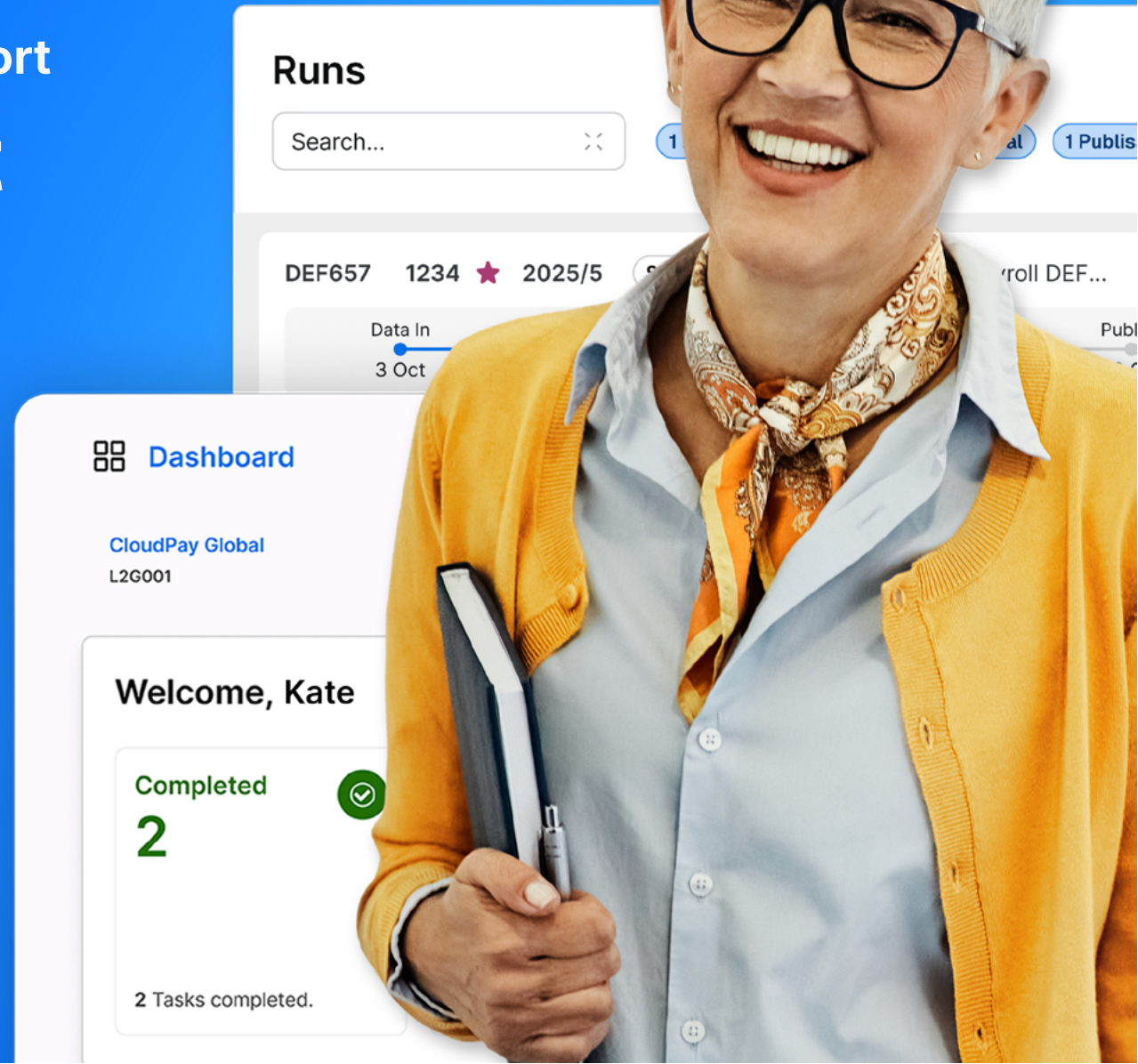




Payroll industry research report

The Tech-Talent Equilibrium in Payroll

Getting the most from
technology and expertise
in a changing multi-
country payroll world



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What you'll find in this report:

- ✓ Current challenges for global payroll organizations, big and small
- ✓ Key areas of strength and improvement for payroll technology and expertise
- ✓ The dangers of over-reliance on technology and under-investment in people
- ✓ Why this matters amid the global payroll talent shortage
- ✓ The value of a comprehensive approach to payroll improvement and investment

Navigating around the report

This research report has been created with interactive navigational elements to help improve your reading experience.

Survey question call-outs

Q9

Throughout the report, you will see pink call-out boxes with question numbers inside them.

These call-outs indicate where data mentioned in the body of the report relates to a specific survey question answered by our research respondents.

You can quickly jump to the full responses for the relevant survey question (in 'the data' section of the report) by clicking on these pink call-outs...

...if you do so, just remember to check which page you are on before you visit the data section, so you can easily navigate back to the page you were on to continue reading.

Menu navigation bar

Summary / Our research / ...

The navigation bar at the top of each page allows you to quickly jump to specific sections.

Summary / Our research / ...

Your current section will be indicated by a blue coloured text.



Executive summary

Technology, and in particular AI, has come to the fore in payroll in recent years – but how has that impacted the value and importance of human payroll expertise?

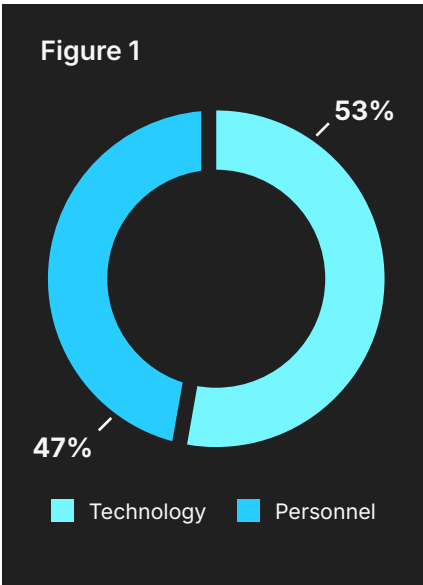
To find out, we set out to discover how Payroll, HR and Finance professionals viewed technology’s importance to payroll, relative to the importance of payroll expertise. As two vital components of any payroll function, we wanted to know where they were most and least valued and whether there was a bias towards one or the other.

Some of the most intriguing findings include:

Technology is considered more important... but only just

53% of respondents say they value technology over personnel, compared to 47% who cited personnel instead. However, these results vary according to business size, with larger organizations valuing personnel more.

Q6

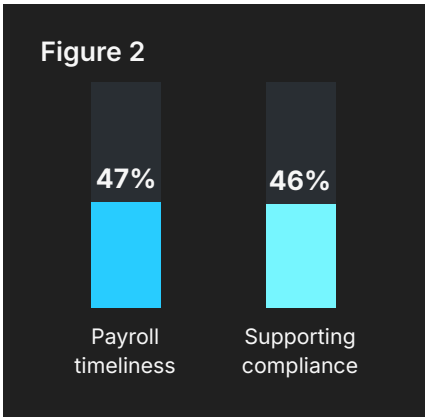


But while technology drives efficiencies...

The most commonly cited extreme impacts that technology has on payroll are in ensuring payroll timeliness (47%) and supporting compliance (46%), with process automation attracting the highest tech satisfaction rate (81% of respondents at least somewhat satisfied).

Q8

Q12

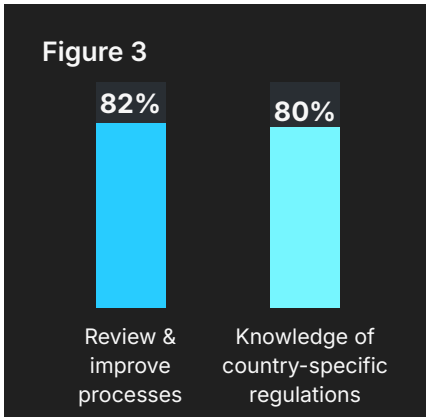


...it’s personnel that drive improvements

People are found to have the biggest value in providing expertise – whether through their own knowledge or through tech-driven insights – to support positive change. The highest satisfaction rates for payroll personnel were for their ability to review and improve processes (82%), and their knowledge of countryspecific regulations (80%).

Q9

Q9



Overall, it's clear that payroll technology and personnel are valued almost equally, and their different benefits are suitably recognized. However, this is not reflected in many organizations' attitudes to payroll investment.

Perhaps this is because investing in payroll personnel and expertise is becoming more difficult.

Factors such as a lack of awareness of payroll as a career in its own right, leading to a shortage of new talent, and insufficient development of existing practitioners to step into leadership roles, have led to a payroll talent shortage.

This was reflected in the survey, where **84%** of respondents agreed that investing in technology could help mitigate the effects of this talent shortage, which **72%** of organizations reported experiencing.

Q14

Q11a

This suggests that many payroll, HR and finance leaders view technology as a potential solution to personnel challenges.

However, such an approach means that payroll functions end up lacking the unique problem-solving, strategic and expertise-led capabilities of payroll personnel. This can hurt organizations in the long term, especially with payroll regulations and compliance demands evolving at pace around the world.

It's clear, therefore, that equal and focused investment into both payroll technology and personnel is crucial to get the best from both, in the present and in the future.

This report will outline the details of why investment in AI, automations and APIs on its own isn't enough, especially for larger organizations dealing with multi-country payroll and compliance demands.



About our research

The survey aimed to provide a comprehensive understanding of the relative importance of payroll technology and expertise in organizations worldwide. We gathered insights from 500 senior decisionmakers across payroll, finance, and HR in multinational companies with multi-country payroll operations.

For the purposes of this report, a multinational company is defined as having a workforce of at least 1,000 employees and operating in two or more countries.



08.12.2021 -
09.03.2024



500
decision makers



1000+
employees



2+
countries

About our research

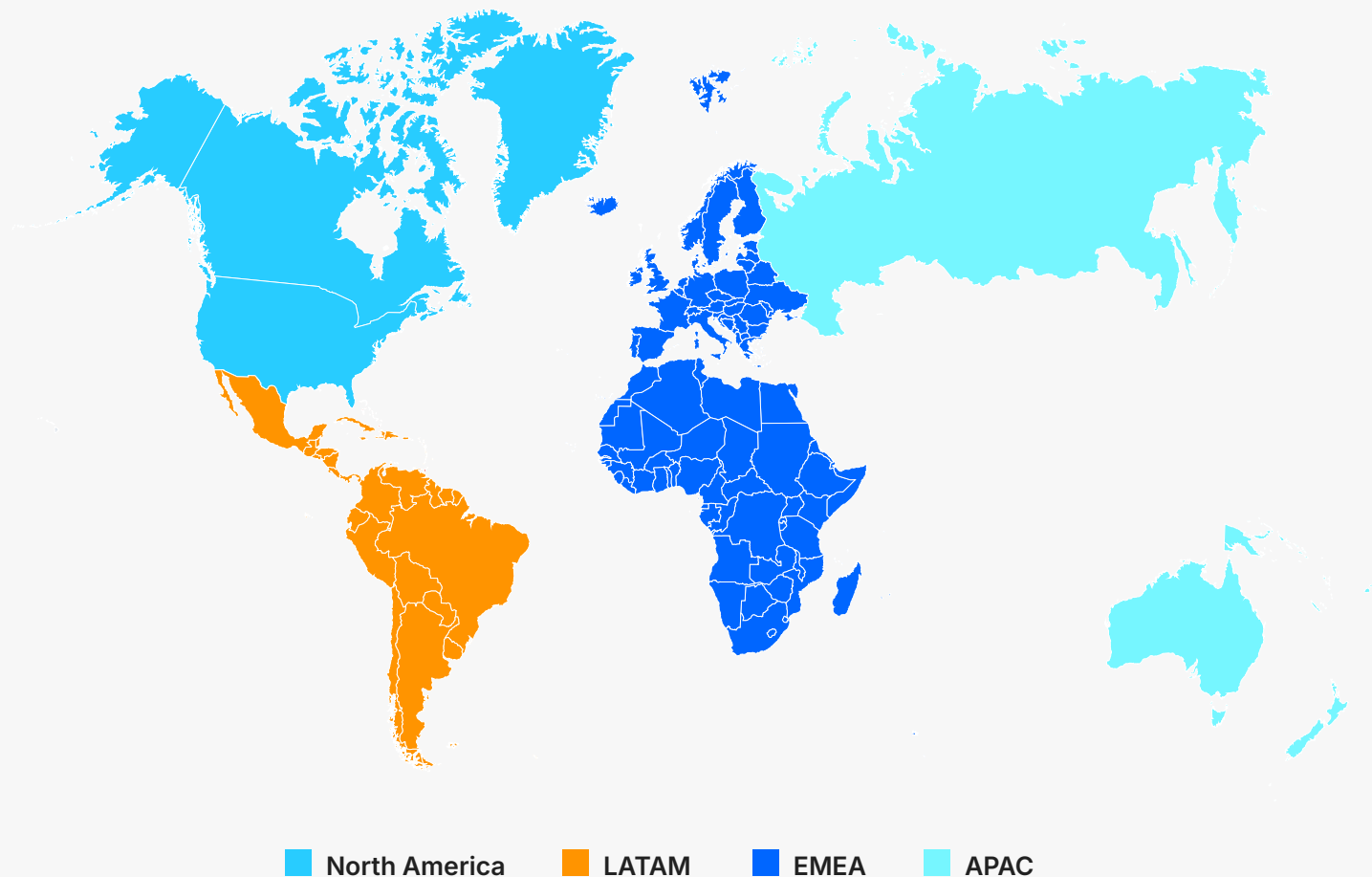
Respondents work in regions all over the world, including **North America, EMEA, APAC, and LATAM**, and took part in the survey between August 12 and September 3, 2024.

The majority of respondents (around 60%) came from organizations with workforce headcounts between **3,000 and 8,999**.

Around two-thirds of the respondents can be considered payroll leaders, with many others from HR and finance leadership roles taking part.

This research comprised a combination of quantitative questions, with responses measured on importance and satisfaction scales, and openended qualitative questions to which respondents could express their views in detail.

Collectively, the responses have generated detailed insights into payroll challenges, technology preferences, and the attributes expected from both payroll technology and talent.



The current state of payroll

Key challenges and priorities

Three critical modern payroll challenge areas

1. Operational complexity

- Managing the end-to-end pay process beyond just calculating net salary
- Maintaining compliance with constantly changing regulations

2. Strategic management

- Optimizing teams to do more with less while maintaining efficiency
- Transforming from traditional number-crunching to insight-driven strategy and leadership

3. Process modernization

- Adapting to the pay demands of an increasingly flexible workforce
- Delivering value-adding pay experiences like earned wage access

Payroll is a complex and crucial operation for any organization. And whether it's staying compliant with constantly changing regulations, ensuring deductions are made and benefits are applied accurately, or adapting to the pay demands of an increasingly flexible workforce, it's becoming more intricate and important all the time.

These needs also have to be aligned with the demand for greater payroll efficiency. With payroll teams and staff increasingly being asked to 'do more with less', ensuring they have all the tools to help them and relieve the administrative burden is vital – not only for payroll performance, but also for talent retention and acquisition.

Plus, you can't forget about getting pay into the hands of the employee – as every practitioner knows, payroll doesn't stop at calculating net salary.

Engraining salary payments as a fundamental part of a seamless, unified pay process means having the right systems in place, as well as the expertise to advise on integrating them.

Further value-adding pay experiences for employees such as earned wage access also require both technology and expertise for effective delivery.

[All of the above means that the payroll profession has expanded to revolve around technical literacy, insight-driven strategy and leadership, backed up by unified pay technology and a strong focus on the employee experience – a far cry from the traditional image of number crunching in the back room.](#)

To find out which challenges and complications are most pressing for payroll practitioners, the survey covered a wide range of factors. Our inquiry covered core payroll functionality, as well as crucial elements such as compliance and data analysis.

Throughout the research, we explored the relative importance of – and satisfaction with – existing and evolving payroll technologies compared with that of payroll personnel and expertise.

The current state of payroll

Technology: a fight on many fronts

More than **40%** of respondents say they are facing significant challenges with their payroll technology. While payroll solutions have improved and progressed significantly in recent years, the rise in the number of systems that need to be integrated and configured has introduced new complexities. Common areas of difficulty include:

Q3

Disconnected systems and solutions

43%

Q3

of respondents say this lack of connection is a significant challenge for them – and **94%** say it is at least somewhat of a challenge.

Even when organizations invest in new solutions, getting them to integrate with other systems for smooth processes and data flows can be difficult, especially without expert guidance.

Outdated payroll technology

40%

Q3

of respondents describe keeping solutions up to date, and connected for seamless data flow and accuracy, as a significant challenge.

Meeting global compliance requirements

40%

Q3

of respondents describe adhering to the various compliance demands they face around the world as a significant challenge. This is especially important, given the strong legal, financial and reputational ramifications that non-compliance can lead to.

76%

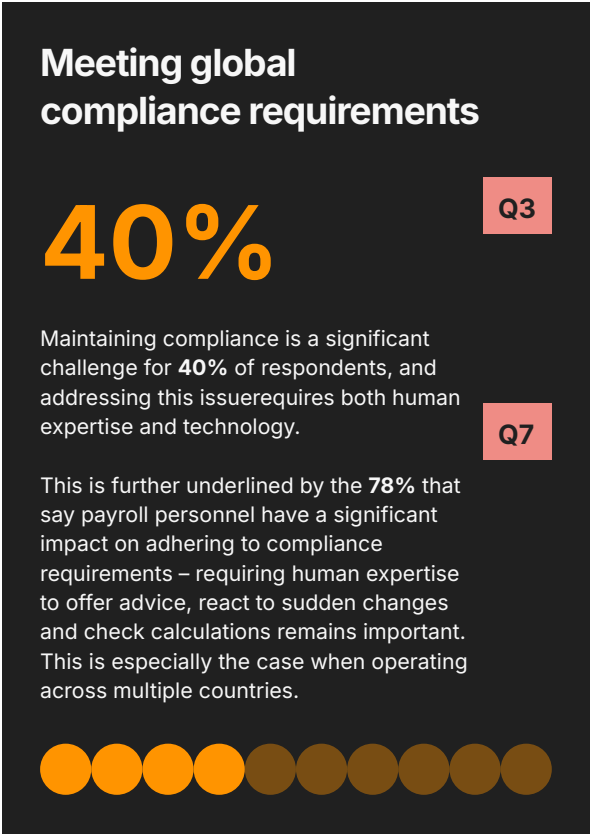
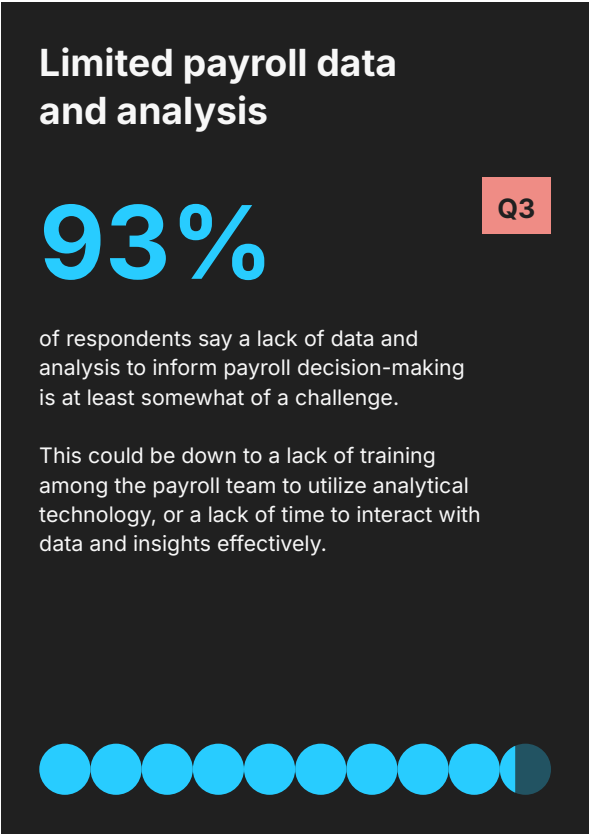
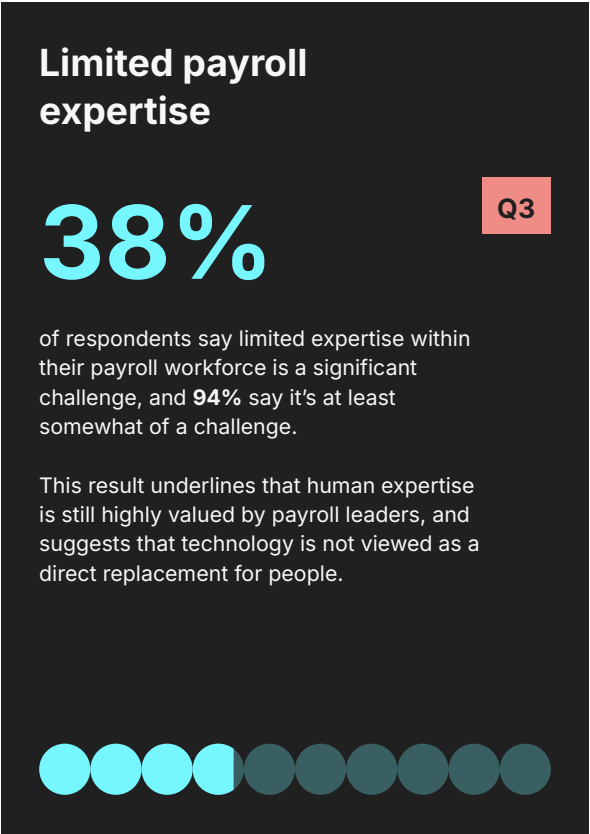
Q8

However, **76%** of respondents recognize that payroll technology, when properly configured, can have a significant impact on maintaining compliance; this technology comes into its own when regulations change and real-time adaptations are needed.

The current state of payroll

Personnel: needing skills and expertise

Getting processes right, and making the right decisions around payroll at the right times, requires skilled human endeavor. However, the survey results make clear that many organizations feel they don't have the know-how they need in several important areas:



The current state of payroll

Personnel: needing skills and expertise

The bigger the company, the bigger the challenges Q3

Our results also uncovered a clear trend that larger organizations face greater personnel-related challenges than their smaller counterparts.

For example, **44%** said that dealing with limited expertise within their payroll workforce was a significant challenge, compared to **32%** among smaller companies.

Similarly, **44%** said meeting global compliance requirements was a significant challenge, compared to **34%** of respondents from smaller organizations.

This suggests that larger businesses perhaps need to invest more in expertise as they scale, to make sense and use of the larger volumes of data at their disposal.

Only then can they be properly equipped to configure and integrate data and systems, and ensure a balance between payroll expertise and technology.

Figure 4
Limited expertise within payroll workforce poses a significant challenge.

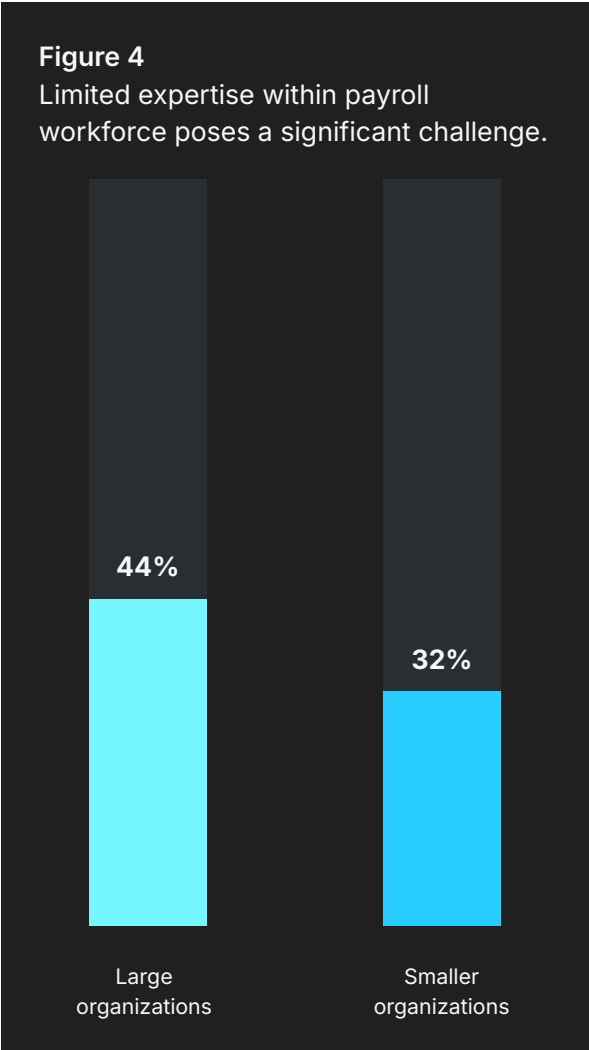
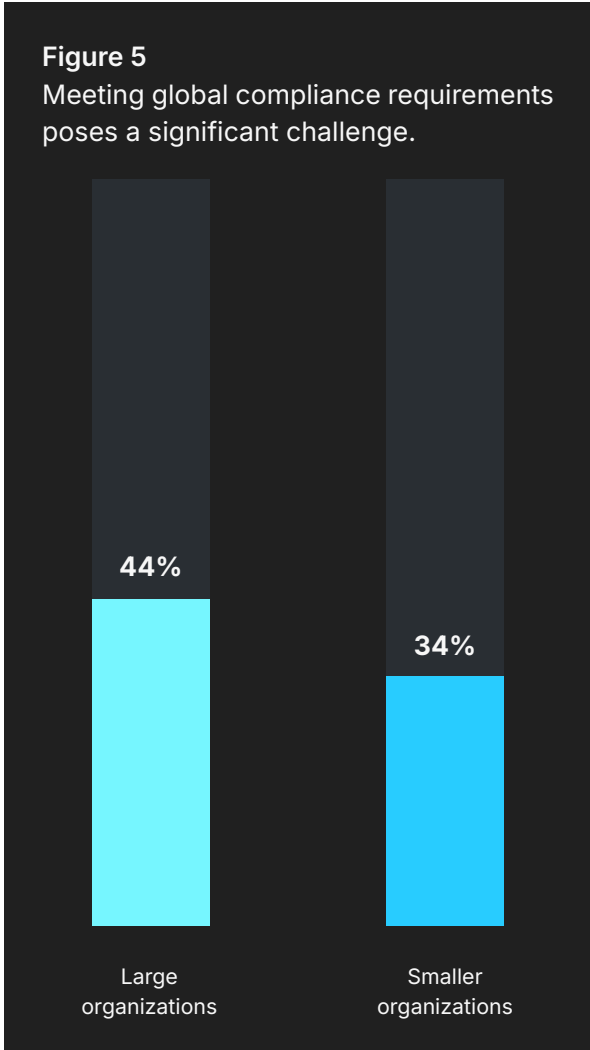


Figure 5
Meeting global compliance requirements poses a significant challenge.



| The current state of payroll

Interconnected challenges

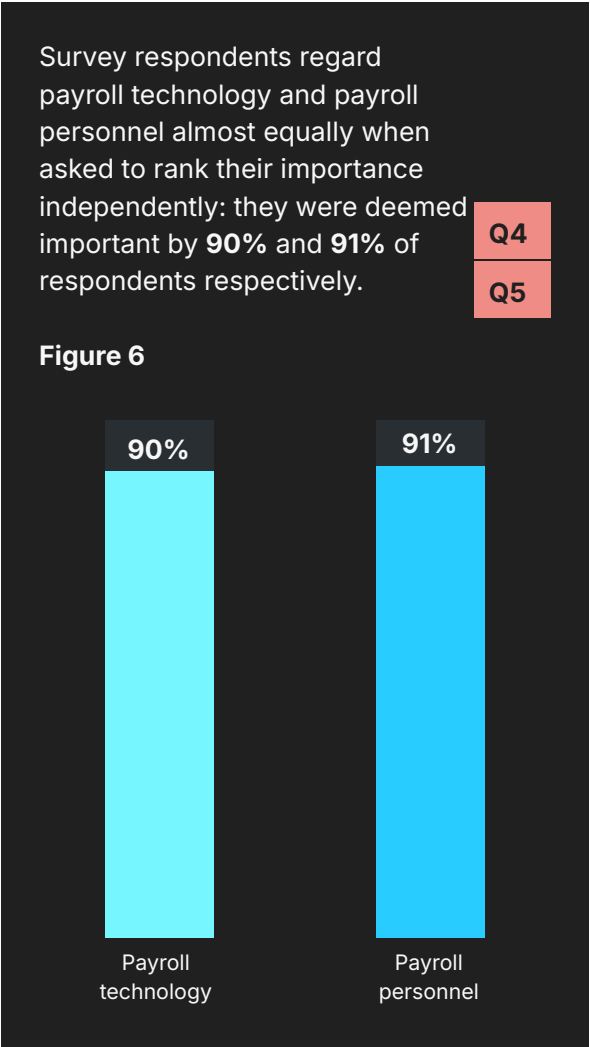
All of the challenges listed above are interconnected, which is why addressing them requires a holistic approach. Technology is not a solution to today's payroll challenges alone, and neither are personnel.

Human expertise can advise on making technology better connected, updated and compliant, while technology can automate routine tasks to free up staff time, allowing them to conduct detailed data and analytical work that can inform strategy.



The dual pillars of payroll

Technology and expertise



Views from individual respondents included:



This section explores where each area is considered most important, and where they can come together to complement and support each other.

The dual pillars of payroll

The importance of payroll technology

63%

Q4

Nearly two-thirds of respondents – 63%, to be precise – consider payroll technology very important. Looking at the results in more detail uncovers two particular areas where it stands out:

Timeliness

47%

Q8

47% said that technology had an extreme impact on payroll timeliness, more than any other factor. This is influenced by technology's ability to work 24/7: innovations like automations, streamlining, integration and robotics, operating outside normal working hours, support timely delivery for every payroll cycle.



Compliance

46%

Q8

46% rated compliance as an extremely impactful benefit of payroll technology; given that compliance was also cited as a common challenge in the previous section, this underlines just how complex compliance can be.



Respondents' views on where technology can help with payroll compliance included:

”

Monitoring payroll compliance in real-time to proactively identify and address potential issues – ensuring adherence to relevant laws and regulations”

”

Electronic handling of year-end taxes, simplifying the process of preparing and filing tax forms, reducing the administrative burden, and minimizing the risk of errors.”

| The dual pillars of payroll

The importance of payroll expertise

58%

Q5

Payroll expertise only lags behind technology in the perceived importance stakes by a marginal amount: 58% consider expertise as very important, only five percentage points behind technology.

Even as the value of technology to payroll has increased, personnel remain just as critical as ever, in a number of areas.

Timeliness

Q7

44%

44% of respondents say that personnel have an extreme impact on timeliness; while technology does the heavy lifting with data, it's human expertise that streamlines and coordinates everything across different departments in line with appropriate deadlines.



Compliance

Q7

46%

37% say personnel have an extreme impact on compliance, thanks to the know-how that good practitioners possess. One particular respondent summed up the views of many:

"Payroll experts are vital for compliance, ensuring that payroll processes adhere to evolving local and international labor laws".



The dual pillars of payroll

The importance of payroll expertise

Data, analysis and reporting

Q7

35% vs 31%

One area where personnel does have the edge on technology is in making the most of data, analysis and reporting – **35%** of respondents believe that personnel have an extreme impact in this area, compared to **31%** citing technology.

Q8

This may sound unusual as it's technology that's responsible for serving up the data – but it's people that are needed to interpret, analyze and make recommendations based on the output.



This is especially true with AI now increasingly handling data analysis and trend detection, as experts can channel more time into applying insights and driving business objectives. As one respondent put it:

”

Strategic decisionmaking around labor costs, employee compensation and budgeting requires human analysis – even with advanced technology.”



The dual pillars of payroll

Breaking the perception of technology dominance

When asked whether technology or personnel was more important, 53% of respondents selected technology, and 47% chose personnel.

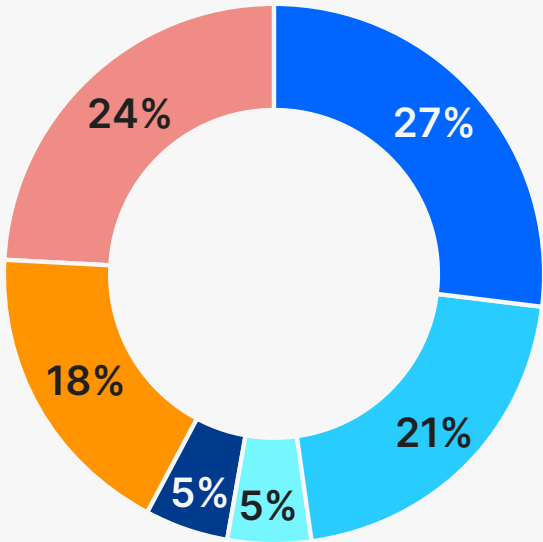
The marginal nature of these results emphasizes the fact that the two enjoy a symbiotic relationship, where one cannot function to its maximum potential without the support of the other.

In short, technology has taken over the tasks of data configuration and movement, while personnel’s role has shifted to managing, optimizing and gaining insights from that technology.

It would therefore be natural to assume that organizations treat investment into payroll technology and personnel equally. This isn’t always the case, however.

Q6 To what extent do you consider either payroll technology or payroll personnel / expertise to be more important?

- | | | |
|--|---|--|
| [Technology]
Significantly more important | [Technology]
Much more important | [Technology]
Slightly more important |
| [Payroll expertise]
Slightly more | [Payroll expertise]
Significantly more important | [Payroll expertise]
Much more important |



| The dual pillars of payroll

Is a talent shortage tipping the scales in the tech-talent equilibrium?

Regrettably, payroll is often still seen as a stepping stone towards a career in accounting or HR, instead of being considered a career option in its own right. This can make it difficult to bring the right talent into payroll in the long term, especially as payroll work increasingly demands a more active role in operational strategy.

Much of this is down to a lack of awareness, and despite the work of organizations like the Global Payroll Association in championing payroll as a career, it remains a major contributor to the shortage of payroll talent worldwide.

The challenges many organizations, especially larger enterprises, face in accessing expertise are reflected in how they're especially vulnerable to the global payroll talent shortage. Some **77%** of respondents working for very large organizations said they were feeling the effects.

Q11a

Having established the need for expertise within a payroll function, this talent shortage represents a significant challenge for all organizations, but especially those that are expanding and globalizing.



| The dual pillars of payroll

Is a talent shortage tipping the scales in the tech-talent equilibrium?

As one respondent summarized:

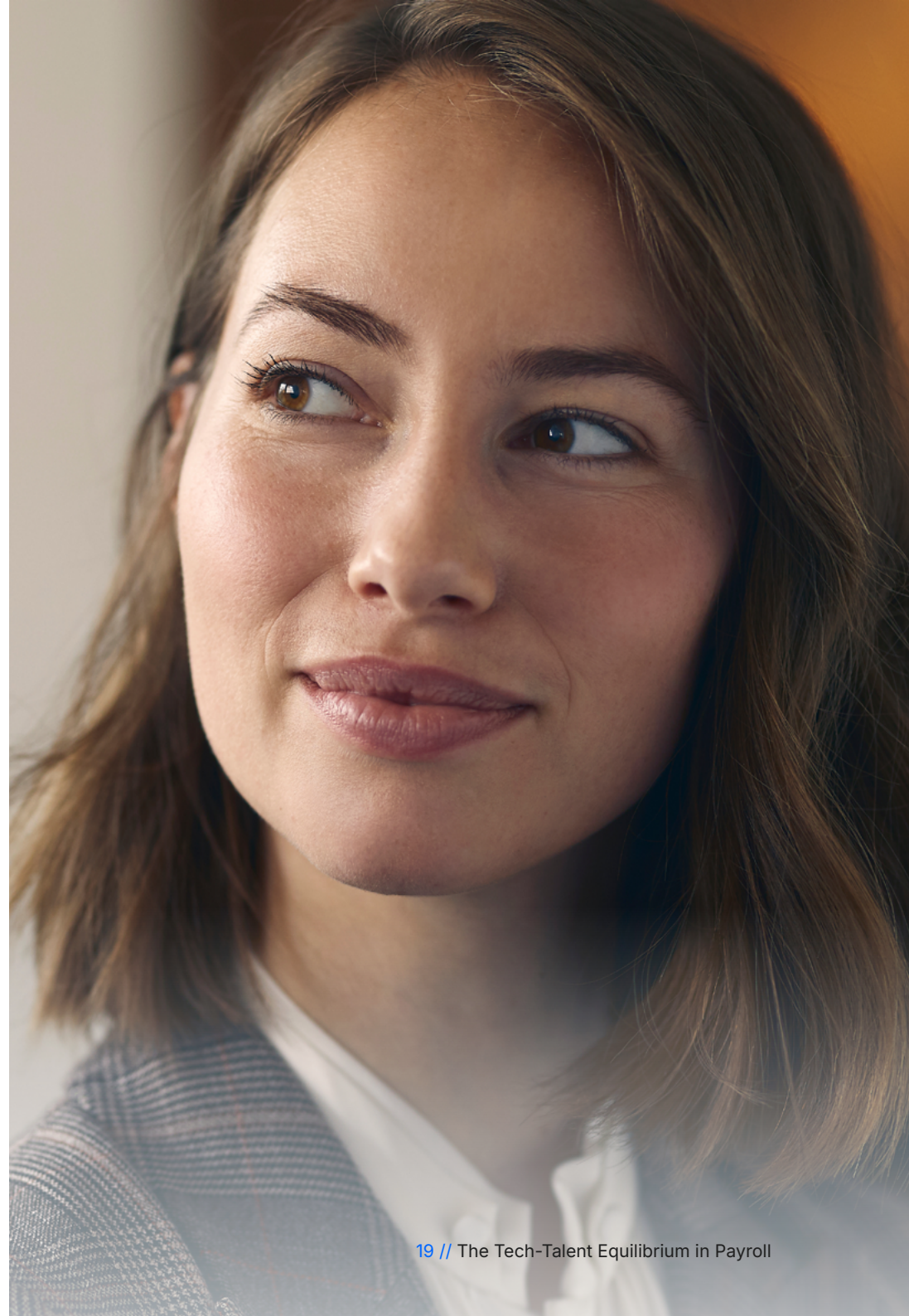
”

When an organization undergoes a merger or restructure, payroll staff members swiftly adjust to new payroll arrangements that are needed.”

Interestingly, **84%** of respondents said that investing in technology can help offset the impact of a payroll talent shortage. This is understandable: it's readily available and there are plenty of solutions to choose from.

Q14

But as we've already established, tech and talent are complementary. Why are organizations recognizing the importance of both, but perhaps investing more in technology to plug gaps instead of investing more in their people? And what pitfalls could this bring?





| Investing in payroll improvement

A balanced approach

While technology is a tempting way to address the issues created by the talent shortage, it's clear that technology can't solve everything when it comes to payroll.

Whatever the size of organization and however challenges are manifesting themselves, a balanced approach to investing in tech and talent is essential. This section will outline why that's the case, even if it outwardly seems like the more painful approach to begin with.

Investing in payroll improvement

Where payroll technology is strong – and where it isn't

First of all, it's important to note that technology is immensely useful to payroll, in areas such as timeliness, compliance and accuracy, as we've noted earlier in this report.

This is underlined by **process automation** being the area of technology that delivers the highest satisfaction rate among respondents: **81%** say they are at least somewhat satisfied, including **30%** who say they are very satisfied.

At the same time, streamlining processes and freeing up staff time for more strategic work was identified as the most valued aspect of payroll technology, mentioned by **28%** of respondents when asked to list their most valued features.

Q13

Streamlining	28%
Access	19%
Flexibility	17%
Compliance	17%
Integration	15%
Compensation	14%
Accuracy	11%
Communication	10%
Security	10%
Error monitorin	9%

Q12

Q13



Investing in payroll improvement

Where payroll technology is strong – and where it isn't

But at the other end of the scale, several technology limitations were also identified – particularly in areas where human expertise is needed to ensure that technology is delivering the right results.

24%

Q12

Only **24%** of respondents said they were very satisfied with their **integration between payroll technology and other systems like HCM software** – an area where integration and orchestration expertise are essential for success.



28%

Q12

Only **28%** of respondents were very satisfied with their **data and reporting capabilities** – where the right experience is needed to ensure the right data points are being analyzed and reported on.



When organizations are overly reliant on technology, they can end up feeling disempowered, constrained, and spending too much on external support. That's why it's so important to balance technological efficiency with investment in people and skills, so that the ability to move effectively and with autonomy is ready and waiting as circumstances change.

Ideally, this should encompass your choice of HCM and payroll technology, and your approach to building subject matter expertise.



Investing in payroll improvement

The evolving skills and strengths of payroll expertise

83%

Q9

It's clear that payroll leaders still value human talent highly. **83%** of respondents are at least somewhat satisfied with their talent overall, with particular areas of satisfaction including:

- Reviewing and processing payroll on time and accurately (**76%**)
- Knowledge of country-specific regulations and legislation (**80%**)

However, the area with the lowest rate of complete satisfaction was payroll talent's ability to analyze and interpret data (**31%**).

Given that this is an area where human expertise is considered particularly important, it demonstrates that more investment in expertise is needed – either internally or through outsourcing – to maximize the benefits of technology like AI, automations and APIs.

Thankfully, some payroll organizations are coming to recognize the importance of this skill. When asked which attributes they expected payroll talent to bring to their organization, a grasp of needs and technological capabilities was the second most frequent answer, behind compliance knowledge.

Respondents said they valued staff who had



Extensive knowledge of
the technology behind payroll"

and who were



Skilled in payroll
software implementation"



Investing in payroll improvement

The need for balance

The lower satisfaction scores for technology in areas that need the most human input may be connected to attempts to plug talent gaps with technology.

This approach neglects the possibility of elevating talent to unleash their potential on technology; furthermore, it can lead to excessive technology investment, resulting in disparate systems that can't be properly connected because the expertise isn't there to facilitate it.

One respondent summed up the need for balance particularly well, stating that “technicians offer the strategic direction for technology implementation”.

While it's important to promote a modern take on the payroll career as a strategic, valuable and enriching endeavor, it's important not to take this too far and build an over-reliance on manual processes and 'payroll heroes'.

Healthy organizations strike the right balance of teams empowered by complementary technologies, like automating and standardizing data flows, so that payroll staff can add value in other areas.

Conclusion

Striking the right balance

The findings of this survey have made the best way forward clear: balancing investment in payroll technology and personnel. But when the former is far more readily available than the latter, how does this work in practice?

In order to maximize cost-efficiency and find that balance, we recommend focusing talent investment in the areas where expertise is needed the most. Where those areas are will vary, to a certain extent, from organization to organization.

But generally speaking, there are **five common places** where payroll expertise can be of real value to augment technology – summed up in the words of some of our respondents:

1. Keeping things up-to-date



Quickly adapting to new payroll systems and regulatory changes in payroll operations”.

The payroll landscape, and the regulations around it, are changing all the time – and it’s people that will help organizations keep up, innovate and stay compliant.

Compliance knowledge ranked first among the top ten impactful attributes of payroll expertise, with respondents mentioning process improvement skills like “commitment to continuous learning” and “staying updated with payroll trends” as important complementary factors.

2. When technology fails



In emergencies, the expertise of payroll personnel is critical forensuring timely and accurate payroll processing”.

Automating processes can be highly reliable and accurate – but it can never be 100%. And when something does go wrong, it’s payroll experts who must be there to pick up the pieces, fix the problems, and put temporary measures in place to minimize disruption.

Technology skills and experience, and resolving issues, troubleshooting and diagnosing, were found to be the second and fifth most expected roles of payroll professionals respectively, with respondents particularly highlighting their payroll teams’ value in “debugging payroll systemdifficulties”, and “during emergency situations or rapid organizational change”.

Conclusion

Striking the right balance

3. Data analysis and action



Workers create value by analyzing and applying technology-based insights”.

More respondents said that personnel had an extreme impact on data analysis and reporting than technology (35% vs 31%), and analytical skills ranked 4th for expected knowledge and attributes.

While modern solutions and AI can efficiently process vast amounts of payroll data, organizations still need human expertise to interpret results and drive strategic decisions.

As two of our respondents summarized: “personnel propose [strategy] thorough analysis and insights into payroll trends”, and “analyze payroll data for strategic business decisions”.

4. The human touch



Expert payroll teams resolving employee queries, ensuring satisfaction and trust in the payroll process”.

As helpful as technology can be, people still generally want to speak to people – and that certainly applies to employees who need to interact with the payroll function.

This management and supervision factor ranked third among the attributes organizations were looking for from their payroll talent.

Amid all the calculations and utility behind it, payroll is still a human process with an emotional side, whether it’s helping employees make sense of their payslip or understanding why their taxes and deductions have increased.

5. Enabling business growth



Drives innovation in payroll by exploring and adopting new technologies and best practices for operational efficiency”.

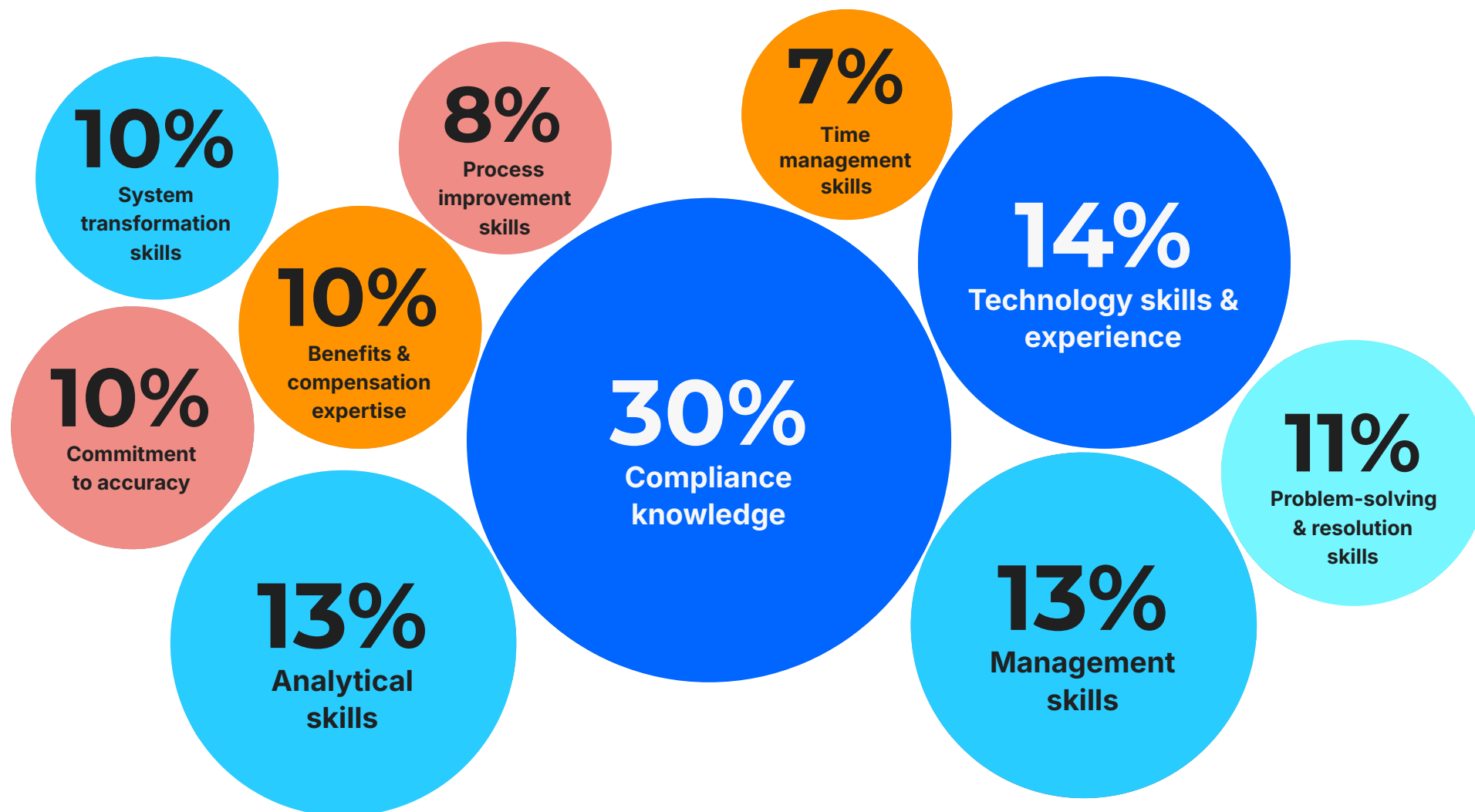
As organizations grow, the nature and scale of their payroll challenges will evolve. Investing in people proactively and putting the right building blocks in place ahead of time can help avoid pain in the long run.

The same applies to the business more widely: payroll experts can guide the organization on which solutions they may need to upgrade as they scale, and help them understand the implications of expanding into, and hiring in, new regions.

Indeed, our survey respondents also acknowledged the importance of system transformation skills, which ranked 7th amongst key expectations of payroll personnel.

Conclusion

Top 10 expectations of payroll talent and experts





| Conclusion

Recognizing the evolving world of payroll

The payroll profession is shifting in both priority and skills terms. As AI, automations and APIs become more commonplace and widespread, new tech-centric skills are needed from payroll staff, alongside compliance knowledge, data validation, and employee relations skills.

That's why now is the time to reposition talent investment, rather than replace it with more technology investment.

While technology could theoretically shoulder much of this responsibility, it is payroll talent that can address the overall effectiveness of payroll operations at scale.

Investment in payroll talent should vary depending on the organization's needs. Some may benefit from focusing on recruiting and training new payroll talent to leverage tech-driven insights and support strategic decision-making. Others might lean towards outsourcing to a comprehensive global payroll solution that combines multi-country expertise, insights, and technology in one integrated platform.

Conclusion

How strategic outsourcing can help balance investment

For larger organizations facing the most acute payroll challenges, as highlighted in the survey, outsourcing to augment both technology and expertise through a comprehensive solution may be the optimal approach.

This strategy can address multiple barriers to payroll success simultaneously, fostering a coordinated synergy between people and technology.

External providers play a crucial role in guiding organizations toward optimal longterm investments, helping to future-proof all aspects of payroll.

By continuously investing in their own people, knowledge, and technology, these providers

ensure that clients stay ahead of the curve in the rapidly evolving payroll landscape.

[At CloudPay, we offer a unique blend of multi-country payroll expertise, insights, and solutions, providing a comprehensive approach to your entire payroll function.](#)

Our integrated solutions allow you to harness the full potential of cutting-edge technology while retaining crucial human expertise, ensuring smooth payroll operations.

By partnering with CloudPay, payroll teams can integrate, operate and scale their operations worldwide, with everything they need to confidently process payroll in any country.

Supported by a managed service model that blends technology and subject matter expertise, and our strong focus on customer engagement, we ensure that all the building blocks are in place to address the challenges of payroll people and technology, hand-in-hand.



The data

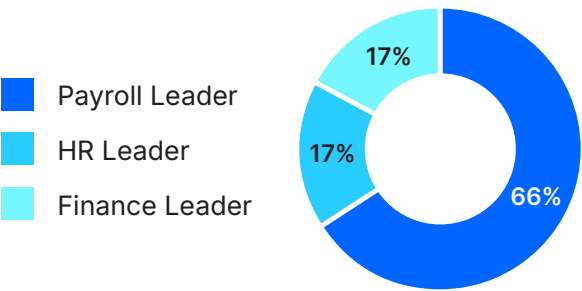
Please note:

Each percentage in the below charts has been rounded individually, while combined percentages (such as 'at least somewhat satisfied') in the report narrative reflect sums that were rounded after addition. This may result in slight variations ($\pm 1\%$) between charts and text.

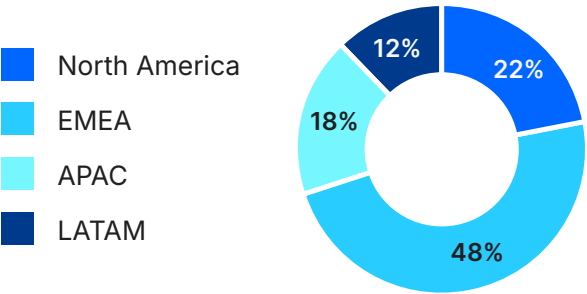
Respondents profile

Total respondents: 500

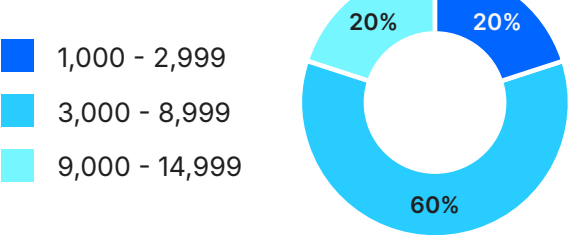
Job role



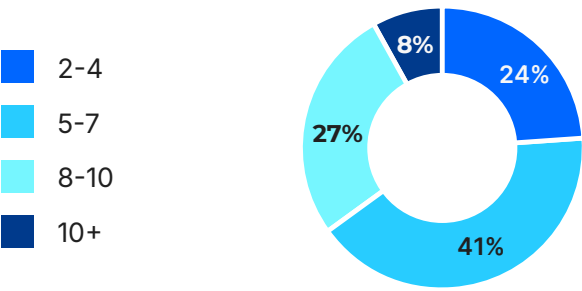
Region of location



Organization size (by employee)



No. of physical premises



Regions of operation

North America	86%
EMEA	95%
APAC	55%
LATAM	36%

Sector

Automotive	8%
Education	8%
Manufacturing	7%
Technology	7%
Professional Services	7%
Telecoms	7%
Retail	7%
Transport	7%
Construction	7%
Legal	6%
Industrial	6%
Healthcare	6%
Entertainment	5%
Finance	5%
Real Estate	5%
Public sector	4%

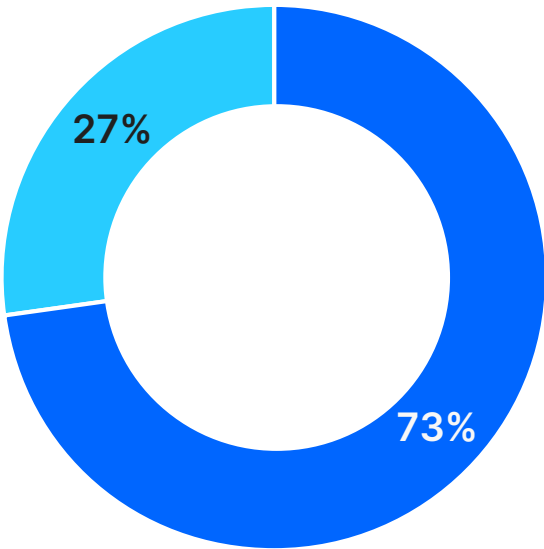
The data

Survey results

The below charts feature total data from all 500 respondents. It has been individually noted where a smaller base applies.

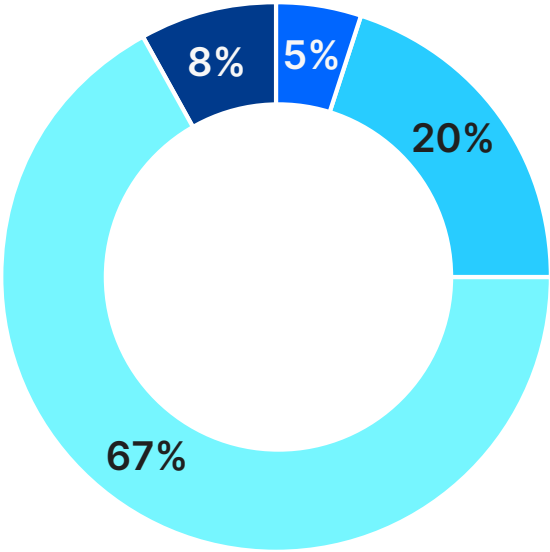
Q1 Do you currently outsource any part of your payroll function?

Yes, in full Yes, in part



Q2 Which of the following best describes your organization's existing payroll model?

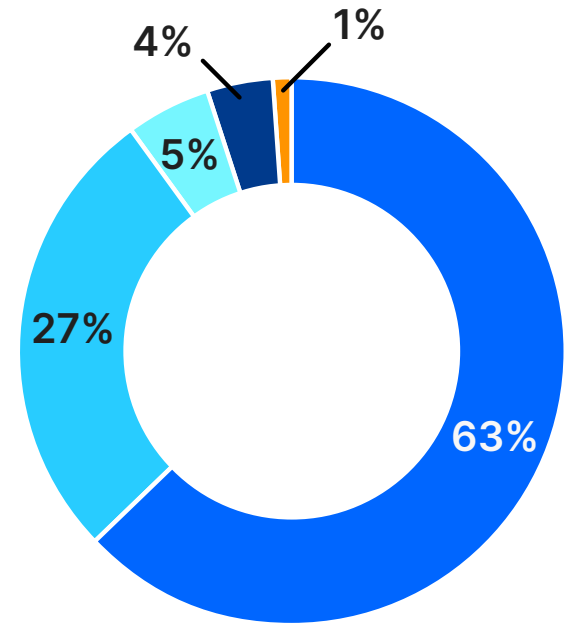
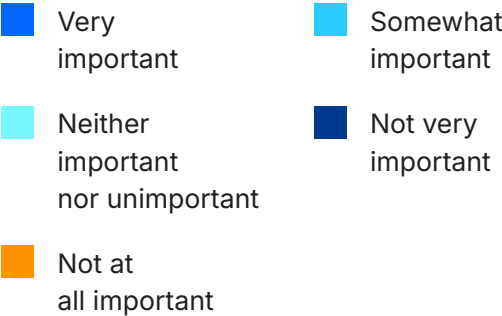
Completely manual (e.g. spreadsheets) and employee-led Limited use of payroll technology; mostly employee-led
Combination of both payroll technology and employee input Fully automated and supported / augmented by employees



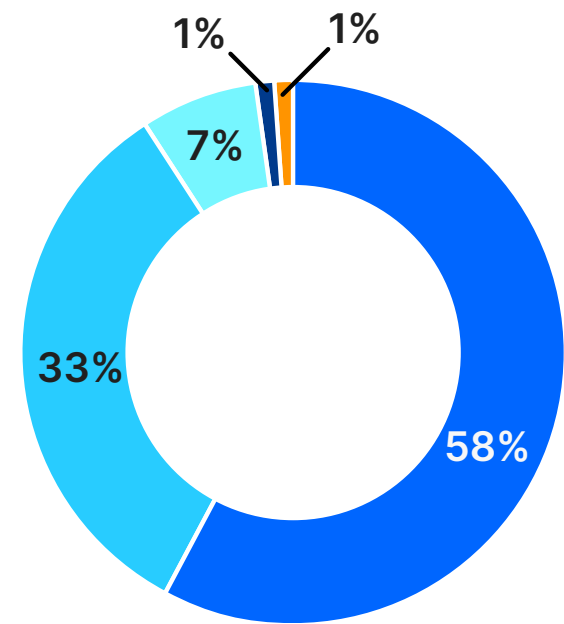
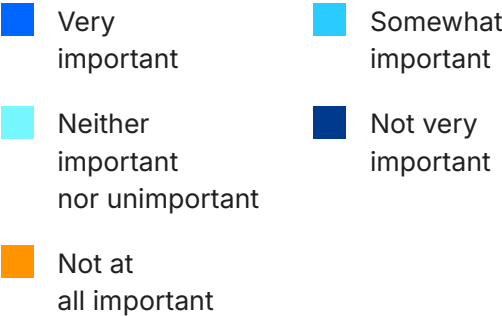
Q3 How much of a challenge, if any, are the following payroll issues for your organization?

	Signi- ficant chal- lenge	Slight chal- lenge	No chal- lenge at all
Disparate or disconnected systems and solutions	43%	51%	6%
Outdated payroll technology	40%	50%	5%
Struggling to meet global compliance requirements	40%	52%	8%
Limited expertise within payroll workforce	38%	56%	6%
Limited payroll data and analysis to inform decisionmaking	36%	57%	6%

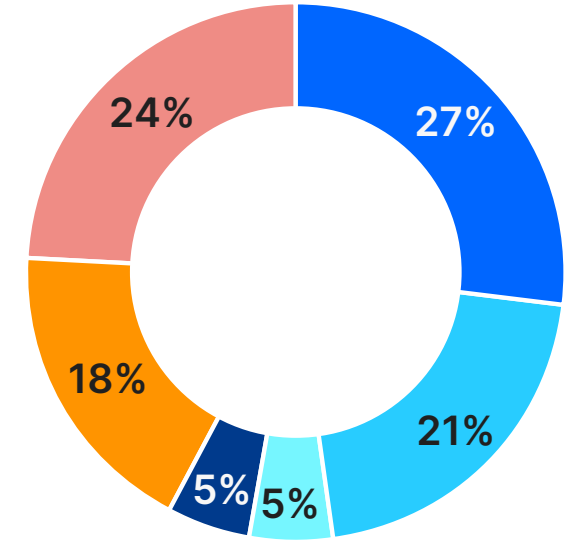
Q4 On a scale of 1-5 how important or nimportant would you say technology is to your payroll function?



Q5 On a scale of 1-5 how important or unimportant would you say payroll personnel / expertise is to your payroll function?



Q6 To what extent do you consider either payroll technology or payroll personnel / expertise to be more important?



Q7 How much positive impact, if any, do you believe payroll personnel / expertise has on each of the following aspects of your organization's payroll function?

	Extreme impact	Significant impact	Moderate impact	Little impact	No impact
Ensuring payroll timeliness	44%	34%	16%	5%	1%
Data, analysis and reporting	35%	44%	14%	6%	2%
Adhering to compliance requirements	37%	41%	13%	6%	3%
Ensuring payroll accuracy	34%	40%	16%	7%	2%
Driving innovation and process improvements	30%	42%	18%	7%	2%
Unifying global payroll operations	29%	45%	16%	6%	4%

Q8 How much positive impact, if any, do you believe payroll technology has on the following aspects of your organization's payroll function?

	Extreme impact	Significant impact	Moderate impact	Little impact	No impact
Adhering to compliance requirements	46%	30%	17%	5%	2%
Automating payroll processes	41%	38%	14%	6%	2%
Ensuring payroll accuracy	42%	36%	14%	6%	2%
Ensuring payroll timeliness	47%	28%	16%	6%	3%
Improving payroll efficiency	37%	43%	13%	6%	2%
Data, analysis and reporting	31%	47%	17%	3%	2%

Q9 How satisfied or dissatisfied are you with the current payroll personnel / expertise in your organization in each of the following areas?

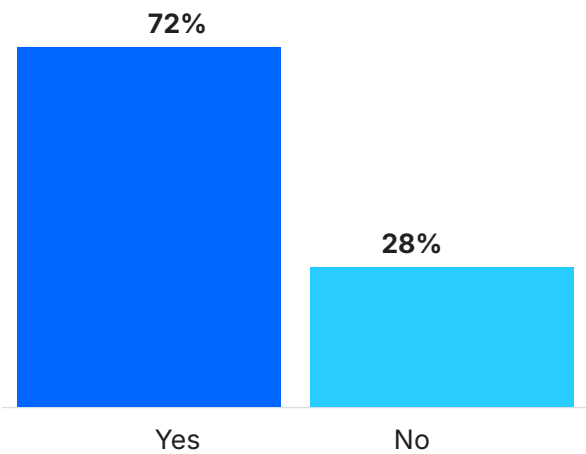
	Extreme impact	Significant impact	Moderate impact	Little impact	No impact
Payroll personnel / expertise overall	37%	46%	12%	4%	1%
Knowledge of country-specific employee legislation / regulations	36%	44%	14%	5%	2%
Ability to process payroll on time and accurately	40%	36%	16%	5%	2%
Ability to review and improve payroll processes	34%	48%	12%	4%	3%
Ability to analyse and interpret payroll data	31%	46%	13%	7%	2%

Q10 Which attributes and / or knowledge do you expect payroll talent and experts to bring to your organization? (Optional open-ended question with multiple written response boxes - Base 166)

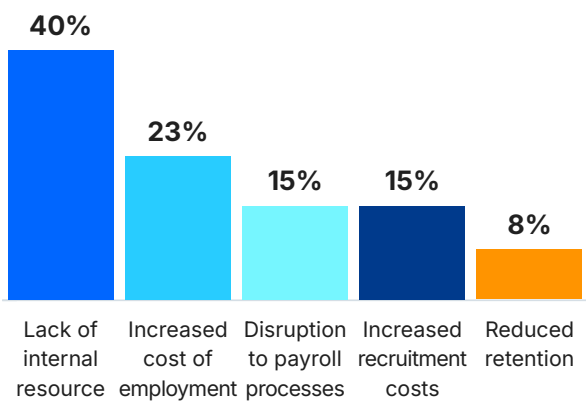
Top 10 response themes
(mentions as a % of all respondents)

Compliance knowledge	30%
Technology skills and experience	14%
Management skills	13%
Analytical skills	13%
Problem-solving & resolution skills	11%
Commitment to accuracy	10%
System transformation skills	10%
Benefits and compensation expertise	10%
Process improvement skills	8%
Time management skills	7%

Q11a Have you felt the effects of a talent shortage within your payroll function within the last two years?



Q11b What is the biggest impact of the talent shortage within your payroll function? (Base: Those facing payroll talent shortages = 358)



Q12 How satisfied or dissatisfied are you with the current payroll technology in your organization in each of the following areas?

	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied
Process automation	30%	51%	15%	4%	1%
Ability to unify the global payroll function	31%	47%	15%	6%	1%
Payroll technology overall	28%	46%	15%	8%	3%
Integration with other systems (e.g. HCM software)	24%	43%	14%	12%	7%
Data and reporting capability	28%	37%	18%	11%	5%

Q13

Which elements of payroll technology do you believe to be of the most interest or value for your organization (current elements and / or elements you'd like to explore in the future)? (Optional open-ended question with multiple written response boxes - Base 187)

Top 10 response themes

(mentions as a % of all respondents)

Streamlining	28%
Access	19%
Flexibility	17%
Compliance	17%
Integration	15%
Compensation	14%
Accuracy	11%
Communication	10%
Security	10%
Error monitoring	9%

Q14

To what extent do you agree or disagree that investing in technology would offset the impact of a payroll talent shortage?

Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
37%	47%	12%	3%	1%

Q15

Considering the development of payroll technology in recent years, how would you describe the relative importance of payroll personnel / expertise vs payroll technology for your organization? (Optional open-ended question with multiple written response boxes - Base 167)

[Payroll Technology] Streamlining	22%
[Payroll expertise] Flexibility / adaptation	13%
[Payroll expertise] Accuracy guarantee	13%
[Payroll expertise] Relationship management	10%
[Payroll expertise] Overseeing processes / Tech	9%
[Payroll expertise] Analytics / decision-making	9%
[Payroll expertise] Complex tasks	8%
[Payroll Technology] Accuracy / error detection	7%
[Payroll Technology] Tech importance	5%
[Payroll Technology] Accessibility	4%



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Working with CloudPay means gaining a strategic partner that harnesses the latest technology to drive growth and optimize the payroll and pay experience.

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