

Top 5 takeaways from ADP ReThink 2024

Global HR, payroll and finance leaders came together at ADP ReThink 2024 in London to lead the new world at work. The annual event offers the chance for top professionals to connect with peers and experts who have been through, or are going through, similar global payroll transformation journeys. Here are the five key points attendees took back to their businesses this year.

1 Embrace diverse thinking and experiences

Inclusion, diversity, equity and belonging (IDEB) are not new topics, but as IDEB evolves, it's more important than ever that organizations design their products and policies with all people in mind. "This topic isn't just siloed anymore; it really matters across the organization. And I can boast and say gladly that at ADP, I have some of the best partners," said Giselle Mota, ADP's Chief of Product Inclusion. Whether it's avoiding algorithmic bias in facial recognition software, making apps accessible to people who are low vision or blind, or creating a seamless experience for left-handed users, ADP is very intentional about how it designs its products — and about making users feel valued, Mota explained. "Sometimes it's more expensive to invest in [inclusivity], but you open doors to people. It's a great conversation to have even though there's no easy answer." Payroll and HR professionals are uniquely positioned to be vanguards of DEI, since they have an overview of the organization's demographic details. They can push for more inclusive language, analyze pay gaps, ensure visible representation and help employees connect with one another. The payoff is enormous: Everyone benefits from diversity of thought and experience.

“ We are thinking about what makes people who they are — wherever they are around the world — and how they can feel valued using our technology.”

— **Giselle Mota**,
Chief of Product Inclusion, ADP



Takeaway: Go beyond basic compliance to become an IDEB vanguard.

2

Generative AI is in play

Generative artificial intelligence isn't coming — it's already arrived, and, like the internet, it will soon touch just about everything. ADP has already launched its first AI-assisted workflow integration, which flags compliance issues and unusual overtime activity, and answers questions for employees. And that's just the beginning. "It may replace information architecture as we know it — it'll understand our intent rather than making us search," Roberto Masiero, Vice President of ADP Innovation Labs, said. "It'll be more about focusing on the task, rather than the tool." But the key to effectively using AI in payroll is to anchor it in humanity and empathy. Sometimes people will want an answer curated by a real human — and ADP will provide that, too.

24% of workers think AI will help them

Source: People at Work 2024: A Global Workforce View, ADP Research Institute



Takeaway: Generative AI is already everywhere and will inform everything.

3

Workers need help in uncertain times

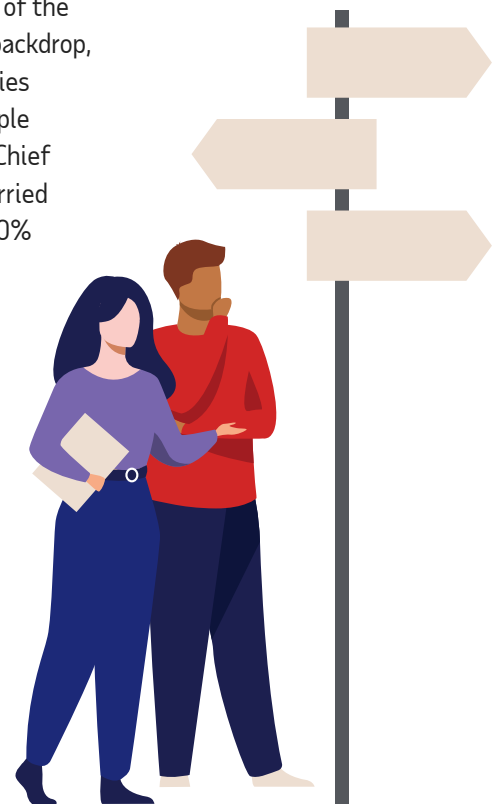
Global growth is slow, productivity is down on average, and events in one part of the world can affect businesses thousands of miles away. Against this economic backdrop, today's workers are worried about their earnings, job certainty and opportunities for career growth. "A third of workers have more than one job, and 42% of people who have them can't afford to live without them," said Nela Richardson, ADP Chief Economist and Head of the ADP Research Institute. Many workers are also worried about how they will be impacted by technological advancements. More than 40% of respondents in ADP's 2024 People at Work survey believe AI could replace some of their job functions, which could be positive or negative depending on the task in question. Workers need help navigating all this uncertainty, which is why the most in-demand skills over the next few years will be people management and other soft skills.

20% of the global workforce feels insecure about their jobs

Source: People at Work 2024: A Global Workforce View, ADP Research Institute



Takeaway: Employee expectations around salary and job security often are not being met.



4

Pull, don't push, in change management

Payroll transformation is an exciting and rewarding process, but it can provoke feelings of fear, confusion and loss of control. Employees wonder what will happen to their jobs and their autonomy. Instead of pushing people to change, the more effective strategy is to pull them in with people-centric change management focused on communication. "In the past year, we have transformed how we implement and provide services in key areas you highlighted for improvement and eliminated hundreds of thousands of manual activities through automation," said Jeff Phipps, ADP's Senior Vice President Global Payroll. In order to fully capitalize on these features and make sure everyone is using them to their fullest potential, leaders need to start by actively listening to the people being impacted by the change. They must then lead the transition with empathy, making sure everyone feels excited and invested. In short, don't allow your people to fail, and celebrate their achievements along the journey.



An aspect of change management that's really important is to meet people where they are."

—**Varun Nagalia**,
Vice President of Digital Workplace and
HR Technologies, Ingka (part of IKEA group)



Takeaway: Use culture and alignment to bring everybody on board the transformation journey.

5

Change is the only constant

A global pandemic, geopolitical conflicts, extreme weather, economic instability. Leaders need to prepare for crises and expect the unexpected, and it no longer makes sense to adopt separate leadership styles for times of crisis. Leaders need to always be thinking about the emotions and experiences of the people they lead, and they must always be looking for opportunities to develop new leaders. "We need to see our time in leadership as temporary and focus on making every day count," said Rt. Hon. Dame Jacinda Arden, former Prime Minister of New Zealand. Leading with empathy and inclusion doesn't mean being indecisive, she added. Today's leaders should draw on the confidence that comes from knowing themselves and the people they lead.



Some leaders are hesitant and even reluctant. Knowing and understanding why will help identify talent and skills we might otherwise miss"

—**Rt. Hon. Dame Jacinda Arden**,
Prime Minister of New Zealand (2017-2023);
Senior Fellow, Harvard University; Board Member,
The Earthshot Prize



Takeaway: Lead with empathy during times of crisis and calm.

What attendees had to say:

"I gained a lot of very valuable insights around ADP products. Also, I really enjoyed connecting to a variety of ADP clients with the possibility for exchanging thoughts."

"I was sincerely impressed at how well organized it was, with high-quality standards on every single aspect of the event, from logistics to speakers."

"Thank you very much for this opportunity to share, to learn and to connect! We are happy to be in such a valuable partnership with ADP."

"The content and hospitality from ADP was exceptional. I was blown away by how approachable the ADP senior leadership team was."

If you missed ADP ReThink 2024 in London, you can watch all of the expert sessions in our video library:

discover.adp.com/rethink

Or visit us at ADP.com to find out more about how ADP can assist in your global payroll transformation.

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