



Shared Services &  
Outsourcing Week

# Top Presentations from Orlando



**Rod Lindsay**

President, Nokia  
Business Services (NBS)



**Christine Burrell**

Vice President,  
Human Resources



**Kelly Flaherty  
Parkinson**

Vice President, HR Operations  
& Service Enablement



**Rick Bridger**

Vice President, HR Operations  
& Service Enablement



**Mercedes Sullivan**

Vice President,  
People Transformation



**Molly Donofrio**

Partner





Keynote case study

# Nokia's value re- invention & GBS Transformation beyond technology development

Roderick — Roddy — Rod Lindsay

President, Nokia Business Services





# Nokia has been adapting to the needs of an ever-changing world for 160 years



# At Nokia, we create technology that helps the world act together

When the world's people, machines and devices are in sync with each other, we can realize the full potential of digital:

- Sustainable business growth
- Productivity in industry
- Inclusive digital access

# Networks that put the world's people, machines and devices in sync

**Mobile networks**  
to deliver continuous  
connectivity

**Fixed networks**  
to transport the world's data  
across buildings and cities

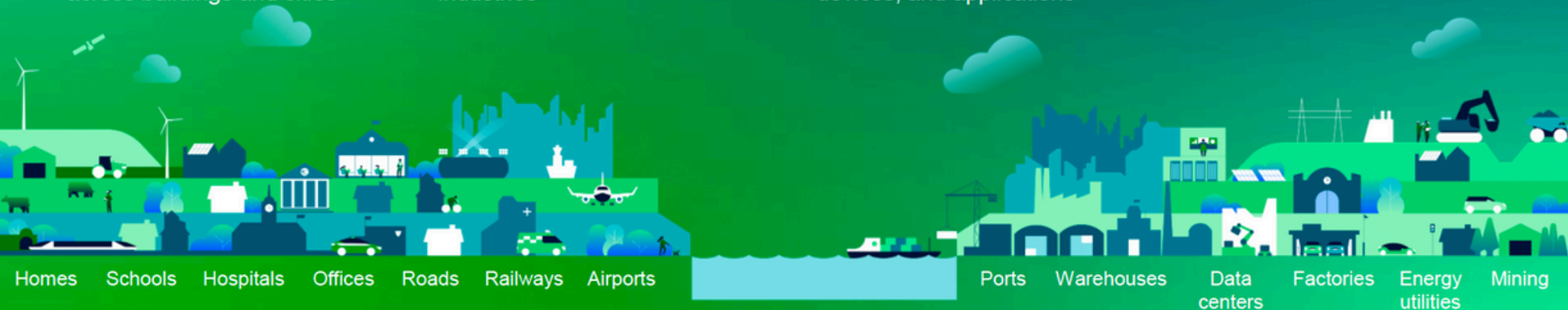
**Data center networks**  
to power the infrastructure for  
the cloud and AI era

**Private networks**  
to accelerate digitalization for  
industries

**Software**  
to deploy, operate and  
automate networks

**Cybersecurity**  
to protect networks, people,  
devices, and applications

**Non-terrestrial networks**  
to connect the hardest to  
reach places





Nokia at a glance

We are a B2B technology innovation leader delivering networks that sense, think and act

Enabling our customers to realize the full potential of digital:

- Service providers
- Enterprises
- Hyperscalers
- Defense
- Technology licensees

€19.2b

n

net sales in 2024

~130

countries of operation

7k+

patent families declared  
as essential to 5G

€150bn

+

invested in R&D since 2000

155+

years in business

10

Nobel Prizes for  
ground-breaking inventions

# History of Shared Services at Nokia

A continuously increased scope

Shared  
Account  
Services  
(SAS)

Financial  
Shared  
Services  
(FSS)

Shared Services  
Operations  
(SSO)

## Today's scope of Nokia Business Services

- Corporate Services
- Data Governance & Master Data Services
- Education & Knowledge Services
- Employee Services
- Finance Services
- Accounting & Tax Services
- Source to Pay Services



# Nokia Business Services in brief

## Our Vision:

To be a professional services organization and the preferred business partner for business groups and corporate functions. We focus our efforts on delivering experience, value and scale.

## Our Team:

~2000 Employees  
>80 Countries

## In 2024:

Employees served

~80,000

Cash collected

€18bn

Number of Purchase  
Orders

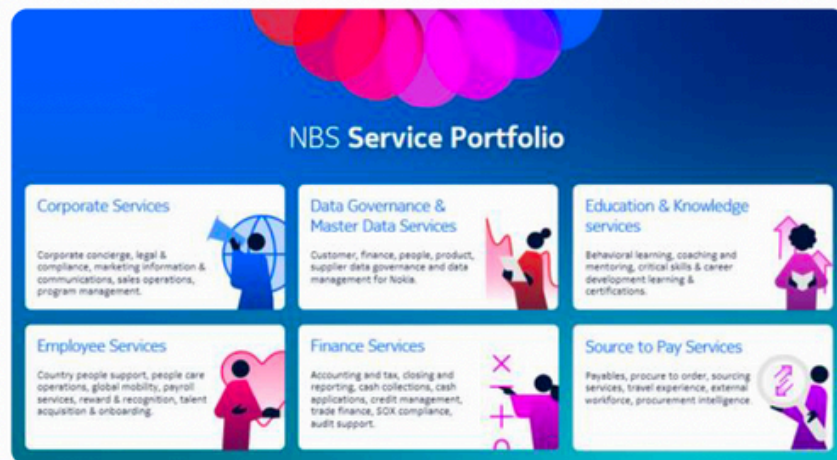
>260k

Indirect Procurement  
spent

€1.2bn

Data transactions

>350k





# Top achievements at a glance customer-centric



## Established NBS as a Professional Services organization

Evolved from a CFO-hosted function to Nokia Business Services

Expanded scope to cover Finance, People, Master Data, Procurement, and Corporate Services domains

Advancement in maturity level: NBS as a value center and strategic asset to Nokia



## Elevated Customer Experience

Implemented an operating model

Launched a Service Portfolio with 76 services approved by customers

Provided transparency of service offerings and adherence to SLAs



## Shifted to Consumption-based Charging Model

Transformed the NBS charging model from 80% fixed cost model to 100% consumable model with full commercial arm's length between NBS and Business Groups / Corporate Functions



## Accelerated Digital Transformation

Implemented market leading technology in cash collection (2.5m€ annual savings)

Consolidated Nokia's HR tool landscape into one platform with Oracle Fusion Cloud HCM

Insourced and automated BPO work worth of 770k€/year



## Recognition and Awards

Recognized by SSON as Top20 GBS organization in the world

Received Oracle Customer Excellence Award

Received iF DESIGN Award 2025

Nominated for "The Asset Triple A Treasuries" Award

Successfully completed ISO9001 audit without any non-conformities

Understanding the  
paradigm shift is vital for  
future success.



# The future we face

## Rise of LLMs and Gen AI

- Gen AI: the steam engine of the 21<sup>st</sup> century
- AI embedded in devices and infrastructure
- ICT stack will be disrupted
- AI will turbo innovation across domains

## Demographic shift

- Centers of growth are rebalancing
- Rising influence of digital native Gen Z
- Aging populations and increasing life expectancy
- Continued urbanization



# Moving forward

NBS is focused on creating value through four levers as the transformation engine for our customers

## Customer Focus & Performance

- Speed, quality and consistency
- Transparency, reliability and control
- Measurability and actionable insights
- ... **enhances credibility** ...

## Scale & Digital Innovation

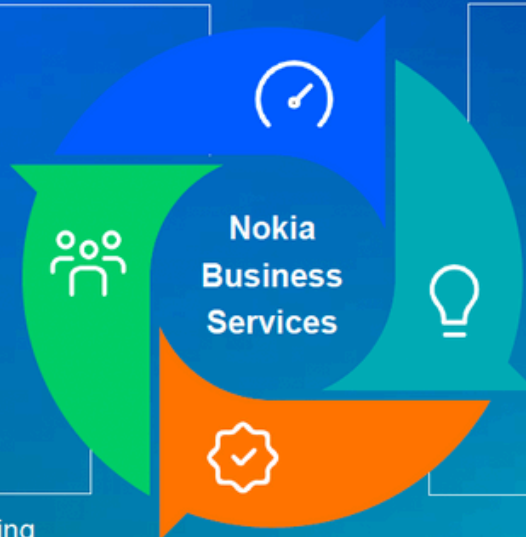
- End-to-end lean, automated services
- Focused service and solution innovation teams
- Automation orchestration and digital as a Service
- ... **improve productivity and predictability** ...

## Branding & Talent

- Internal and external business services branding
- New skills required
- Career acceleration
- ... **uplift reputation and foster attractiveness** ...

## Experience

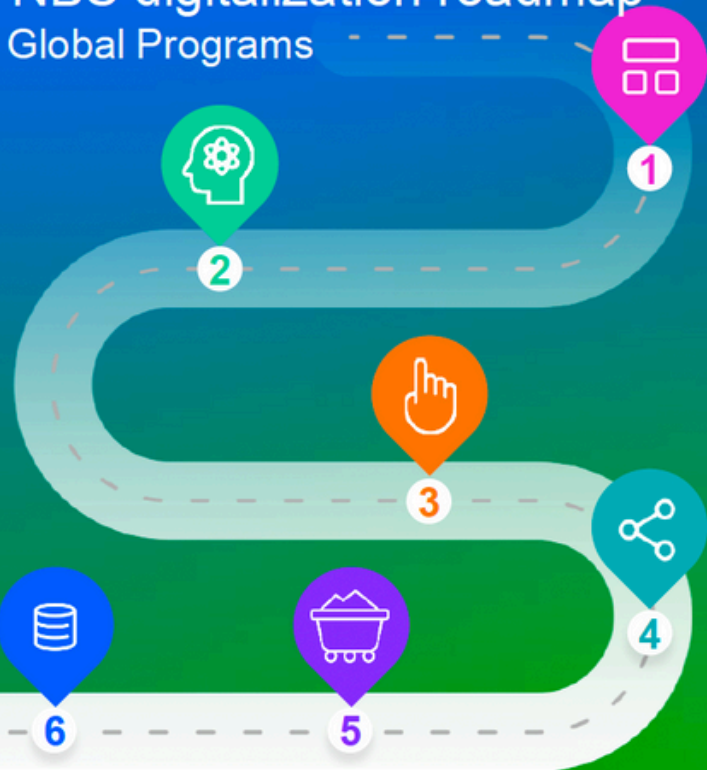
- Customer-led, human centered service design
- Seamless, omnichannel service consumption
- Predictive, proactive & preventive care
- ... **stimulates appetite for more services** ...



# Spearhead digital transformation and maximize business outcomes

## NBS digitalization roadmap

Global Programs



### 1. Strategic Platforms

Market-leading, low / no-code SaaS

### 2. AI / Machine Learning (ML)

Predictive analytics, natural language Q&A

### 3. Enhanced self-service

Chatbot / digital assistants

### 4. Service Orchestration

Workflow digitalization & automation

### 5. Process Mining

Digital insight for process improvements

### 6. Data Lakes

Cloud-based solutions for Data as a Service and Analytics offerings

### Digital Enablers



Power Automate



highradius



Azure



ORACLE  
HCM Cloud

**servicenow**



Microsoft Copilot



Power BI



cornerstone



salesforce

**NOKIA**



Speed of change,  
impacting the next  
generations



**P**rotagonist, Provocateur,  
Provocatrix

**E**mployee Empathy

**O**rchestration in Operations

**P**artnering with Purpose

**L**egacy Mindset

**E**volution to Revolution

To be ready for change you need to be the change!

Massive disruption to the working population.  
You need to own this!

Collaboration across your organization is more important than ever!

Do you really know your personal purpose and the purpose of your partners in the great scheme of things?

Both past and future. Embrace the past, to build the future.

Buckle up for the Technology Revolution.

**P**rotagonist, Provocateur,  
Provocatrix

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**ssen**

**Shared Services &  
Outsourcing Week**

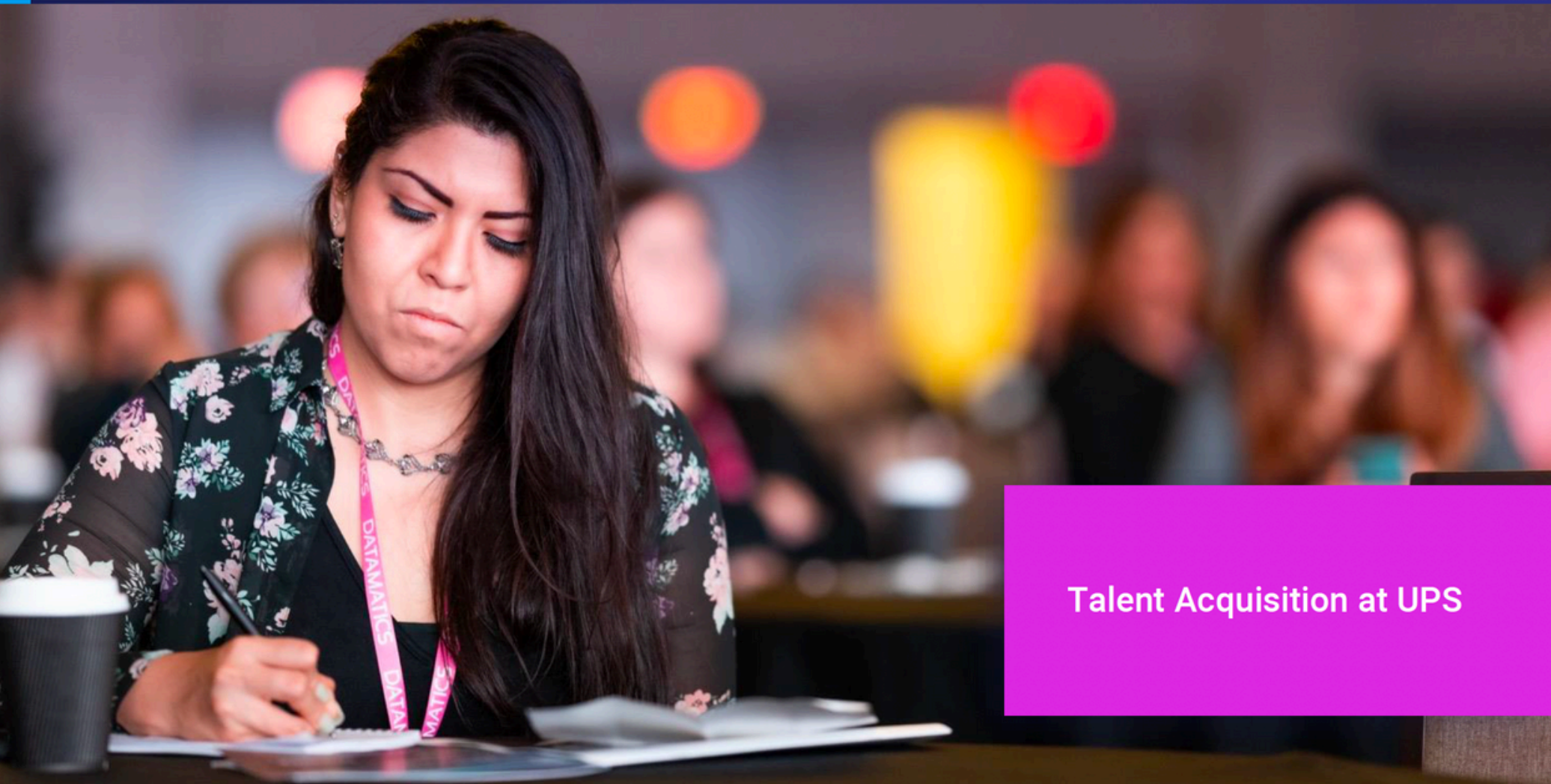


**Automate Talent Acquisition:**

**A Case Study in HR Shared Services Innovation**



- 
- 1 Talent Acquisition at UPS
  - 2 Pilot #1: Centralize Hourly Hiring Support
  - 3 Pilot #2: Digitize Hourly Hiring
  - 4 Outcomes
-

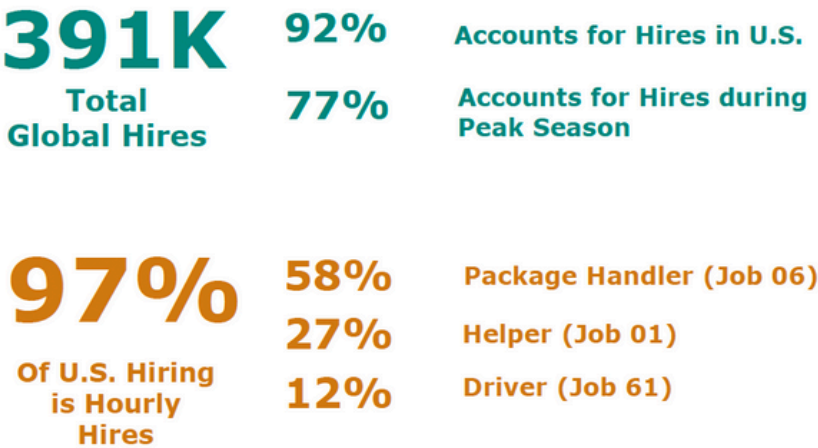


## Talent Acquisition at UPS

# UPS Hiring Highlights

*Multi-year journey focused on perfecting our hiring process through a digital candidate experience and hiring process.*

## 2024 Hiring Data Highlights



## Key Insights

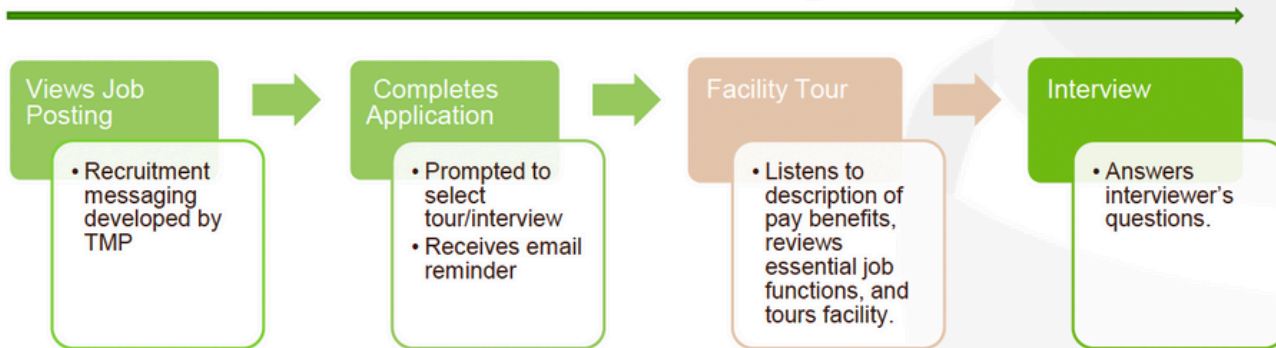
*In 2024...*

- There are **361,000 total U.S. annual hires**
- **Three hourly job types** account for 340K U.S. hires – of which, 269K are hired during peak season (Sept-Dec)
- Peak hiring of three US hourly job types accounts for **69% of global UPS hires**

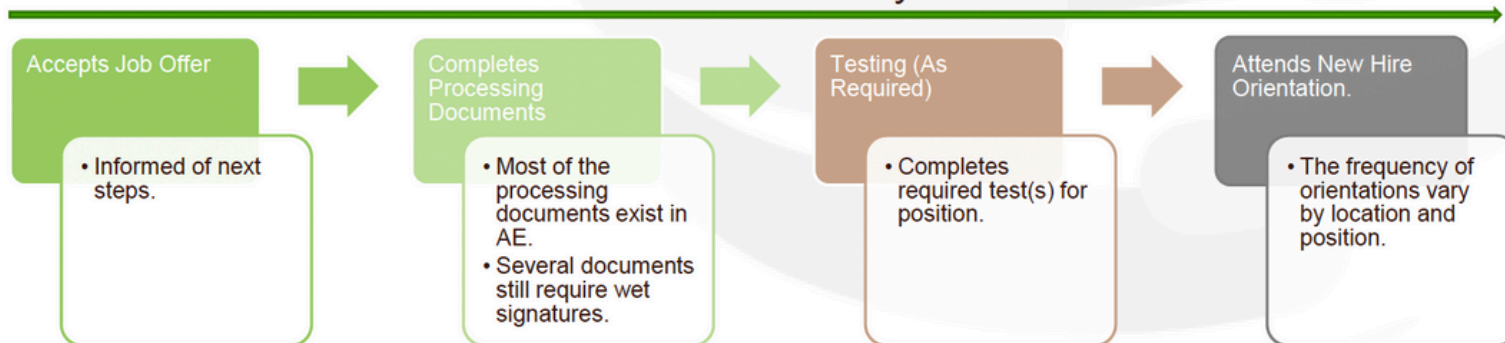


# Decentralized Hourly Hiring Process

1 to 5 Business Days



1 to 10 Business Days



# Hourly Hiring Process. Scope & Vision for Initial Pilot

- A comprehensive solution can address a wide range of pain points while driving business outcomes across multiple areas of the organization for the Recruitment and Onboarding Processes

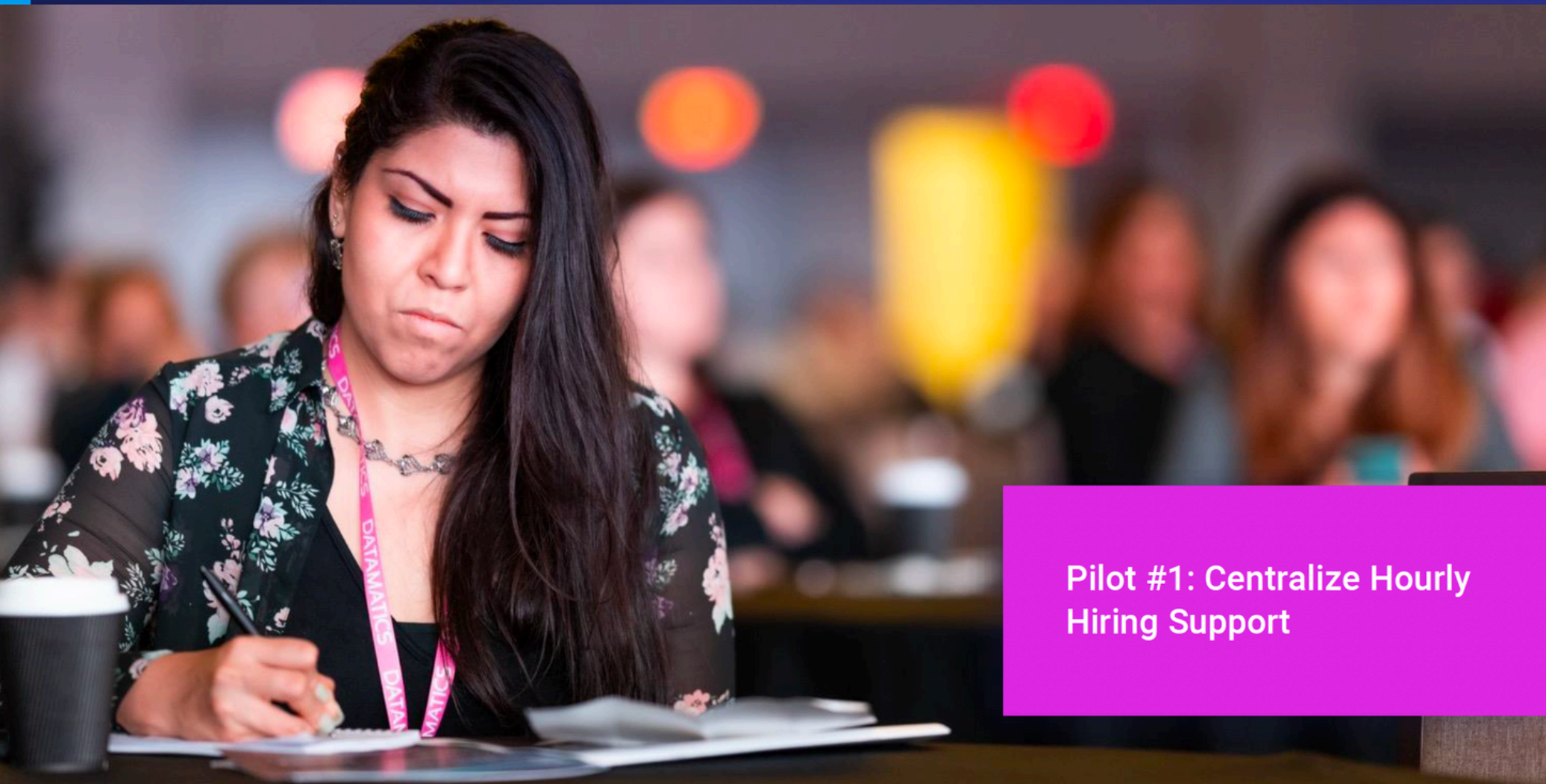
## Pain Points

- **Time to fill** hourly positions can take upwards of **18 days**
- **Intense manual process** to hire and onboard
- **50% drop off** rate from scheduling/showing up for interview
- **High attrition rates** for manual labor
- **Discrepancies** between IE plans and operating plans
- Decentralized and inefficient process for **Market Rate Adjustments (MRAs)**
- Ability to **provide efficient lead time** for planning adjustments
- **Lack of success metrics** for hourly hiring



## Expected Outcomes

- Dramatically **reduce hiring time**
- Improve **digital candidate experience**
- Reduced HR touchpoints that lead to **HR headcount savings**
- **Decreased fallout** rate of candidates
- Improved candidate selection and **employee retention**
- Agreed upon **hiring plan**, in advance, by all stakeholders



## Pilot #1: Centralize Hourly Hiring Support



# Pilot 1: Vision & Design. Centralized Hourly Hiring Support

*Time to complete the application/onboarding process has a direct impact on the funnel ratio to hire. Keeping candidates engaged throughout a seamless process in an hour converts a candidate to a hire and prevents them from looking at other job opportunities.*

## CANDIDATE PROCESS

Applies, Completes Virtual Tour, & Schedules Interview

Completes Virtual Interview

Conduct Video Interview

Extend Offer & Complete Processing

Shows Up to Work 1<sup>st</sup> Day

## VISION



## GOALS

- *Improved candidate engagement throughout the process*
- *Simplified process reducing number of candidates who stop the process*
- *Increased effectiveness to meet hiring plans*

# Pilot 1: Design of Candidate Journey

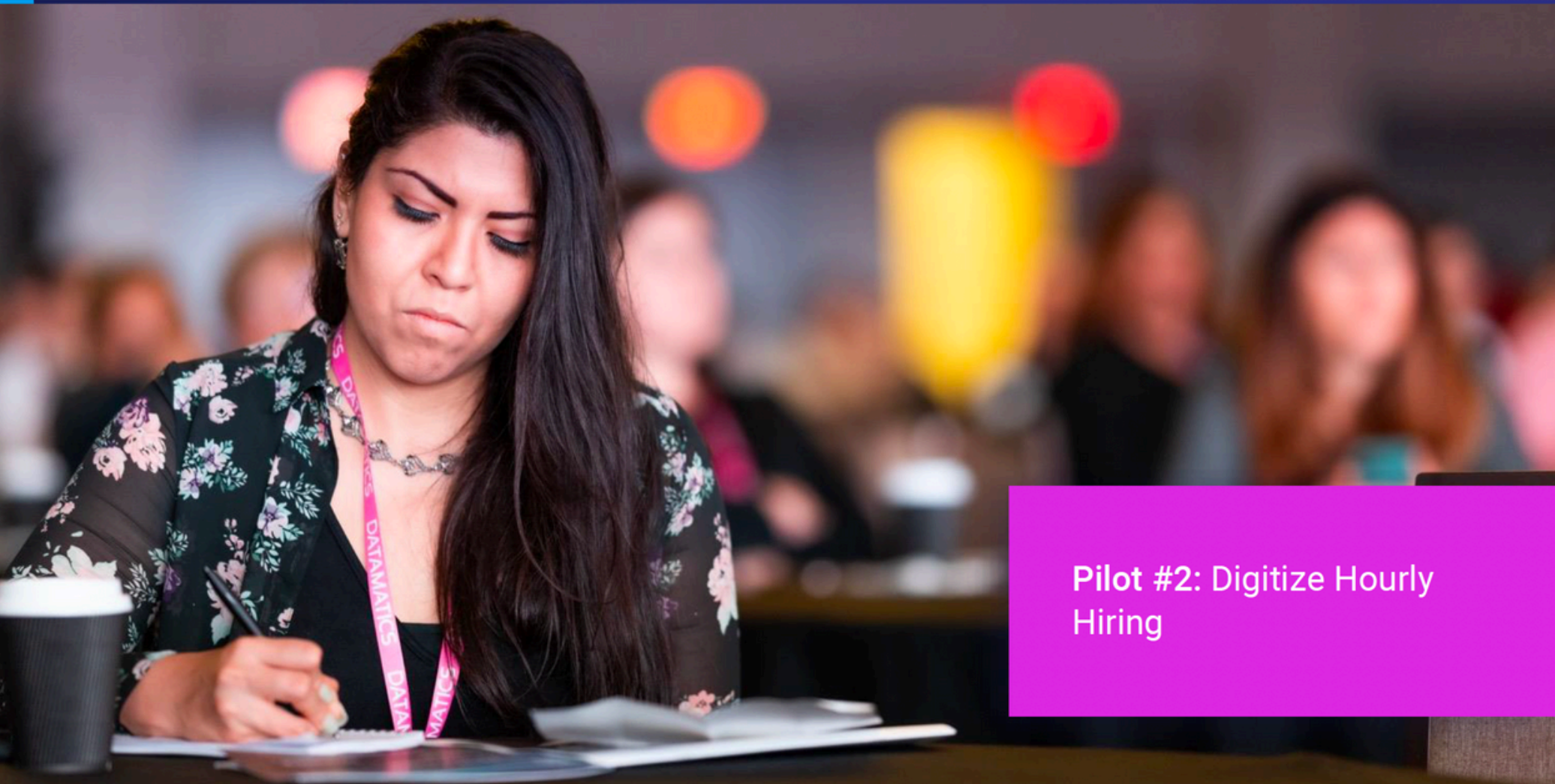


# Part 1: Key Lessons Learned

*At the end of year 1, the team successfully completed 227,709 hires - 107,231 helpers, 107,220 manual operations, 1,462 feeder drivers, 9,133 package drivers, and 2,679 personal vehicle drivers*

Key Lessons
<ul style="list-style-type: none"><li>• It works!! We can successfully centralize portions of the hiring process.</li></ul>
<ul style="list-style-type: none"><li>• Pursue technology to automate more of the end to end hiring process.<ul style="list-style-type: none"><li>• Face to face interview can be centralized using technology; however, candidate evaluation could be effectively carried out via an assessment</li><li>• Requests for SSN via the phone are met with resistance by candidates.</li><li>• Process required manual work outside the system to track performance, hiring plan effectiveness, and interview scheduling.</li></ul></li></ul>
<ul style="list-style-type: none"><li>• Timing of pilot roll out and risks associated with running a pilot during peak season; no room for error.</li></ul>
<ul style="list-style-type: none"><li>• Initial learning curve at Centralized Employment Center requires more work to effectively manage cost and service.<ul style="list-style-type: none"><li>• Understanding candidate no show rates.</li><li>• Determining appropriate ratios of interviews for difficult to fill shifts (i.e. Sunday to Thursday).</li><li>• Managing high volume hiring, operational visibility and reporting needs.</li><li>• Improving new Employment Specialist interview handle times.</li><li>• More managerial oversight needed at the HRSC than expected.</li></ul></li></ul>
<ul style="list-style-type: none"><li>• Need to address the hiring plan creation so that hiring plans can be locked down 2 weeks out.</li></ul>





## Pilot #2: Digitize Hourly Hiring

## Part 2: Vision & Design. Digitize Hourly Hiring (Pilot Take 2)

*Time to complete the application/onboarding process has a direct impact on the funnel ratio to hire. Keeping candidates engaged throughout a seamless process in an hour converts a candidate to a hire and prevents them from looking at other job opportunities.*

### CANDIDATE PROCESS

Applies & Takes Assessment

Receives Offer & Accepts

Initiates Background Check  
& Schedules 1<sup>st</sup> Day

Shows Up to Work 1<sup>st</sup> Day

### VISION



### GOALS

- *Improved candidate engagement throughout the process*
- *Simplified process reducing number of candidates who stop the process*
- *Increased effectiveness to meet hiring plans*

# Guiding Principles



Digitally Enhanced  
Process to enable a  
seamless and simple  
Candidate Experience



Global end-to-end,  
simplified processes to  
drive efficiency,  
compliance, cost structure  
visibility, and metric-  
driven accountability to  
the business



Digital AI Assessments  
and Virtual Interviews  
to obtain top talent  
effectively



Single and Direct  
Access across  
platforms



Candidate Self-  
Scheduling for  
Interviews and  
Assessments



Automated reminders  
and touchpoints  
throughout the  
Experience to keep the  
Candidate engaged



Role Assignment  
specifically for U.S.  
Hiring (i.e. IE Staffing  
Plan resource, Hourly  
EIB resource) based on  
the new HR Operating  
Model



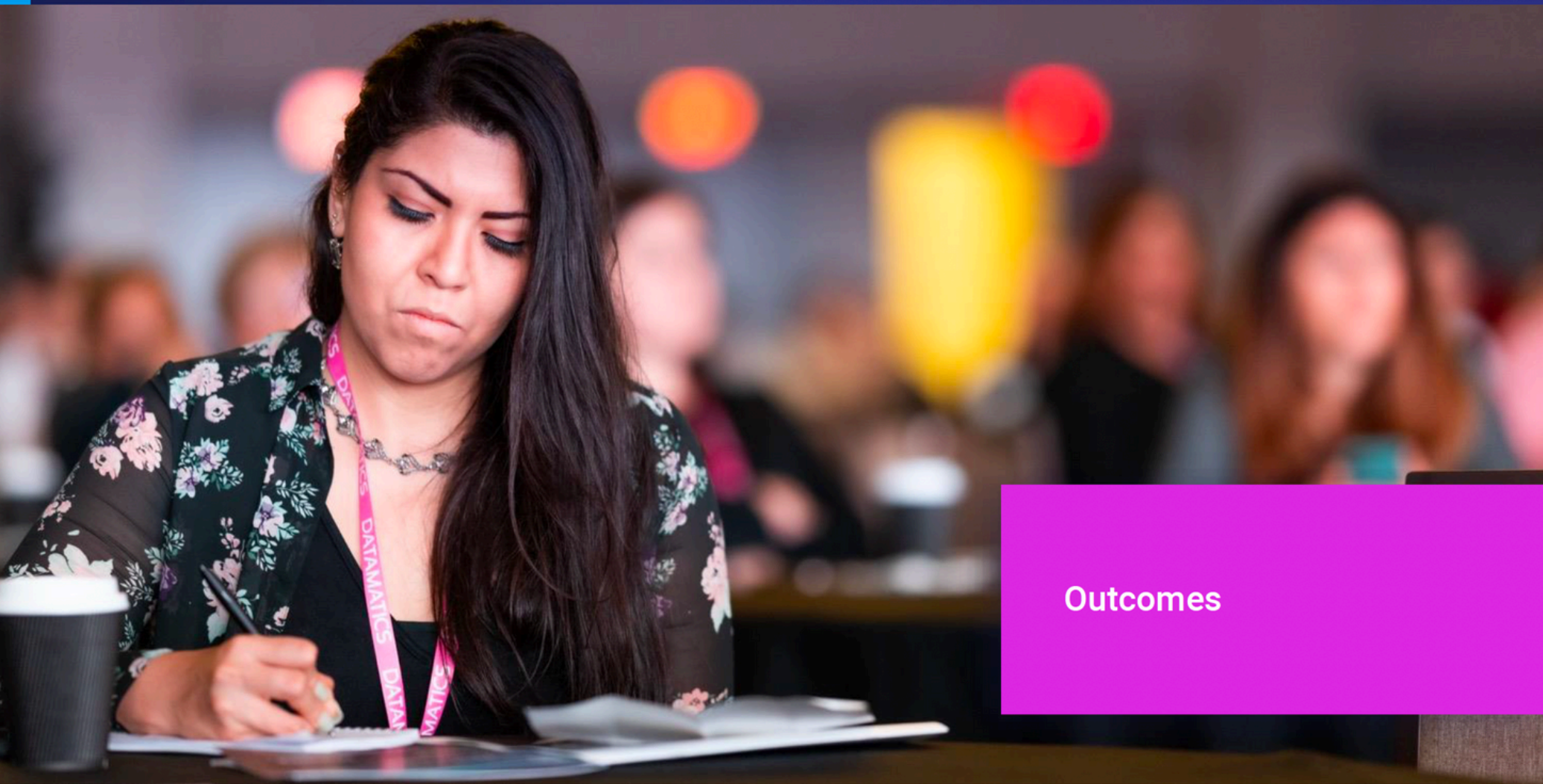
## Part-time Inside Manual



## Part 2: Key Lessons Learned

*Through the current experiences along with the U.S. Pilot and the Canada Recruitment launch the team has collected notable key lessons that need to be incorporated into the next hourly hiring process design.*

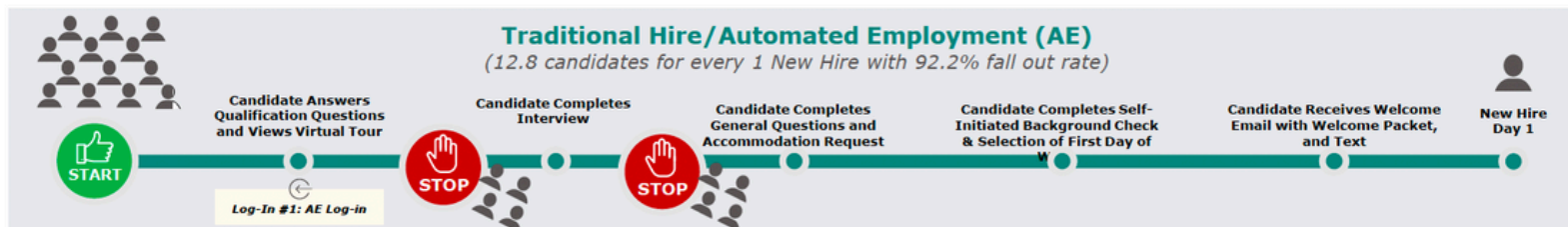
Key Lessons
<ul style="list-style-type: none"> <li>Candidates require a process that is easy to navigate.               <ul style="list-style-type: none"> <li>Candidates are not understanding how to proceed through a process that requires multiple logins and links</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Determine which positions require an assessment               <ul style="list-style-type: none"> <li>What type of candidate does UPS require? What is root cause of our candidate pools inability to pass the assessment?</li> <li>What kind of candidate pool does UPS want to attract? Is this different for Permanent vs. Seasonal?</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Self-scheduling functionality needed (i.e. validate availability, send placeholders to candidate &amp; hiring manager)</li> </ul>
<ul style="list-style-type: none"> <li>UPS business requires multiple compliance forms requiring automatic population of collected data to increase ease of use and accuracy in form completion (i.e. USPS Authorization &amp; Release - Background Investigation, USPS FCRA Background Disclosure, USPS Questionnaire, USPS Cover Sheet, MA Paid FMLA, Security Threat Assessment (STA) Application, and Form i9)</li> </ul>
<ul style="list-style-type: none"> <li>Need to automatically populate rates and union codes into the system</li> </ul>
<ul style="list-style-type: none"> <li>Process of hiring into high volume facilities adds complexity in several areas of the business process               <ul style="list-style-type: none"> <li>Maximum training capacity within operations team</li> <li>Holding organizations due to need to offer jobs and hire candidates before FT Supervisor is known</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Collectively agreed upon method for determining hiring plans (HR, IE, and Operations)</li> </ul>
<ul style="list-style-type: none"> <li>Additional work needed on the MRA approval process in districts</li> </ul>
<ul style="list-style-type: none"> <li>Strategic decision needed on what competitive rate UPS will offer to attract the right candidates</li> </ul>
<ul style="list-style-type: none"> <li>Conversion of existing candidate pipeline needs to be tested (Consider sunrise/sunset approach for hiring)</li> </ul>
<ul style="list-style-type: none"> <li>Attrition is too high on the backend to keep up with the hiring demand</li> </ul>



## Outcomes

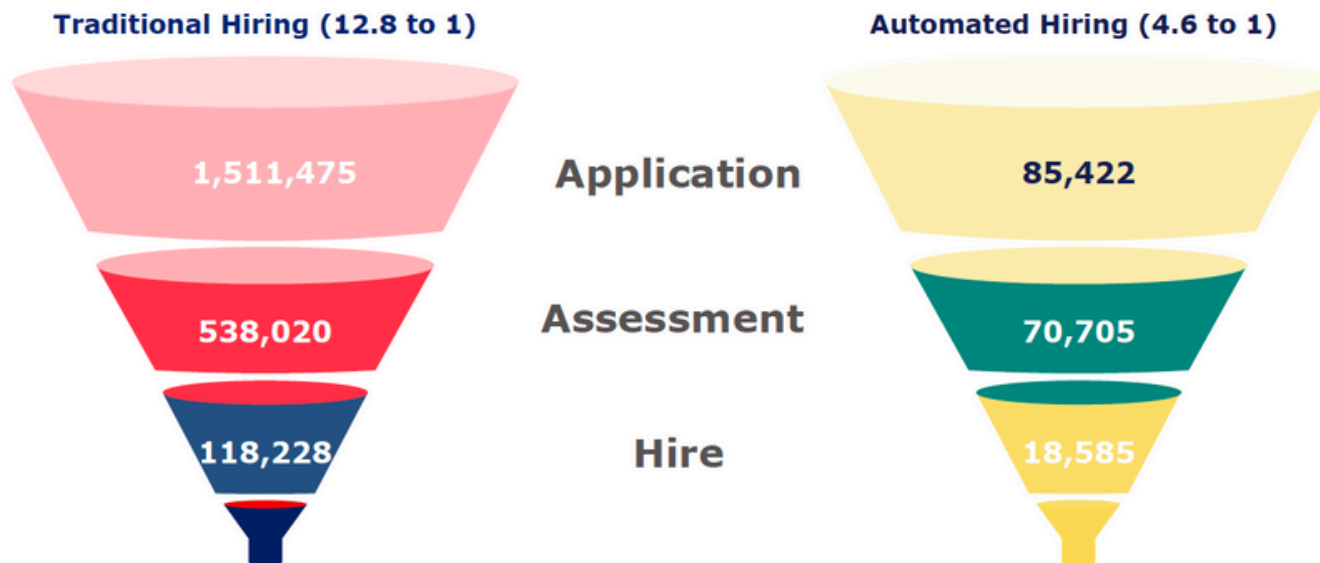


# Pilot Outcomes: High-Volume Hourly Candidate Experience



# Pilot Outcomes: Comparison of Candidate to Hire Ratios

- Traditional Hiring Data vs. Automated Hiring Pilot



Note: Data source AE 4/13/2020 to 10/03/2020

**Presentation from  
SSOWomen's Day!**



Pre-conference day dedicated to empowering women in shared services & their allies.





**Mercedes Sullivan**

VP, People Transformation | McKinley



# Owning Your Career

Mentors, Coaches and Sponsors

ssen

Shared Services &  
Outsourcing Week

# 3x



Men vs women as Directors and  
above in Shared Services



**TENNIS, LIKE OUR CAREERS, IS A SOLO  
SPORT — BUT WE CAN'T SUCCEED ALONE.**

# The advisory team

## Mentor

Guides with  
experience

## Coach

Develops  
specific skills

## Sponsor

Influences to  
open doors

**T**

**A**

**C**

**O**

**S**

**TARGET**

**ASSESS**

***CONNECT***

**OWN**

**SHARE**

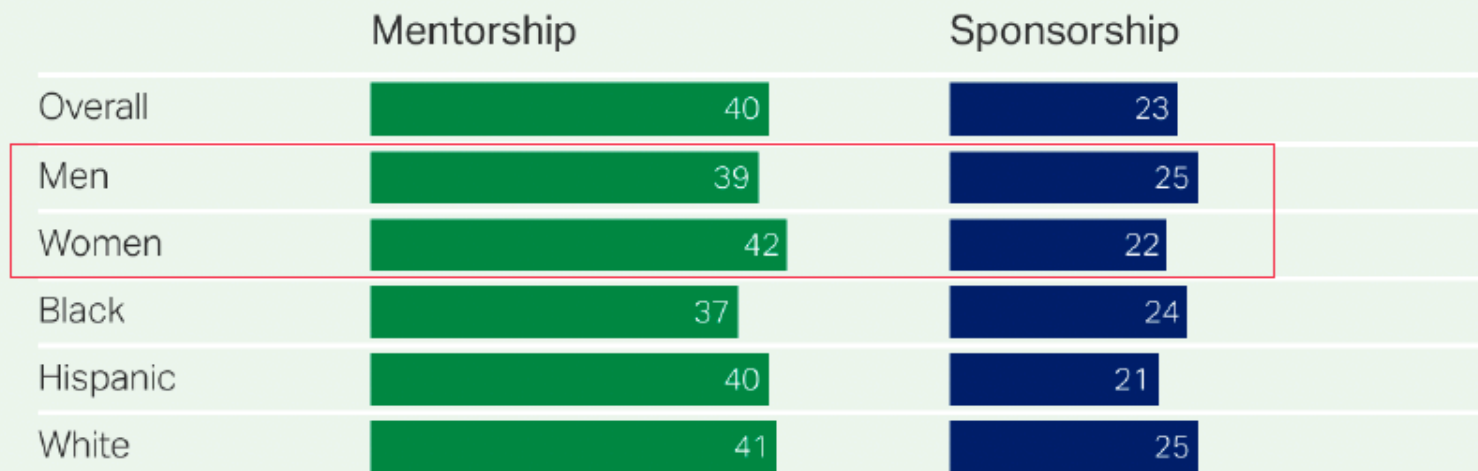




Show of hands....

## Employees With a Mentor or Sponsor at Work

Do you have a mentor at work? Do you have a sponsor at work? % Yes



Definitions provided were: A mentor is someone who shares knowledge and provides guidance. A sponsor is someone who actively promotes growth, provides access to opportunities at work, and/or advocates for career advancement.

GALLUP

19

Women managers are 19% more likely to be promoted if they have a sponsor<sup>1</sup>

65

Women of color with sponsors are 65% more likely to be promoted than those with mentors alone<sup>1</sup>

10

Sponsored women earn on average 10.2% more, while mentorship alone closes the pay gap by only 3.8%<sup>2</sup>

53

Managers and executives who sponsor are 53% more likely to advance in the leadership ladder<sup>1</sup>



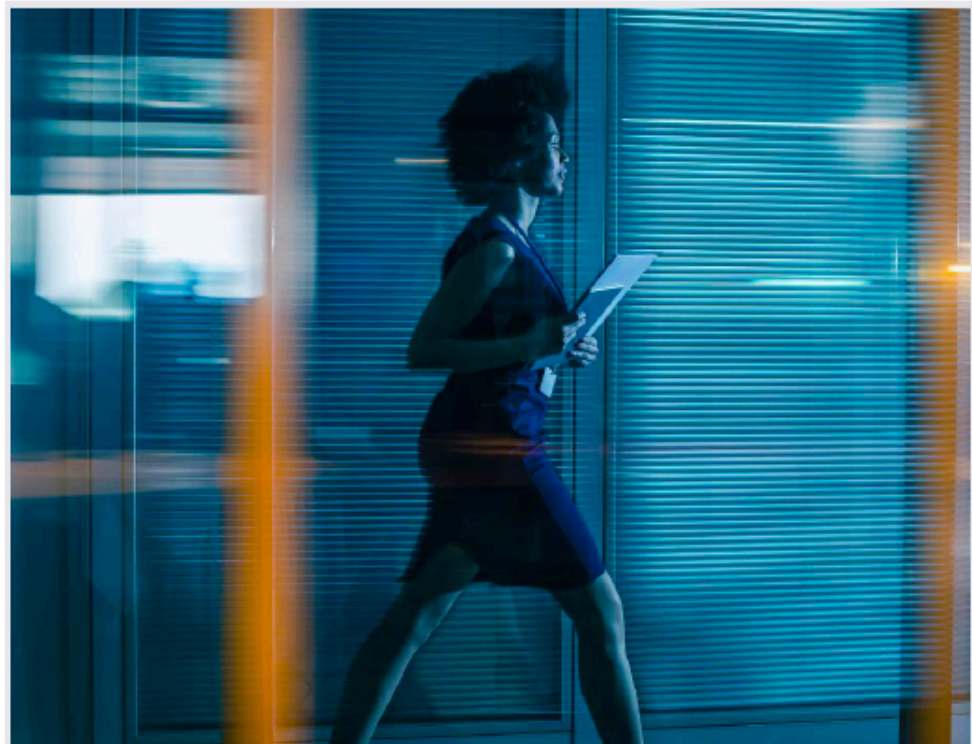


## A note about AI...

Better mentor  
matching  
capabilities

Personalized  
learning paths  
and assistants

No substitute for  
**human** advice  
(yet!)



## Next steps

Using the T.A.C.O.S. framework, what is one next step you can take towards growing your career?



**T**

**A**

**C**

**O**

**S**

**TARGET**

**ASSESS**

**CONNECT**

**OWN**

**SHARE**

# Key Takeaways

T.A.C.O.S.  
framework as a  
guide for growth

We need mentors  
and coaches but  
specially sponsors

Value of human  
connections even  
in the age of AI

**Own Your Career  
Find Your People  
Don't Be Your Own No**





THANK YOU!





# How Do We Get the Data?

## A Multifunction Assessment of Workforce Efficiency

SSOW Conference Presentation, March 25, 2025

Christine Burrell and Rick Bridger, BrandSafway  
Molly Donofrio, ScottMadden



# Introduction

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## Presenting Today

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**Christine Burrell**  
VP, Human Resources and Compliance  
BrandSafway



**Rick Bridger**  
Sr Director, HR Shared Services  
BrandSafway



**Molly Donofrio**  
Partner  
ScottMadden

# About BrandSafway | Providing You Access to Build a Better World

- › BrandSafway is a **leading global provider of access, industrial and specialty services, and forming and shoring** solutions to the industrial, commercial and infrastructure markets.

## PRODUCTS & SERVICES

Scaffolding and work access

Industrial and specialty services

Forming and shoring

## BY THE NUMBERS

\$5B  
in revenue  
in 2023



~40,000  
employees



~340  
locations



30  
countries

## MARKETS SERVED



Power Generation



Civil & Infrastructure



Oil, Gas & Chemical



Commercial Construction



Emerging Markets

## Business Complexity

39  
Global  
Payrolls

ORACLE  
dayforce  
UKG

cegedim  
business services  
CibickHCM  
& more!

~80% of employees are **Craft Labor**



High churn & mobility rates

Project dependent  
workforce

Antiquated people tech  
Union and Non-Union

# Driving Transformation – Phased Approach

## 2020 Work Activity Survey – HR Scope



### HCM Design

- Implementing Workday HCM
- Understand roles for business processes and security



### HR Work Design

- Consider how to structure the work for shared services

## 2023 Work Activity Survey – Cross-Functional



### Functionalization

- Centralize key functions (e.g. Finance, Engineering, HR)
- Support Process Mapping



### GBS

- Determine path for transactional work (onshore, offshore, outsourced)
- Build shared service strategy



# What is the Work Activity Assessment?

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# Why Do a Work Activity Assessment?

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**Type and Amount of Work**  
*Uncover the FTEs for in-scope functions and services.*



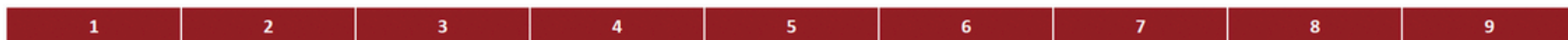
**Labor Cost of Activities**  
*Quantify the current level of spending for the organization.*



**Service Delivery Opportunities**  
*Discover opportunities for efficiencies and alignment.*

# What is a Work Activity Assessment?

## WEEKS



Kickoff &  
Preparation



Development & Design



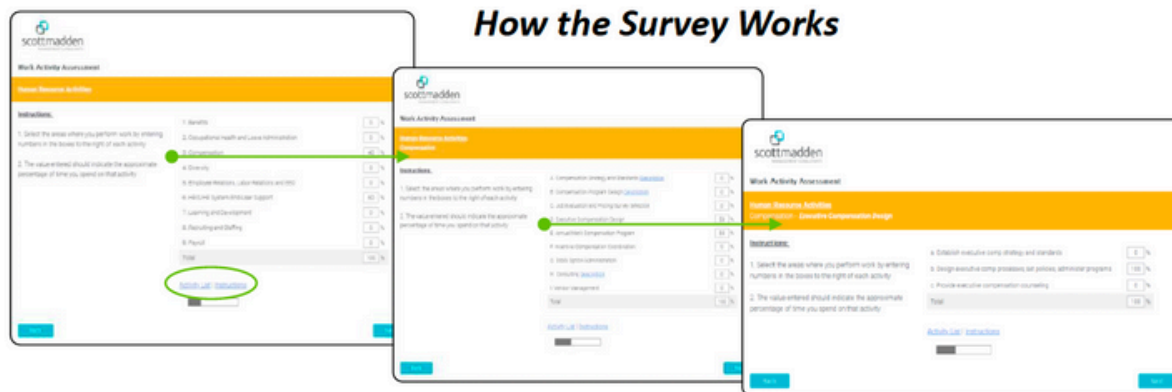
Deployment & Data  
Validation



Analysis & Reporting



Deliverables &  
Recommendation



## Data Is Quantified in Several Ways

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**Headcount**



**Full-Time  
Equivalent (FTE)**



**Labor Cost**



**Activity Level**



**Management Level**



**Work Type**



**Demographic Cuts**

# Key Attributes

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1

Multi-functional or  
single function  
assessment

2

Snapshot of your  
company compared  
to leading practice

3

Insight into where  
people are spending  
their time

4

Findings relevant to  
the Executive  
Leadership Team and  
to functional process  
owners



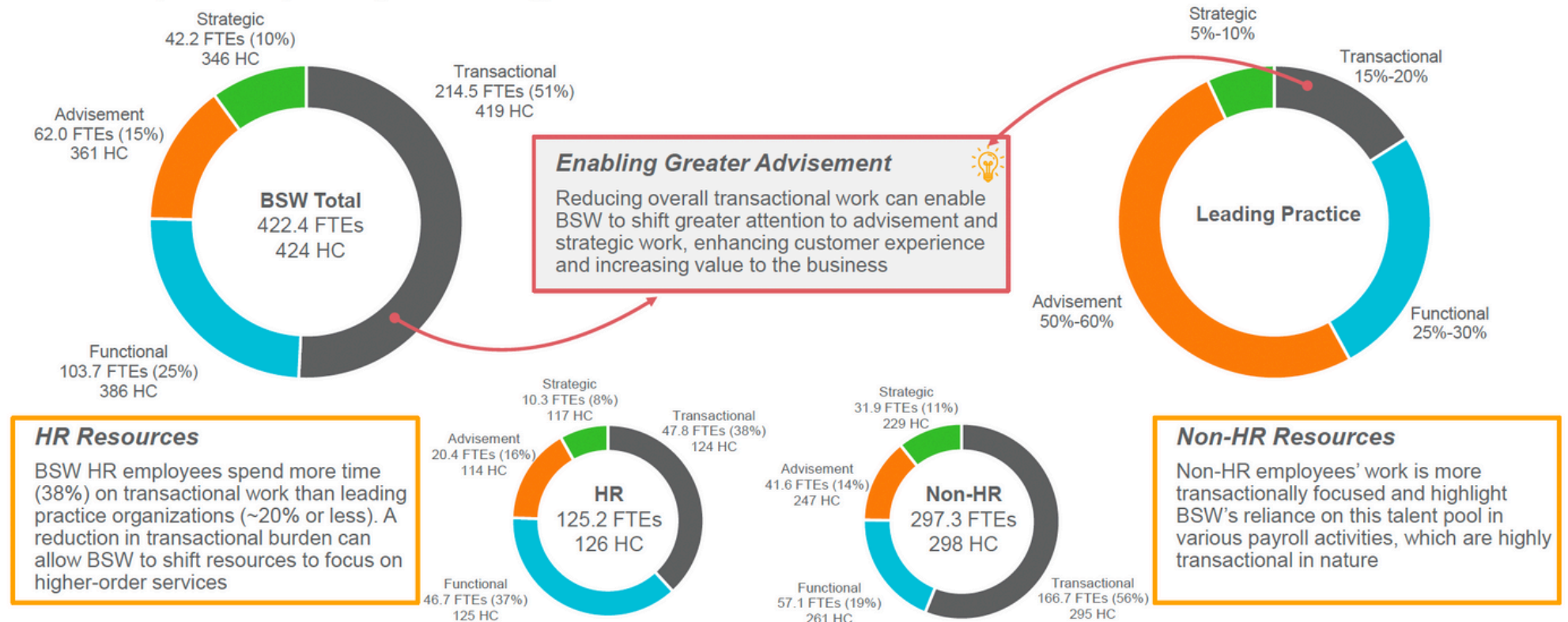


# Assessment Findings and Impact

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# Work Type Mix vs. Leading Practice

Transactional work at BSW is much higher than leading practice, which increases transactional and administrative burden across the organization (within and outside of HR) and reduces HR's ability to provide higher-value services. High transactional burden is due to a lack of process standardization, automation, and integrated technology.



# FTE and Headcount Distribution by Work Category

53% of this work is administrative work



## Chart Overview

- FTEs (Full-Time Equivalents) represent the amount of effort involved within each area
- Headcount represents the number of unique individuals performing the work



## Chart Totals

FTE	Headcount
4518.4	4561



## Key Takeaways

- Cross-functional areas such as General Management and Administrative, Branch Ops, and Other are accounting for around 52% of work performed
- General Management and Administrative activities include 614 FTEs of Administrative work (e.g., filing/copying/sorting, word processing, other admin support), and 534 FTEs of Management work (e.g., supervising/counseling employees, managing employee performance, creating/managing budget)
- 388 Individuals allocated 100% of their time to Other activities were removed

General Management and Administrative



1148.1 FTEs worth of work is being done by 2896 people

Finance



993.4 FTEs worth of work is being done by 2630 people

Branch Ops



817.1 FTEs worth of work is being done by 2096 people

Engineering



580.8 FTEs worth of work is being done by 1308 people

Represents work outside of the functions in the survey

Other



418.3 FTEs worth of work is being done by 1737 people

HR



306.7 FTEs worth of work is being done by 1531 people

Procurement



254.1 FTEs worth of work is being done by 1262 people

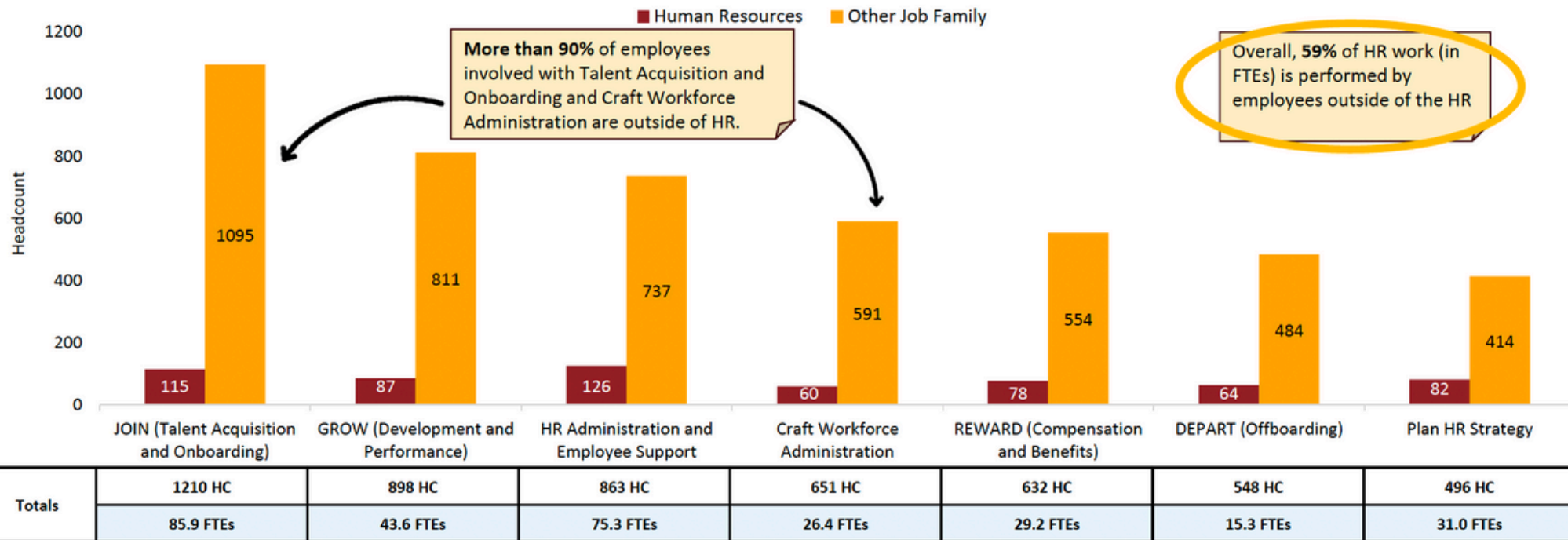
FTE

Ratios between headcount and FTEs for HR and Procurement show the most fragmentation of work across the functions.



# HR Work Performed by Other Job Families (Headcount)

A significant portion of HR tasks are being performed by staff sitting outside of the HR Job Family. In 6 out of the 7 areas, there are more FTEs from employees outside of HR that are carrying out these duties. While some work is always going to be performed by employees outside of the function, it is surprising to see this level of involvement from employees outside of HR.





# Branch Employees Core vs Non-Core Activities by Management Level

## Core Activities

- Billing and Collections
- Business Development and Sales
- Contract Management
- Environment and Compliance Health and Safety
- Estimating
- Project Management and Worksite Execution
- Supply Chain and Ops Management (non-fleet)

## Non-Core Activities

- Branch and Admin Services
- Craft Workforce Administration
- Engineering
- Payroll Processing
- Supply Chain and Operations Management (fleet)
- Timekeeping (Branch Ops)



## Chart Overview

- Each branch activity has been assigned a core or non-core designation based on the vision for the Branch of the Future.



## Chart Totals

FTE	Labor Cost	Headcount
2936.7	\$262,406,000	2963



## Key Takeaways

- Core activities represent only 35% of current work at the branches
- While leadership roles are performing more core activities, significant amounts of non-core work is still being performed across management levels, limiting bandwidth to perform high-value add core activities
- Shifting non-core work to other organizations such as GBS and shared services will free up significant time for core activities

Executive/Director

59% (90.8)

41% (63.2)

Branch leaders spend significant time on non-core work



Manager/Supervisor

49% (344.3)

51% (360.0)

Individual Contributor

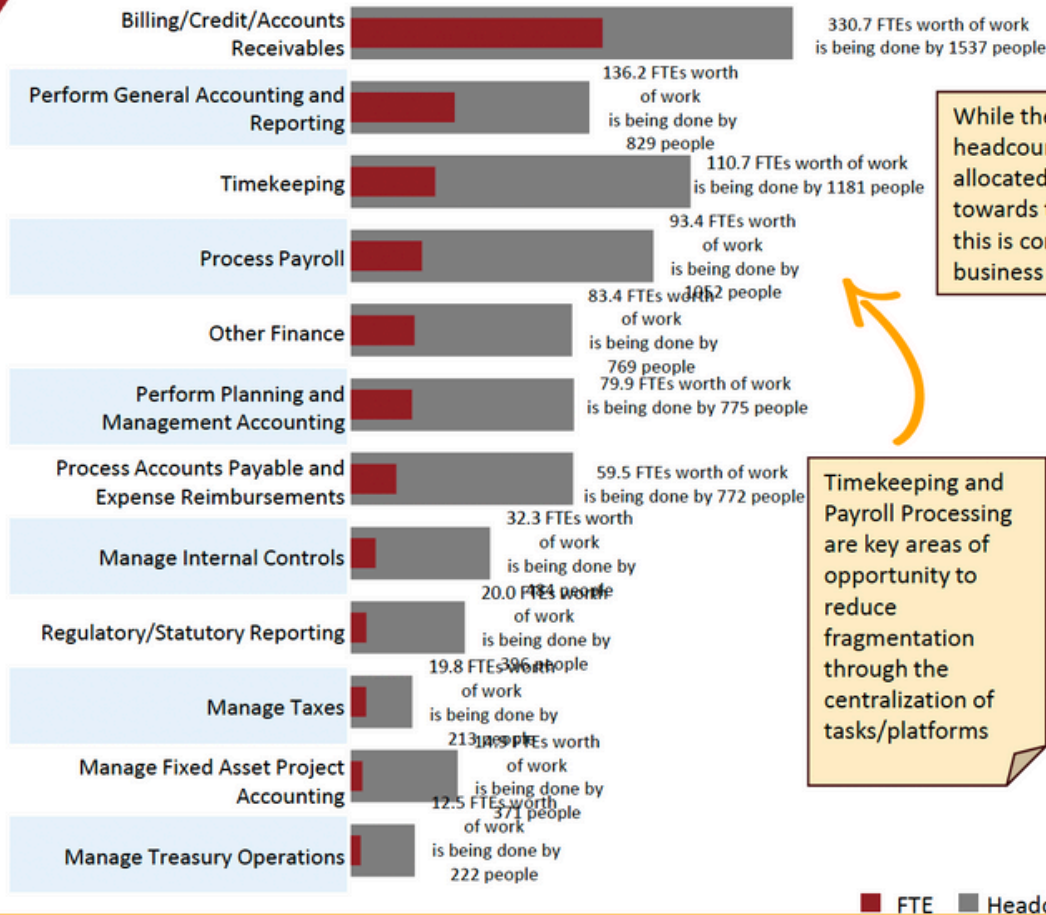
28% (582.6)

72% (1495.8)

■ Core FTEs

■ Non-Core FTEs

# Finance Fragmentation by Level 1 Activity



## Chart Overview

- Fragmentation reveals the disparity between the volume of work performed and number of people performing the work
- When the headcount bar significantly exceeds the FTE bar, there is less ownership over the activity (i.e., more people are involved with a smaller portion of time spent)

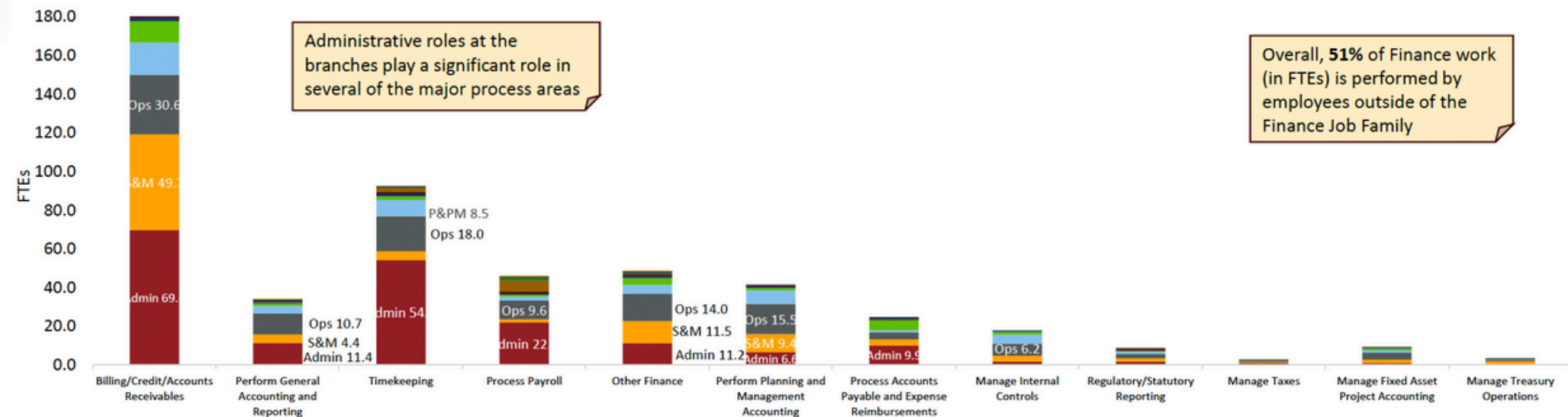
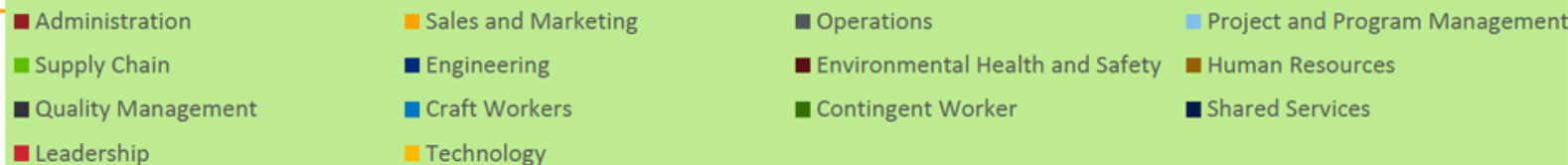
## Chart Totals

FTE	Labor Cost	Headcount
993.4	\$91,607,000	2630

## Key Takeaways

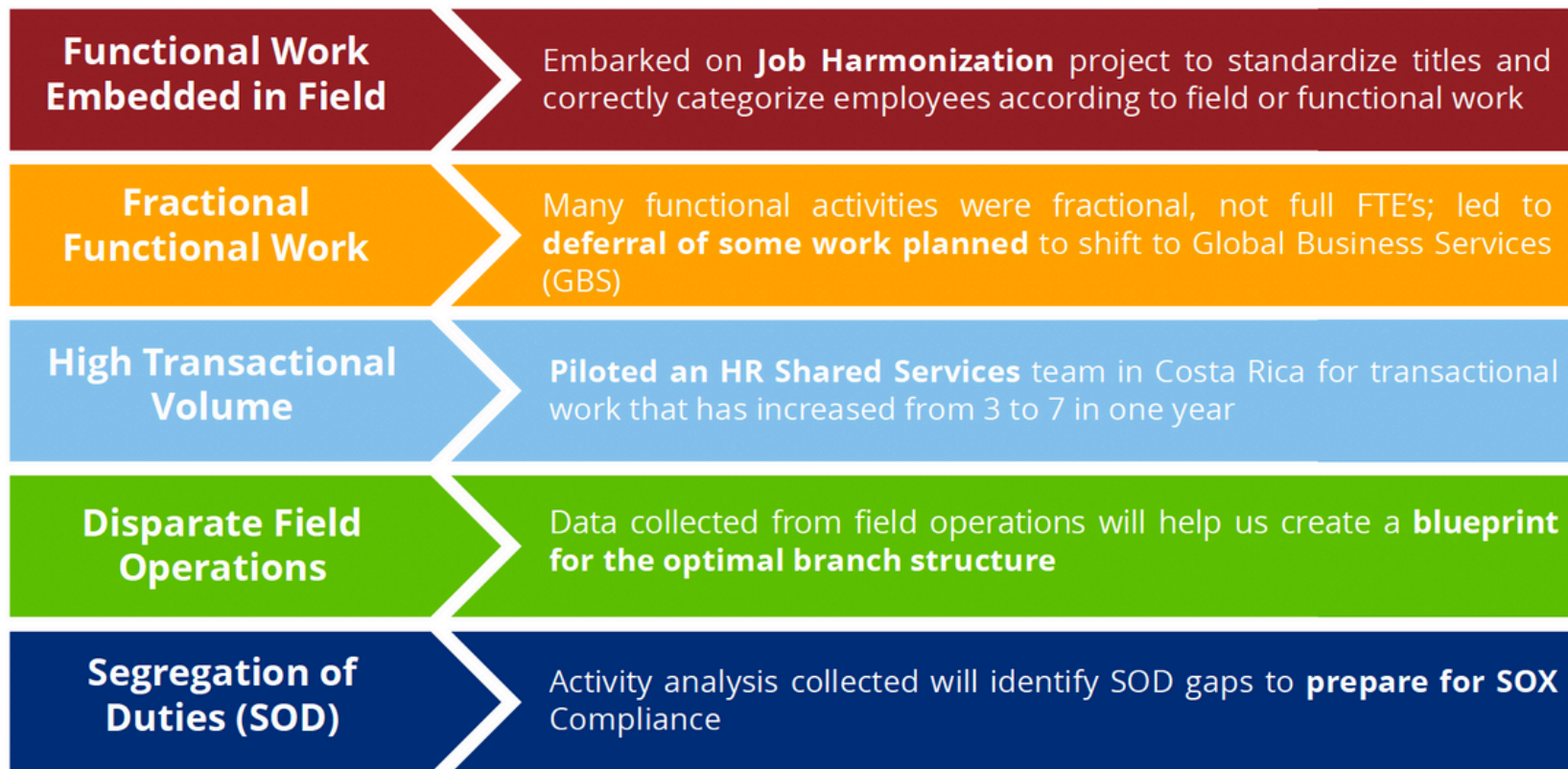
- Extreme fragmentation is occurring across the Finance function, particularly within Timekeeping and Payroll Processing
- The severe levels of fragmentation are likely due to the decentralized nature of finance platforms and growth through acquisition
- Centralizing administrative, repetitive tasks would allow for a more efficient Finance organization and reduce fragmentation to a more modest level

# Finance Work Performed by Other Job Families (FTEs)



Other Job Family Totals	182.1 FTEs	34.3 FTEs	92.6 FTEs	45.8 FTEs	48.8 FTEs	41.5 FTEs	24.7 FTEs	17.7 FTEs	8.7 FTEs	2.7 FTEs	9.1 FTEs	3.4 FTEs
	1213 HC	520 HC	1042 HC	886 HC	562 HC	612 HC	613 HC	363 HC	300 HC	134 HC	304 HC	161 HC

## Applied Findings



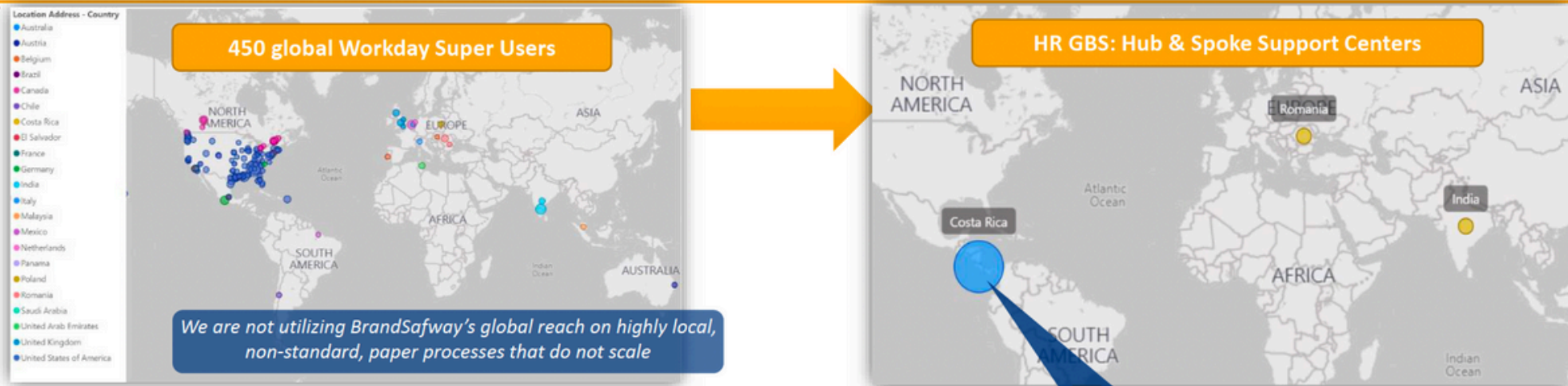




## Learnings and Key Takeaways

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# HR GBS: transforming HR Service Delivery



## North America

## PILOT I-9 & Redeployments

- Digitize hiring & onboarding for the US and Canada
- Remove back-office processing from Hiring Centers
- Shift rehires to "hired at home" instead of visiting a hiring center
- Look for Hiring Center rooftop consolidation opportunities

## North America

## Move first Hiring + Onboarding + Redeployment

- **Document Management & Case Management** platforms
- Proactive job placement *before* the current job ends
- Job marketing to craft alumni
- Craft talent pool building, maintenance, and curation
- Use supervisor ratings to intelligently target efforts

## North America

## Move next Sourcing, retention, & redeployment

- HR questions
- Investigations?
- Compliance?
- Record keeping?
- Talent & learning?

## North America

## Continue centralizing Direct employee & manager services

## Global

## Move long-term International HR services

### Why is Costa Rica considered the HR hub?

- 75% of all employees are in North America
- HR workflows generally need nearshore responsiveness (handled in the same time zone)
- India is good for asynchronous HR processes (organizing records; auditing; etc.) and technical HRIS support like Workday
- Romania is good for European language support

# Centralized Accounting Services Overview

## Accenture \* -155 FTE

### F&A – Procure to Pay

- Manage Inbound Documents
- Process Invoices (PO & Non-PO)
- Process Payments, Petty Cash (BSW only)
- Address Vendor Inquiries, Handle Disputes and Exceptions
- Perform PTP Reconciliations & Period End Close Activities
- Manage Vendor Data Master Data and P-card
- Perform T&E & P-Card Audits

### F&A – Record to Report

- Process Journal Entries, Clear IC Accounts, Month-End close
- Process Allocations
- Reconcile Balance Sheet Accounts
- Prepare/Review Trial Balance
- Perform Intercompany Activities
- Perform Fixed Asset Accounting

### F&A – Order to Cash

- Process Accounts Receivable (Cash Application)
- Manage & Process Adjustments/Deductions
- Maintain Customer Master Data

\* Accenture Contract ends @2027

## BSW — 27 FTE

### OTC

- AR Invoicing (India)

### Taxation

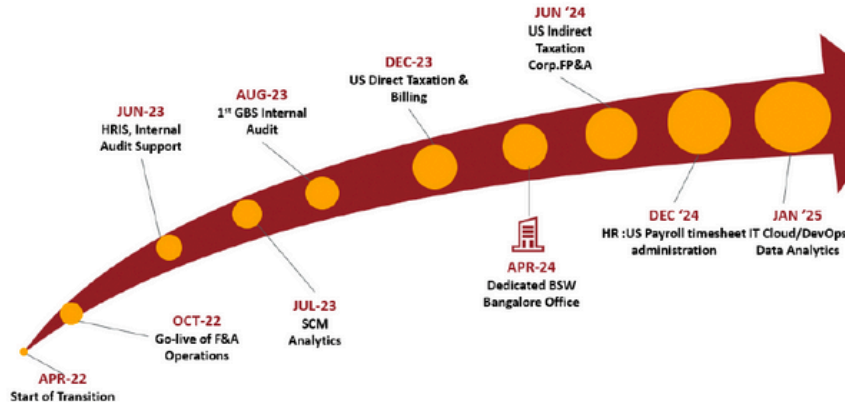
- US Corporate Tax Activities

### Internal Audit

- Internal Audit Support – International

### FP&A

- EBITDA Flash Report
- Collection Report
- Other Ad-Hoc Report



## Opportunities

- OTC – Billing, Credit & Collections
- Advanced FP&A Activities
- Interco Hub
- Blackline Admin
- Other Controlling

Pasadena, TX  
Costa Rica

Cluj, RO

Bengaluru, IN

Local Language Support



### SPOKE

Cultural familiarity



Business proximity





### Design

- Remove ambiguity
- Keep taxonomy simple with end goals in mind
- Eliminate overlapping questions



### Execution

- Communication is key...this will naturally cause anxiety
- Dedicated, facilitated sessions help...ability to answer questions in real time



### Insights

- Be realistic about the results
- Expect the unexpected
- Be realistic about how to apply to analysis
- Data is still being used 2 years later
- Helps determine which employees can be developed or reskilled



# Survey Overview

**Survey Distributor:** ScottMadden

**Launch Date:** July 10 **Target Response Rate:** > 80%

## Objective of the Survey:

Survey is intended to understand the work allocation of resources on different processes, to identify opportunities to leverage what is working well by clarifying roles and responsibilities, and to best meet our current customer and business requirements

## Survey Population:

All employees performing work across Branch Operations, HR, Procurement or Engineering Services either directly or indirectly will be asked to complete an online survey to help us determine what activities are performed where, how and by whom.

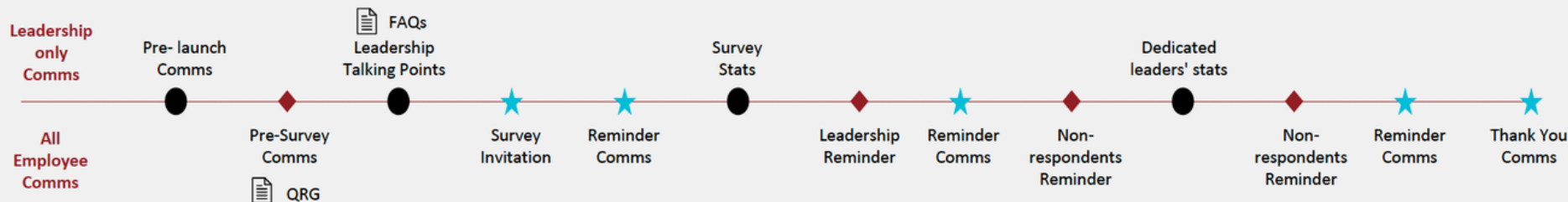
## Survey Questions:

The survey asks the respondent to answer demographics questions and then select all areas of work they spend time on and allocate percentage time across these areas and specific activities under them. A quick reference guide is provided to assist them with completing the survey.

## Survey Execution

### Pre-Survey & Survey Communications:

◆ BrandSafway Leadership sends Survey Reminder Communication ★ ScottMadden ● Leadership communications



### Leadership Toolkit:



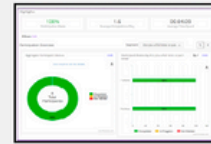
Talking Points for Leadership to use for communicating with survey participants



Frequently Asked Questions (FAQs) for answering common queries on survey participation & execution



Quick Reference Guide with survey instructions and Process Taxonomy as per recipients' focus areas



Periodic Status Updates for leadership to track survey progress

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