

TMF
GROUP

Global reach
Local knowledge

gpa
Global Payroll
Association



TMF GROUP AND GPA SYMPOSIUM 2020

December 2020

THE SYMPOSIUM IS ABOUT TO START

But first... some HOUSEKEEPING

- ① Share your questions in the **Q&A box** (avoid sharing them through the chat box)
- ① This session will be recorded and shared in the upcoming days
- ① Slides will also be made available for you
- ① Enjoy!



A G E N D A

- ① Meet the Panel
- ① About TMF Group
- ① The impact of COVID-19 in the payroll outsourcing market
- ① Turning Payroll Operations Digital: A human experience, powered by technology
- ① Q&A Session

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MEET THE PANEL



Adele Ewing
Global Head of HR and Payroll Solutions at TMF Group

Speaker

Adele joined TMF Group as Global Business Management Lead in 2019 to support the Chief Operating Technology Officer in developing strategy and running day-to-day operations. One year later, she became the Global Head of HR and Payroll Solutions for TMF Group, thanks to her previous experience with NGAHR and BDO in delivering global payroll solutions to clients.



Gary Wright
Solution Lead – HR & Payroll

Speaker

Gary joined TMF Group as HR & Payroll Pre-Sales Lead in 2015 to support the Global Sales team. Gary now leads a team of HR & Payroll Solution Architects across all regions, ensuring TMF Group develops solutions to meet and exceed our clients' expectations.

Gary has worked on all facets of HR & Payroll for over 35 years and in the last 15 years he has focused on Global HR & Payroll Solutions for complex multi-country clients.

MEET THE PANEL



James Bertioli
Global Head of Digital, Operations and RDCs at TMF Group

Speaker

James joined TMF Group in 2014 and he currently leads our Digital, Operations and Regional Delivery Centre teams across the globe. His teams partner with service delivery leaders to utilise digital tools and employ operational excellence techniques to improve client experience and reduce costs. His career started in EPM, a specialist HRP provider, before moving to EY Consulting to deliver strategic business change and technology programmes in the Private Equity, Power and Utilities and Healthcare sectors.



Melanie Pizzey
CEO at the Global Payroll Association (GPA)

Moderator

Melanie has worked within the payroll industry for more than 23 years; initially working in the payroll recruitment sector running and building payroll recruitment agencies. Ten years ago Melanie decided to form her own recruitment agency. Within a few years, she started the first online global payroll magazine. Then, identifying a need for a source of information and support for individuals working in the Global Payroll industry, Melanie founded the Global Payroll Association. Since its establishment, the GPA has gone from strength to strength offering invaluable support to payroll individuals and companies around the world.

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WE MAKE A COMPLEX WORLD SIMPLE

WHY TMF GROUP?



7,800+ experts
on the ground in
over 80
jurisdictions.



Global ISO27001,
ISAE3402 and
business continuity
programs.



Named a 'Leader'
and a 'Star
Performer' in
Everest Multi-
Country Payroll
Solutions Peak
Assessment 2020.



15,000+ clients



We provide
professional services
for over 66% of the
Fortune Global 500
index and over 65% of
the FTSE100 index.

We help manage the
investments of over
40% of the top 300
Private Equity Firms
(PEI300)

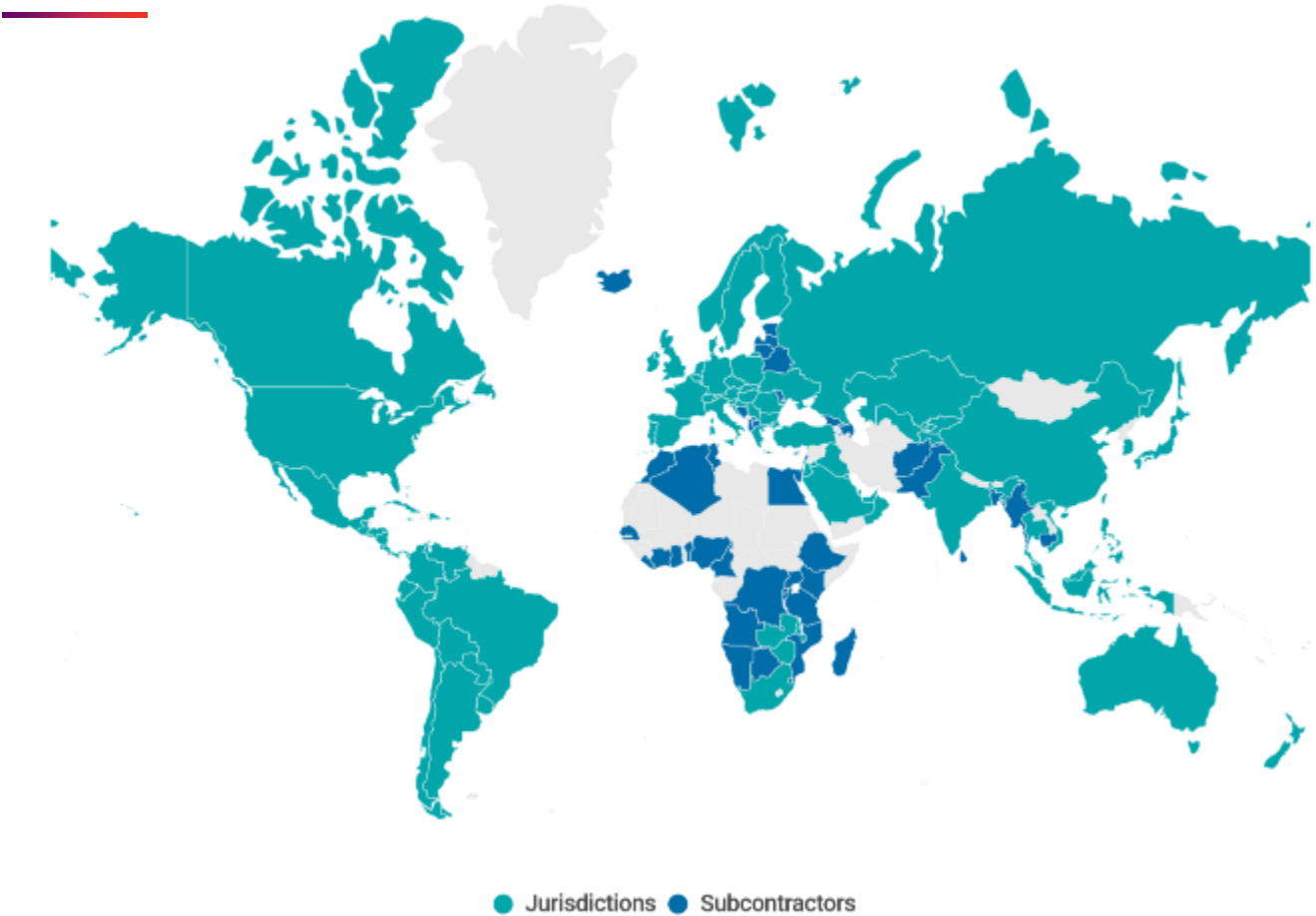


We are technology
enabled to support
you on a global
scale

PAYROLL DELIVERY CAPABILITY IN 144 COUNTRIES

GLOBAL COVERAGE

Payroll delivery capability in 144 countries



Less than 10% dependency on sub-contractors

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THE IMPACT OF COVID-19

in the payroll outsourcing market

Adele Ewing and Gary Wright

THE IMPACT OF COVID-19 IN THE PAYROLL OUTSOURCING MARKET

AGENDA

- ① Managing payroll in a pandemic (a survey conducted with the APA)
- ① HR and payroll delivery impactors and challenges
- ① What will be the long-term impact of COVID-19 in the payroll outsourcing market?

THE IMPACT OF COVID-19 IN THE PAYROLL OUTSOURCING MARKET

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MANAGING PAYROLL IN A PANDEMIC

POLL

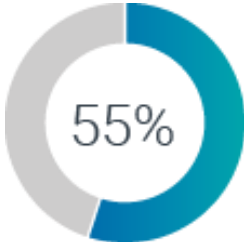
HOW DIFFICULT IS IT TO STAY COMPLIANT WITH CHANGES IN PAYROLL LEGISLATIONS CAUSED BY THE COVID-19 PANDEMIC?

- ① 1 – Extremely difficult
- ② 2 – Difficult
- ③ 3 – Slightly difficult
- ④ 4 – Reasonably easy
- ⑤ 5 – Not difficult at all

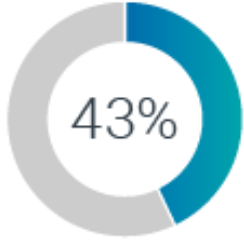


TAKING THE PULSE OF U.S. PAYROLL EXECUTIVES

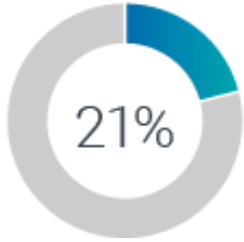
- ① The effects of the pandemic have been keenly felt in the US, especially those in charge of payroll, who have been on the front line of interpreting and implementing the plethora of emergency employment rules, regulations and reliefs.
- ① Payroll executives are having to work hard to ensure employees are paid and taxed correctly under unprecedented high-pressure conditions.



Over half (55%) of US payroll executives struggling to stay compliant with changing legislation

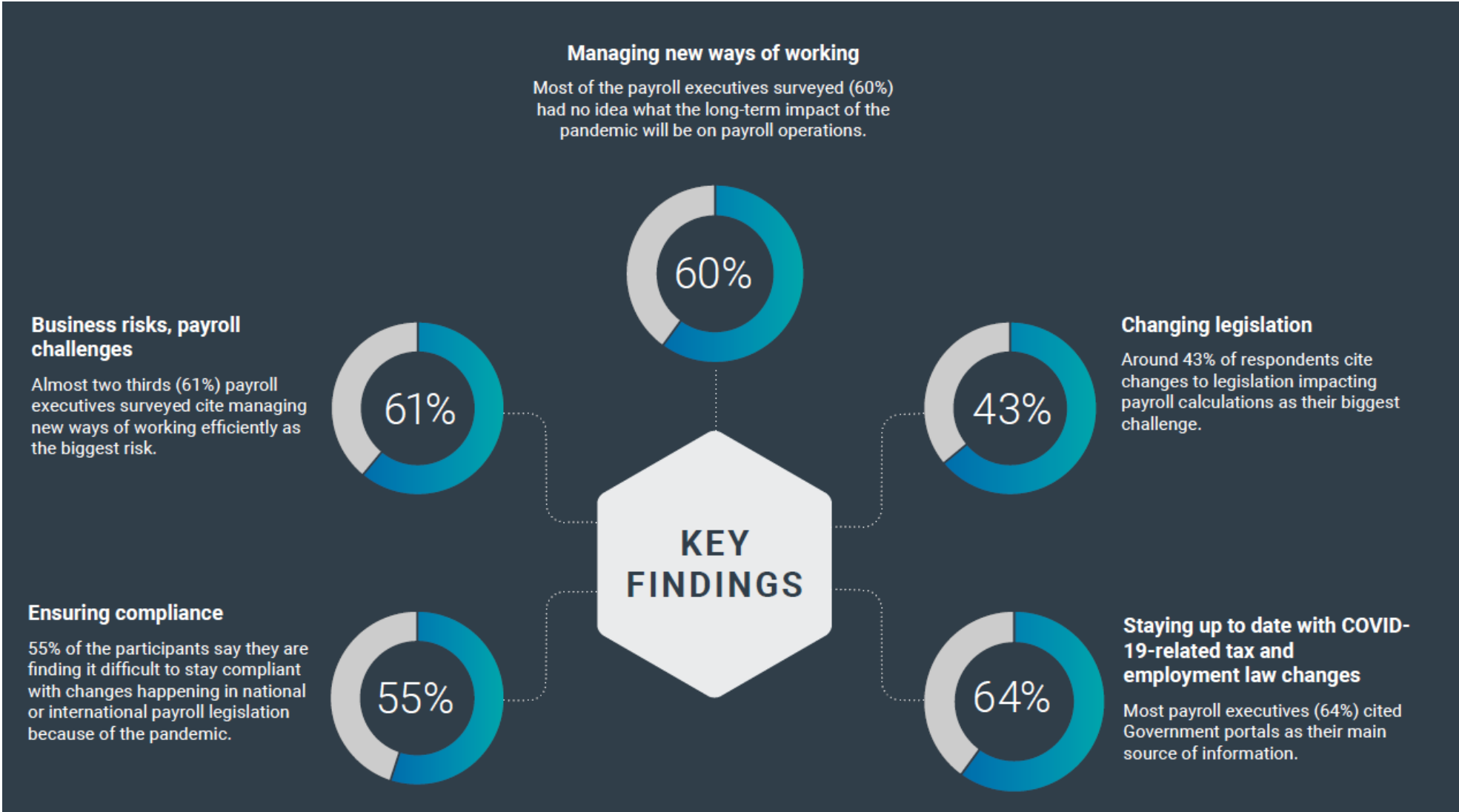


Changes to payroll-related legislation cited as biggest challenge by 43% of executives



Just over one-fifth (21%) admit to an increase in payroll errors since start of pandemic.

TAKING THE PULSE OF U.S. PAYROLL EXECES



MANAGING PAYROLL IN A PANDEMIC

IN-HOUSE CHALLENGES

- ① For companies **processing payroll in house**, the pandemic is likely to present a bigger challenge when it comes to compliance, as they tend to rely on their own manual processes, often involving a manager signing the payroll file manually and accounts signing the liability report manually, and so on.
- ② Companies that **outsource their payroll** function seem to be finding it easier to stay on top of, and implement, changes in rules and regulations.

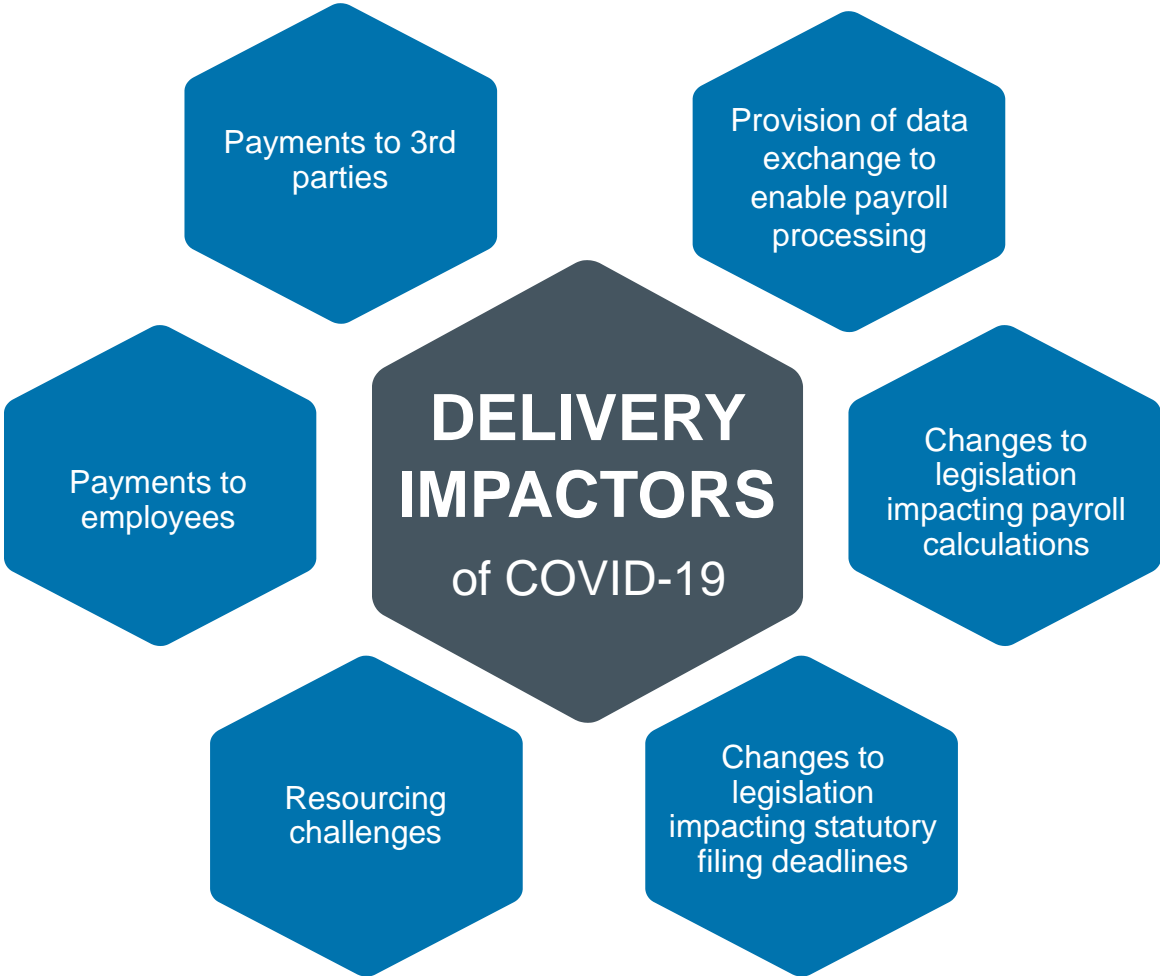


THE IMPACT OF COVID-19 IN THE PAYROLL OUTSOURCING MARKET

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DELIVERY IMPACTORS AND CHALLENGES



THE IMPACT OF COVID-19 IN THE PAYROLL OUTSOURCING MARKET

DELIVERY IMPACTORS AND CHALLENGES

Provision of data exchange to enable payroll processing

- ⌚ Client unable to produce Data for Payroll processing
- ⌚ Client unable to deliver data for Payroll processing
- ⌚ Client unable to make calculations for certain payments for Payroll Processing
- ⌚ Changes to process regarding receipt of statutory data

Changes to legislation impacting payroll calculations

- ⌚ Changes to legislation impacting the calculation of payments to employees
- ⌚ Changes to legislation impacting abatements of statutory payments to government re Tax & Social Security

Changes to legislation impacting statutory filing deadlines

- ⌚ Client needs clarification on potential extensions to statutory filing (i.e retention of funds in the business longer)
- ⌚ Process revision regarding extension of statutory filing dates

THE IMPACT OF COVID-19 IN THE PAYROLL OUTSOURCING MARKET

DELIVERY IMPACTORS AND CHALLENGES

Resourcing challenges

- ⌵ Client BCP failure and resources not available within the payroll processing cycle

Payments to employees

- ⌵ Client unable to deliver data needed for the payroll processing period
- ⌵ Client unable to undertake treasury services to ensure employees are paid

Payments to 3rd parties

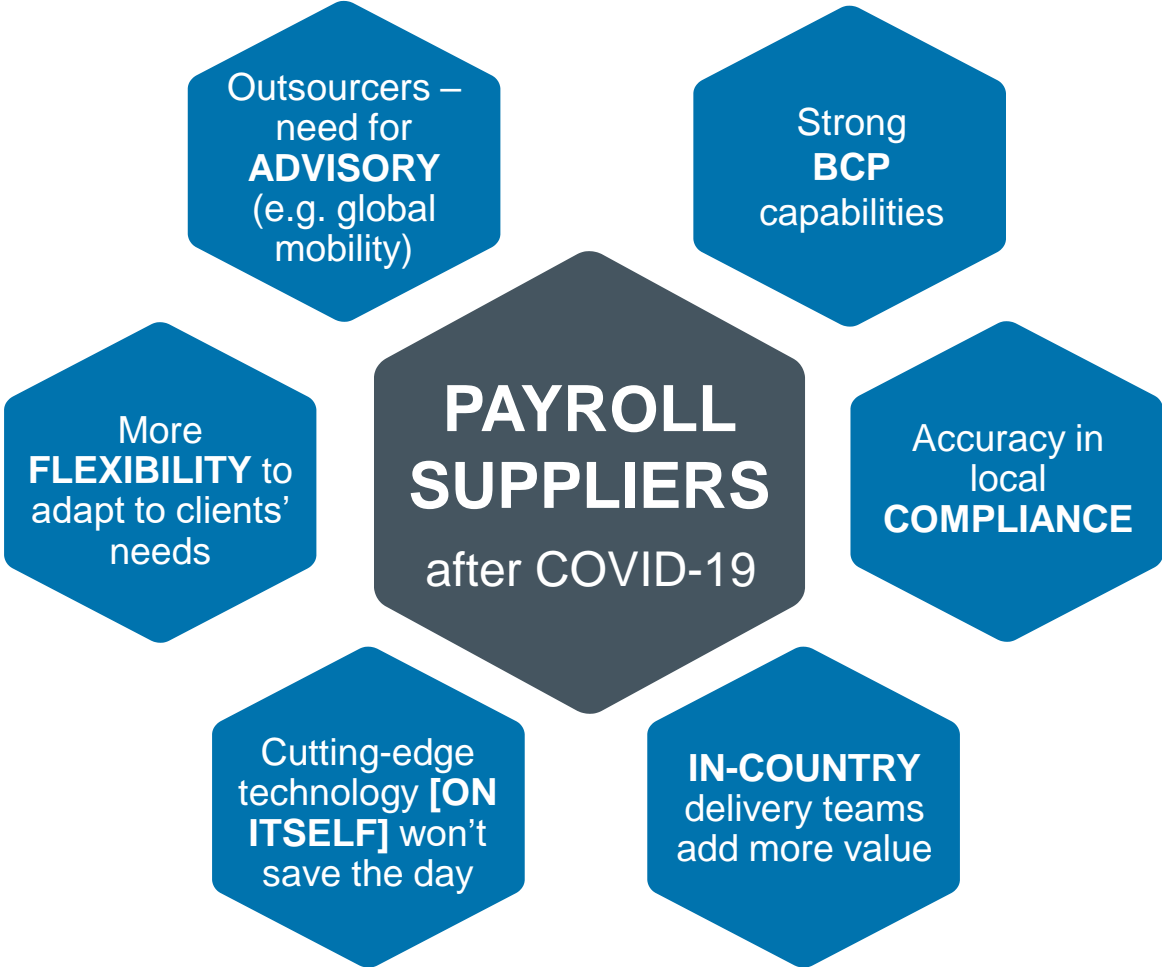
- ⌵ Clients unaware of revision of timescales for 3rd party payments or process changes
- ⌵ Client unable to undertake treasury services to ensure 3rd party payments

THE IMPACT OF COVID-19 IN THE PAYROLL OUTSOURCING MARKET

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LONG-TERM IMPACT OF COVID-19



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TURNING PAYROLL OPERATIONS DIGITAL

A human experience, powered by technology

Adele Ewing and James Bertoli

TURNING PAYROLL OPERATIONS DIGITAL

WHO DOES IT IMPACT AND WHY?



... all have drivers that mean no-one can escape moving to a digital world:

- Drive down cost
- Become more efficient
- Improve service/quality – consistency globally
- Improve employee experience
- Expectations now set in the market place
- Need ROI if moving inhouse to outsource model

TURNING PAYROLL OPERATIONS DIGITAL

POLL

WHAT'S YOUR BIGGEST PAYROLL PRIORITY FOR 2021?

- ④ Cost reduction
- ④ Process improvement (agility, flexibility)
- ④ Compliance and data security
- ④ Better Payroll experience
- ④ Access to better technology (including insights & analytics)



TURNING PAYROLL OPERATIONS DIGITAL

CHALLENGES IN THE MARKET PLACE

Analysts view – the ‘Why’ behind need to change

Top payroll objectives for the next few months

- 58% Improving speed and accuracy through digitization
- 31% Centralization/standardization of payroll operations
- 8% Maintaining business continuity

Top challenges faced by organizations

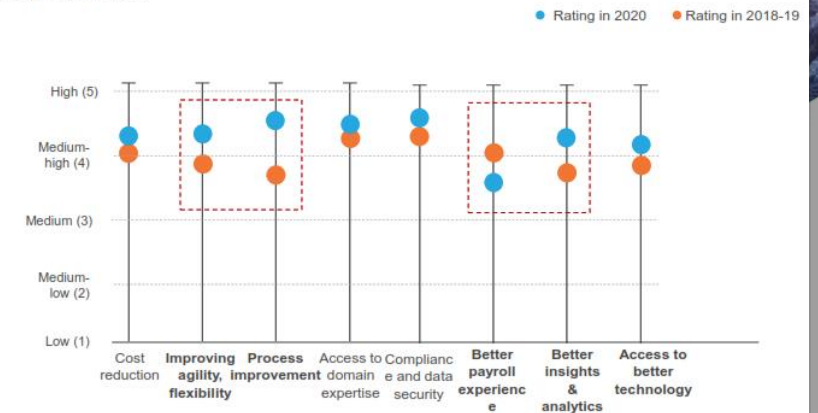
- 44% Limitations of existing legacy systems
- 17% Regulatory changes
- 17% Cost reduction
- 17% Lack of quality, real-time insights from payroll

While not many organizations have faced disruptions to payroll operations during the COVID-19 period, their priorities for the next 12-18 months clearly reflect the focus on minimizing the impact of any such occurrences in the future. Enterprises are looking to achieve this through centralization and digitalization of their payroll processes. Many of them are concerned about integrating their existing systems, reduction of manual intervention in existing processes, and the cost associated with digital transformation

Source: 25+ MCP solutions buyer references, Everest Group (2020)



Importance of drivers for MCP solutions buyers
Ratings on a scale of 1 to 5; 2019-20



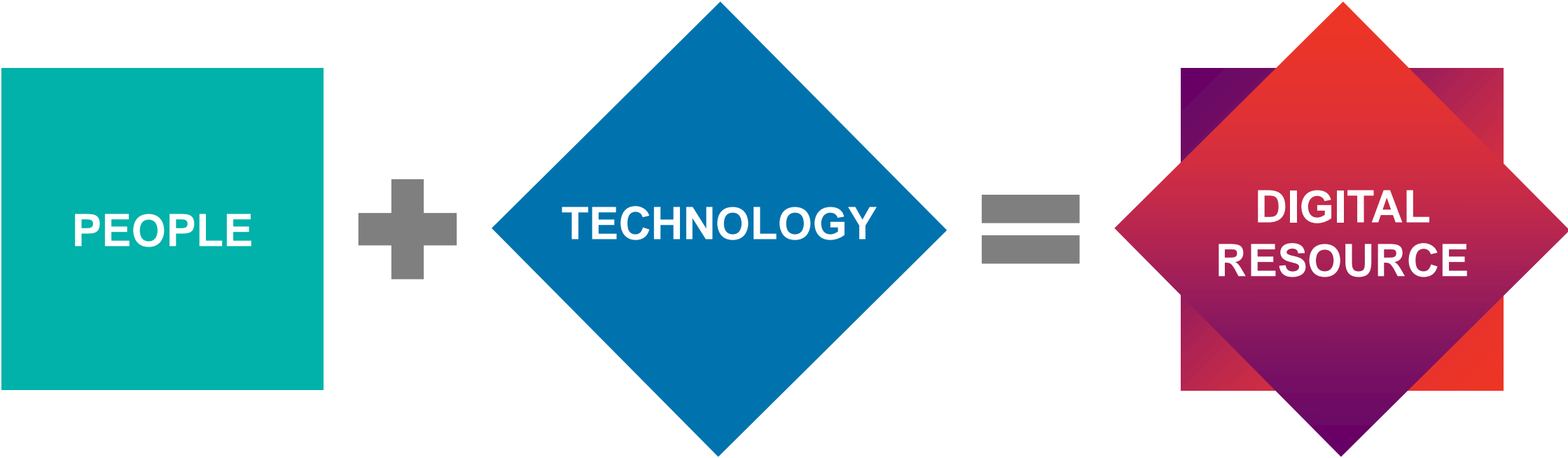
Source: 25+ MCP solutions buyer references, Everest Group (2020)

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TURNING PAYROLL OPERATIONS DIGITAL

OUR DIGITAL TRANSFORMATION STARTS WITH PEOPLE



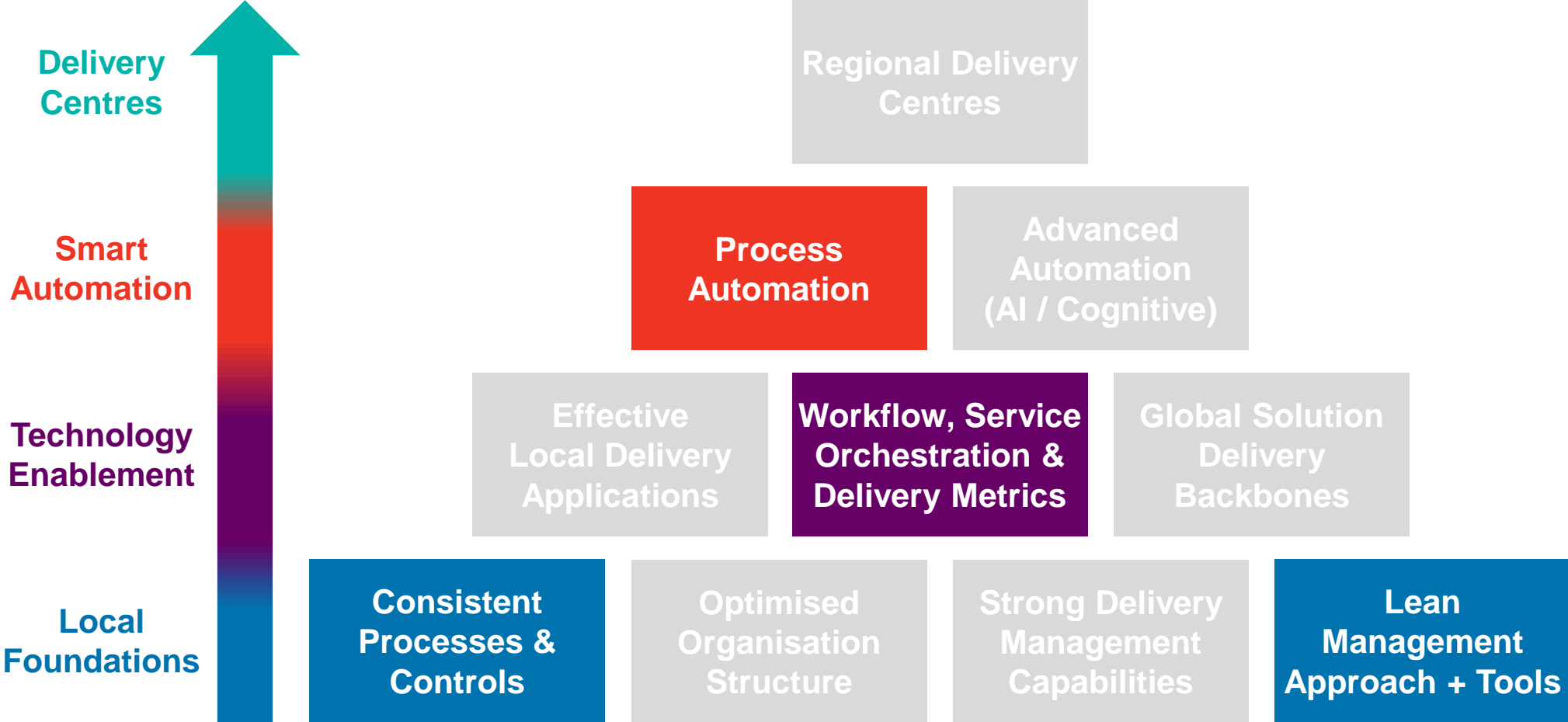
TURNING PAYROLL OPERATIONS DIGITAL

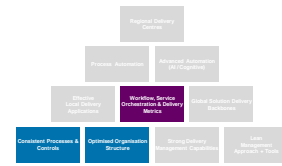
TMF GROUP'S FRAMEWORK FOR DIGITAL TRANSFORMATION



TURNING PAYROLL OPERATIONS DIGITAL

TMF GROUP'S FRAMEWORK FOR DIGITAL TRANSFORMATION – FOCUS FOR TODAY





TURNING PAYROLL OPERATIONS DIGITAL

GLOBALLY CONSISTENT PROCESSES EMBEDDED IN WORKFLOW

- A master definition of our delivery processes
- Globally standard steps, controls and checklist
- An ability to localize to incorporate local needs
- A mix of scheduled cases, reactive cases and tickets
- Work allocated by task, user ability & client portfolio
- Ability to manage work across a human, digital or mixed workforce to increase productivity

Current work by Queue

Queue	On Target	Due Today	Overdue	Not Set
DEMO - GEM Team1 - L1	7	0	13	5
No Queue	0	0	0	0
Global Template HRP Team - TEST - L1	0	0	0	0
Test - A&T Team - L1	0	0	0	0

My Team

- GEM Agent L2: 0
- HRP Agent L1: 0
- HRP Agent L2: 0
- Russell Sheldon: 0
- GEM Agent L1: 1
- Sally Tse: 14

My Team Inbox

Reference	Customer	Process Name	Title	Queue	Assigned To
164268-C-A1.1 (3)	01TEST	Gather Information for Complian...	Chang of Company Name	DEMO - GEM Team1 - L1	
164279-C-A2.1 (2)	01TEST	Prepare and Review Client Meeting	Manual Creation	DEMO - GEM Team1 - L1	
164518-T	01TEST	Triage	Incoming Query from Sally	DEMO - GEM Team1 - L1	
164542-C-A2.1	01TEST	Prepare and Review Client Meeting	test demo	DEMO - GEM Team1 - L1	
164479-C-A1.1	01TEST	Gather Information for Complian...	TESTAmazon - GEM - 2 Key Da...	DEMO - GEM Team1 - L1	
164519-T	01TEST	GEM Service Delivery Process	Demo	DEMO - GEM Team1 - L1	
164274-C-A1.1	01TEST	Gather Corporate Entity Report I...	Report	DEMO - GEM Team1 - L1	
164277-C-A1.1 (2)	01TEST	Gather Corporate Entity Report I...	Manul Creation	DEMO - GEM Team1 - L1	
164517-C-A1.1 (3)	01TEST	Gather Corporate Entity Report I...	Lead BA Test	DEMO - GEM Team1 - L1	

Unassigned Work

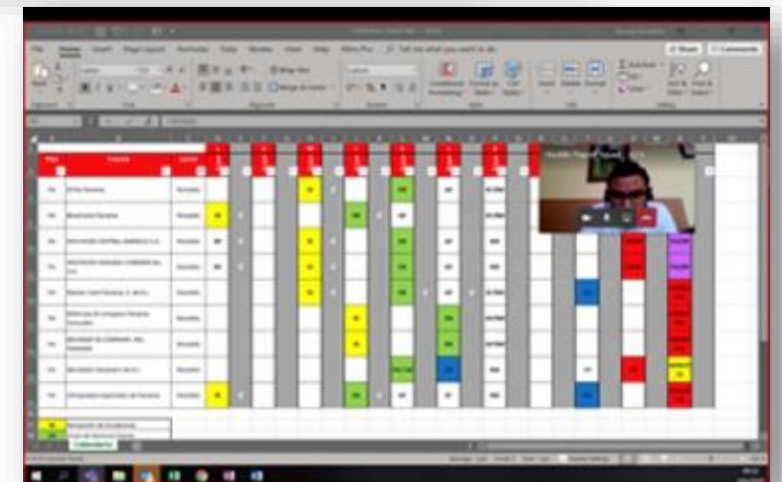
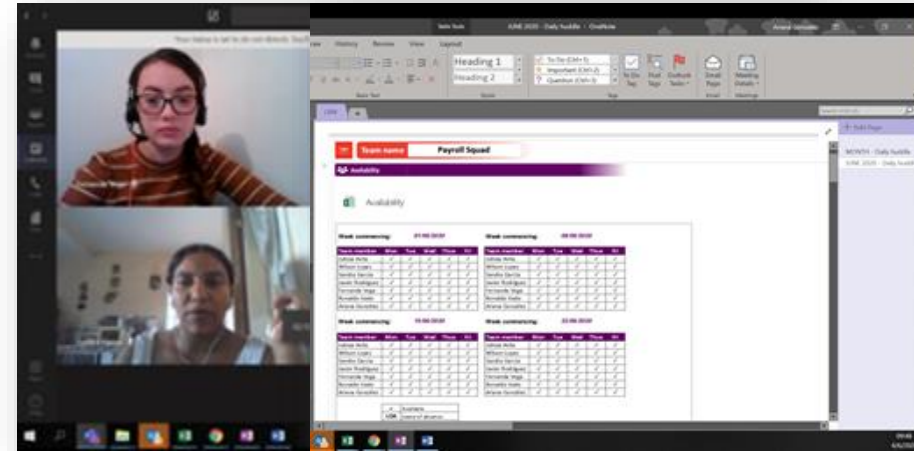
- DEMO - GEM Team1 - L1: 9
- Global Template HRP Team - TEST - L1: 1

TURNING PAYROLL OPERATIONS DIGITAL

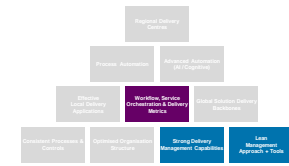
LEAN MANAGEMENT EMBEDDED IN OUR OPERATIONAL DELIVERY



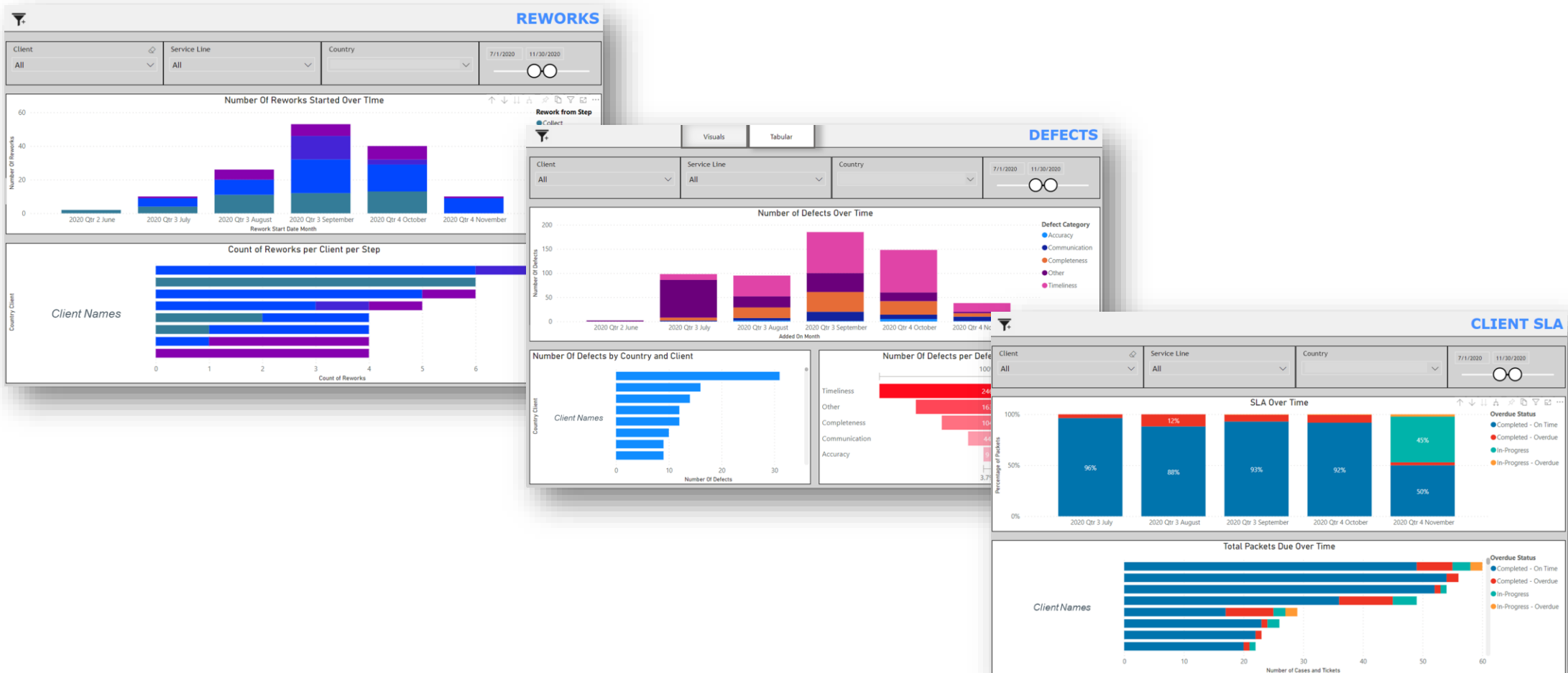
- Lean Visual Management daily huddles
- Capacity planning tool
- Team Based Problem Solving
- Structured Weeks
- Leadership system & coaching
- Black Belt support to embed and sustain changes



TURNING PAYROLL OPERATIONS DIGITAL

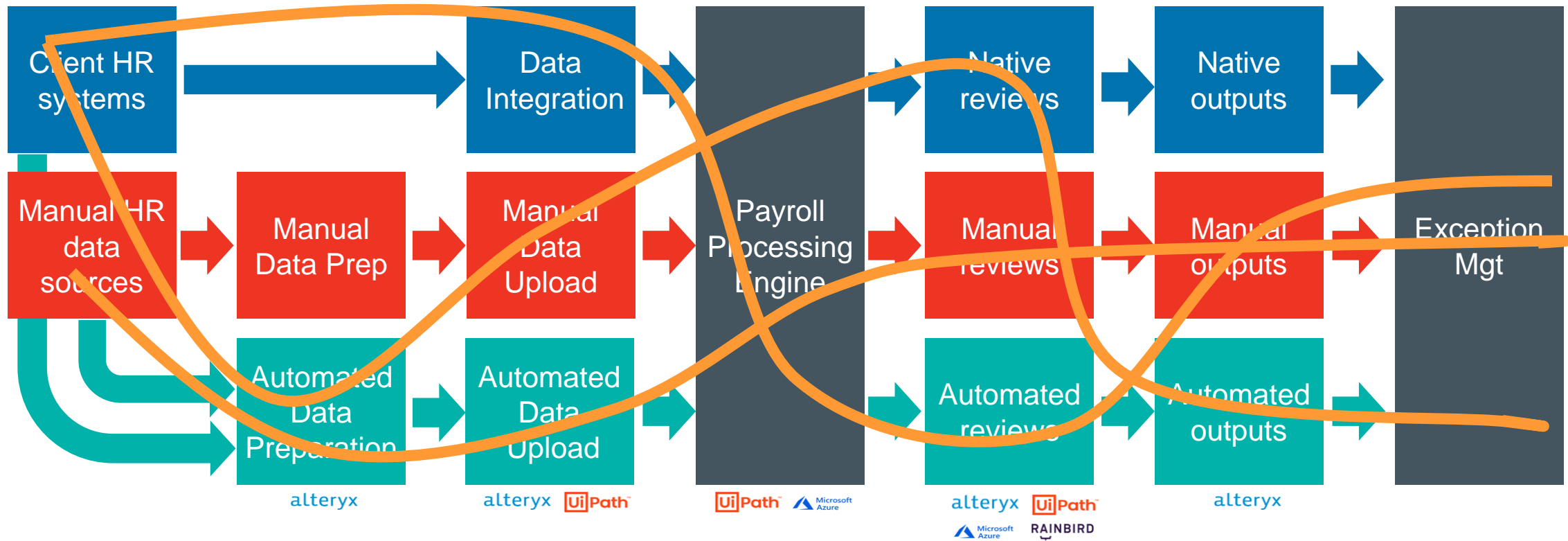


DELIVERY INSIGHTS ENABLING SERVICE IMPROVEMENTS & CLIENT MANAGEMENT



TURNING PAYROLL OPERATIONS DIGITAL

INTELLIGENT USE OF AUTOMATION TO IMPROVE PAYROLL PROCESSING



Unavoidable Foundation	Payroll Utopia	Payroll Inferno	Payroll Medicine	Golden Thread
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TURNING PAYROLL OPERATIONS DIGITAL

KEY LEARNINGS



Digital Behaviors' are more important than the technology



Process fundamentals continue to hold true in the digital age – do not forget the basics



Tackle the source of the problem, not the outcome of it



High quality and consistent data inputs are essential to enable automation



There is no silver bullet, but plenty of 'Digital' medicines to improve quality and efficiency

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▶ Webinar

HR & Payroll: Navigating complex requirements in turbulent times

9 December, 2020 | 2 p.m. GMT

[Register today](#)

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