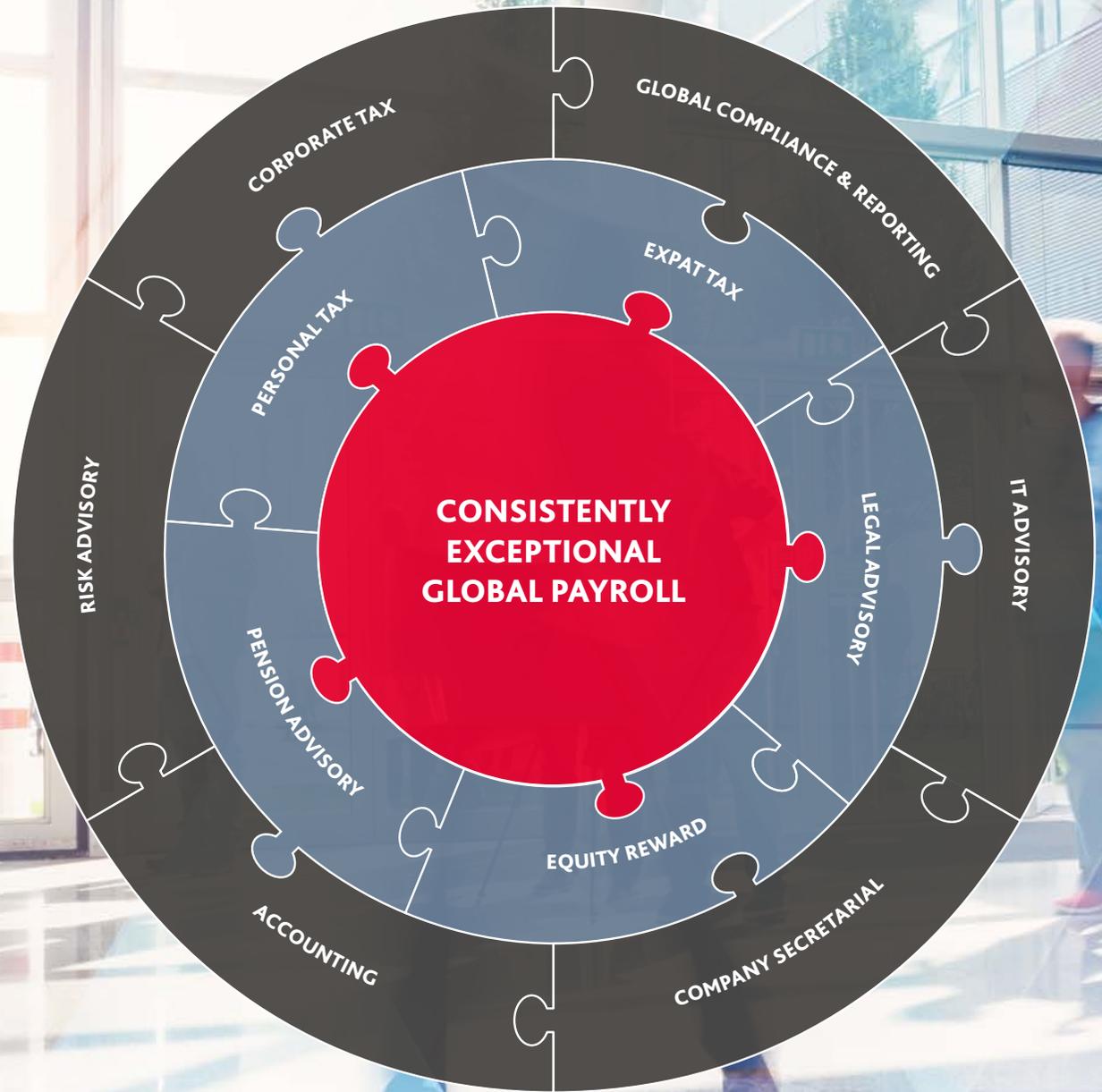


BDO SO MUCH MORE THAN GLOBAL PAYROLL

A SINGLE PROFESSIONAL SERVICES PARTNER
MEETING YOUR GLOBAL NEEDS

FEBRAURY 2021



IDEAS | PEOPLE | TRUST



GLOBAL PAYROLL

INDUSTRY CHALLENGE

- ▶ Global payroll is often outsourced because it can be difficult to nurture in-house skills and to keep payroll software up to date with changing regulation
- ▶ But outsourcing can often be challenging with a multitude of providers providing inconsistent services that are a risk and a burden to manage
- ▶ Most clients need, but often struggle to obtain:
 - Central visibility and control of in-country operations
 - Standardised controls to SOX/ISAE3402 standards
 - Secure data exchange and integration with HR and finance systems
 - Sophisticated reporting across a global data set.



BDO SERVICES

- ▶ Gross to net calculations
- ▶ Local tax liability calculations, statutory filings and reporting
- ▶ Sickness and holiday processing
- ▶ Global payment services: bank files, local treasury or global payment partner
- ▶ Payslip production and access via optional employee portal
- ▶ Global data validation and reporting
- ▶ Single global contract and single coordination team, complemented by access to local payroll and tax specialists
- ▶ Integration with client HR, time & attendance and finance systems.



BDO APPROACH

- ▶ BDO has invested in ISAE3402 accredited processes, in secure platforms and in specialist staff to coordinate global payroll in some of the most complex and remote jurisdictions to meet the global challenge
- ▶ With global payroll operations, BDO has geographic coverage and local expertise second to none
- ▶ Our payroll services are scalable for the largest and most demanding Fortune/FTSE multi-nationals with thousand+ headcount in a single payroll to small niche operations with just a single employee in a country
- ▶ We aim for perfection, working with clients to achieve our goal of a 'consistently exceptional global service'.



OUR EXPERIENCE

Fortune100 manufacturer

Delivering 6,000 payslips per month in 63 payrolls across 49 countries around the world. We validate raw data from their Workday HRMS on a daily basis, build-to-gross centrally and then integrate with our in-country BDO specialists to process the gross-to-net/payslips and fully compliant tax and regulatory reporting.

PE backed manufacturing and retail company

Centrally coordinated global payroll services in eight countries with headcounts as small as two. The payroll is an integrated service alongside centralised accounting and in-country company secretarial and corporate tax compliance in the same jurisdictions.



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CORPORATE TAX

INDUSTRY CHALLENGE

- ▶ Dynamic internationally focused businesses need global expertise with the experience to help navigate through unfamiliar territory, providing practical advice and insightful tax solutions
- ▶ Sustaining comprehensive tax expertise in house can be challenging particularly when expanding into new jurisdictions and alternative trading arrangements
- ▶ The global tax and regulatory environment is evolving rapidly, emphasising the value of deep local insight
- ▶ As ever decisions are a delicate balance between the cost of advice and the risks of non-compliance or missed tax efficient opportunities.



BDO APPROACH

- ▶ BDO develops tailored tax solutions based on our understanding of your business, your structure and your goals supported through one key point of contact in the UK for your world-wide tax needs
- ▶ Our international tax specialists work as an integrated team with your business and tax leaders to understand, structure and actively manage your worldwide tax costs and reporting
- ▶ Our team has substantial experience of working with tax authorities around the world to obtain advance certainty on tax treatment, a key priority for many businesses in an increasingly complex international tax environment
- ▶ We leverage our global network to deliver cutting edge insight into optimised operating models.



BDO SERVICES

- ▶ International tax planning
- ▶ Corporate tax advisory and compliance
- ▶ Global value chain
- ▶ IP advisory
- ▶ Innovation incentives and grant funding
- ▶ Merger and acquisition tax advisory and due diligence
- ▶ Transfer pricing
- ▶ Employment tax advisory and compliance
- ▶ Incentivisation strategy and share plan reporting
- ▶ International VAT and customs.



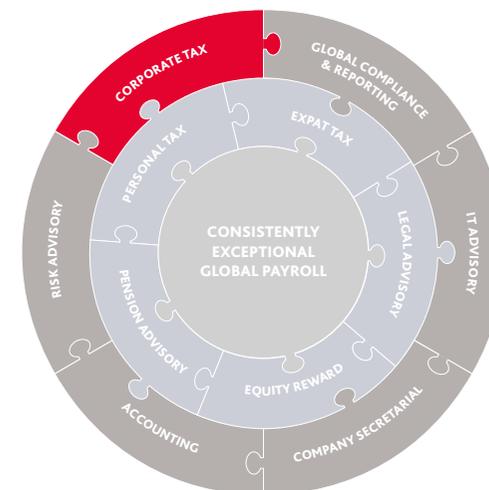
OUR EXPERIENCE

Global media business

Working in close collaboration with our client to support in the delivery of their M&A strategy. Services included: M&A tax advisory and due diligence services, tax structuring services, transfer pricing, operational integration support, international VAT, global tax compliance, global share plan reporting.

Global fintech company

Providing tax compliance and advisory services in 25 countries across North America, EMEA and AsiaPac.



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GLOBAL COMPLIANCE AND REPORTING

INDUSTRY CHALLENGE

- ▶ Meeting global compliance obligations is a complex and time consuming business
- ▶ Compliance is a significant burden on your existing tax and finance teams. Local GAAP/tax expertise is expensive to sustain
- ▶ The risks and consequences of non-compliance is a delicate balance
- ▶ Maintaining visibility and control of the compliance calendar
- ▶ Balancing local compliance responsibilities with group reporting
- ▶ Building compliance into SSC functional processes.



BDO SERVICES

BDO can actively coordinate one or more of the following elements of a client's compliance supply chain;

- ▶ Corporate financial reporting
- ▶ Tax accounting and provisioning
- ▶ Company secretarial services
- ▶ Local statutory reporting
- ▶ Income tax reporting
- ▶ Transactional processing.



BDO APPROACH

- ▶ BDO's solution brings together a mix of global tax expertise, project management and a global coordination team to improve efficiency, reduce risk and deliver peace of mind
- ▶ Our service is based on central coordination of expert in-country delivery teams
- ▶ BDO's UK based coordination team will plan your compliance calendar, leveraging world class ONESOURCE Workflow Manager platform to ensure compliance with all local compliance obligations, providing you with secure access, global visibility and complete control.



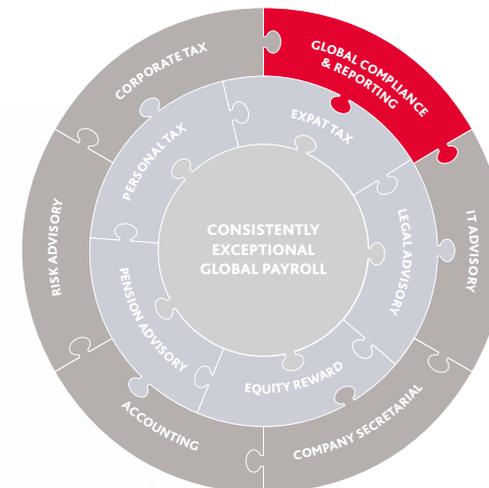
OUR EXPERIENCE

FTSE100 financial software company

Delivering statutory accounts, corporate income tax and indirect tax compliance across 18 countries in Americas, EMEA and AsiaPac.

Technology and media company

Providing statutory accounts, corporate income tax, bookkeeping and payroll compliance services across 50 entities in 43 countries worldwide.



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COMPANY SECRETARIAL

INDUSTRY CHALLENGE

- ▶ It is a challenge to find a single supplier with company secretarial expertise in every jurisdiction
- ▶ It is even more challenging to nurture that expertise in-house
- ▶ Faced with rapidly changing legislation and regulatory requirements, with differing requirements in each country, international businesses need to rapidly adapt to remain compliant.



BDO APPROACH

- ▶ BDO's company secretarial services leverage the expertise of in-country specialists. Their activities are centrally coordinated and can be provided in isolation or as part of an integrated suite of statutory accounts preparation bookkeeping, tax compliance, payroll, compliance iXBRL/XBRL services.
- ▶ The UK based coordination team will plan your company secretarial calendar, using workflow management and project management skills to schedule and deliver all local compliance obligations, providing you with secure access, global visibility and complete control.



BDO SERVICES

- ▶ Creating companies and branches
- ▶ Performing duties of local/nominee directors and providing registered offices
- ▶ Preparing formal minutes recording statutory matters
- ▶ Producing memorandum and articles of association
- ▶ Coordinating approval of financial accounts by Directors/Shareholders
- ▶ Filing periodic returns and other mandatory submissions to in-country authorities
- ▶ Safeguarding statutory registers and company books
- ▶ Documenting share capital charges, overseeing share issues, debentures, mortgages and charges.



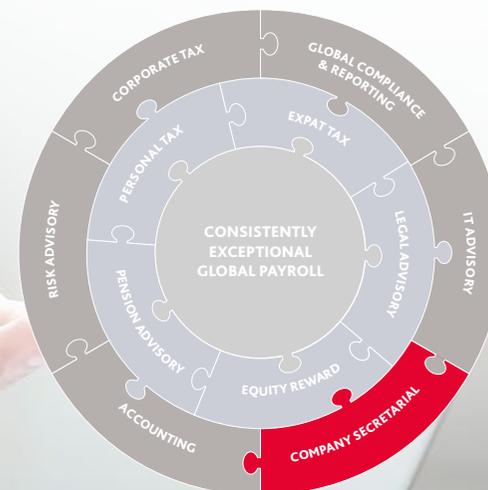
OUR EXPERIENCE

FTSE 100 telecommunications group

As part of the transition to a BDO service we helped simplify structures and liquidate legacy entities. We now deliver an ongoing, centrally coordinated company secretarial services for 90 entities in 60 countries.

Global hotel group

Centrally coordinated company secretarial services alongside tax compliance and statutory reporting for 61 entities in 25 countries.



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LEGAL ADVISORY

INDUSTRY CHALLENGE

- ▶ It is a common misconception to assume that a business registered in one country can trade or employ staff in another. It is often not the case
- ▶ When companies expand across multiple territories they are burdened by in-country legislation, employment regulation, taxation, contracting and entity registration
- ▶ Failing to apply for the right licenses, not putting the correct structures in place, or failing to offer mandatory employee benefits can lead to legal proceedings which can be both time consuming and expensive for any size business.



BDO SERVICES

- ▶ Corporate law
- ▶ Commercial law
- ▶ Employment law
- ▶ Public and regulatory law
- ▶ Merger and acquisition legal advice
- ▶ Intellectual and industrial property advice
- ▶ IT security & data protection (including GDPR) advice
- ▶ Restructuring and insolvency advice.



BDO APPROACH

- ▶ Every business decision to expand or retrench needs to have solid legal foundations. We're here to make sure nothing gets overlooked
- ▶ BDO advises clients from both a business perspective i.e. is there a sustainable return on investment; and from a legal perspective i.e. what is the full cost and timescale implications of legal compliance
- ▶ BDO provides multidisciplinary advice. Our lawyers work closely with our colleagues across multiple service lines including tax compliance and financial reporting
- ▶ No matter what your line of business, we have industry and sector specialists with relevant experience to share.



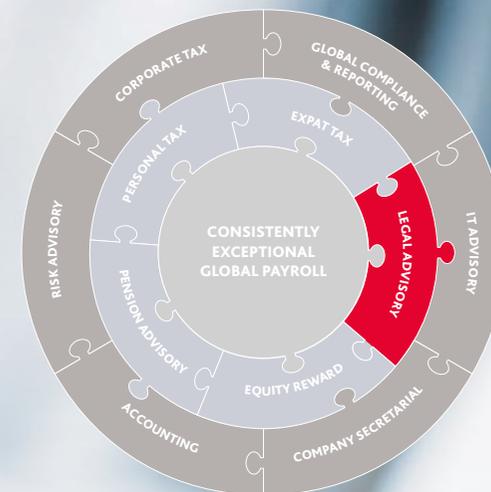
OUR EXPERIENCE

FTSE 100 oil and gas company

Delivering local in-country advice on employment law and providing a comprehensive debt recovery service, including legal representation in court.

300 year old multinational lighting company

Centrally coordinated review of employment contracts in nine countries, assuring compliance with local regulations whilst maintaining global company standards.



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IT ADVISORY AND IT OUTSOURCING

INDUSTRY CHALLENGE

- ▶ Strategic leadership and operational delivery of IT within global businesses is a growing challenge with rising expectations, downward pressure on budgets, and increasing threats
- ▶ Common concerns include:
 - Lack of strategic direction
 - Key person dependencies
 - Disparate systems that don't communicate with each other
 - Unplanned IT costs
 - Projects failing to deliver against expectations
 - Cyber security fears
 - Re-occurring technical issues affecting IT availability.



BDO APPROACH

- ▶ BDO works with businesses across the globe offering truly independent IT reviews covering a wide range of scenarios
- ▶ We provide practical advice, oversee implementation and can provide outsourced IT hosting, management and support services
- ▶ BDO can source goods and services from multiple IT suppliers, but we remain completely independent and vendor agnostic
- ▶ We do not resell any hardware, software or IT services, or mark up supplier costs.



BDO SERVICES

- ▶ IT reviews
- ▶ Outsourced IT Director services
- ▶ Outsourced IT helpdesk
- ▶ Outsourced infrastructure hosting, monitoring, alerting and 1st, 2nd and 3rd line support
- ▶ IT application procurement support
- ▶ Project management and recovery
- ▶ IT due diligence
- ▶ Independent advice.



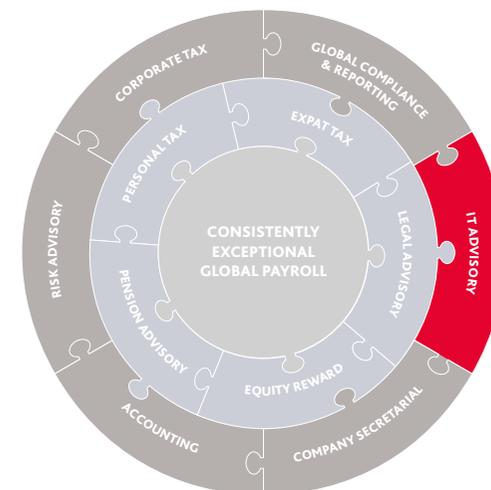
OUR EXPERIENCE

National leisure group

Independent review of existing IT systems from local service providers with recommendations to support the future IT strategy across the group.

Global high-end retailer

Following a strategic review of online trading security infrastructure and in-house capability, BDO now provides out-of-hours monitoring, alerting and maintenance.



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ACCOUNTING AND GLOBAL BUSINESS SERVICES

INDUSTRY CHALLENGE

- ▶ Global businesses often struggle with:
 - Limited in-country resource to support growing accounting needs
 - A multitude of providers in different countries with incompatible systems and local law contracts
- ▶ These challenges are compounded by:
 - Inconsistent management reporting
 - Inefficient finance processes
 - Inflexible solutions that are slow to reflect changing business requirements
 - Lack of visibility and control of local operations and compliance obligations.



BDO APPROACH

- ▶ BDO can provide a complete outsourced service managed by a single dedicated team, under one global contract for accounting and compliance
- ▶ A central team will process your transactions and report either from your systems or BDO's global accounting platform
- ▶ The centralised accounting and coordination services are complemented by global coverage for in-country specialist team for local compliance and reporting.



BDO SERVICES

- ▶ Primary business services include
 - ▶ Accounts payable
 - ▶ Accounts receivable
 - ▶ General ledger management
 - ▶ Employee expenses
 - ▶ Treasury
 - ▶ Monthly management reporting.
 - ▶ Audit liaison
- ▶ Complementary services that can be coordinated under the single global contract include
 - Statutory accounts preparation
 - Global compliance and reporting
 - Global Payroll.



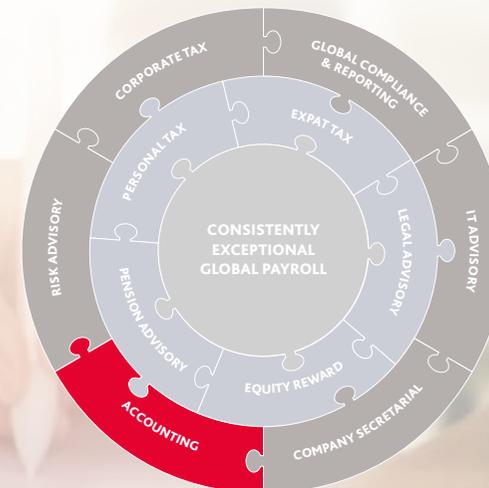
OUR EXPERIENCE

Life sciences company

Accounting, treasury and management reporting, centrally coordinated statutory accounts and tax compliance for a global leading company in 17 countries across EMEA.

Global biotechnology company

Delivering centralised accounting, treasury and management reporting services together with coordination of statutory accounts and tax compliance to support the group across 8 countries within Europe.



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RISK ADVISORY

INDUSTRY CHALLENGE

- ▶ Global businesses are bearing the ever increasing burdens and costs of responding to financial, economic, environmental, technological, political and social change. They need to navigate those changes with expertise to stay in business.
- ▶ By managing risk, internal control and governance successfully, businesses not only survive, they are able to enhance their strategies and operations, take advantage of opportunities, using risk as a driver rather than a deterrent.



BDO SERVICES

- ▶ The full suite of national and global risk advisory services including:
 - Enterprise risk management
 - Corporate governance
 - SOX compliance
 - Controls assurance
 - Contracts compliance
 - Data security advisory
- ▶ Internal audit services including:
 - Internal audit outsourcing
 - Internal audit co-sourcing
 - Internal audit partnering
 - IT internal audit
 - Quality assurance review
 - Process and internal controls consulting
 - Audit committee advisory
 - Continuous auditing monitoring.



BDO APPROACH

- ▶ BDO provided global assurance and advisory services over the quality of internal control, risk and governance frameworks
- ▶ Our approach delivers not just assurance to the Board through the Audit Committee, but adds value to the entire organisation
- ▶ BDO specialists will work alongside your business in internal audit teams to tailor and design a framework that meets your governance requirements while remaining practical and efficient as well as enhancing your Board reporting.



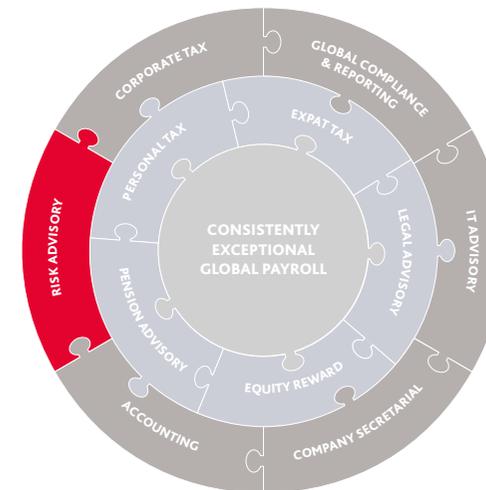
OUR EXPERIENCE

Global engineering company

UK coordinated risk audit services across 34 countries worldwide. Approximately 20-25 group companies are audited each year by BDO's global network of in-country specialists. Assessing risks of key financial and operational areas or the business.

Manufacturing business

Developed and delivered a programme and delivery model for risk auditing service including: reporting, delivery timetable and quality assessment mechanisms. Currently delivering between 15 -20 audits annually in the UK and overseas.



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PERSONAL TAX

INDUSTRY CHALLENGE

- ▶ The need for specialist tax advice has never been greater. Globally, legislation is becoming more complex, tax authorities are hardening their attitudes to tax planning with an increased risk of investigation
- ▶ The world is changing faster, becoming more internationally transparent and better connected
- ▶ With the increased focus on information exchange between jurisdictions, Common Reporting Standards and wider regulatory concerns - the ability to pull together cross border advice is crucial.



BDO APPROACH

- ▶ BDO provides an integrated approach in advising individuals, entrepreneurs, families and their businesses, domestically and internationally, in all areas of personal taxation at different stages of their wealth creation
- ▶ BDO brings advice to life. We spend time getting to know clients so our tax planning ideas will be relevant to the real issues they face. By focusing on understanding their future plans and ambitions we can design and implement effective tax structures to help our clients meet their goals.



BDO SERVICES

- ▶ Capital gains
- ▶ Extraction of cash, shareholder exit strategies and investment structuring
- ▶ Succession planning and wealth preservation
- ▶ Trusts and estate planning
- ▶ International private wealth
- ▶ US tax advisory, both private wealth and entrepreneurial
- ▶ Professional services tax
- ▶ Family business advisory
- ▶ Tax support for professionals.



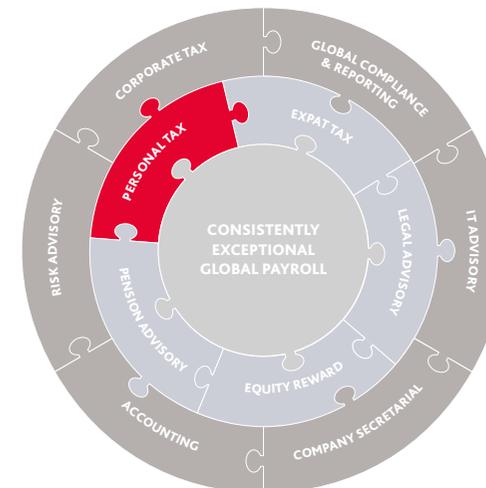
OUR EXPERIENCE

Private client

Development and delivery of a non-domicile strategic tax plan. Supporting share investment interests, family commitments and tax efficiency in the UK.

Private client

Advice and management of complex tax services in compliance with local jurisdiction across several countries. Supported by BDO's in-country specialists.



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EXPAT TAX AND GLOBAL EMPLOYER SERVICES

INDUSTRY CHALLENGE

- ▶ When businesses relocate an employee from one jurisdiction to another there are cross border implications to your business and your employee
- ▶ The planning and coordination of domestic and foreign country tax laws can be challenging and can carry significant financial risk.



BDO APPROACH

- ▶ BDO's Global Employer Services specialists work with clients and their employees to:
 - Align corporate employee mobility strategies with overall corporate objectives
 - Quantify and contain the costs of each employee mobility program
 - Ensure all compliance obligations are met and all required filings are completed to meet regulatory deadlines
 - Make sure employees are well served and satisfied with taxation matters related to their transfer.



BDO SERVICES

- ▶ **Tax Equalisation**
 - Advising on withholding obligations
 - Employment taxes
 - Accounting for equalisation
- ▶ **Tax Compliance Services**
 - Employer compliance review
 - Tax return calculations
- ▶ **Human Resource Support**
 - Advising on remuneration and incentive plans
 - International benefits planning
 - International pension planning
 - Policy development and design
 - Pre-departure/post-arrival counselling
 - Repatriation assistance for employees including identification and coordination of third party service providers.



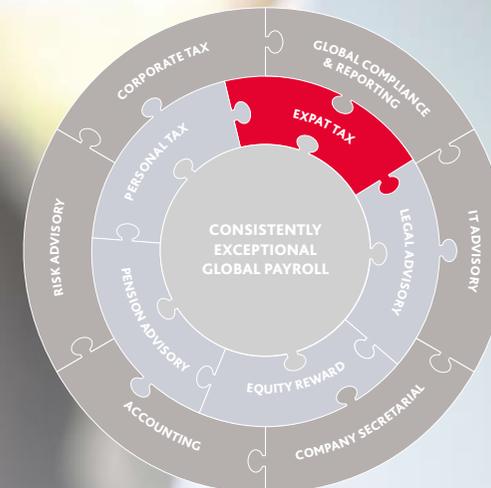
OUR EXPERIENCE

Global insurance firm

Delivering tax return services for internationally mobile population, assisting with the annual global reporting of bonus payments and review and submission of their UK annual STBV report. Coordinating compliance and advisory services across 9 countries.

Leading global underwriter

Delivering tax services to support expatriate affairs for internationally mobile employees across 8 countries.



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EQUITY REWARD

INDUSTRY CHALLENGE

- ▶ Equity can be a highly efficient way of remunerating key management and the general workforce
- ▶ Operating an equity plan for employees on a global scale creates significant additional complexity and tax compliance requirements
- ▶ A 'one size fits all' approach and failure to seek local advice can lead to compliance errors, significant compliance costs for companies and missed opportunities
- ▶ In an increasingly joined up world, robust systems are needed to track and ensure correct tax compliance for internationally mobile employees (IMEs).



BDO SERVICES

- ▶ Share plan design & implementation
- ▶ Tax compliance
- ▶ Tax optimisation
- ▶ Share valuations
- ▶ Employee communications
- ▶ Support with pay ratio and gender reporting
- ▶ Consulting on equity for internationally mobile employees
- ▶ Sourcing calculations and assistance with management of trailing liabilities.



BDO APPROACH

BDO work with our clients to ensure that:

- ▶ Robust compliance and reporting systems are implemented supported by regular, local advice
- ▶ Appropriate tax-efficiencies are utilised within incentive plans
- ▶ The company meets all of its tax and other obligations in relation to the tax and regulatory authorities worldwide
- ▶ Employee communications effectively underpin and support the commercial objectives behind the plan.



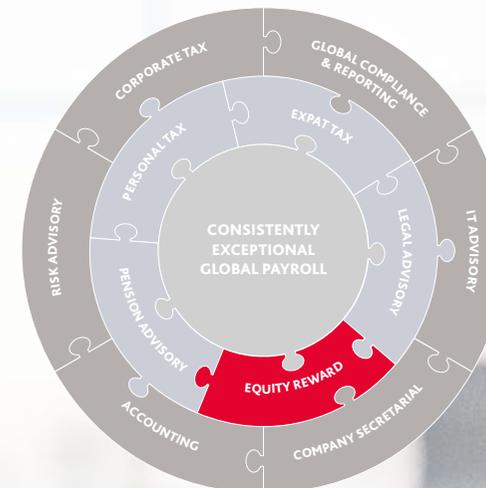
OUR EXPERIENCE

Global NASDAQ technology company

Trusted advisor for over 10 years providing ongoing equity support to HQ and EMEA coordinating team covering 20 jurisdictions across EMEA, creating tax saving sub-plans in several jurisdictions, advice on expats and UK reporting.

Global NYSE engineering company

Supporting the launch of an equity plan in 50 jurisdictions, providing local tax advice via a bespoke portal and coordinating the payroll teams in each location.



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PENSION ADVISORY

INDUSTRY CHALLENGE

- ▶ Defined benefit pension plans can be time consuming to manage and absorb significant amounts of the sponsors money
- ▶ Getting the right advice to manage pension scheme funding and/or deficits is crucial
- ▶ These challenges are exacerbated by:
 - Increased longevity
 - Falling gilt yields
 - Increased regulatory oversight, future challenges with pension risk management and a number of well publicised controversies.



BDO APPROACH

- ▶ BDO's multi-disciplinary pensions specialists have a thorough understanding of the accounting, regulatory and legislative issues affecting UK defined benefit pension schemes and their sponsoring companies
- ▶ Our approach is collaborative. We work with the scheme sponsors and trustees in a constructive manner helping implement practical solutions
- ▶ We provide advice which is objective and transparent.



BDO SERVICES

- ▶ Scheme funding valuations
- ▶ Transactions, including pensions due diligence
- ▶ Corporate re-organisations, including apportionments and withdrawal arrangements
- ▶ Restructuring, including regulated apportionment arrangements
- ▶ Regulatory and litigation, including support with Clearance
- ▶ Considering the impact of the Pension Regulator's anti-avoidance powers/expert witness reports.



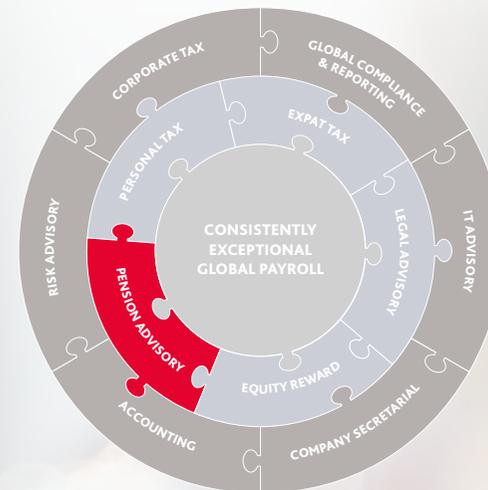
OUR EXPERIENCE

Consultant engineering company

Delivery of pension restructuring services to support the client meet obligations to a 3000+ member scheme.

Leading UK charity

Advice to the trustees of a 1,800+ members scheme and assets of £150m with over 20 employers, during a period of restructure.



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UK PAYROLL

INDUSTRY CHALLENGE

- ▶ Organisations are under pressure to provide real time data and submit timely information to the HMRC and other regulatory authorities
- ▶ Many UK businesses do not have in house payroll resource so need reliable, expert outsourced support
- ▶ A standardised bureau service is often insufficient for clients who have potentially complex and changing requirements or need access to complementary services and advice.



BDO SERVICES

- ▶ Fully managed, low risk transitions with a dedicated implementation team
- ▶ Fully managed ongoing service with a designated single point of contact Full gross-to-net and associated compliance services
- ▶ Pension and auto enrolment support
- ▶ Integrated payment services for employee salaries as well as tax, pensions and other third parties
- ▶ Employee portal with access to electronic payslips, P60s, P11Ds and other documentation
- ▶ Full suite of enhancement services with access to the full range of UK tax, pensions and employment services.



BDO APPROACH

- ▶ BDO provides UK payrolls to more than 1,300 businesses that are looking for a simpler, more efficient way of managing their payroll, allowing them more time to focus on growing their business and removing the distraction of potential complexities of payroll and pension regulation and processes
- ▶ This personalised service is delivered from multiple locations across the UK, by a large, highly experienced and qualified team of payroll professionals
- ▶ Every client has a designated contact who will manage each payroll, under the guidance of the management team.



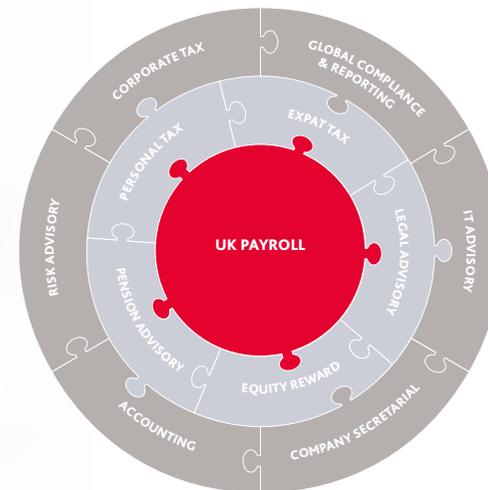
OUR EXPERIENCE

Facilities management client

Delivering a fully managed payroll service to this large fast growing business with over 1500 staff members who are hourly paid and based across hundreds of different sites across the UK.

Immigration law practice client

Providing a fully managed monthly payroll service to this multi-site international immigration law firm, with differing complex contractual terms and requirements for global mobility support.



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