



| Future readiness report

How prepared is your business for the future of global payroll?

Uncover what it takes to be payroll-ready in a changing world, and find tailored insights backed by industry research and expert knowledge.

For enterprise payroll professionals



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Introduction

It's a changing world out there - and payroll is no exception.

Payroll is undergoing its biggest modernization in a generation, with automation, artificial intelligence, and APIs all becoming established as core payroll technologies that deliver key advantages to savvy adopters. So much so, that the question is no longer whether you should modernize payroll operations or not - it's whether you're ready to do so.

We've conducted detailed research engaging 200 finance, payroll and HR leaders from around the world, and uncovered a startling truth: confidence in future payroll readiness doesn't match up to the size of the practical challenge of achieving it. And while midsize organizations are suffering in particular, enterprises are also finding it difficult to follow up on their aspirations to modernize.

There's no time to lose in addressing this confidence gap. Cybersecurity threats are

evolving and strengthening. Regulatory demands are accelerating. Cost pressures are mounting. And all this means that margins for error are shrinking all the time, and potentially leaving vulnerabilities that businesses like yours may not spot until it's too late.

At CloudPay, we believe the best way forward for future readiness is strength across three key pillars: technology adoption, cybersecurity, and compliance. All should be addressed together, as weakness in any of them will compromise the strength of your core operations.

In this guide, we'll establish the size of the confidence gap, explore the areas where the vulnerabilities lie for those at the biggest risk, and give you practical, actionable advice on how you can move from perceived readiness to proven readiness.



Our research and methodology

To capture a snapshot of technology adoption, expertise, and future readiness in global payroll, CloudPay conducted comprehensive research with 200 senior decision-makers at multi-national midsize and enterprise organizations. All respondents submitted their views between September 8-24 2025.



Our respondents in numbers

200 respondents worldwide,
all at organizations operating
in at least 2 territories

83 from midsize organizations
(headcount of 150-999)

117 from enterprise organizations
(headcount of 1000+)



Our respondents by job profile

32% from HR

32% from payroll

36% from finance



Our respondents by location

32% North America

25.5% Europe

23% Asia-Pacific

19.5% United Kingdom

We asked these respondents a variety of quantitative questions on a range of key payroll issues, measuring responses on scales of importance, confidence, and satisfaction. Equipped with the results, our experienced specialists in product, engineering, compliance, and security have analyzed the findings to establish data-driven insights on the current state of play.

From these insights, we've been able to deliver practical advice and expertise on where and how organizations like yours can improve their readiness.



Payroll modernization: an enterprise readiness snapshot

The case for payroll modernization is well-established. Our research has found that only 3% of organizations expressed ROI as a primary concern for modernization. But making this happen is proving to be a very different story: only 7% of respondents said they're satisfied with their current payroll costs and processes..

This gap between ROI awareness and reality reveals a deeper challenge. While organizations express strong confidence in their readiness to modernize, practical implementation levels tell a markedly different story. Across technology adoption, cybersecurity resilience, and compliance adaptability, organizations of your size are very confident. However, the practical reality of adoption isn't matching up to that confident outlook.



9/10

Almost 9 in 10 organizations
feel ready to adopt automation,
AI and APIs.

Technology adoption: enterprises lead in confidence, but action lags

The key technologies driving payroll transformation are the 'three As': automation, artificial intelligence, and APIs. And there are significant differences in confidence levels across enterprise and midsize firms:

Proportion of businesses that are "very ready" for key payroll technologies

Automation: enterprise 60%, midsize 55%

AI: enterprise 56%, midsize 43%

APIs: enterprise 36%, midsize 42%

Businesses like yours are demonstrating significantly stronger confidence in automation and AI readiness compared to midsize organizations. However, enterprises are actually lagging behind in readiness for APIs, suggesting that legacy systems and a complex web of existing technology are holding them back.

But whatever the technology, many enterprises are encountering some major barriers to fulfilling their modernization aspirations:

- Only 30% are actively investing in payroll modernization for cost efficiency
- 16% still rely on manual or limited approaches to cost forecasting
- 38% say budget limitations are holding their modernization plans back

Given that readiness without action won't be enough to guarantee success in a highly competitive landscape, this means that many organizations like yours are at risk of falling behind.

Did you know?

Only 3% of organizations are primarily concerned with the ROI of modernizing payroll, yet only 30% are actively investing. For larger organizations, this poses a question around how organizational capability can be converted into operational execution.

Cybersecurity: higher confidence, higher stakes

There's a similar paradox around cybersecurity, where 39% of enterprises feel "very confident" about protecting payroll data, while a similar amount (36%) cite data security and cyber threats as their biggest concern.

This is understandable for enterprises: bigger companies have larger attack surfaces and potentially more lucrative rewards for cybercriminals to target, but they also have more resources and dedicated security teams to help keep data, systems, and applications safe.

As Tim Grieveson, CloudPay's Chief Security & Risk Officer, notes: "The biggest threats to payroll specifically are cyber threats, insider fraud, and human error. Threat actors are obviously interested in payroll data because it leads them to identity and financial theft."

Compliance: enterprises are more assured, but complexity persists

Some 45% of enterprises say they are "very confident" in adapting to regulatory changes, with only 10% reporting they are "not very confident".

This is despite many external headwinds. When it comes to global challenges affecting payroll forecasting, 28% of enterprises cite economic instability, 19% the changes to the workforce post-pandemic, and 12% geopolitical tensions, among other concerns.

Much of this extra confidence in the face of these challenges can likely be attributed to greater resources, meaning 57% of enterprises can rely on payroll software providers for their compliance information. Being able to put trust in local experts, and having greater means to access more of that expertise, can go a long way to boosting confidence in the business's compliance capabilities.

What does this mean for your enterprise organization?

These results make clear that enterprises feel better prepared for the future of payroll. That's understandable as they are generally well-resourced and sophisticated in their organizational and technological approaches.

The challenge, therefore, is turning those resources, governance structures, and global reach into tangible action, driving payroll success in the long term and avoiding the paralysis of complexity, bureaucracy, and competing priorities.

In the next three chapters, we'll explore how to bridge the gaps between perceived readiness and proven readiness across technology adoption, cybersecurity, and compliance.



Biggest payroll technology concerns for enterprises

36% Data security and cyber threats

22% Staff lacking skills to manage new technology

16% Over-reliance on AI and automated systems

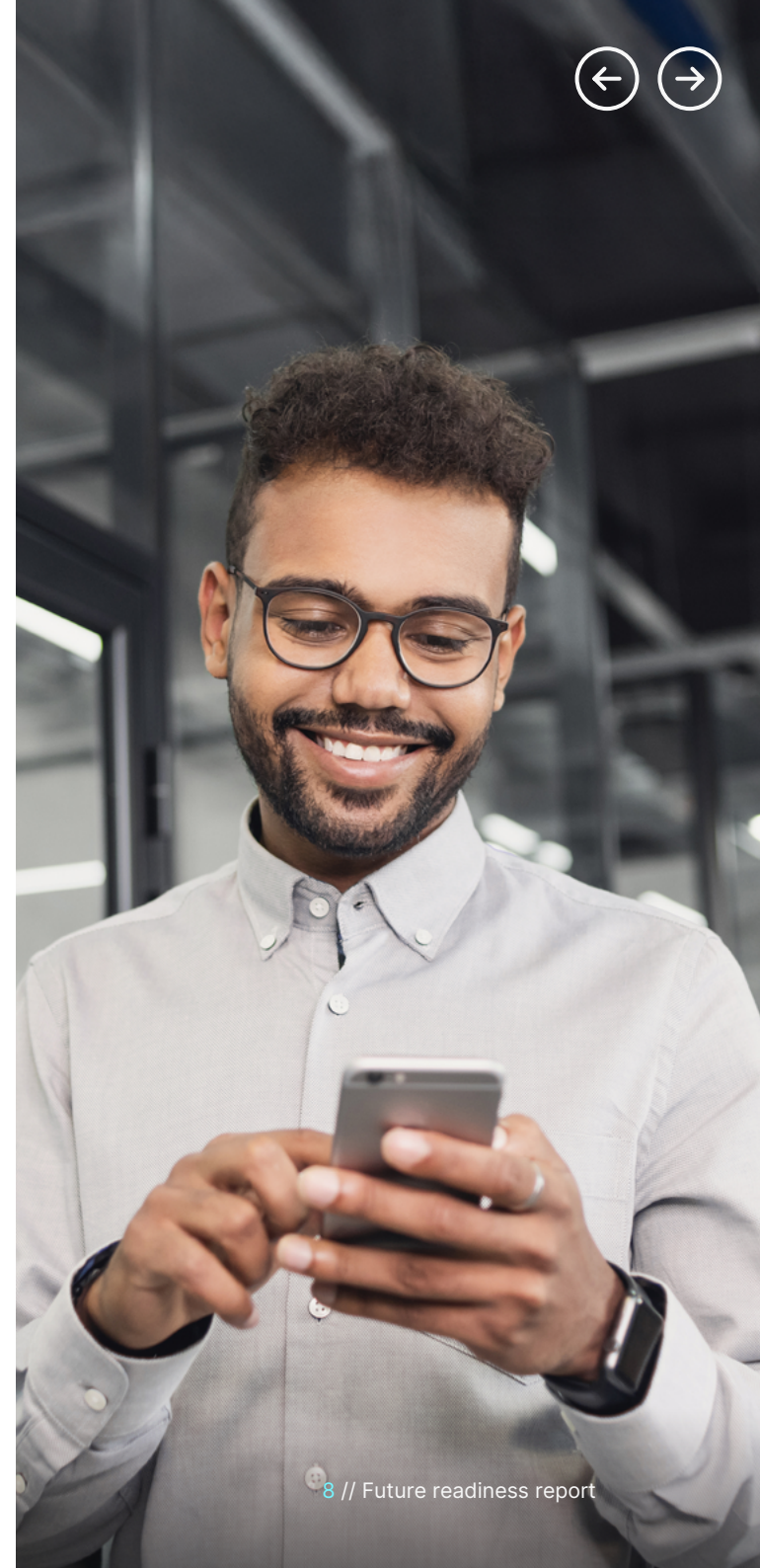
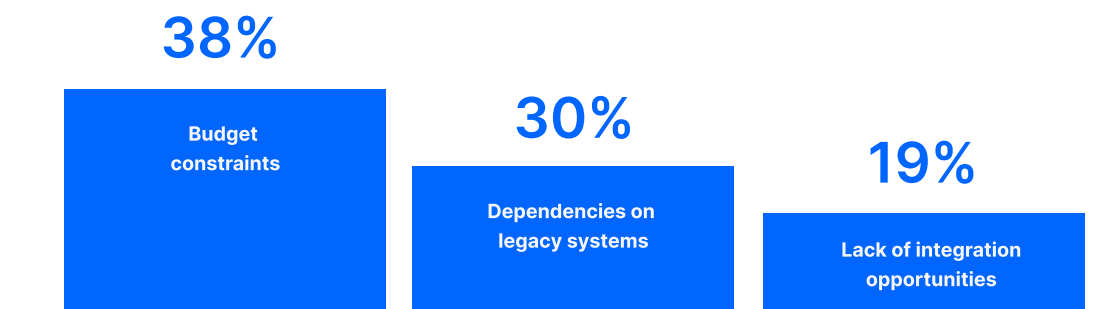
11% Integration challenges with existing systems



Section 1: Technology adoption readiness

In the previous section, we established that businesses like yours feel “very ready” for new payroll technology, with 60% saying so for automation and 55% for AI. But despite dedicated IT teams, established governance frameworks, and proven change management processes, there are some substantial barriers to progress.

The most commonly cited enterprise obstacle to payroll modernization is budget constraints (38%), followed by legacy system dependencies (30%) and a lack of integration skills (19%). This demonstrates that the capability is there, with larger budgets and headcounts, but execution at scale is more challenging, in part due to complex organizational structures.



Automation: standardization at a global scale



The challenge

Organizational structure and complexity are common obstacles for enterprises, whether it's complicated global structures, the need for multiple stakeholder sign-offs, or accommodating many different regional variations.

This demands a delicate balance between global standardization and local nuance: too much standardization to aid automation can break country-specific processes, while not having enough can negate efficiency gains.



The opportunity

Automation can help standardize processes across regions while still ensuring exceptions are managed consistently. The reduced admin burden on the payroll team can save money and free up time to add strategic value, while also reducing the variation in quality from one region to the next.

Establishing global automation frameworks for these core processes is ideal for generating regional flexibility, improving audit trails, reducing compliance risks,

and unlocking cost reductions. The last of these is especially important, given that 56% of enterprises identified automation as their biggest cost reduction opportunity.

These frameworks require:

- Cross-functional working groups spanning payroll, IT, compliance, and regional operations
- Phased rollouts that prove value in pilot markets before global deployment
- Clear exception-handling protocols that maintain consistency while accommodating legitimate variations

What true readiness requires

1. Executive sponsorship that can cut through competing departmental priorities
2. Global process mapping that identifies standardization opportunities while respecting essential regional differences
3. Change management to positively empower and engage regional teams
4. Metric frameworks that demonstrate fast ROI and generate the momentum to secure continued investment

AI: from market-proven to market-leading



The challenge

Many enterprises are risk-averse about AI, waiting to see it become 'market-proven' elsewhere before deploying it themselves. This is backed up by our research, which has found that organizations of your size are more concerned about over-reliance on AI systems (16%) than about AI replacing human expertise (7%).

But there is a risk of being too cautious here: a risk-averse culture and overly rigorous governance can prevent an enterprise from innovating.



The opportunity

AI can transform larger organizations' payroll capabilities, scale with their operations, and augment human judgment rather than replacing it. This ensures you'll get the right combination of human skills and AI, keeping payroll professionals firmly in the loop for critical decisions while freeing them from repetitive validation tasks.

These transformational capabilities include:

- **Predictive analytics:** forecasting workforce expenses and analyzing complex variables

across regions, encompassing market salary trends, regulatory changes, seasonal patterns, and business growth trajectories

- **Anomaly detection:** identifying outliers like duplicate payments, unusual salary changes, and patterns suggesting fraud, at a scale far beyond human endeavor
- **Intelligent document processing:** OCR and AI models that scan and split complex documents, in conjunction with human oversight, to reduce error rates from one in 1000 to near-zero
- **Strategic workforce insights:** analysis of regional cost drivers, turnover patterns, overtime trends, or compensation anomalies, generating strategic intelligence that informs broader HR and finance decisions

What true readiness requires

1. Starting with lower-risk pilots like anomaly detection, reporting, and document processing to prove value
2. Clear governance frameworks that set boundaries for AI autonomy vs human approval
3. Training programs that help payroll professionals understand, validate, and challenge AI outputs
4. Using proprietary, secured AI models rather than public tools to protect sensitive payroll data

APIs: integration at enterprise scale



The challenge

Legacy ecosystems and patchwork IT environments complicate integrations, whether caused by years of growth, mergers and acquisitions, or regional technology decisions. This perhaps explains why only 36% of enterprises feel “very ready” for API adoption, six percentage points lower than for midsize firms that generally have simpler, newer tech stacks that are easier to integrate.

One key barrier to solving this issue, cited by 19% of enterprises, is a lack of integration skills, in no small part because environments this complex require specialized knowledge to navigate.



The opportunity

APIs can allow larger organizations to create seamless, real-time data flows between payroll, HR, finance, and other business systems, and streamline operations with a single source of truth for employee data.

This enables:

- Real-time payroll status and cost visibility
- Automated data flows to and from HR and payroll
- Instant payroll status updates
- Cross-system analytics that feed into business performance, turnover, productivity, and other metrics

What true readiness requires

1. A comprehensive tech stack audit identifying integration gaps and priorities
2. A phased integration roadmap coordinated with your broader ERP, HR, and architecture strategy
3. Adoption of [REST API](#) standards across all systems (not just payroll)
4. Partnership with vendors who can integrate with complex enterprise environments

**“There’s a plethora of solutions that are out there in the market and different protocols...
You need to adopt standards across all your systems.”**

Pedro Bravo,
Senior Director of Engineering, CloudPay

Why the 'three As' work better together

A major error businesses like yours often make is viewing these technologies in isolation, deployed on different timelines by different departments. Instead, they should be integrated, as Sivan Golov, CloudPay's AI Strategist and VP of Product, highlights: "Automation reduces manual work and human error, APIs standardize how data moves between systems, and AI sits on top to provide the intelligence."

"Together, the three As create a closed-loop system that is scalable, data-driven, and continuously improving."

Pedro Bravo,
CloudPay's Senior Director of Engineering, CloudPay

The opportunity is significant - but only for enterprises that overcome organizational inertia and move from confident readiness to decisive action. And making this happen needs a strong strategy to convert capability into execution.

Did you know?

30% of enterprises cite legacy system dependencies as their greatest barrier to modernization, compared to 23% of midsize firms. Converting decades of technology investment into a competitive advantage requires strategic integration planning.



Technology: The payroll professional's perspective

Payroll professionals like you are at the forefront of the tech revolutions within your organizations. With the majority of enterprises ready for automation and AI (60% and 56%, respectively), your opportunity lies in reshaping your function into a strategic business partner, and leveraging these technologies to drive organizational value.

This means you can be the driving force behind:



Automation enabling
global process
standardization while
maintaining critical
global nuances



AI providing predictive
analytics and strategic
workforce insights



APIs supporting
real-time data flows
across enterprise systems

As technology allows payroll teams to move away from reactive reporting and towards proactive business intelligence, strategic insights and planning are becoming a key part of your function. Get this right, and master technological transformation, and the rest of your organization will come to realise just how important payroll is.

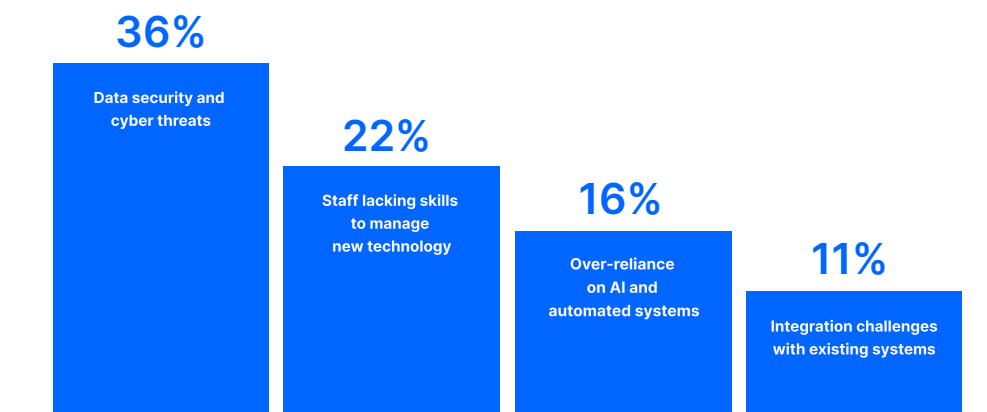




Section 2: Cybersecurity readiness

Understandably, cybersecurity is cited as the biggest concern in enterprise payroll transformation, picked out by 36% of larger organizations. Confidence in protecting payroll data is high at 91%, with 39% going as far as saying that they're "very confident" - but the scale of organizations like yours means this can be easier said than done.

That's because enterprises naturally have a very large attack surface, covering thousands of employees, dozens of countries, multiple service partners, and countless complex integration points. This gives cybercriminals more potential entry vectors to target, before even considering the larger rewards on offer by infiltrating a big corporation.



"We're at risk of our data being accessed now, and very soon we'll be at risk of the current encryption standards that have protected that data being broken very easily."

Sammy Molinaro,
Director of Solutions Consulting,
CloudPay



The challenge

Enterprises are a high-profile target for cybercrime for good reason, as they hold larger volumes of high-value data. That data - for example, employee data that is retained for years or even decades - tends to remain valuable for longer, and normally has to be retained for longer to meet compliance obligations.

Traditional tactics used by malicious actors include:

- **Phishing and social engineering:** more employees means more potential targets and entry points
- **Insider threats:** larger workforces increase the statistical likelihood of malicious or negligent insiders
- **Ransomware:** enterprises are perceived to be able to afford larger ransoms, and face greater operational impact from downtime
- **API exploitation:** complex integration environments create more potential vulnerabilities

But as cybercrime has increased in scale and sophistication, a range of new and emerging threats has grown, many of which are specifically designed to target larger organizations' payroll data and their wider attack surface:

- **Deepfake-driven fraud:** voice, video, or text impersonation of executives or employees to authorize fraudulent payments
- **API abuse:** poorly secured API endpoints used by attackers as entry points
- **Supply chain attacks:** targeting vulnerabilities in third-party vendors and payroll integrations
- **Quantum decryption:** an emerging threat using advanced technology that could, within three to five years, break current encryption standards

The last of these threats requires particularly close attention, as the security game will change dramatically as and when quantum computing becomes accessible to threat actors.

"It's about making sure that security is not just a compliance tickbox, but that it enables the business to do the business that customers expect, in a safe and secure manner."

Tim Grieveson,
Chief Security & Risk Officer,
CloudPay



The opportunity

While enterprises are at greater risk of cyberattack, they also have greater resources to protect against them.

They tend to have:

- Chief Information Security Officers (CISOs) who can champion payroll security
- Dedicated incident response teams
- A Security Operations Center (SOC) for continuous threat monitoring
- Resources for regular security testing and penetration testing

This also gives businesses like yours a solid platform for investing early in the next-generation payroll data protections that can help defend against emerging threats.

These protections include:

- **AI-driven anomaly detection:** machine learning that identifies unusual patterns, at a scale far beyond the capability of human teams

- **Tokenization:** replacing sensitive data with tokens throughout the payment process, limiting exposure if systems are breached
- **Zero-trust architecture:** continuous verification that's ideal for complex environments with numerous integration points
- **API protections:** using OAuth or similar authentication standards, along with strong access controls and API management training, to reduce the risk of error and improve security through automation
- **Quantum-proof encryption:** early adoption of post-quantum cryptography standards before threats materialize

These should be combined with the human element of security, and empowering the workforce to exercise security best practice. For payroll professionals, embedding cybersecurity awareness into their training can help them handle sensitive data with the utmost care, and elevate the role of payroll from an administrative function to a risk management partner.

What true readiness requires

1. Treat payroll as a critical system in your cybersecurity strategy
2. Ensure your security resources actively protect payroll systems
3. Adopt next-generation protections proactively through experienced partners
4. Stress-test incident response plans regularly
5. Audit security for all third-party vendors worldwide
6. Deploy comprehensive training programs
7. Plan for quantum-era security now

Cybersecurity: The payroll professional's perspective

You, and payroll professionals like you, are now on the front line of cybersecurity defence. More than a third of enterprises (36%) cite data security as their top concern, and payroll systems are prized targets for cybercriminals. So your role has to extend far beyond payroll processing to encompass risk management, too.

As you have access to sensitive data, payroll teams will need to be able to:

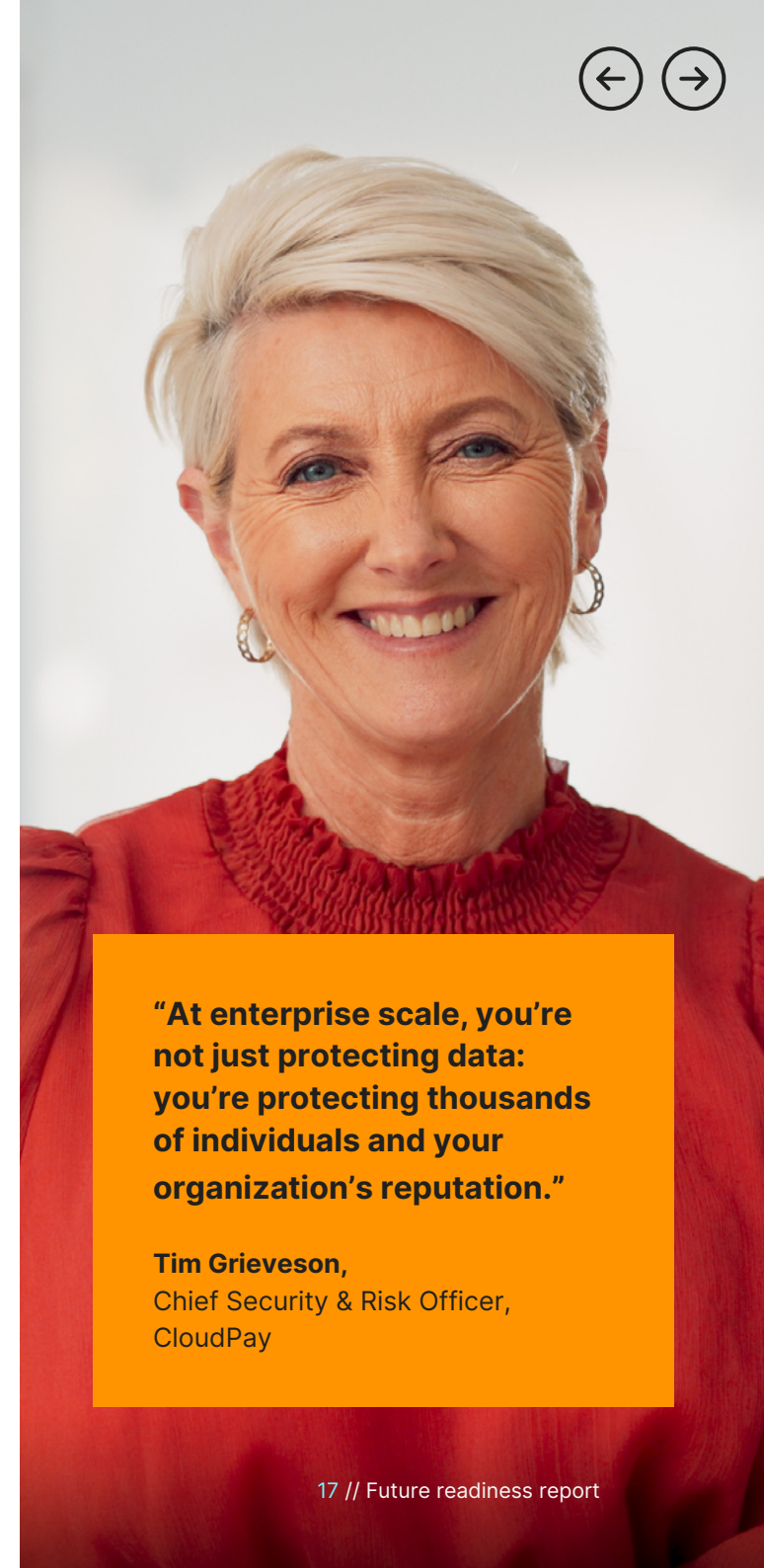


Spot critical risks, including emerging threats like deepfake fraud that specifically target payment processes



Use human oversight to make sure vulnerabilities don't slip through the net as automation starts to take care of more and more payroll processes

Regularly upskilling in these areas will ensure that you can work with and complement the increasing use of technology in the months and years ahead, and remain familiar with cybersecurity awareness.



"At enterprise scale, you're not just protecting data: you're protecting thousands of individuals and your organization's reputation."

Tim Grieveson,
Chief Security & Risk Officer,
CloudPay



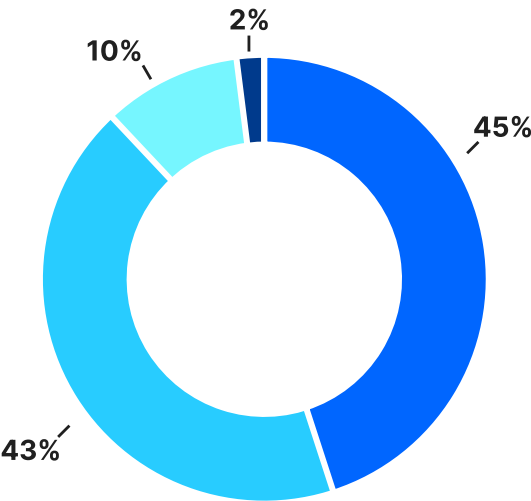
Section 3: Compliance readiness

Enterprises have expressed high confidence in their ability to adapt to compliance change, with 45% of larger organizations saying that they feel “very confident”.

As with security, much of this confidence comes from greater resources: dedicated compliance teams, legal support, and sophisticated information gathering. However, large organizations like yours also have to deal with greater complexity, wider geographical spread, and regulatory demands that are exponentially larger.

Enterprise business confidence in adapting to regulatory change

- Very confident
- Somewhat confident
- Not very confident
- Not confident at all





The challenge

The bigger the organization, the bigger the challenges - and for enterprises looking at payroll compliance.

There are four major challenges that stand out more than any other:

- **Volume and velocity across dozens of markets:** major changes in payroll and employment legislation are happening around the world all the time, and it can be difficult for larger organizations to keep up. These range from real-time information reporting in the United Kingdom, through emerging data protection requirements in Brazil, to state-specific regulations across the United States. Making things even tougher are the short-notice implementations of new requirements, and regional variations in multi-national regulations such as the EU Pay Transparency Directive.
- **Fragmented information:** 57% of enterprises rely on payroll software and providers for compliance updates and

information. But that's far from the only available source: government websites, industry publications, legal consultants and professional associations are all also used by more than 30% of enterprises. Coordinating all this information in different formats, and turning them into practical, actionable advice, can be a full-time organizational challenge.

- **External pressures:** enterprises also cited a range of external headwinds in our research, including global economic instability (28%), changes in the workforce post-pandemic (19%), and geopolitical tensions (12%). The operational impacts of these, from flexible work arrangements to changing labor markets, underline the importance of robust, adaptable compliance frameworks and technologies.
- **Organizational coordination:** many stakeholders are involved in payroll compliance, all of whom have to coordinate on changes, including regional payroll teams, central payroll functions, legal teams, IT, finance, and HR. This means coordinating technical changes across multiple markets simultaneously while managing competing priorities from numerous stakeholders.

“Compliance covers a wide array of topics. There will be modifications very frequently that require changes to how you process your payroll.”

Emma Hunter,
Director of Compliance & Group
MLRO, CloudPay



The opportunity

For organizations like yours to maximize their resource advantage, they must leverage those resources strategically, and combine centralized compliance oversight with strong regional expertise.

This approach brings together several changes and technologies:

- **A single platform with global visibility:** unified payroll platforms can help maintain compliance across all operating markets, with central visibility into compliance status globally. This includes centralized audit trails, consistent process execution with managed regional variations, and real-time compliance reporting.
- **An expert partnership for scale:** working with a payroll provider that can fill in the gaps in expertise that even enterprises can't cover, creating a strategic partnership that's a force multiplier. This can include in-country expertise to monitor local regulatory changes; technology to flag compliance requirements consistently; and audit-ready documentation for

regulators and internal audit needs.

- **Automated compliance monitoring:** timely updates and auditable records, working in conjunction with human expertise to ensure full oversight. This supports operational resilience, real-time processing status and visibility, rapid recovery capabilities, and comprehensive third-party vendor risk management.
- **Strong focus on data privacy:** as payroll processes extremely sensitive data, that data must be protected at enterprise scale, partly to protect the interests of the business but also to meet the demands of GDPR, CCPA, and other emerging frameworks globally. This should include certified processes for data minimization, purpose limitation, encryption, security, access controls, audit trails, and breach notification, in line with ISO 27001 and SOC 2 Type II.
- **Transparent AI governance:** AI must be used with transparency, human oversight, with safeguards against bias, and with clear accountability when AI makes mistakes. The best way to achieve this is to use AI where it adds value (i.e. document processing, anomaly detection, forecasting) but never allow AI to make final decisions about employee pay without human validation.

What true readiness requires

1. Centralized compliance oversight
2. Automated audit trails for every payroll action
3. Providers embedded as strategic partners in compliance management
4. Access to in-country expertise and regulatory interpretation skills
5. Proactive testing of operational resilience
6. Systems that can deliver compliance data on demand
7. Technical change management to update systems and processes
8. Enterprise-wide compliance training for all stakeholders

Compliance: The payroll professional's perspective

As a payroll professional working at an enterprise, you'll already know how burdensome it can be managing compliance across several different jurisdictions. Less than half of enterprise leaders (45%) say they're "very confident" in adapting to regulatory changes, which is concerning considering the important role payroll departments play in developing a centralized, proactive compliance strategy that spans all operations globally.

You'll need to:



Maintain a strategic approach, underpinned by expert guidance and knowledge



Create organizational resilience and flexibility through a confident understanding of your regulatory obligations and how they're evolving



Leverage technology like AI and automation, partly to enable real-time compliance monitoring and reporting, but also to support consistent, auditable compliance processes

The expertise that you and your payroll partners have built up over the years can help bridge the gaps between technical implementation and legal requirements. Through this, you can become more than just process executors - you'll become strategic architects of compliance.

45%

Less than half of enterprise leaders (45%) say they're "very confident" in adapting to regulatory changes



Conclusion: from confident readiness to industry leadership

Enterprises have made it clear that they feel very ready for automation and AI, and very confident in their abilities around cybersecurity and compliance. That's easy to understand, given the relative wealth of resources and infrastructure available to them.



Strategic positioning

- Resources for innovations like AI and quantum-proof encryption
- Purchasing power and influence over vendors
- Thought leadership success stories that can reshape market adoption

Operational advantages

- Standardizing processes at a global scale
- Access to dedicated expertise across compliance, security, and IT
- The ability to take a long-term perspective on transformation

Market leadership

- Setting industry benchmarks and standards
- Attracting professionals who want to work with cutting-edge technology
- Pushing vendors to develop better solutions that benefit the entire market

However, for all the resources, expertise, and infrastructure you might have, this confidence means nothing without execution. After all:

Only 30% are actively investing in modernization

38% cite budget constraints as the greatest barrier to modernization

30% struggle with legacy system dependencies

61% still have reactive or manual forecasting approaches

The organizational capability might be there, but so many obstacles can get in the way of operational execution. Multiple stakeholders can slow decision-making. Competing budget priorities can delay investment. Legacy systems can create technical debt that's expensive to resolve. Risk-averse cultures steer organizations like yours clear of leading the way. And when midsize organizations aren't held back by these obstacles, they can use their agility to set the pace instead, ahead of their enterprise competitors.

The answer: strategic partnerships with vendors who understand enterprise complexity, and can navigate it alongside you.



CloudPay's enterprise approach: scale, security, and strategic partnership

CloudPay has found the perfect way to blend together human expertise and the 'three As'. Deployed at enterprise scale, automation standardizes globally while managing local exceptions consistently. AI is deployed with governance frameworks that satisfy audit and compliance requirements, and APIs integrate with existing enterprise architecture.

This allows enterprises to benefit from:



A global platform with end-to-end capabilities

A unified payroll platform that standardizes processes while accommodating regional nuances, and is capable of handling hundreds of thousands of employees across dozens of territories. This platform can be integrated with complex HCMs such as Workday, and is scalable for enterprise expansion.



Security and compliance built for enterprise scale

Certified to ISO 27001, SOC 2 Type II, and ISO 22301, our partnership enables proactive preparation for emerging threats, including quantum-proof encryption. Incident response protocols are tested and documented for business needs, and work alongside comprehensive vendor risk management for supply chain security.



A strategic partnership that's more than just technology

Dedicated support teams who understand enterprise organizational complexity, and can help navigate stakeholder and change management. Executive engagement can help build business cases for sustained investment, and compliance updates translate regulatory changes into actionable guidance across all markets.

Key takeaways for enterprise payroll leaders



Convert confidence into action - quickly

- Get ahead of more agile competitors to maximize advantages
- Use enterprise resources to pilot innovations
- Build business cases that leverage ROI certainty



Address legacy systems strategically, not reactively

- 30% cite legacy systems as the greatest barrier to modernization
- Phased roadmaps deliver value while managing technical debt
- Partner with vendors who integrate with complex environments



Simplify before you automate

- 54% see process simplification as a major cost opportunity
- Years of growth and regional variation will have created unnecessary complexity
- Standardize processes first, then automate consistently across markets





Leverage dedicated expertise strategically

- Use in-house compliance, security, and IT specialists to set strategy and governance
- Partner with vendors for confident execution across all markets
- Create solid partnerships that combine internal expertise with vendor capabilities



Treat the 'three As' as an integrated enterprise strategy

- Align and leverage automation, AI, and APIs across payroll, IT, HR, and finance
- Get executive sponsorship that can navigate organizational complexity
- Unified platforms deliver more value than piecemeal point solutions



Move faster than your structure suggests possible

- Organizational complexity is real, but shouldn't paralyze action
- Pilot programs in selected markets can prove value quickly
- Use success stories to build momentum and overcome internal resistance

Ready to turn readiness into reality?

Future readiness in payroll isn't a destination - it's an ongoing journey. By combining your resources with the right strategic partnerships, you can effectively compete with - and potentially differentiate from - your competitors.

CloudPay's team of experts can help you assess your current capabilities, identify priority areas for improvement, and build a roadmap for proven future payroll readiness.

Ready for readiness?

[Let's start the conversation](#)



The High-Performance Payroll People

Managing global payroll and payments is complex. Organizations are often held back by a disconnected mess of vendors and systems – leading to errors, delays and visibility gaps. For payroll, finance, and HR teams, this means constant frustrations, lost time, higher costs, and serious compliance risk consequences.

CloudPay offers a very different approach.

Since 2006, we've reimagined global pay from the ground up. Our intelligent and powerful ecosystem – refined through decades of innovation and experience – brings together everything you need for the ultimate end-to-end pay solution: unified payroll and payments; deep HCM integrations; efficient automations; comprehensive managed service support; in-country expertise; worldwide coverage with deep local knowledge; and real-time global data with predictive analytics.

Behind it all, it's the people powering your pay that truly sets CloudPay apart. From day one, our teams of experienced service experts are there to guide you every step of the way, with tailored and agile support – from unrivalled implementation readiness for rapid and seamless onboarding, to deep compliance expertise to keep you ahead of ever-changing legislative requirements.

Over the last 20 years we have been perfecting our relationships with the world's best HCM platforms, payments providers and country payroll experts – so you can be assured of the best performance and expertise, tailored to your needs.

What does this mean for you?

Powerful automated technology that connects with your existing systems, cuts out manual errors and gives you time back. Personalized agile service from friendly and experienced experts, for a fully supported and continuously improved end-to-end pay process. Easy access to all the local on-the-ground expertise and support you need, wherever you operate around the world. And, ultimately, your people, paid. On time. Every time.

We don't just process payroll. We elevate it. We are the High-Performance Payroll People.

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