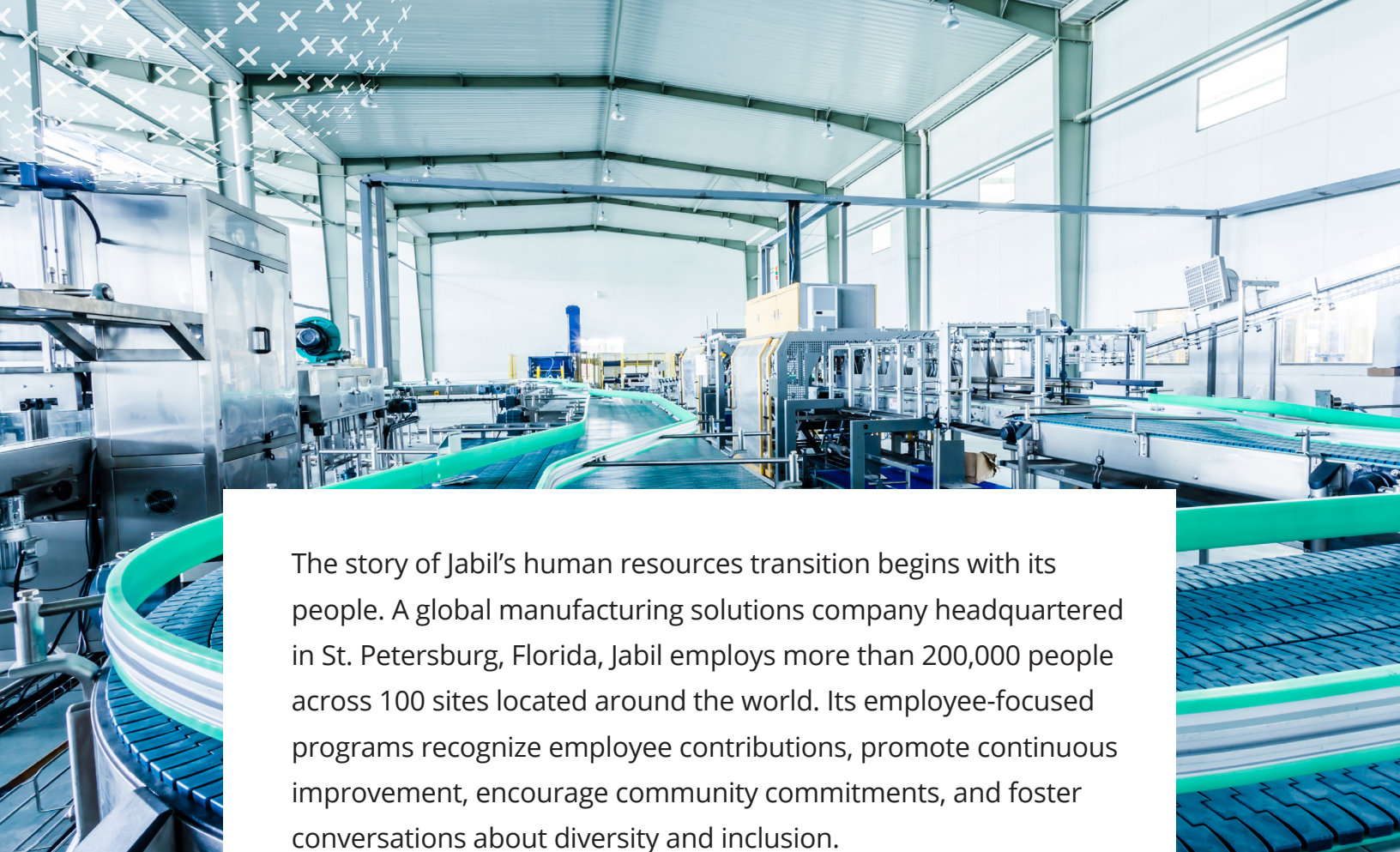




A culture of collaboration

Jabil collaborates with Workday and Deloitte to help unite its human resources worldwide



The story of Jabil's human resources transition begins with its people. A global manufacturing solutions company headquartered in St. Petersburg, Florida, Jabil employs more than 200,000 people across 100 sites located around the world. Its employee-focused programs recognize employee contributions, promote continuous improvement, encourage community commitments, and foster conversations about diversity and inclusion.

A commitment to maintaining a high degree of integrity, making insightful connections, managing day-to-day resources, and improving talent mobility drives Jabil's world class HR organization. In order to unite its HR resources, Jabil's business leaders set out to implement a consolidated human capital management solution. The goal? To bring employees across multiple divisions together and standardize widely differing HR processes across all sites.

To achieve its objectives, Jabil collaborated with Deloitte to implement Workday Human Capital Management (HCM), the first global HR system in the company's recent history. The joint teams took on the challenge of a fast-paced, 17-month implementation.

"When we talk about HR, our overall vision is to create opportunities for the success of our employees."

Jim Reznicek,
VP, Global Human Resources Solutions, Jabil



Diversified industries and a distributed workforce

Jabil serves a wide range of industries that require manufacturing solutions, from appliances to aerospace, and packaged goods to photonics. Like many diversified companies, Jabil had grown by leaps and bounds since its founding in 1966. Acquisitions around the globe introduced different technologies and varying processes into the mix. As a result, the global HR organization lacked reliable data and experienced challenges with inconsistent policies, disconnected processes, and lack of a data governance structure. Further, highly customized legacy HR and payroll systems varied significantly by country and by location, making data conversion and data integration difficult.

Jabil processes a high volume of human resources transactions to meet fluctuations in demand. Some sites are known to hire as many as 1,000 workers a day, requiring significant local administrative support. A

centralized solution to streamline onboarding, plus reporting and compliance tools, was needed.

Jabil's decentralized service delivery model made it difficult to standardize processes in one global HR solution. At one time, the company had attempted to implement a software solution, but the project fell short after being rolled out in only 10 countries. This implementation was IT-driven and took a country-by-country approach to design and rollout. An important lesson was learned from this experience: Jabil needed to look at its objectives—and solution implementation—from a holistic perspective.

“Initially, we wanted to look at our people-related business processes, implement a new human capital management system—in this case, Workday—and optimize our HR service delivery model to make sure we are as efficient and effective as possible.”

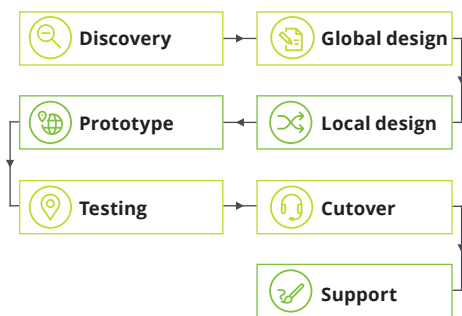
Tuba Kuklen, Director of Organizational Health and Analytics, Jabil



Embracing a global reach

Determined to succeed, Jabil's HR and IT teams set out to deploy a comprehensive HCM solution to standardize processes around the globe. Deloitte Consulting LLP, with its global reach, experience, and methodologies, emerged as the applicable choice of implementation partner. Jabil had worked with Deloitte on previous initiatives and knew they brought the know-how and a collaborative approach.

Deloitte helped Jabil address a challenging aspect of the implementation: embracing the scope of the global project. They worked together to define the overall objective and to develop an implementation plan. The team approached the transformation following Deloitte's demonstrated step-by-step methodology:



Implementing the Workday HCM solution required defining global processes across business functions. Deloitte worked closely with the Jabil team, and together they held regional workshops at each phase of the project. Regionalized integrations deviated from the defined processes only when required by legal, regulatory,

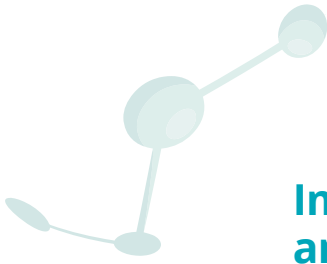
or significant business needs. The implementation also included translations into 11 languages. The project team met regularly to keep the program on track, and enhanced cross-workstream collaboration using ThinkTank, a software tool that collects feedback from users across the globe. Jabil's Chief Human Resources Officer checked in on the implementation team weekly to ensure the project was proceeding as planned and that the team had access to necessary resources. Throughout the project, the Deloitte team stayed true to the project methodology and guiding principles.

In terms of design, Deloitte laid out a persona approach that considered how the HR platform would look to stakeholders, including managers, employees, shop floor workers, and executives. It also took into account local cultures and regulations. The team worked together to design a solution to meet the needs of users—without compromising the overall goal of being intuitive and robust.

“Deloitte brought team members into the global design sessions who really understood the cultural differences from region to region—they spoke the local languages.”

**Art Wolf, Director,
Global HRIS, Jabil**





Improved insights and impact

Jabil had set an aggressive 17-month implementation goal for Workday HCM, and the joint teams of Deloitte and Jabil met the challenge, going live in December 2018—on time and under budget. The implementation effectively deployed Jabil on its first global HCM platform, allowing for better reporting and increased visibility into the organization's HR function

The scope of the project includes:



A few of the benefits realized as a result of the implementation include:

- Real-time insight into a global workforce including over 200,000 employees and contingent workers across more than 100 sites. The centralized solution brought unprecedented visibility.
- Improved high-volume recruiting and on-boarding functionality at global sites across more than 30 countries, including China, Mexico, and Malaysia.
- Enhanced insight into employee turnover. Data analytics in Workday now allow the HR team to better understand why employees leave the organization and where they are going, leading to insights that help reduce turnover, increase retention, and lower costs.

- Compliance, even when legal, with regulations and reporting requirements vary from country to country.
- Governance around annual compensation to allow Jabil to better forecast the financial implications of bonuses and salary increases.

Perhaps the most transformational benefit of the solution was employee and management self-service. Employees now access the solution from their own digital devices for day-to-day transactions such as time sheets and vacation requests, allowing Jabil's HR professionals to spend their time on more strategic activities. Managers have access to real-time information about their teams, the ability to create job requisitions, promote talent, and manage employee life cycle events in one global integrated solution.

Moving to a more efficient structure has allowed Jabil's HR team to reduce costs and improve productivity around the globe. The next step? Integrating human capital data into other company systems for more predictive analytics and modeling.

"We chose Deloitte because of its capabilities, its process, and its relationships. The people on our team were very engaging, knowledgeable, forthright, available, and honest."

Jim Reznicek, VP, Global Human Resources Solutions, Jabil



Jabil's leaders say that implementing the Workday HCM solution helped move its HR function from fragmented to fully integrated. Now, with standardized processes, consistent data collection, and analytics, the company has greater visibility into the workforce, deeper insights into payroll and bonus expenses, and improved compliance with reporting requirements. They believe the global transformation likely would not have been possible without the commitment, discipline, experience, and collaboration the Deloitte team brought to the task. With the Workday solution in place, Jabil is well-positioned to manage, support, and nurture its human capital resources today, and into the future.

"A global rollout was definitely a great way to approach the implementation, but we also had an opportunity to go deeper from a local perspective. So, we traveled from China, to Mexico, to Austria, and to Italy, to get a local perspective, and to validate the process we were proposing."

Marianela Roubicek, Manager,
Deloitte Consulting LLP

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