

CLIENT CASE STUDY: JELD-WEN

MULTI-COUNTRY PAYROLL (MCP) CONSOLIDATION DEMYSTIFIED

Key Considerations for an Employee-Centric Payroll





Multi-Country Payroll (MCP) Consolidation Demystified

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Client case study

The enterprise

Founded in 1960, US-based JELD-WEN is among the largest door and window manufacturers globally, operating 117 manufacturing facilities in multiple countries. The company employs more than 22,000 people worldwide across manufacturing, distribution, and showroom locations spanning 24 countries in North America, Europe, and Australia.

The challenge

JELD-WEN leveraged multiple service providers for payroll processing across different countries in Europe and retained the process in-house in a few countries, using different legacy systems. This resulted in a lack of standardized reporting and visibility into payroll spend and associated payroll costs. It required significant manual effort to obtain a single global report after consolidating multiple stand-alone reports from various systems, consuming additional time and cost. Additionally, the organization faced regulatory compliance risks. The in-house processing was dependent on multiple legacy systems, which required the organization to spend on the systems' upkeep, resulting in operational and cost inefficiencies.

The solution and its multiple benefits

JELD-WEN partnered with TMF Group to standardize and consolidate its payroll operations. The payroll consolidation exercise encompasses 23 separate entities and 7,000 people in 18 countries, with the implementation cycle divided into phases. The implementation began in 2019 and was temporarily suspended due to the closure of JELD-WEN's manufacturing facilities following the COVID-19 outbreak. Currently, 12 countries have gone live with the new system supported by TMF Group, and JELD-WEN has begun to realize some of the benefits that it had aimed to achieve from the consolidation. Below are the benefits at a glance:

- The overall accuracy, reporting, and quality of payroll data has improved, and JELD-WEN's teams can leverage TMF Group's expertise in local compliances for the payroll process and other compliance-related matters outside payroll. After partnering with TMF Group, JELD-WEN's payroll team has gained greater assurance that local regulations are adhered to at all times and updated on a timely basis
- JELD-WEN has access to TMF Group's extended teams for support in taxation, accounting, and other ancillary payroll processes, as well as local language support
- Employee experience is also becoming more consistent, as employees from acquired entities who were previously served by different systems are onboarded to the same single system
- JELD-WEN expects processes to become more harmonized as additional entities and countries go live, driving higher cost and operational efficiencies. Single-vendor consolidation will also allow JELD-WEN to save on vendor management efforts and costs

Thus, the exercise is not only enabling JELD-WEN to transition from decentralized payroll operations to centralized and standardized payroll operations, but it is also starting to enhance employee experience, yield efficiency benefits, increase visibility into payroll operations, and uncover key global insights.



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