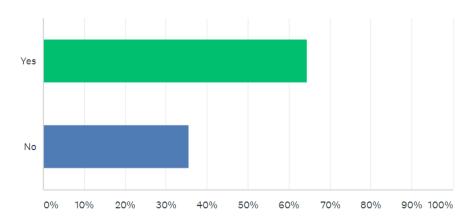


Do you have one single global system of record for Human Resources?

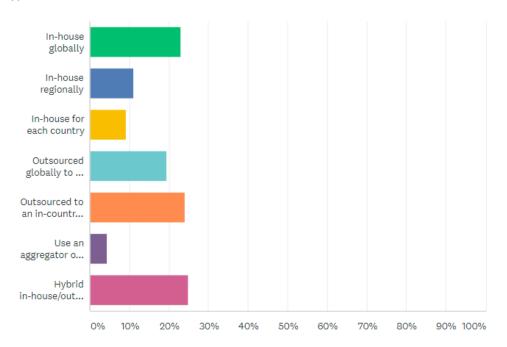
Answered: 606 Skipped: 32



ANSWER CHOICES	▼ RESPONSES	•
▼ Yes	64.52%	391
▼ No	35.48%	215
TOTAL		606



What is your global payroll service delivery model? (Select all that apply)

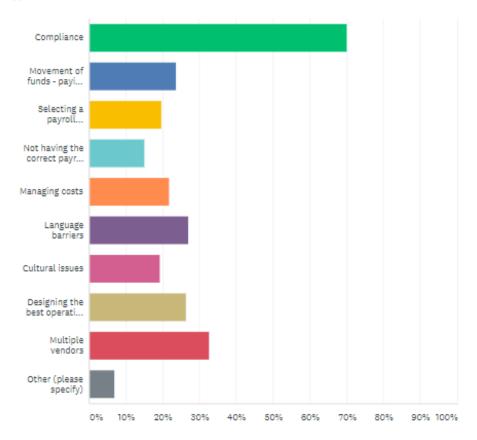


ANSWER CHOICES	•	RESPONSES	•
▼ In-house globally		22.96%	124
▼ In-house regionally		11.11%	60
▼ In-house for each country		9.26%	50
▼ Outsourced globally to one vendor		19.44%	105
▼ Outsourced to an in-country provider		24.07%	130
		4.44%	24
→ Hybrid in-house/outsourced		25.00%	135
Total Respondents: 540			



What are your biggest global payroll challenges? (Select all that apply)

Answered: 514 Skipped: 124

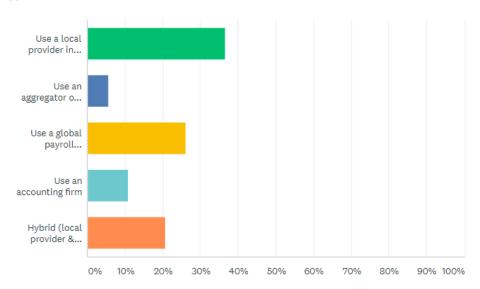


ANSWER CHOICES	▼ RESPONSES	•
▼ Compliance	70.04%	360
▼ Movement of funds - paying employees and making tax payments	23.54%	121
▼ Selecting a payroll provider	19.65%	101
▼ Not having the correct payroll talent	14.98%	77
▼ Managing costs	21.79%	112
▼ Language barriers	27.04%	139
▼ Cultural issues	19.26%	99
▼ Designing the best operating model	26.46%	136
▼ Multiple vendors	32.68%	168
▼ Other (please specify) Response	29 7.00%	36
Total Respondents: 514		



How do you manage low employee populations (long-tail countries)?

Answered: 471 Skipped: 167

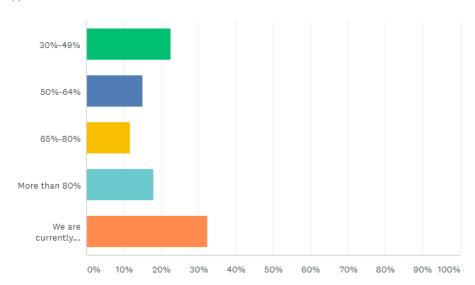


ANSWER CHOICES	•	RESPONSES	•
▼ Use a local provider in each country		36.52%	172
▼ Use an aggregator or consolidator		5.73%	27
▼ Use a global payroll provider		26.11%	123
▼ Use an accounting firm		10.83%	51
 Hybrid (local provider & aggregator/consolidator) 		20.81%	98
TOTAL			471



How would you rate your standardization of global payroll policies?

Answered: 449 Skipped: 189

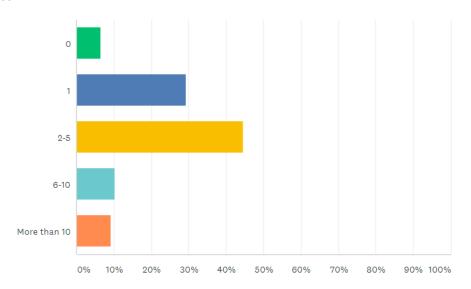


ANSWER CHOICES	•	RESPONSES	•
▼ 30%-49%		22.49%	101
▼ 50%-64%		15.14%	68
▼ 65%-80%		11.80%	53
▼ More than 80%		18.04%	81
▼ We are currently working on standardization		32.52%	146
TOTAL			449



How many payroll service providers are you using today?

Answered: 446 Skipped: 192

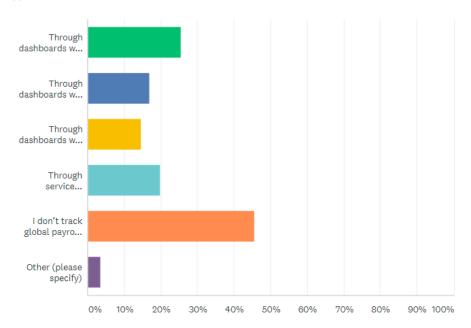


ANSWER CHOICES	RESPONSES	•
▼ 0	6.50% 29	
▼ 1	29.37% 131	
▼ 2-5	44.62% 199	
▼ 6-10	10.31% 46	
▼ More than 10	9.19% 41	
TOTAL	446	



How do you track your global payroll performance against objectives? (Select all that apply)

Answered: 419 Skipped: 219

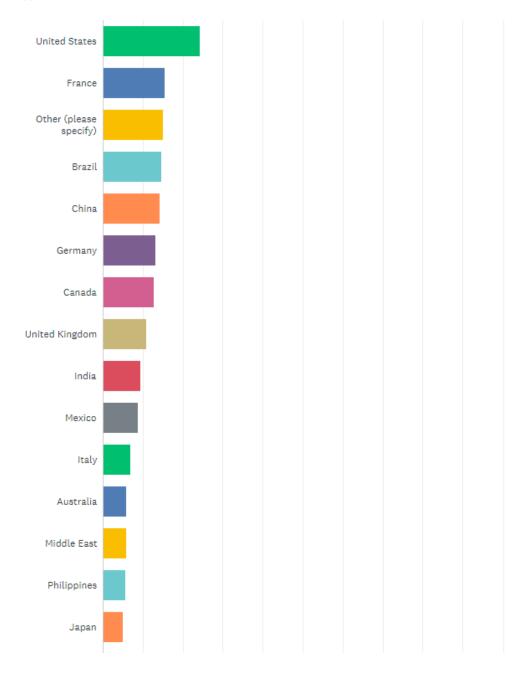


ANSWER CHOICES	▼ RESPONSES	•
▼ Through dashboards with key metrics on a global level	25.54%	107
▼ Through dashboards with key metrics on a regional level	16.95%	71
 Through dashboards with key metrics on a local level 	14.56%	61
 Through service meetings with my payroll provider(s) 	19.81%	83
▼ I don't track global payroll performance	45.58%	191
▼ Other (please specify) Respons	ses 3.58%	15
Total Respondents: 419		



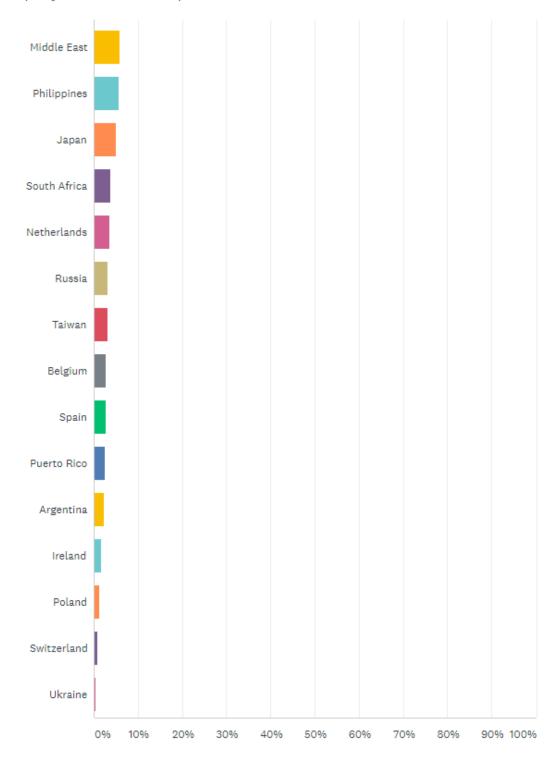
Which countries or areas do you find to be the most challenging to pay employees? (Select up to three)

Answered: 394 Skipped: 244





Which countries or areas do you find to be the most challenging to pay employees? (Select up to three)





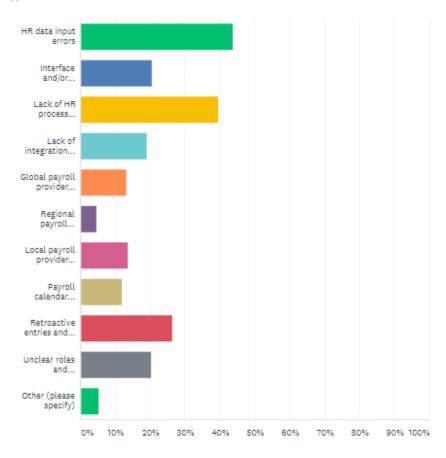
Which countries or areas do you find to be the most challenging to pay employees? (Select up to three)

▼ Other (please specify) Responses 14.5 ▼ Brazil 14.7 ▼ China 14.2 ▼ Germany 13.2 ▼ Canada 12.6 ▼ United Kingdom 10.9 ▼ India 9.3 ▼ Mexico 8.8 ▼ Italy 6.8 ▼ Austratia 5.8 ▼ Philippines 5.5 ▼ Japan 5.0 ▼ South Africa 3.8 ▼ Netherlands 3.5 ▼ Russia 3.0 ▼ Russia 3.0 ▼ Belgium 2.7 ▼ Spain 2.7 ▼ Puerto Rico 2.5 ▼ Argentina 2.2 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.70 ▼ Ukraine 0.5	•	RESPONSES	•
▼ Other (please specify) Responses 14.5 ▼ Brazil 14.7 ▼ China 14.2 ▼ Germany 13.2 ▼ Canada 12.6 ▼ United Kingdom 10.5 ▼ India 9.33 ▼ Mexico 8.8 ▼ Italy 6.8 ▼ Middle East 5.8 ▼ Philippines 5.5 ▼ Japan 5.0 ▼ South Africa 3.8 ▼ Russia 3.0 ▼ Russia 3.0 ▼ Russia 3.0 ▼ Spain 2.7 ▼ Puerto Rico 2.5 ▼ Argentina 2.2 ▼ Ireland 1.7 ▼ Poland 1.27 ▼ Switzerland 0.70 ▼ Ukraine 0.5		24.37%	96
▼ China 14.7 ▼ Germany 13.2 ▼ Canada 12.6 ▼ United Kingdom 10.9 ▼ India 9.3 ▼ Mexico 8.8 ▼ Italy 6.8 ▼ Australia 5.8 ▼ Philippines 5.5 ▼ Japan 5.0 ▼ South Africa 3.8 ▼ Russia 3.0 ▼ Russia 3.0 ▼ Taiwan 3.0 ▼ Spain 2.7 ▼ Puerto Rico 2.5 ▼ Argentina 2.2 ▼ Potand 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.5		15.48%	61
▼ China 14.2 ▼ Germany 13.2 ▼ Canada 12.6 ▼ United Kingdom 10.5 ▼ India 9.3 ▼ Mexico 8.8 ▼ Italy 6.8 ▼ Australia 5.8 ▼ Philippines 5.5 ▼ Philippines 5.5 ▼ South Africa 3.8 ▼ Netherlands 3.5 ▼ Russia 3.0 ▼ Taiwan 3.0 ▼ Spain 2.7 ▼ Puerto Rico 2.5 ▼ Argentina 2.2 ▼ Ireland 1.78 ▼ Potand 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.5	Responses	14.97%	59
▼ Canada 12.6 ▼ United Kingdom 10.9 ▼ India 9.3 ▼ Mexico 8.8 ▼ Italy 6.8 ▼ Australia 5.8 ▼ Philippines 5.5 ▼ Japan 5.0 ▼ South Africa 3.8 ▼ Netherlands 3.5 ▼ Russia 3.0 ▼ Taiwan 3.0 ▼ Spain 2.7 ▼ Spain 2.7 ▼ Puerto Rico 2.5 ▼ Argentina 2.2 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.5		14.72%	58
▼ United Kingdom 10.6 ▼ India 9.36 ▼ Mexico 8.8 ▼ Italy 6.8 ▼ Australia 5.8 ▼ Middle East 5.8 ▼ Philtippines 5.5 ▼ Japan 5.0 ▼ South Africa 3.8 ▼ Netherlands 3.5 ▼ Russia 3.0 ▼ Taiwan 3.0 ▼ Belgium 2.7 ▼ Puerto Rico 2.5 ▼ Argentina 2.2 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		14.21%	56
▼ United Kingdom 10.9 ▼ India 9.38 ▼ Mexico 8.8 ▼ Italy 6.8 ▼ Australia 5.8 ▼ Middle East 5.8 ▼ Philippines 5.5 ▼ Japan 5.0 ▼ South Africa 3.8 ▼ Netherlands 3.5 ▼ Russia 3.0 ▼ Taiwan 3.0 ▼ Spain 2.7 ▼ Puerto Rico 2.5 ▼ Argentina 2.2 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		13.20%	52
▼ India 9.38 ▼ Mexico 8.88 ▼ Italy 6.88 ▼ Australia 5.84 ▼ Middle East 5.84 ▼ Philippines 5.56 ▼ Japan 5.00 ▼ South Africa 3.81 ▼ Netherlands 3.51 ▼ Russia 3.00 ▼ Taiwan 3.00 ▼ Spain 2.78 ▼ Puerto Rico 2.54 ▼ Argentina 2.21 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		12.69%	50
▼ Mexico 8.88 ▼ Italy 6.88 ▼ Australia 5.8 ▼ Middle East 5.8 ▼ Philippines 5.56 ▼ Japan 5.06 ▼ South Africa 3.81 ▼ Netherlands 3.58 ▼ Russia 3.08 ▼ Taiwan 3.08 ▼ Spain 2.79 ▼ Spain 2.79 ▼ Puerto Rico 2.54 ▼ Argentina 2.21 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		10.91%	43
▼ Australia 5.8 ▼ Middle East 5.8 ▼ Philippines 5.5 ▼ Japan 5.0 ▼ South Africa 3.8 ▼ Netherlands 3.5 ▼ Russia 3.0 ▼ Taiwan 3.0 ▼ Spain 2.79 ▼ Puerto Rico 2.5 ▼ Argentina 2.20 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		9.39%	37
▼ Australia 5.84 ▼ Middle East 5.86 ▼ Philippines 5.56 ▼ Japan 5.06 ▼ South Africa 3.81 ▼ Netherlands 3.55 ▼ Russia 3.04 ▼ Taiwan 3.04 ▼ Belgium 2.76 ▼ Spain 2.78 ▼ Puerto Rico 2.51 ▼ Argentina 2.24 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		8.88%	35
▼ Middle East 5.8 ▼ Philippines 5.5 ▼ Japan 5.0 ▼ South Africa 3.8 ▼ Netherlands 3.5 ▼ Russia 3.0 ▼ Taiwan 3.0 ▼ Belgium 2.79 ▼ Spain 2.79 ▼ Puerto Rico 2.56 ▼ Argentina 2.24 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		6.85%	27
▼ Philippines 5.56 ▼ Japan 5.00 ▼ South Africa 3.87 ▼ Netherlands 3.53 ▼ Russia 3.03 ▼ Taiwan 3.03 ▼ Belgium 2.79 ▼ Spain 2.79 ▼ Puerto Rico 2.54 ▼ Argentina 2.26 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		5.84%	23
▼ Japan 5.00 ▼ South Africa 3.81 ▼ Netherlands 3.55 ▼ Russia 3.00 ▼ Taiwan 3.00 ▼ Belgium 2.79 ▼ Spain 2.79 ▼ Puerto Rico 2.56 ▼ Argentina 2.20 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.56		5.84%	23
▼ South Africa 3.8° ▼ Netherlands 3.5° ▼ Russia 3.0° ▼ Taiwan 3.0° ▼ Belgium 2.7° ▼ Spain 2.7° ▼ Puerto Rico 2.5° ▼ Argentina 2.2° ▼ Ireland 1.78° ▼ Poland 1.27° ▼ Switzerland 0.7° ▼ Ukraine 0.5°		5.58%	22
▼ Netherlands 3.55 ▼ Russia 3.05 ▼ Taiwan 3.05 ▼ Belgium 2.75 ▼ Spain 2.75 ▼ Puerto Rico 2.56 ▼ Argentina 2.26 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.55		5.08%	20
▼ Russia 3.03 ▼ Taiwan 3.03 ▼ Belgium 2.79 ▼ Spain 2.79 ▼ Puerto Rico 2.54 ▼ Argentina 2.24 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.55		3.81%	15
▼ Taiwan 3.03 ▼ Belgium 2.79 ▼ Spain 2.79 ▼ Puerto Rico 2.54 ▼ Argentina 2.24 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.55		3.55%	14
▼ Belgium 2.79 ▼ Spain 2.79 ▼ Puerto Rico 2.54 ▼ Argentina 2.21 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.55		3.05%	12
▼ Spain 2.79 ▼ Puerto Rico 2.54 ▼ Argentina 2.24 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.55		3.05%	12
▼ Puerto Rico 2.54 ▼ Argentina 2.24 ▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.50		2.79%	11
✓ Argentina 2.22 ✓ Ireland 1.78 ✓ Poland 1.27 ✓ Switzerland 0.76 ✓ Ukraine 0.55		2.79%	11
▼ Ireland 1.78 ▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.50		2.54%	10
▼ Poland 1.27 ▼ Switzerland 0.76 ▼ Ukraine 0.50		2.28%	9
▼ Switzerland 0.76 ▼ Ukraine 0.50		1.78%	7
▼ Ukraine 0.5		1.27%	5
		0.76%	3
Total Boundaries 204		0.51%	2
Total Respondents: 394			



What do you consider to be the most prominent root causes for decreased payroll accuracy? (Select up to three)

Answered: 384 Skipped: 254

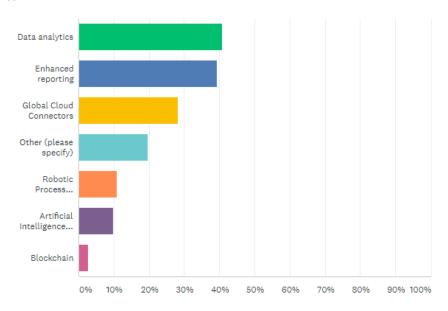


ANSWER CHOICES	•	RESPONSES	•
		43.75%	168
▼ Interface and/or integration errors		20.57%	79
▼ Lack of HR process standardization		39.58%	152
▼ Lack of integration between "source to gross" sources and payroll		19.01%	73
▼ Global payroll provider performance		13.28%	51
▼ Regional payroll provider performance		4.69%	18
▼ Local payroll provider performance		13.54%	52
▼ Payroll calendar challenges		11.98%	46
 Retroactive entries and corrections 		26.30%	101
▼ Unclear roles and responsibilities		20.31%	78
▼ Other (please specify)	Responses	5.21%	20
Total Respondents: 384			



Which of the following technologies have you and/or your payroll outsourcing partner started using in your global payroll processes? (Select all that apply)

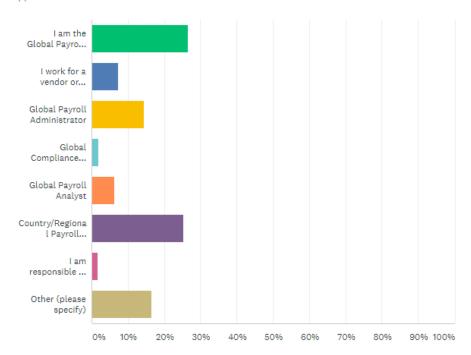
Answered: 378 Skipped: 260



ANSWER CHOICES	•	RESPONSES	•
▼ Data analytics		40.74%	154
▼ Enhanced reporting		39.42%	149
▼ Global Cloud Connectors		28.31%	107
▼ Other (please specify)	esponses	19.58%	74
▼ Robotic Process Automation (RPA)		10.85%	41
▼ Artificial Intelligence (AI) solutions		9.79%	37
▼ Blockchain		2.65%	10
Total Respondents: 378			

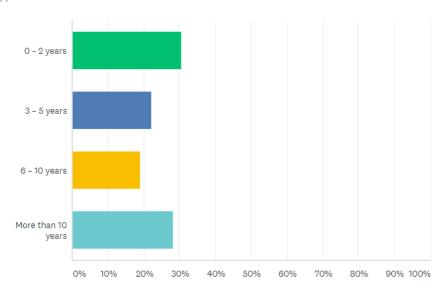


What type of role do you have within your organization?



ANSWER CHOICES	•	RESPONSES	•
▼ I am the Global Payroll Owner for my organization		26.63%	94
▼ I work for a vendor or service that serves the global payroll industry		7.37%	26
▼ Global Payroll Administrator		14.45%	51
▼ Global Compliance Manager		1.98%	7
▼ Global Payroll Analyst		6.23%	22
▼ Country/Regional Payroll Manager		25.21%	89
▼ I am responsible for Expatriate Programs Operations		1.70%	6
▼ Other (please specify) Respon	nses	16.43%	58
TOTAL			353

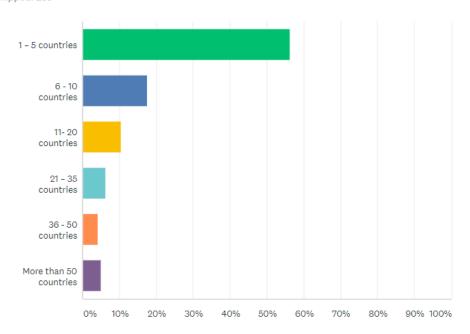
How many years of global payroll experience do you have?



ANSWER CHOICES	▼ RESPONSES	•
▼ 0 - 2 years	30.59%	108
▼ 3 - 5 years	22.10%	78
▼ 6 - 10 years	18.98%	67
▼ More than 10 years	28.33%	100
TOTAL		353

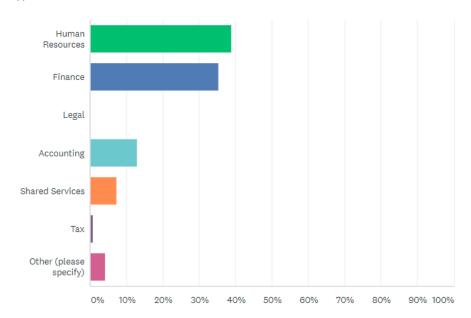


In how many countries do you pay employees and process a payroll?



ANSWER CHOICES	▼ RESPONSES	•
1 − 5 countries	56.37%	199
▼ 6 - 10 countries	17.56%	62
▼ 11- 20 countries	10.48%	37
▼ 21 – 35 countries	6.23%	22
▼ 36 - 50 countries	4.25%	15
▼ More than 50 countries	5.10%	18
TOTAL		353

What department does your global payroll report into?

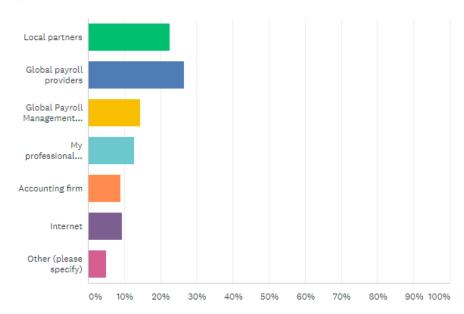


ANSWER CHOICES	•	RESPONSES	•
▼ Human Resources		38.81%	137
▼ Finance		35.41%	125
▼ Legal		0.28%	1
▼ Accounting		13.03%	46
▼ Shared Services		7.37%	26
▼ Tax		0.85%	3
▼ Other (please specify)	Responses	4.25%	15
TOTAL			353



What is the primary resource or method you use to answer questions relating to global payroll processing?

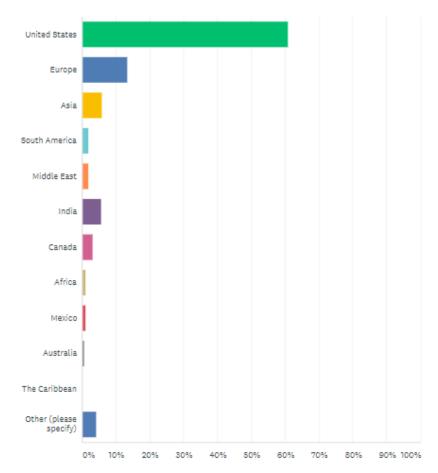
Answered: 353 Skipped: 285



ANSWER CHOICES	•	RESPONSES	•
▼ Local partners		22.66%	80
▼ Global payroll providers		26.63%	94
▼ Global Payroll Management Institute (GPMI)		14.45%	51
 My professional network 		12.75%	45
▼ Accounting firm		9.07%	32
▼ Internet		9.35%	33
▼ Other (please specify)	Responses	5.10%	18
TOTAL			353



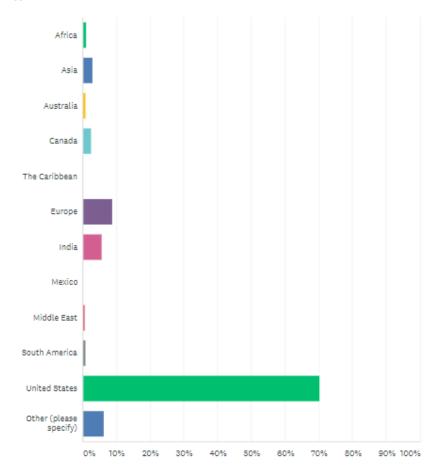
Where is your organization's largest global employee population?



ANSWER CHOICES	*	RESPONSES	~
▼ United States		60.91%	215
▼ Europe		13.31%	47
▼ Asia		5.95%	21
▼ South America		1.98%	7
▼ Middle East		1.98%	7
▼ India		5.67%	20
▼ Canada		3.12%	11
▼ Africa		1.13%	4
▼ Mexico		1.13%	4
▼ Australia		0.57%	2
▼ The Caribbean		0.00%	0
▼ Other (please specify)	Responses	4.25%	15
TOTAL			353



From which country or region do you manage your global payroll operations?



ANSWER CHOICES	*	RESPONSES	•
▼ Africa		1.13%	4
▼ Asia		2.83%	10
▼ Australia		0.85%	3
▼ Canada		2.55%	9
▼ The Caribbean		0.00%	0
▼ Europe		8.78%	31
▼ India		5.67%	20
▼ Mexico		0.28%	1
▼ Middle East		0.57%	2
▼ South America		0.85%	3
▼ United States		70.25%	248
▼ Other (please specify)	Responses	6.23%	22
TOTAL			353