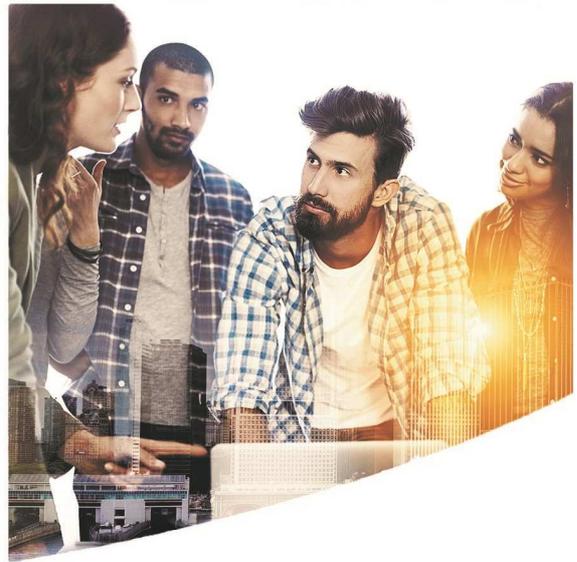


SUCCESS STORY

How Nexity switched to outsourcing for their payroll solution



Interview with Caroline DESMARETZ, user experience and support director at Nexity.

How did you decide to outsource your payroll?

Nexity is the leading real estate company in France and currently employs 10,000 people. Our customers are individuals, companies and local authorities. We have three payroll management centers and many payroll managers that are isolated in several different locations. The payroll IT system is managed in the IT and technologies department with a Sopra HR solution on our servers since 2010. A project manager within the company is in charge of the HR information system.

Our server was getting old and outdated. Also, legal developments concerning DSN, withholding tax, merging Agirc-Arrco, combined with our external growth has made payroll management more complex and it can no longer be handled by one person. Switching to outsourcing today allows us to increase the security of our technical infrastructure and payroll management and maintenance. It expands Sopra HR's scope of responsibility and helps us modernize our payroll management processes.

Nexity is undergoing digital transformation with its information system geared towards the Cloud. This is

therefore a good time to make changes. The 'Lift & Shift' project (the transfer to outsourcing mode) lasted 5 months and was managed by both the group and Sopra HR. We had to migrate quickly to include withholding tax as of September.

What obstacles hindered the switch to outsourcing?

We were initially afraid that we would lose in agility if the relationship with the company we were outsourcing to were to be too rigid or restrictive. Our payroll managers were used to operating on their own, with the project manager as their only contact. This setup encouraged agility, but we needed better security for our payroll production processes and increased production of our projects. We used to have to deal with external growth, projects and plans for development according to our internal workload. Now we can be a provider of services to our subsidiaries, and outsourcing allows us to offer them new and more agile services, such as adding options to our services or offering total outsourcing. Data confidentiality was another issue we had to deal with. There was also concern because we had no up-to-date payroll documentation that we could provide. Despite all this, Sopra HR was able to successfully implement their 'Lift & Shift' procedure.

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What was the main condition for switching to outsourcing?

It was essential that we maintain functional control of the system and our expertise. Our payroll managers are in charge of acceptance and we handle commissions and specific issues related to our business. The technical aspects of implementation are handled in partnership with Sopra HR, who are informed of how we handle things internally and how our collective agreements work. Sopra HR is in charge of technical aspects of acceptance and we handle our internal issues. There may be occasional assistance with project management, but without going as far as BPO or full outsourcing of payroll management. We have negotiated with our provider so that we can maintain autonomy in the management of our payroll. We wanted payroll production to be handled as fluidly as possible.

How are you able - through your provider - to adapt your payroll management to regulatory changes?

The transfer was easy since we were already centralizing requests. We have set up a payroll committee to decide as a group on actions based on changes in legislation. For example, it handles the merging of Agirc-Arrco retirement funds and withholding tax. If a department has a specific issue that may have an impact on overall management, then the committee will decide what action to take. Our project manager, who continues to report to us, handles the relationship with this department, because we want to be able to control how payroll is managed. We determine what we do in-house and what we outsource based on our expertise and issues within our company.

What new skills have you developed internally?

We have been very creative in setting up our HRIS ecosystem. We have reworked all our interfaces to standardize all interoperable solutions. We have expanded our HR services to employees and now offer web services to handle time and attendance. We also connected all our applications for payroll, recruitment and skill management. We control it all and have increased security, since all interfaces are now encrypted. The modifications to the interfaces were rather easy to implement.

What advice would you give in implementing a 'Lift & Shift' project?

You need to set up guidelines with the provider and mobilize your teams internally. The technical aspects are not the only important parts of such a project. The teams need to be reassured from the start and they need to be informed on new third party maintenance processes. The legal department should also be involved in the project when the contract is signed with the provider, who can also be useful for GDPR compliance. In July, we started on the new data protection regulation and they helped with our contracts. A partnership is above all based on people and it is important that we create relationships between the teams.

Sopra HR Software



Sopra HR Software, a subsidiary of Sopra Steria, offers comprehensive HR solutions perfectly adapted to the needs of Human Resources Departments and medium and large sized organizations, from public and private sectors. An expert in HR management, payroll and talent management locally and internationally, Sopra HR provides solutions to over 850 customers in more than 54 countries in "on-premises" or outsourcing mode.

Sopra HR is a global Human Resources player that fosters co-innovation, provides answers to HR performance expectations and promotes the user experience while assisting its customers in the successful digital transformation to HR 3.0. With over 42,000 employees in more than 20 countries, Sopra Steria achieved revenues of €3.8 billion in 2017.

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10,000 employees

3.5 billion euros in revenues in 2017

