A Journey To Shared Services:
Optimizing People, Processes and Technology
OUR JOURNEY

RESULT S

KEY TAKEAWAYS

WHERE WE WERE

OUR JOURNEY

RESULTS

KEY TAKEAWAYS

WHAT'S NEXT

Founded in 1938
Headquartered in Pittsburgh, Pennsylvania

Revenue $2.4B in Fiscal Year 2018

10,000+ Employees
39 Countries
“We knew there were rough waters ahead.”
STANDARDIZE PAYROLL SERVICE DELIVERY VIA SHARED SERVICE CENTERS

IMPROVE DATA INTEGRITY MODERNIZE & IMPROVE EFFICIENCY VIA TECHNOLOGY & OUTSOURCING

Dual Data Entry
HR Doing Administrative Tasks
Poor Global Data Visibility
Technology Can’t Support Shared Service Model

ACTION PLAN

CHALLENGE

RESULTS

KEY TAKEAWAYS

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CHALLENGE:
- Dual Data Entry
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ACTION PLAN:
- STANDARDIZE PAYROLL
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CHALLENGE

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CHALLENGE

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HR Doing Administrative Tasks

Poor Global Data Visibility

ACTION PLAN

STANDARDIZE PAYROLL

SERVICE DELIVERY VIA SHARED SERVICE CENTERS

IMPROVE DATA INTEGRITY

MODERNIZE & IMPROVE EFFICIENCY VIA TECHNOLOGY & OUTSOURCING

WHERE WE WERE

OUR JOURNEY

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WHAT'S NEXT
### 18 MONTH JOURNEY

<table>
<thead>
<tr>
<th>FISCAL YEAR 2016 SECOND HALF</th>
<th>FISCAL YEAR 2017 FIRST HALF</th>
<th>FISCAL YEAR 2017 SECOND HALF</th>
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<tbody>
<tr>
<td>20 COUNTRIES</td>
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<td>EMPLOYEE CENTRAL</td>
<td>ONBOARDING RECRUITING</td>
<td>WORKFORCE ANALYTICS</td>
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<td>US BENEFITS US PENSION</td>
<td>COMPENSATION</td>
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<td>RECRUITING UK PENSION</td>
<td>INDIA BENEFITS</td>
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<td>2 COUNTRIES / 45% OF THE POPULATION</td>
<td>4 COUNTRIES / +40% OF THE POPULATION</td>
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<td>AMERICAS ASIA</td>
<td>EMEA</td>
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</tbody>
</table>

### SUCCESS FACTORS

- Payroll
- Time
- Outsourcing
- Integration
- HR Case Management

### OUR JOURNEY

- About
- Where We Were
- Our Journey
- Results
- Key Takeaways
- What's Next
ESTABLISHING OUR SERVICE DELIVERY MODEL
Countries Supported from Centralized Approach 2016

AMERICAS
(0/7 countries)

ASIA-PACIFIC
(1/12 countries)

EMEA
(0/19 countries)

INDIA
(1/1 countries)
ESTABLISHING OUR SERVICE DELIVERY MODEL
Countries Supported from Regional Centers Today

- **AMERICAS** (13/19 countries)
- **ASIA-PACIFIC** (12/12 countries)
- **EMEA** (15/19 countries)
- **INDIA** (1/1 countries)

INTEGRATION DRIVES DATA INTEGRITY

95% DIRECT INTEGRATION

ABOUT WHERE WE WERE OUR JOURNEY RESULTS KEY TAKEAWAYS WHAT'S NEXT
OUR RESULTS

CONSOLIDATION

43 → 1

SAVINGS

$3M+
ANNUAL SAVINGS

REDUCED HEADCOUNT BY 50

ESTABLISH SERVICE DELIVERY MODEL

REDUCED COST PER SERVICE

OUR JOURNEY

RESULT

KEY TAKEAWAYS

WHAT'S NEXT
PAYROLL AND TIME

Concurrent Integration of PAYROLL AND TIME is Key

Centralize and Document ALL PROCESSES

Prior to Implementing Change

Have a CHANGE MANAGEMENT Strategy

Plan for More DEDICATED RESOURCES

KEY TAKEAWAYS

ABOUT

WHERE WE WERE

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WHAT'S NEXT
GERMAN TIME AND PENSION

KEY TAKEAWAYS

WHERE WE WERE

WHAT'S NEXT

BUILD HR KNOWLEDGE CENTER

TRANSITION TO SUPPORT CENTERS

OPTIMIZE REGIONAL CENTERS

ADDITIONAL COST SAVINGS

REFINE AUDIT PROCESS

RESULT S

ABOUT
OPTIMIZE REGIONAL CENTERS

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