advisors | accountants

## Client type

Sports broadcasters, live event producers and music networks

## Operational reality

Large volumes of short-term contributors engaged across multiple countries for high-profile events.

## Key risks

- Workers engaged without compliant contracts
- Misclassification during intensive short-term work
- Multi-currency payroll complexity
- Insurance and safety gaps

## Project Global delivers

- Compliant onboarding of all event talent
- EOR support where employment status applies
- Multi-currency payments with a single consolidated invoice
- Event-specific insurance and statutory protections
- Centralised workforce visibility

## Strategic impact

Risk is removed from reputationally sensitive events without slowing delivery.

## Why advisors trust Project Global

Across these scenarios, advisors trust Project Global to:

- Operationalise legal and tax advice consistently across jurisdictions
- Reduce retrospective exposure and avoidable compliance errors
- Deliver clean, audit-ready evidence that stands up to scrutiny
- Protect both regulatory integrity and commercial performance
- We are more than a platform. We are a full-service compliance partner trusted where reputations matter most.

### Supporting your advisory practice

Project Global strengthens your work by:

- Providing defensible compliance frameworks that perform under pressure
- Enabling clients to operate and expand faster without compromising integrity
- Reducing operational risk that can undermine sound advice
- Ensuring workforce structures align legally, financially and commercially

**You advise on risk.**

**We ensure the operational reality supports that advice.**

For more information, or to discuss a specific client scenario, please contact Project Global.

# Ready to protect your media clients' compliance?

Let's talk.



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