



Building a better
working world

What does a future-proof payroll operation look like in today's transformative age?

The better the question. The better the answer.
The better the world works.

You might say the future is upon us ... that in this transformative age, the present changes so quickly, anything we do today has to be fit for future. And when it comes to taking care of your most important asset – your people – you have to be ready before they are.

Payroll is an essential element in taking care of your people. Essential, yes, but what if it can be more? Do more? Meet its fundamental requirements while also adding the value of consistent methodology, connected intelligent solutions, continuous compliance and a distinctive client experience wherever in the world your people are working?

We say it can ... with EY Payroll Operate. This is the transformative age, and we put the power of the possible to work for you.

Drawing on the power of innovation and the ever-evolving suite of technology tools, we help you:

- ▶ Gain flexibility and agility to enter in new markets while reducing fixed cost structures
- ▶ Streamline your payroll program in a unified global operation
- ▶ Reduce costs from your current program
- ▶ Improve the user experience for your employees

EY Payroll Operate makes sure you have the essentials covered: accurate, on-time pay for your employees wherever in the world they work; consistent and manageable processes for your payroll personnel; dependable compliance and minimized risk for the organization.

With over 50 years' experience providing industry-leading payroll services, 2,500 payroll compliance professionals and more than 4,500 valued global payroll clients in 150 countries, we support companies of all sizes to smoothly manage their entire payroll population, including even the most complex payroll taxation and mobility cases.

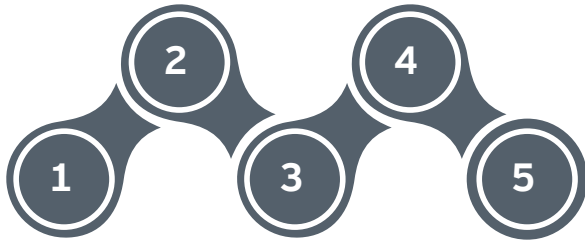
The EY difference is what elevates the essential, offering a distinctive user experience:

- ▶ **Global consistency** – One global platform using one certified methodology and provided by a highly integrated team comprised 100% of EY professionals – on the ground throughout the client's geographic footprint – no more multiple vendors or vendor aggregators.
- ▶ **Connected services** – Holistic approach covering clients most pressing challenges – from mobility, people advisory, finance, tax and law, to leveraging investments in automation, artificial intelligence and machine learning.
- ▶ **Intelligent automation** – EY Interact supports automated connectivity to all major HR and financial systems and our Payroll Control Center offers a consolidated view of workforce, operations and payroll processes leveraging the leading class technological capabilities of EY Global Tax Platform; highly intuitive analysis supported by advanced data visualization helps drive well-informed decisions and strategies while also driving down costs.
- ▶ **Continuous compliance** – In country professionals and relationships with tax authorities in over 150 countries, with real-time reporting, analytics and controls to flag discrepancies and anomalies, along with built-in governance that applies to your immediate requirements and is agile enough for the future and its changing compliance landscape.

Addressing your current payroll challenges

Human Resources Information System and finance systems not connected to payroll platform

Manual labor intensive tasks



1 Multiple payroll systems/vendors managed at local level

3 Staff turnover; continuity and compliance risk

4 Lack of visibility and controls

How does Payroll Operate solve these pain points?

EY-managed payroll solutions are built around one methodology, one technology platform and provided by a highly connected team across 150 countries. This creates a distinctive client experience.

EY | Assurance | Tax | Transactions | Advisory

About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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The next step in payroll modernization is already here

Locally sourced, country-specific resources were once central to a company's global payroll needs. This process matured into an international aggregator model, heralding a corporate shift toward a single-source payroll outsourcing function. However, this model has generated its own inefficiencies. Aggregator payroll service provision depends on what are essentially the same limitations as its predecessor model: locally sourced, country-specific subcontractor resources.

Aligning multiple subcontractor protocols invariably generates workflow gridlock, deficiencies in communication and execution, and impediments to positive outcomes. Having a complete view of their workforce or ensuring compliance present continuous challenges for most organizations. The result is that the historical problems associated with cross-border payroll go unsolved. Rather, they are merely outsourced.

As shown in the graphic below, dynamic new technologies are driving global payroll evolution from multi-subcontractor aggregation to a truly global delivery model. The outcomes are a substantial acceleration of all core payroll KPIs, new and efficient compliance controls, and the ability to unlock a payroll value chain with a range of connected services.

Global provider

Using own in-country resources operating to an enforced methodology

Aggregator

Global aggregators engaging local providers in each jurisdiction

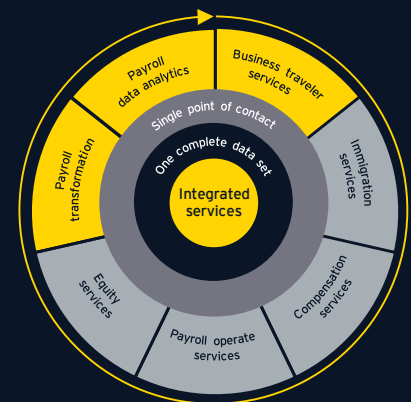
Local provider

Multiple local providers engaged independently in each jurisdiction



Holistic solutions

Integrating mobility, people advisory, finance, tax and legal solutions to unleash a seamless payroll value chain avoiding the need for you as a client to coordinate complex activities between different vendors.



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