



HRB PORTAL COMMUNITY CONFERENCE



Luminor Group
Edgars Pilips |
Head of Rewards &
Experience



Deloitte
Victoria Kononova | AI & Data
Team Management



AGroup
Ksenya Ivanova | Head of
Service Delivery



AGroup
Alexander Snurnitsyn |
CEO



June 9, 2022

Venue: AC Hotel by Marriott Riga | 33, Dzirnavu, Str., Riga, Latvia

www.agroup.lv

HRB Portal Community Conference Programme

June 9, 2022

10:00 – 10:30 Registration & Coffee, snacks & welcome drink

10:30 – 10:40 Opening remarks

- **Alexander Snurnitsyn | CEO | AGroup**
- **Ernest Sinkevics | CFO | AGroup**

10:40 – 11:00 HRB Portal Roadmap

- **Alexander Korshunov | CTO | AGroup**





HRB Portal Roadmap

Alexander Korshunov | CTO

HRB Portal Community Conference | June 9, 2022

AGROUP
Local Solution, Global Experience

 **HRB Portal**

Core values

- We're a customer-oriented company.
- We're a partner in a digital transformation, not just a software vendor.
- We think in business processes, not in functions.
- We're experts in what we do.
- We're focused on:
 - ✓ Core HR + Payroll
 - ✓ Baltics & Poland
 - ✓ 1000+ employees
 - ✓ Distributed workforce



More standard, less customization

Split for client: 30% / 30% / 30%

Core: 100 functions

Localization: 100 functions

Customization: 100 functions x 10 clients = 1000 functions

Split for AGroup: 8% 8% 84%

Split for client: 45% / 45% / 10%

Core: 135 functions

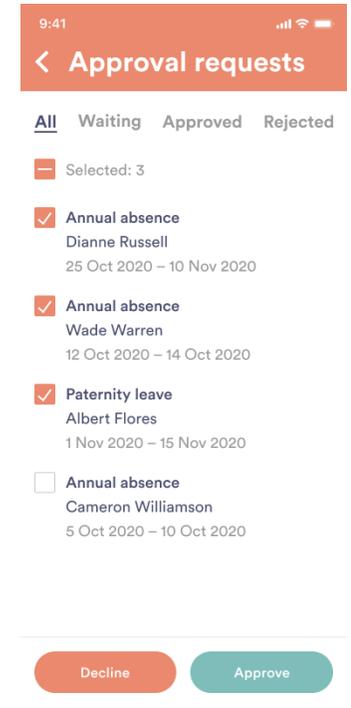
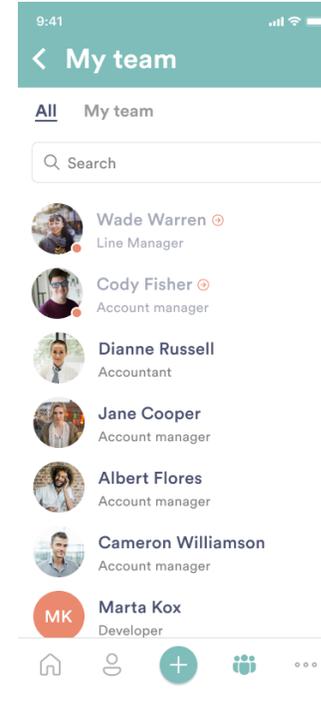
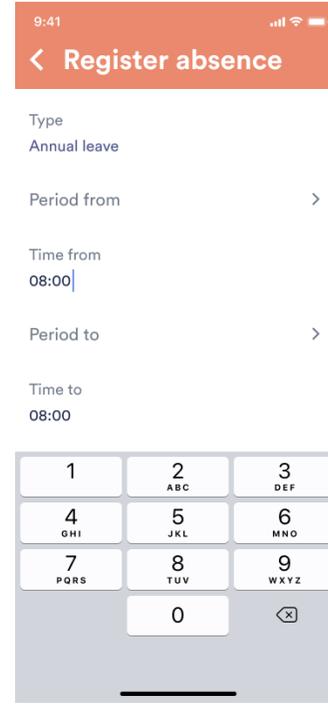
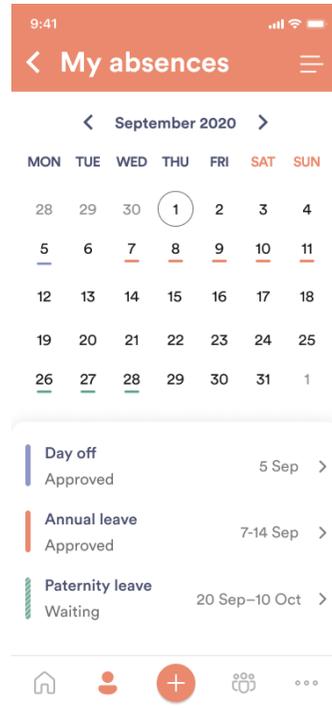
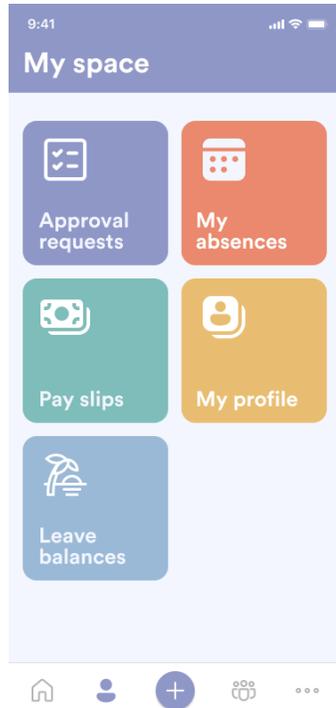
Localization: 135 functions

Customization: 30 functions x 10 clients = 300 functions

Split for AGroup: 24% 24% 52%

HRB Mobile

Y2022 is the year of going Mobile for AGroup



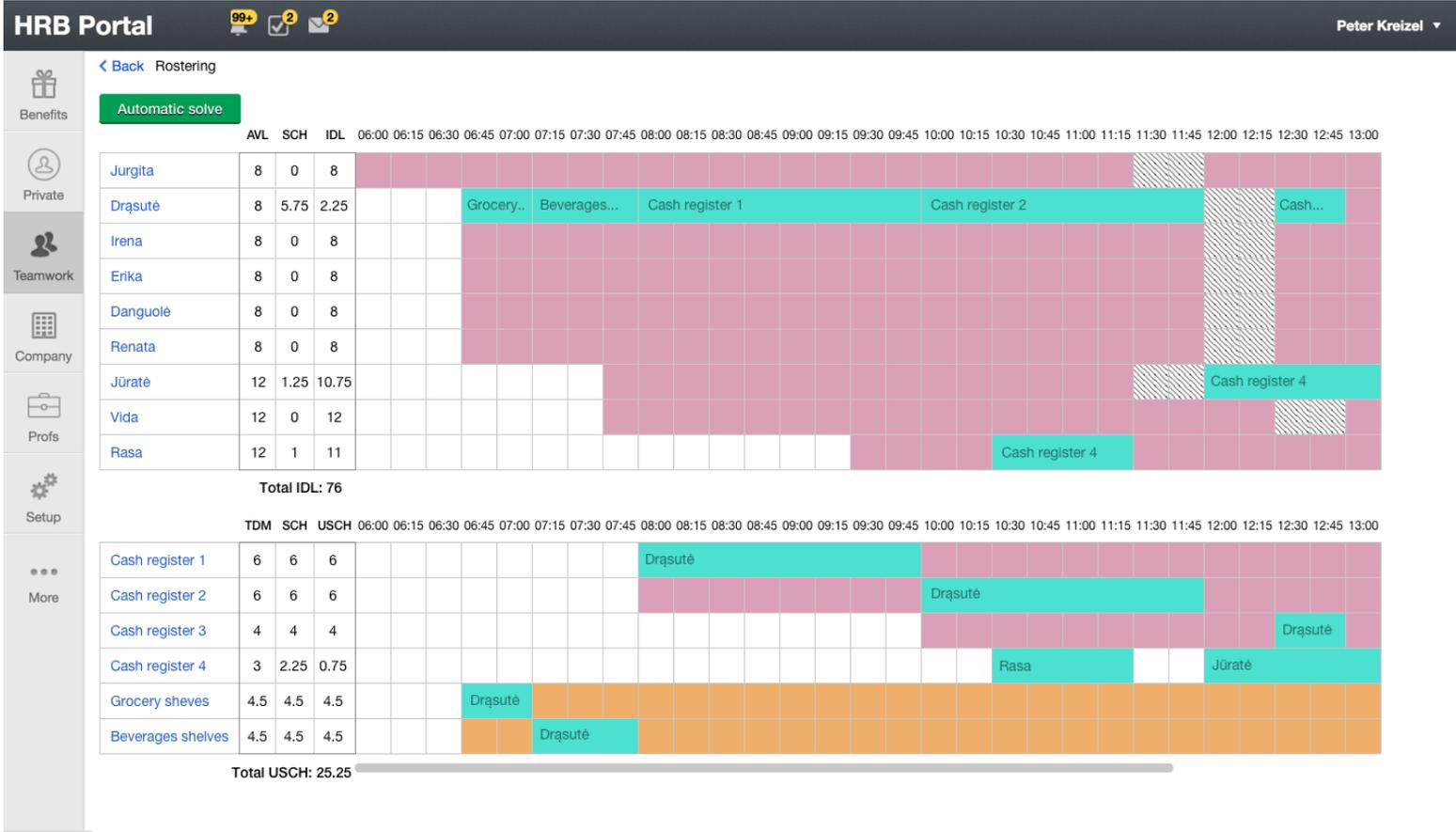
MFA (Multi-Factor Authentication) & digital signature

- Bring your own device challenge
- Incorporate popular MFA tools
- Paperless as an ultimate goal



Advanced workforce management | AI

- Skill set-based/station-based scheduling
- Demand-based automatic scheduling using Big Data & AI



POLAND

- Many years of presence and expertise
- ADP Polska: 100000+ payslips per month
- Own office & existing customers
- Y2022: finalize Polish payroll in HRB Portal
- Y2022: implement the first customer entirely on HRB Portal

Republic of Poland <i>Rzeczpospolita Polska</i> (Polish)	
	
Flag	Coat of arms
Anthem: <i>Mazurek Dąbrowskiego</i> "Poland Is Not Yet Lost"	
	
	



Thank You

Alexander Korshunov 

alexander.korshunov@agroup.lv 

www.agroup.lv 



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HRB Portal Community Conference Programme

June 9, 2022

11:00 – 12:00 Panel presentation of HRB Portal cases

- **Edgars Pilips | Head of Rewards and Experience | Luminor Group**
- **Dalia Morkaitytė | Director – Payroll | Nasdaq**
- **Erika Fridmanova | Senior SAP HCM Consultant | Self-employed**

12:00 – 12:30 Legislation updates: Baltics overview

- **Agnese Medne | Partner | attorney-at-law | Glimstedt**

12:30 – 13:30 Lunch at AC Hotel by Marriott Riga

AG



Luminor journey with Agroup

Edgars Pilips

Luminor

At 31 March 2022

€13.8bn

Total assets

2,262

Employees

16.7%

Lending market share¹

Baa1

Long-term senior rating

ECB

Regulator

3.9%

Return on Equity

21.2%

CET1 ratio

10.4%

Leverage ratio

1. At February 2022

Clear strategy

Focused on customers and business growth

2017-2020: Becoming Luminor

-  DNB and Nordea merged their Baltic operations
-  Operations restructured into a single bank
-  Standalone systems developed
-  Funding diversified and former parents repaid
-  Re-priced and right-sized loan book
-  NPLs halved to 3.2% of gross loans
-  Regulated by the ECB

From 2021: Being Luminor

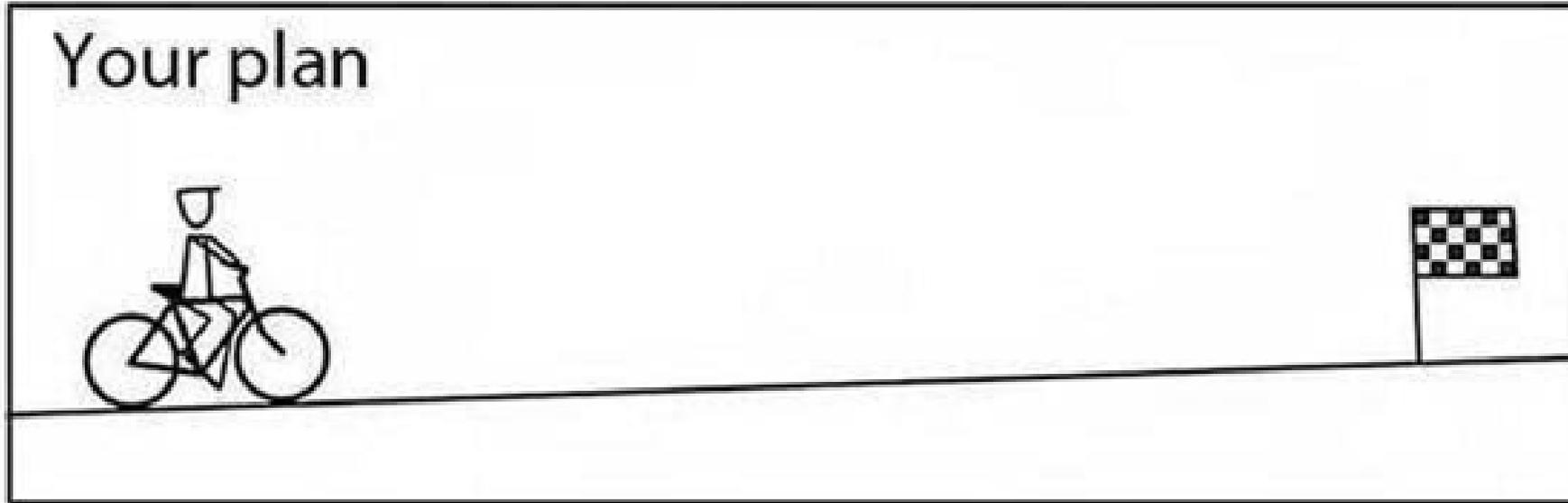
-  Grow mortgage, consumer and SME lending
-  Widen product offering and improve customer experience
-  Raise efficiency and enhance IT operations
-  Build our unique culture
-  Committed to developing capital markets
-  Maintain financial strength and prudent risk management
-  Committed to supporting the ESG agenda and preventing financial crime



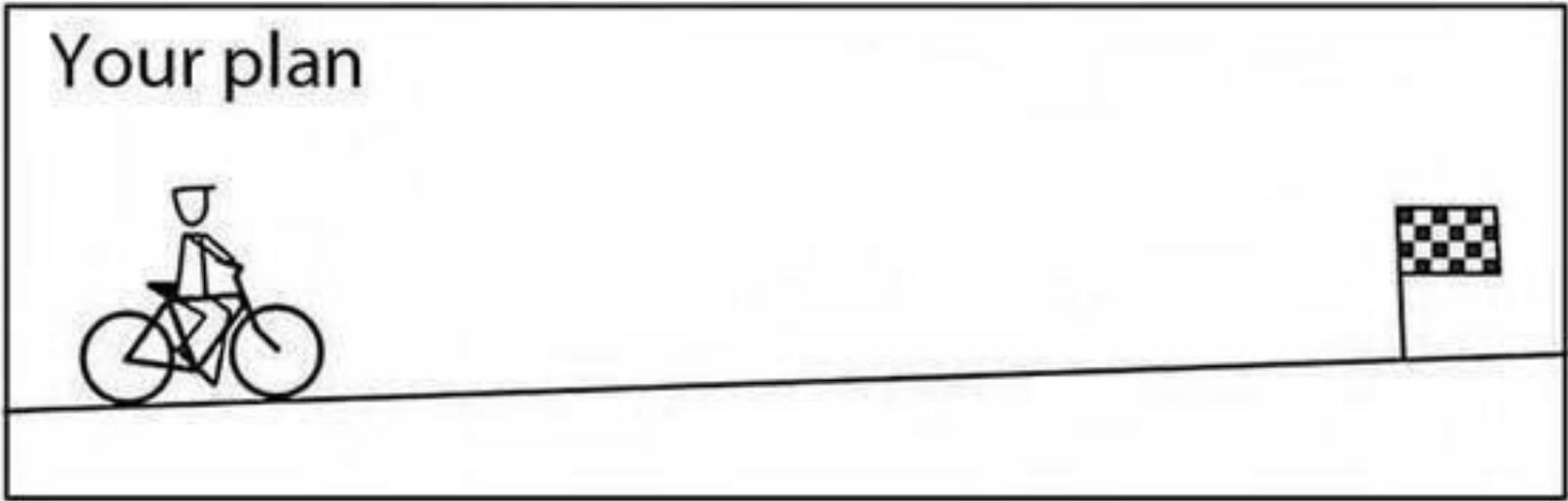
Our aim for our new HRIS was 3+1 in 1

- correct people with correct data
- correct time tables
- correct salary calculations
- + getting salaries paid

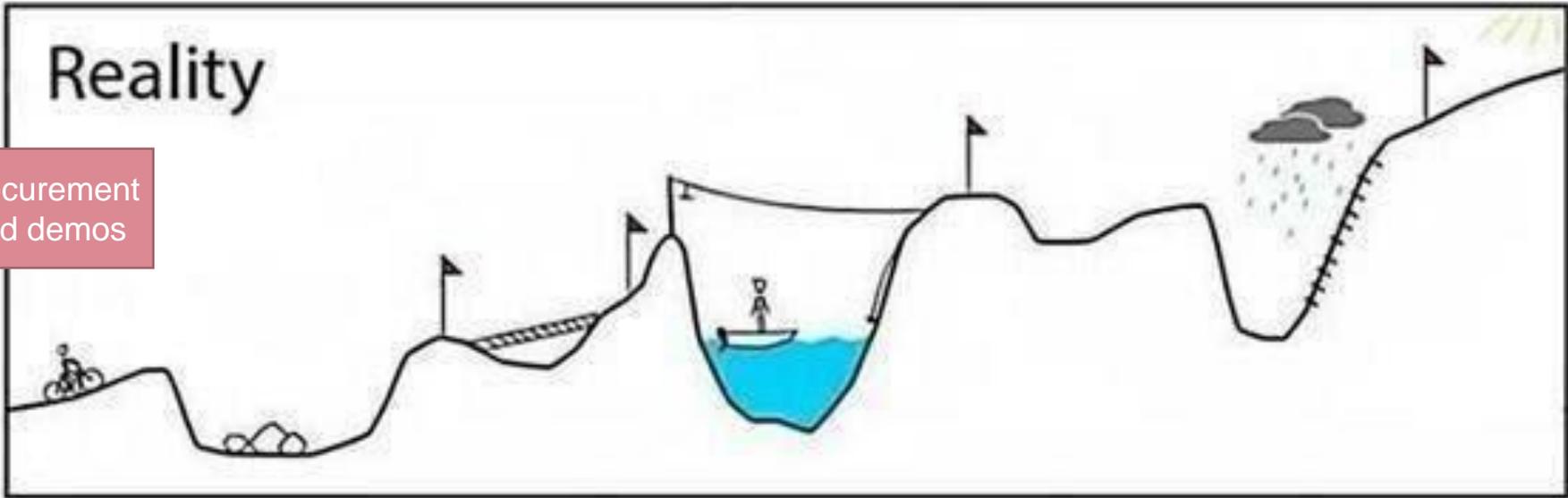
in 3 Baltic countries in highly regulated market (affects non-functional requirements)



Procurement > Agreement > Configuration > Launch > No issues & everyone happy 🌞



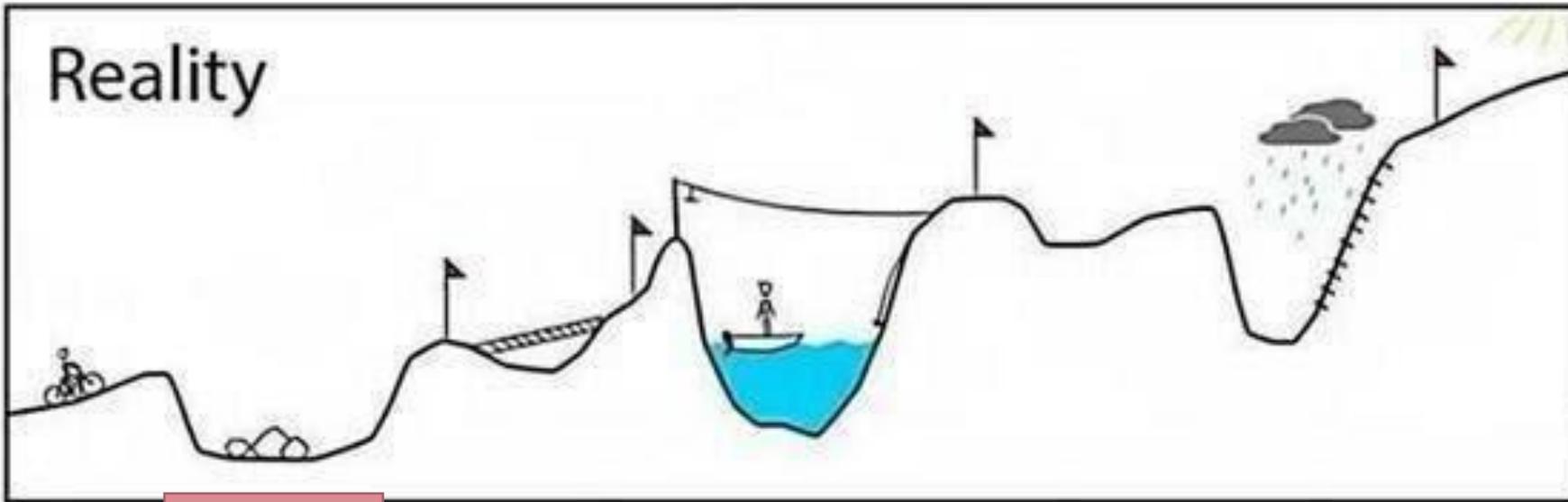
Procurement and demos



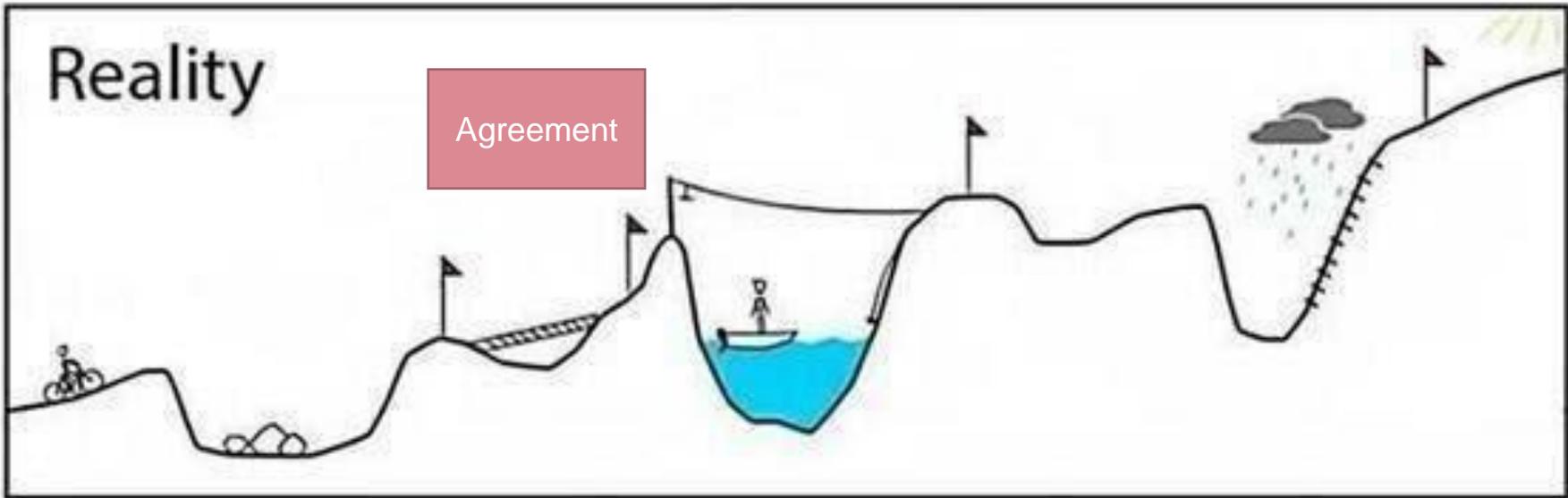
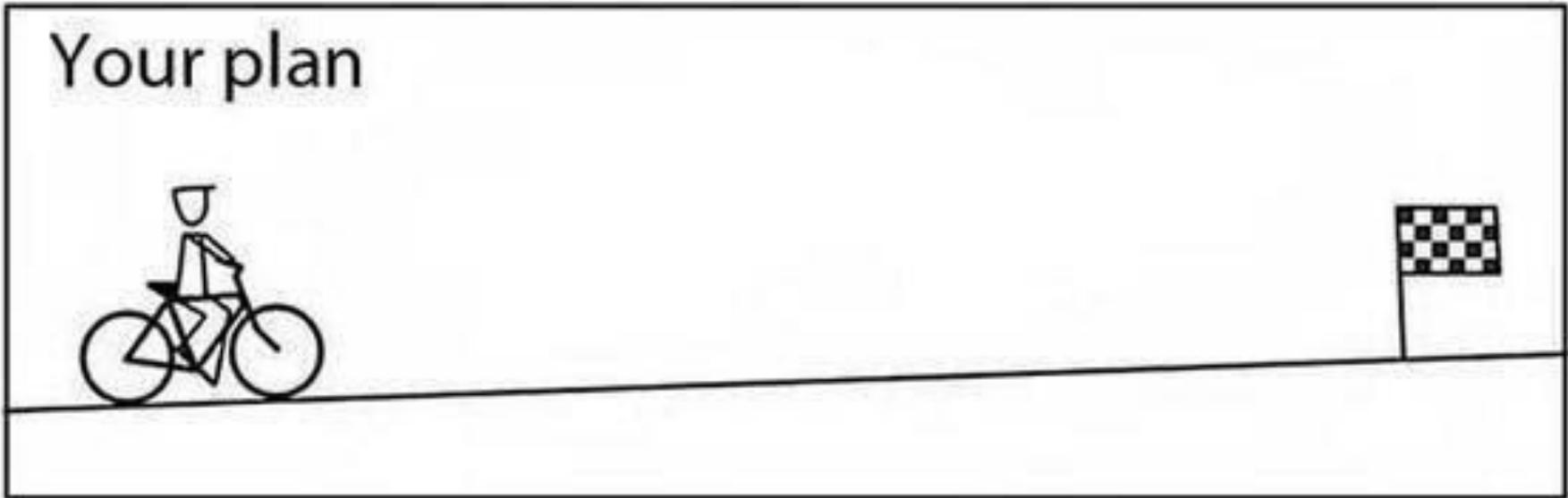
Your plan

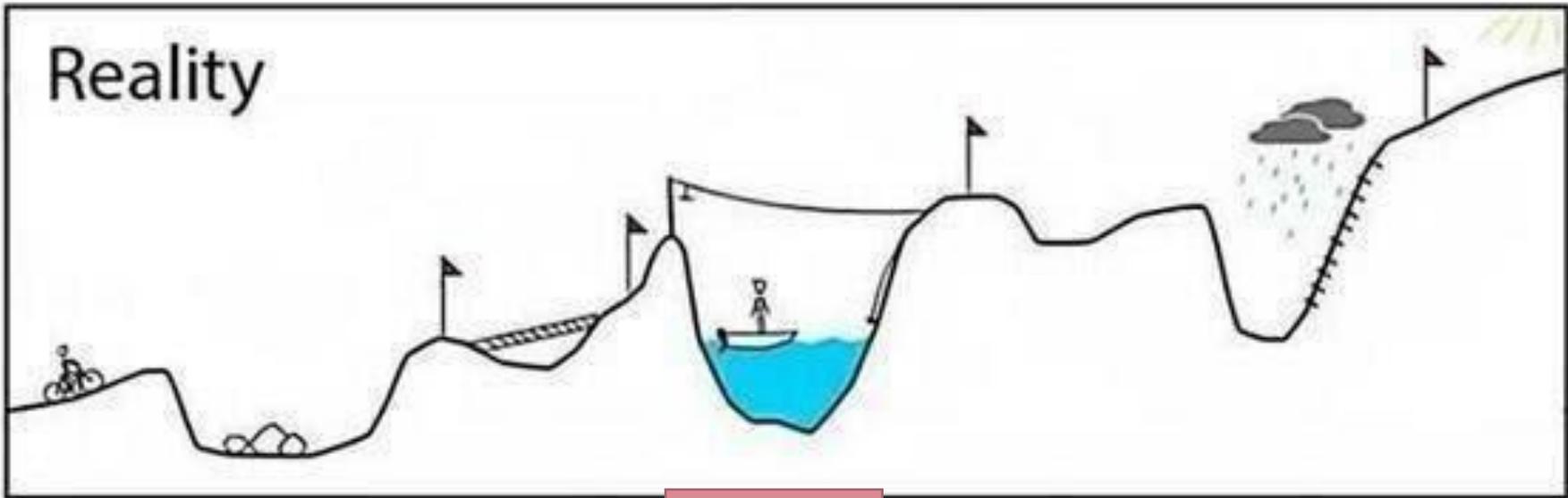
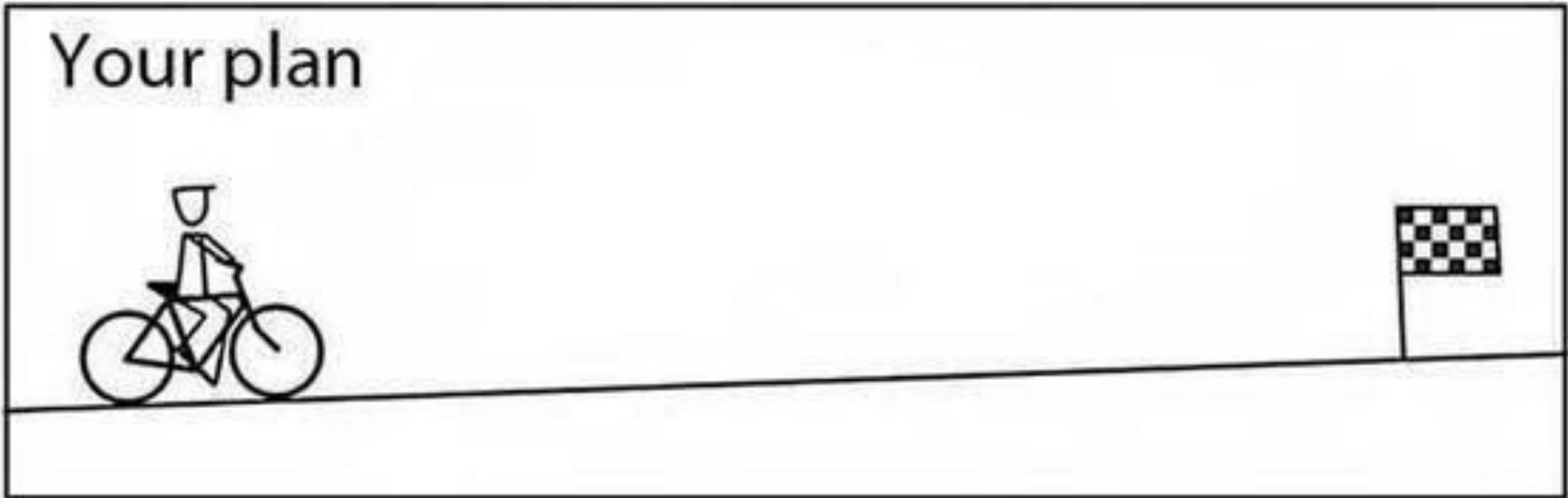


Reality

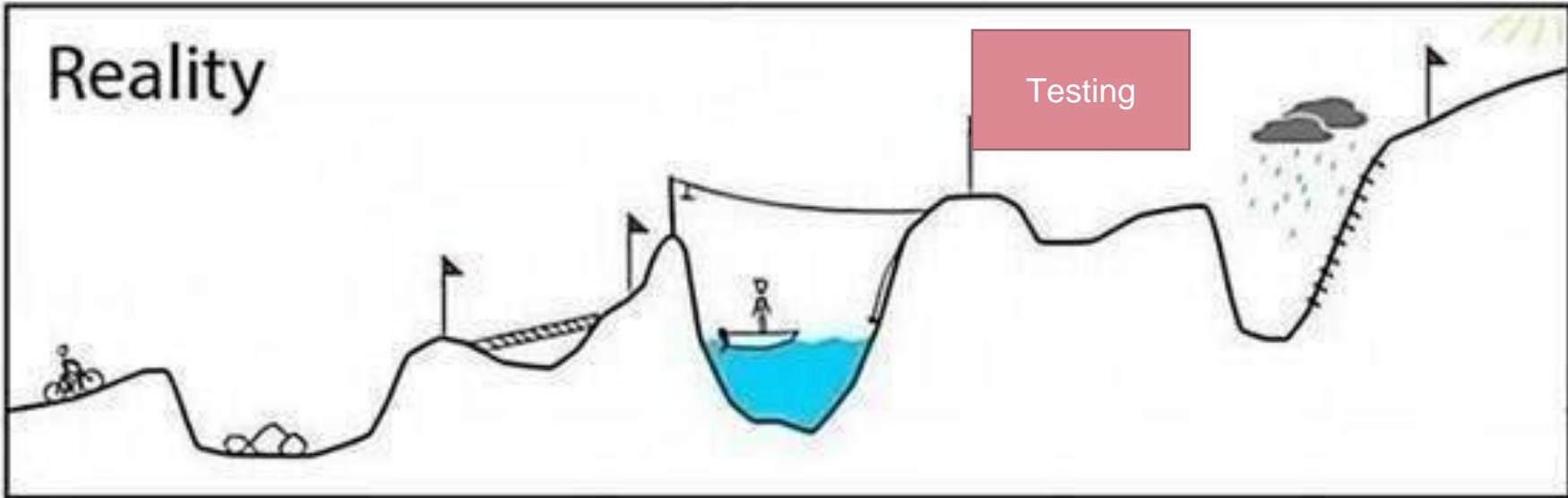
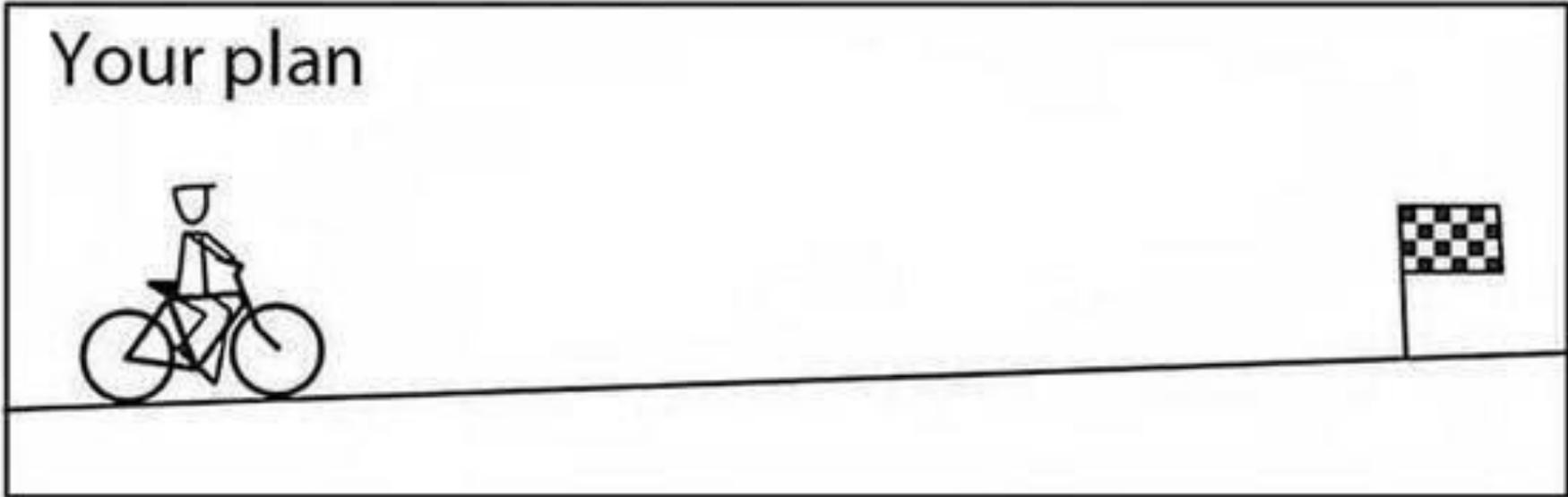


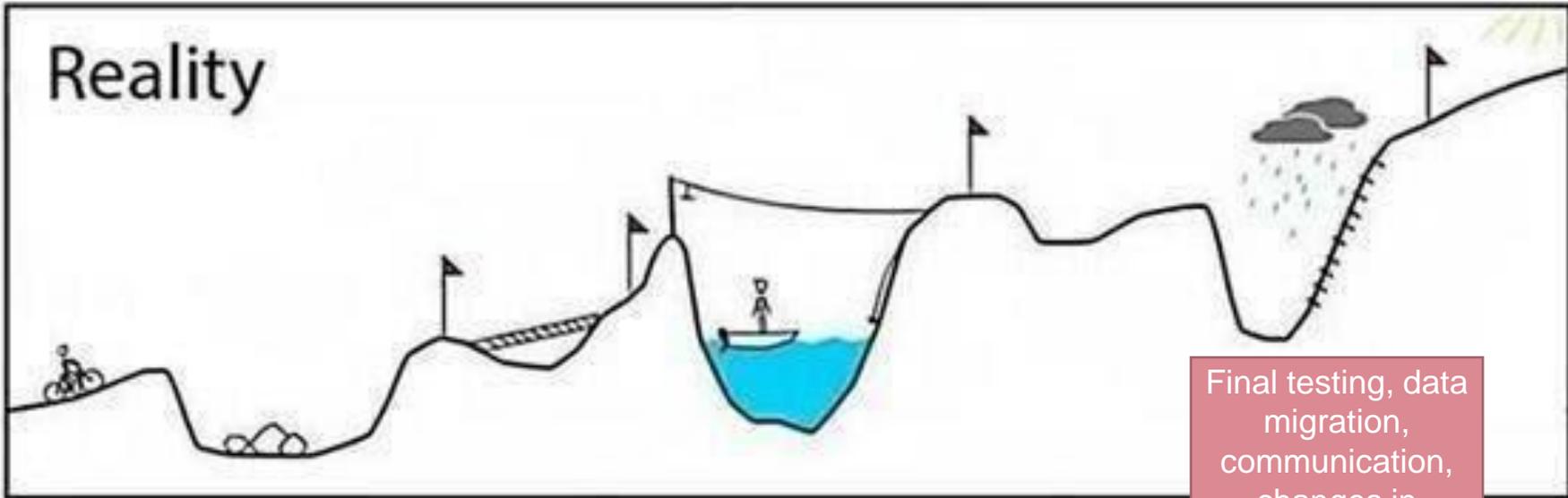
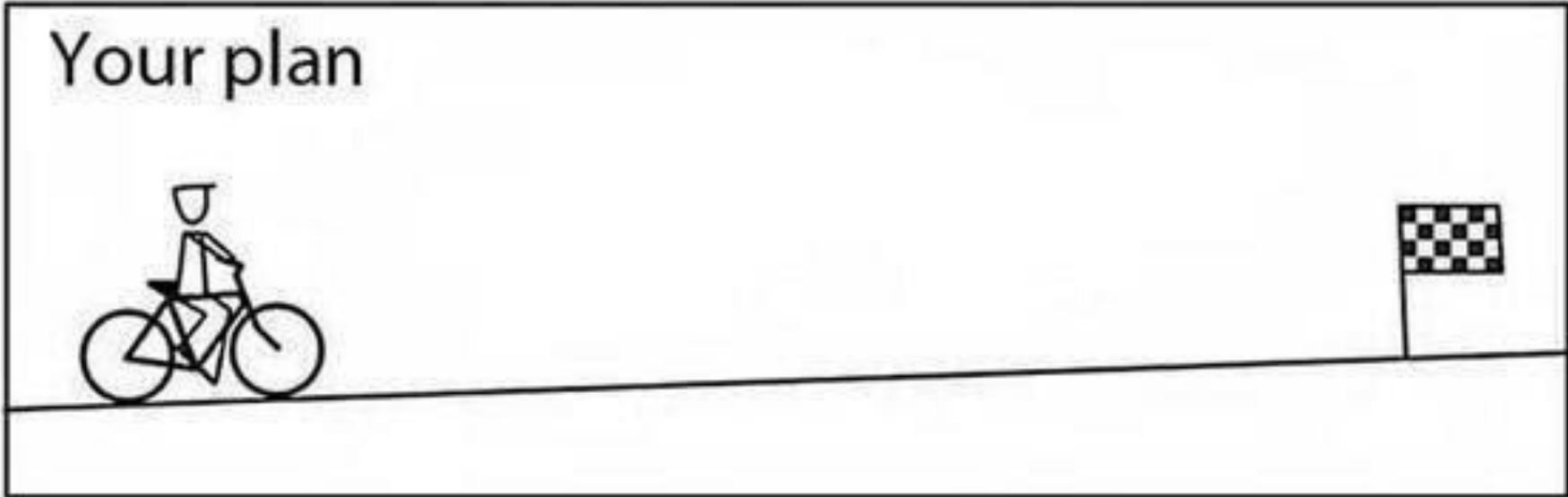
Payroll and approvals



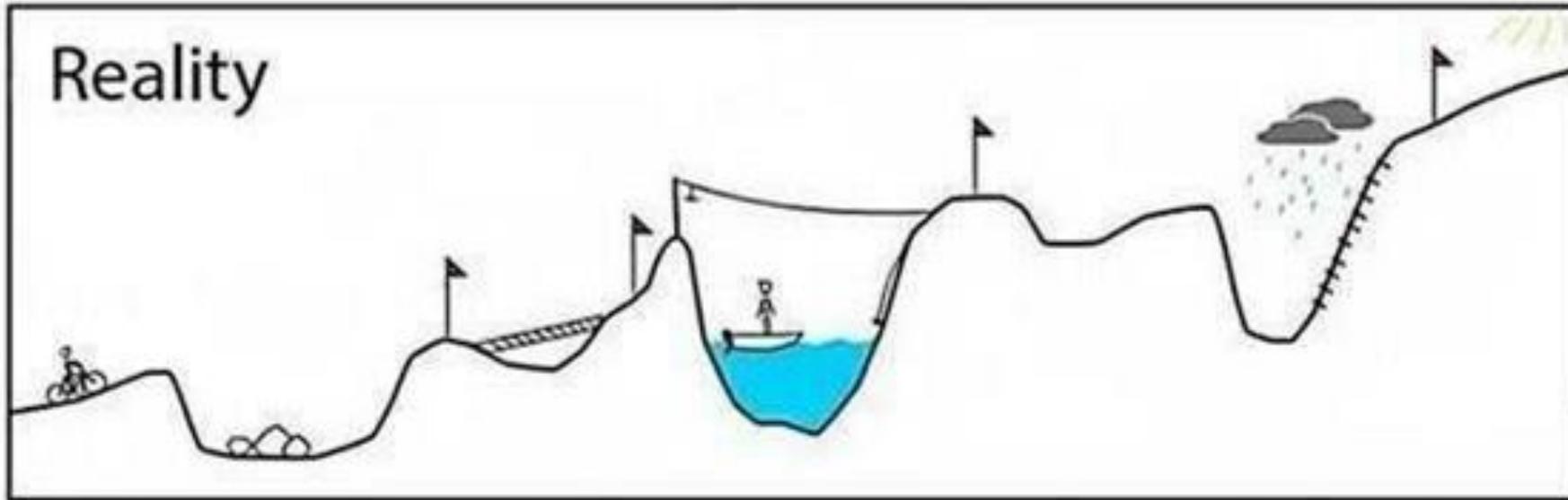
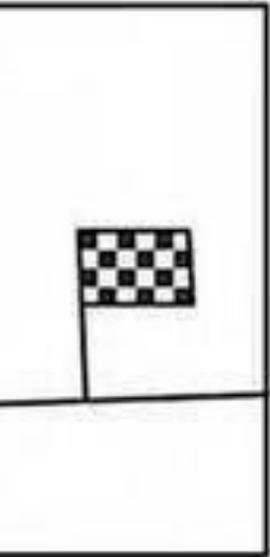


FDS





Final testing, data migration, communication, changes in benefits, aaaaaaa



Hypercare

Next
Developments

Changes in
legislation

Changes in
benefits

And so on....



Thank you!



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HRB Portal@Nasdaq

Dalia Morkaitytė

Director - Accounting

HRB Portal Community
Conference, June 9, 2022



Excel

Arguments to initiate
the project for
Lithuanian entities

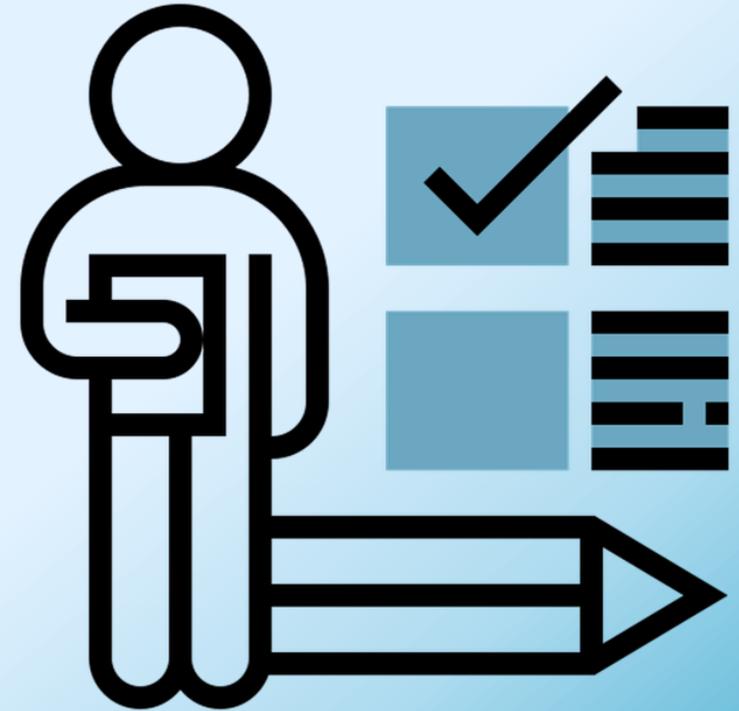
Nasdaq profile in Lithuania – stock exchange and fintech services

- 400+ employees
- 5 legal entities
- 75 schedules with different variable shifts, including nights and weekends
- 150+ employees regularly reporting OT, On Call, or working on SWT schedules
- 100+ international managers

Project scope – Time and Leave management module implementation

Project goals/tasks:

- User friendly system & easy variable work shift schedules creation
- Effectiveness – one stop shop for employees, approving managers and signing persons for all entities
- Regulations & limitations according Lithuanian Labor Law
- Notifications/Reminders
- Customized reports, designed according our preferences
- Bilingual functionality
- Integration with corporate and state tools



Project scope – Time and Leave management module implementation – **only???**

Only one module, but several well built integrations:

- Workday – HR data
- Concur – Travel data
- Sodra – Sick leave data
- SSO – login to HRB Portal



Challenges



Time &
attendance

- Setting clear end list of expectations
- Balancing between „written in requirements gathering“ and what client actually had in mind
- Fulfilling unique requests – like Automated orders according specific templates and specified signing people
- Workday data integration
- Unusual qualities needed on client side - create test scenarios, find and solve bugs, test solutions
- Time dedicated during implementation and after
- Updates impacting/breaking existing functionality

Integration process & used approach



ONLINE
CALLS



TRACKING
PROGRES
S



NEVER
HEARD NO



ASSIGNIN
G TASKS



COLLEAG
UES
INVOLVEM
ENT



BREAKING
SYSTEM

Outcome & Benefits



- Started discussions July 2018, went live in June, 2020
- **Automated and digitalized Time & Attendance module**
- **Time saving**
- **User friendly/intuitive system**
- **Quick & accurate reports**
- **Paperless – automated documents and signing**
- Centralized for all companies
- System is adopted to specific company cases and local regulations
- Easy overview and analyze data
- **Additional rules/notifications & limitations**
- Easy backdated corrections
- Tracking for audit purposes

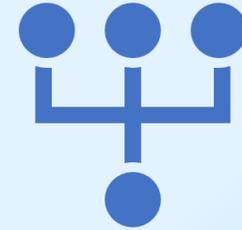
Recommendations



Communicate
effectively



Monitor and track
progress regularly



Determine capacity &
assign tasks to
different members



Use relevant
skillset



Invest time



Dream big

THANK
YOU!
Q&A





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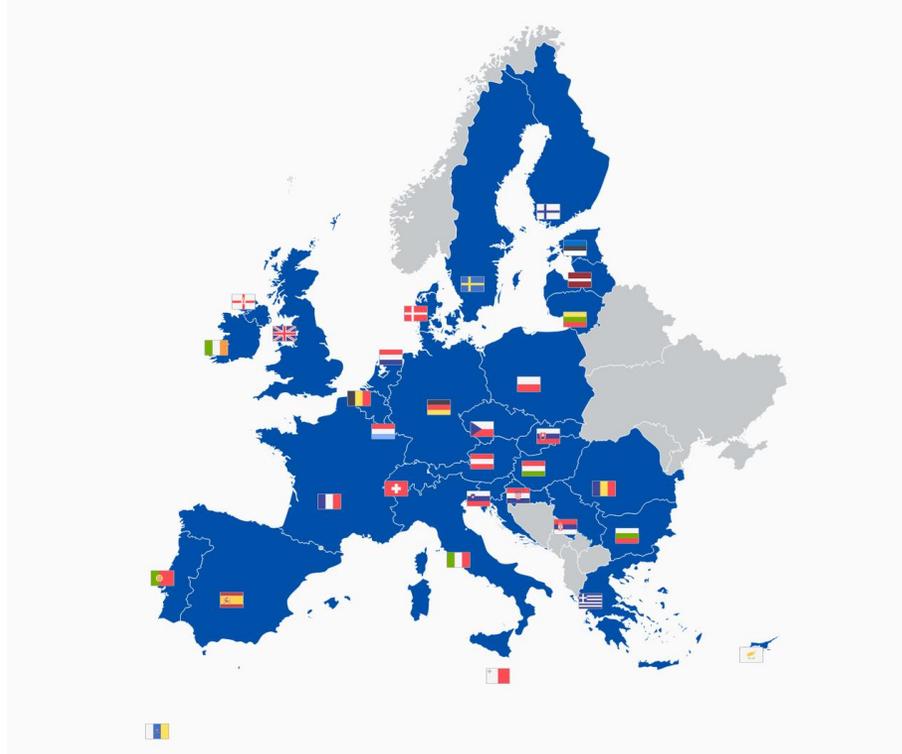
www.agroup.lv

HRB and SAP HR integration for Lidl Latvia and Estonia

Riga, June 2022



LIDL



- Lidl has been expanding strongly throughout Europe for over 40 years
- Currently operates around ~12,000 stores in 32 countries



LIDL Latvia



- On 07.10.2021 opened 15 stores
- ~2000 employees

LIDL Estonia



- On 03.03.2022 opened 8 stores
- ~1000 employees



HR digital transformation

Project: HRB Payroll system implementation as a part of HR systems roll-out for Lidl Latvia and Estonia

Project duration: 06.2018-07.2020

Go-live: 04.2020

Leading HR system: SAP HR

Scope:

1. HRB Payroll system implementation. Migration from outsourced Payroll provider
2. Integrations with SAP HR via CPI:
 - SAP HR -> HRB: Master data, Time Evaluation, Absences
 - HRB -> SAP HR: Payroll result, e-Payslips



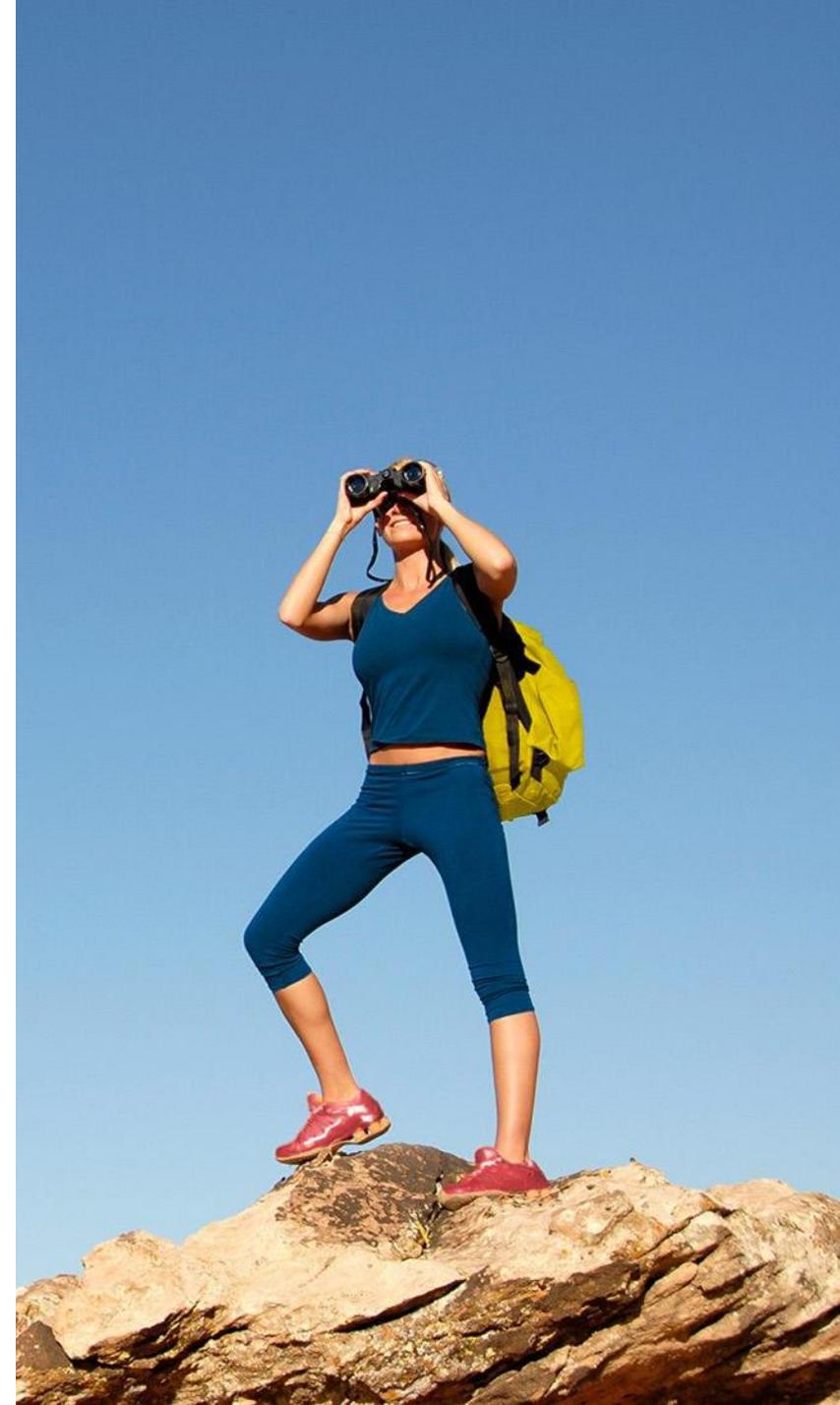
Project goals

1. Implement one Payroll system for Lidl LV&EE according to best accounting practices, business and legal requirements of payroll processes
2. Deploy interfaces with SAP HR to automate HR processes
3. Meet overall HR systems project plan phases and deadlines. Parallel global SAP HR modules implementation for Lidl LV&EE
4. Meet Lidl country opening plan- HR systems go-live before the mass hiring starts for warehouse and stores



Payroll vendor selection criteria

1. Cloud payroll solution in Baltic countries
2. Vendor experience in integration with SAP HR
3. Security requirements
4. GDPR compliance
5. Implementation costs and maintenance fees
6. Easy to use and flexible system
7. Payroll calculation time
8. Recommendations



Project results

1. HRB Payroll system is implemented for Lidl LV&EE
 - Payroll calculation algorithms with required complexity
 - Summarized and non-summarized working time scenarios
 - Global assignment tax calculation, 23 country calendars
 - System usage in LV, EE, EN languages
 - Authorizations concept according to Lidl requirements
2. Complex interface logic deployed
3. Simultaneous go-live of 2 Lidl countries
4. PY system go-live and effective remote work of many teams in the beginning of COVID19 pandemic, in conditions of travel restrictions



Thank you!





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Glimstedt

The spotlight on the legal framework for
employment relations in 2022

Agnese Medne, attorney at law

Baltic countries

- Directives:

- (EU) 2019/1152 on transparent and predictable working conditions

- (EU) 2019/1158 on work-life balance for parents and carers

- (EU) 2019/1937 on the protection of persons who report breaches of Union law

- Migration law

- liability of the main contractor - payment to employees of subcontractors

Lithuania

as of 2023-01-01

- 4-day working week for particular employees in public sector
- per diems and other related payments must be paid by bank transfer

as of 2022-10-01

- downtime regulation and payment

as of 2022-07-01

- amount of the daily allowance for employees

Lithuania

guarantees for employees in construction sector -
subsidiary liability of the contractor, as of 2021-11-
01

mobile work and eliminating compensations for such
work

policy to prevent violence and harassment

Estonia

- Occupational Health and Safety Act amendment
Continuing the sickness benefits from the 2nd until the 5th day
by the Estonian Health Insurance Fund from the 6th day of illness (2022-01-01; 2022-04-01)
- Employment Act Amendment – enables to enter in the variable working hours agreement in the retail sector (2021-12-15; 2024-06-15; 2025-01-01)

Estonia

- Amendments to allow signing of short-term employment contracts unlimited times with unemployed within 6 months period

The aim is to allow short work bites with employment contracts without having to use other service contracts.

- Proposal to allow paid leave for parents to attend first school day with kids

Latvia

Collective agreement vs. rights of employees by law
– possibility to agree otherwise than stated in law if there is a balance of interests between the parties

Advance written information to employees – changes in collective agreement

Rights of employee to determine the workplace

Latvia

- Predictable work time schedule
- non-predictable work time schedule (rights of employee not to fulfill work and to receive payment)
- Extended probation period in case of collective agreement (3-6 months)
- accounts for each employee of downtime hours

Latvia

Adjustment of work time for caretakers

- Child up until the age of 8 years or
- Care for spouse, parent, child or other close relative, or person living together with employee

If there are serious health problems

Employee may request adjustment of work time and 5 days of unpaid vacation per year

Employer has to reply regarding the possibilities of work time adjustment in one month's time.

Latvia

- Paternity leave

rights of a father or another person (in case of lack of paternity) to vacation of 10 business days up until the age of 6 months of infant

- Parental leave

rights to take parental leave in several short instalments, one instalment not shorter than 1 week

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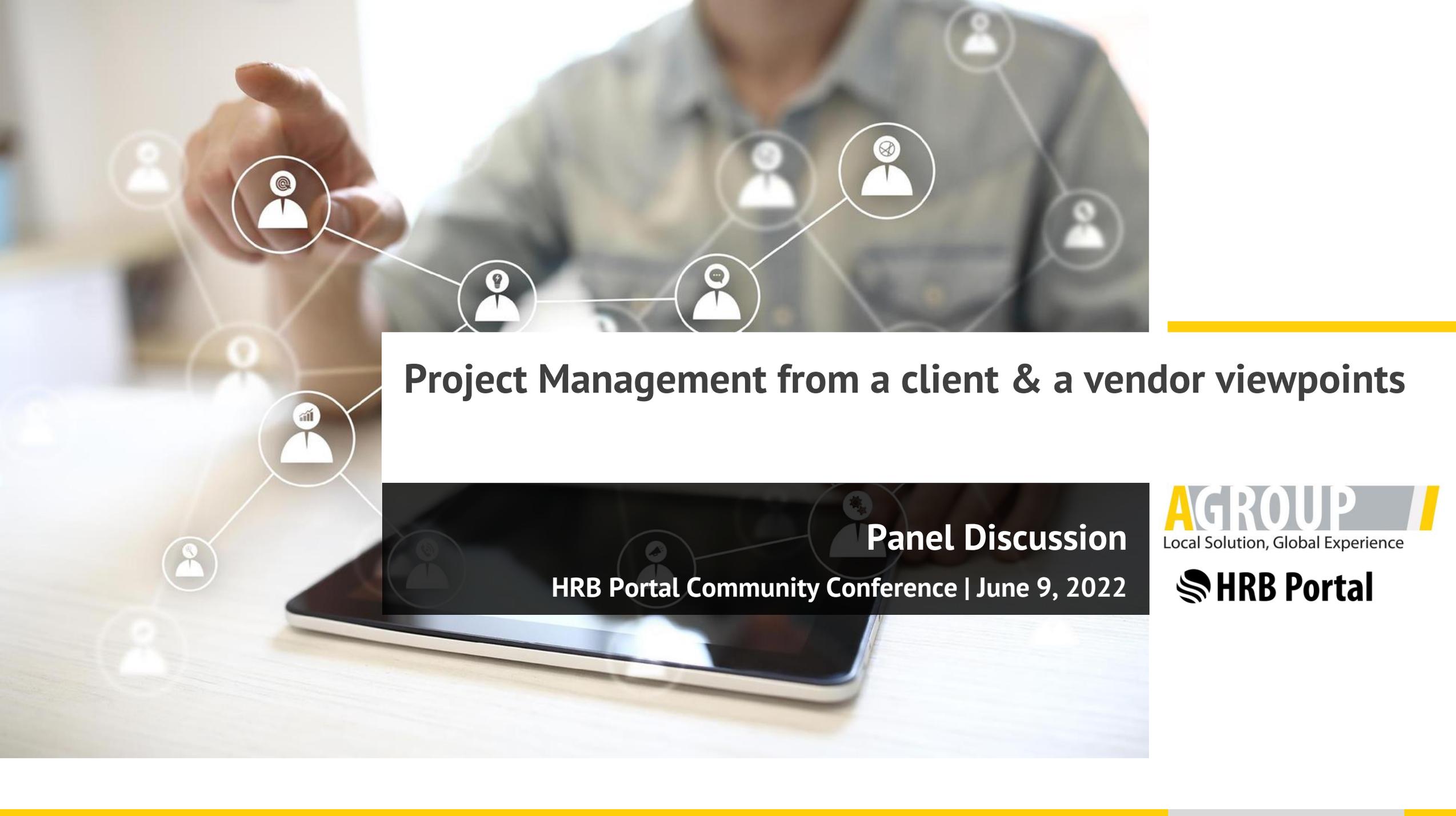
June 9, 2022

13:30 – 14:10 Panel discussion: Project Management from a client & a vendor viewpoints Panelists:

- **Yury Yanson | VP Product Strategy | AGroup**
- **Alexandra Anufrieva | Product Owner | AGroup**
- **Mara Sokolova | Business Partner of HRM | Tamro**
- **Dalia Morkaitytė | Director – Payroll | Nasdaq**
- **Edgars Pilips | Head of Rewards and Experience | Luminor Group**

Moderator: Ksenya Ivanova | Head of Service Delivery | AGroup





Project Management from a client & a vendor viewpoints

Panel Discussion

HRB Portal Community Conference | June 9, 2022

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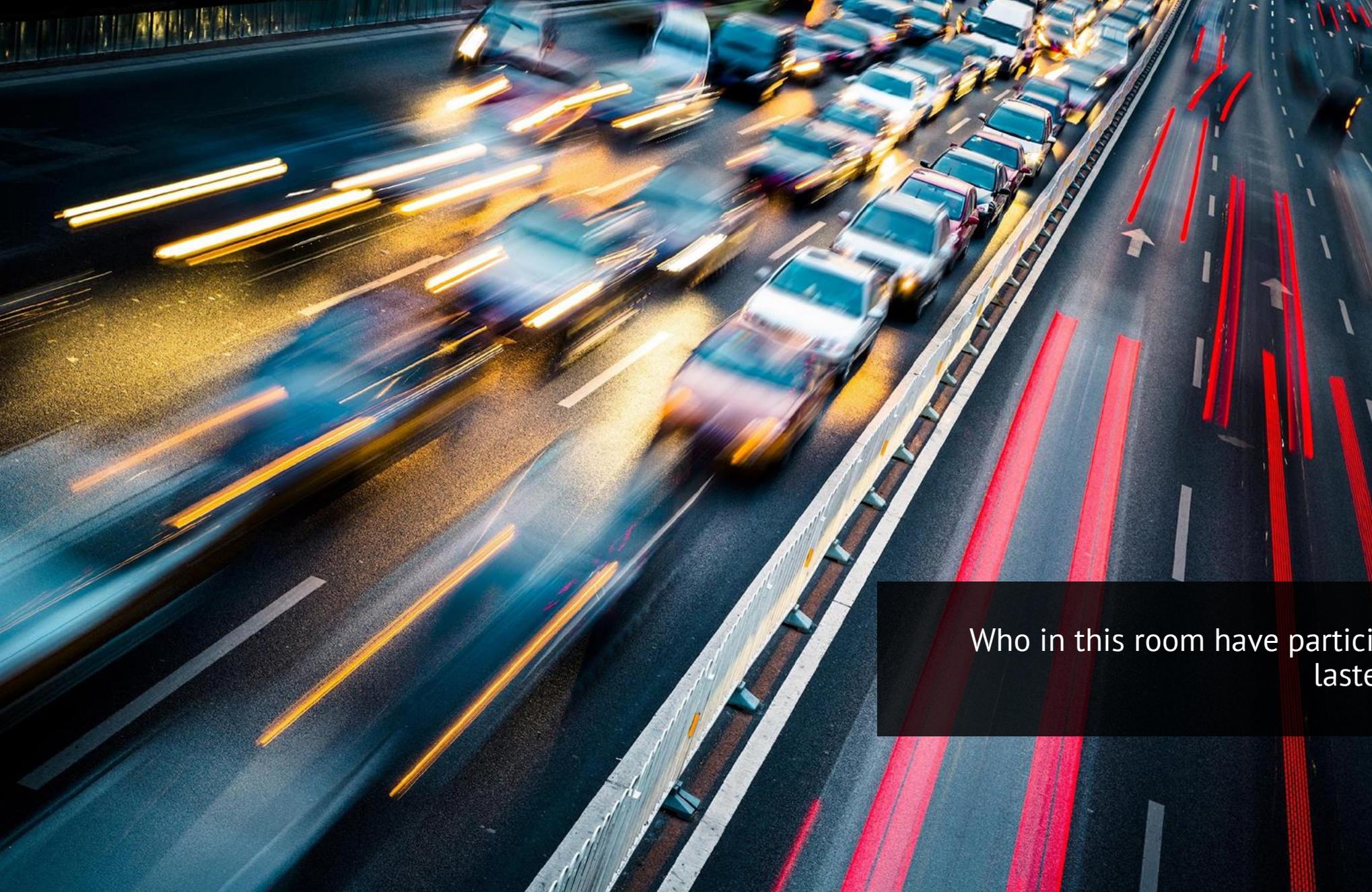
HRB Portal



All that we can share about the PROJECTS we've participated



Who in this room have participated in a Project that had lasted for more than 2 years until it went live?



Who in this room have participated in a Project that lasted less than 6 months?



Who in this room have participated in a Project that has never been finished or has been cancelled at all?



Who in this room have participated in a Project that has been implemented in Time?

Project Delivery by the Numbers

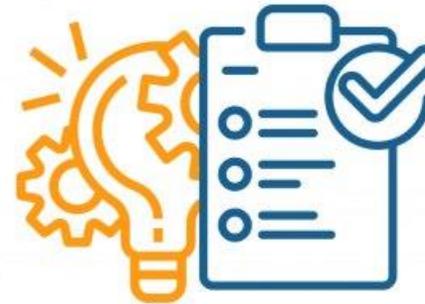
40%

Organizations that deliver the full value of projects



47%

Organizations with a track record of project success



29%

Organizations that complete projects on time



Source: Wellington, 2020

 **FinancesOnline**
REVIEWS FOR BUSINESS



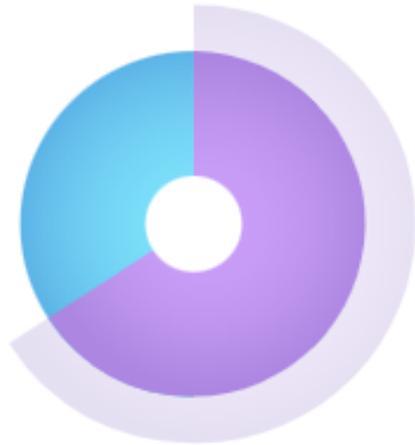
Project Management Trends 2022



Remote/Hybrid work

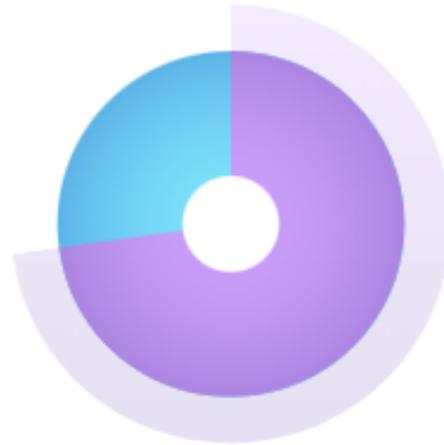
Hybrid work is inevitable

Business leaders are on the brink of major updates to accommodate what employees want: the best of both worlds.



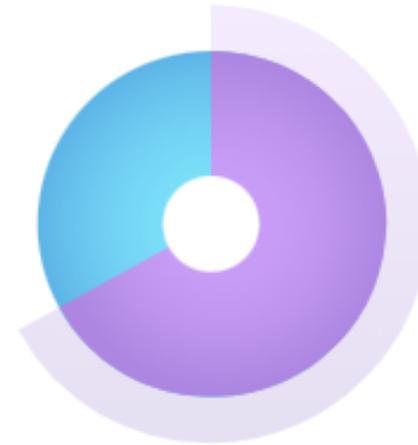
66%

of leaders say their company is considering redesigning office space for hybrid work



73%

of employees want flexible remote work options to stay



67%

of employees want more in-person work or collaboration post-pandemic

The Work Trend Index survey was conducted by an independent research firm, Edelman Data x Intelligence, among 31,092 full-time employed or self-employed workers across 31 markets between January 12, 2021 to January 25, 2021.

[The Next Great Disruption Is Hybrid Work—Are We Ready? \(microsoft.com\)](https://microsoft.com)



Mental and physical health

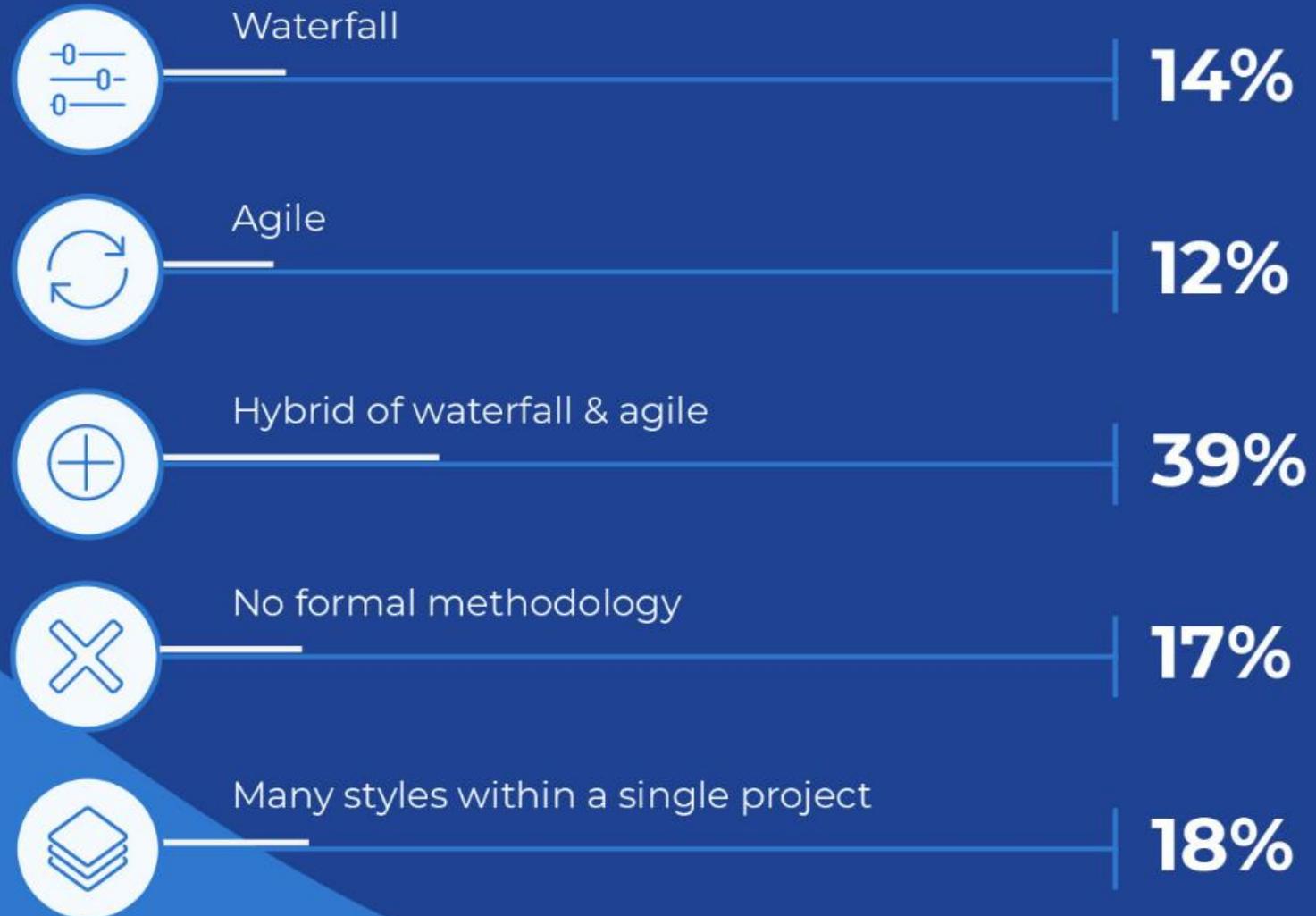


Lifelong learning & knowledge management



Sustainability & social responsibility

As opposed to being strictly waterfall or agile, **60% of respondents said that they use either a hybrid of waterfall and agile** or many styles within a single project."



There're No Right or Wrong Methodologies

What are the three biggest project management trends to keep an eye on in 2022?

- Please go to **menti.com**
- Type in code
- Create and send a response – Top 3 Project Management Trends you will keep eye on in 2022.



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14:10 – 14:30 Implementing AI in HR processes

- **Victoria Kononova | AI & Data Team Manager | Deloitte**

14:30 – 15:10 Workshop on HRB Portal Support

- **Ilze Gruntmane | Head of Support Department | AGroup**
- **Uldis Vilks | Project Manager | AGroup**

15:10 – 15:30 Coffee break



Deloitte.

Beyond retention

Build passion and purpose

JUNE 2022

Viktorija Kononova

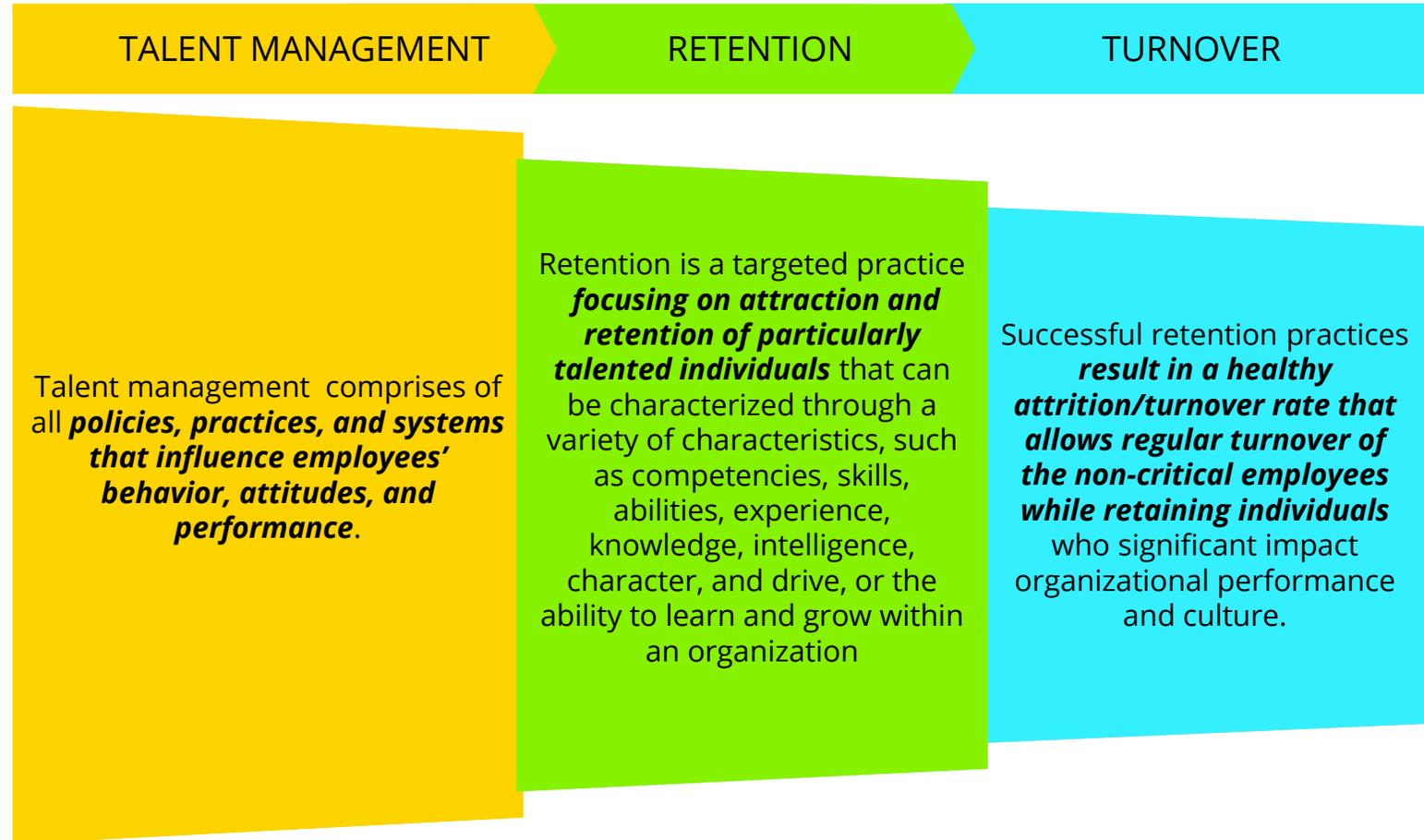


“CFO asks CEO: “What happens if we invest in developing our people and they leave?”

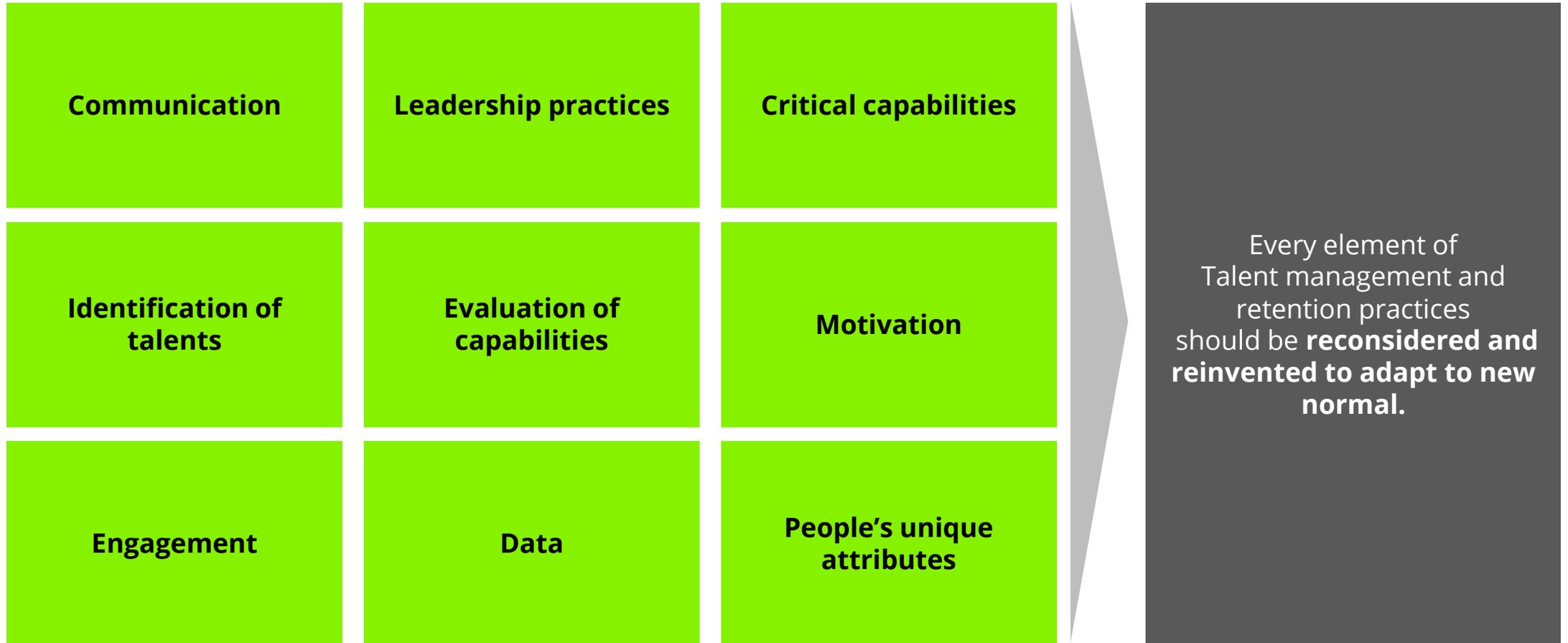
CEO: “What happens if we don’t, and they stay?””

— Source: “Peter Baeklund resourceful leadership,” <http://www.peterbaeklund.com/>.

What is retention?



How has Covid-19 influenced retention?



How far have you've come?

The first priority of the organizations during the COVID-19 pandemic has been crisis response and emphasizing health and safety, essential services, and the virtualization of work and education. As progress is made against respond efforts, another reality is forming quickly.

Now is the time for the leaders to turn their attention toward recover, to ensure their organizations are prepared to thrive. This will require extraordinary focus and coordination, during what may be a protracted period.

We see three phases that all resilient leaders must face amid the COVID-19 outbreak



Respond

Dealing with the present situation and managing continuity



Recover

Learning and emerging stronger



Thrive

Preparing for and shaping the "new normal"

How far have you've come?



How to deal with retention?

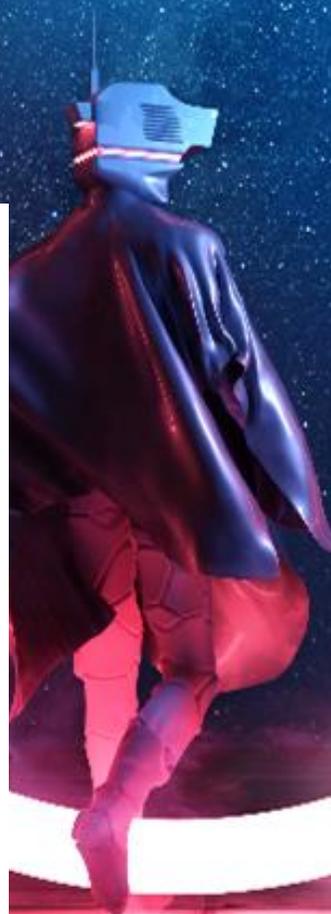
Remember: Create meaningful work	Ask your employees what matters	Build a proactive retention model to identify potential problems before they occur	Study retention continuously
Make sure the organization is feeding employees' needs for purpose and meaningful work . While there is a necessary focus on benefits, compensation, and workplace flexibility, research suggests that these are table stakes. A more important dimension for retention is the work itself.	Survey employees regularly—not just annually about how they experienced the organization over the past year, but frequently and “in the moment” through pulse surveys and roundtables—to find out what makes them passionate about work and what parts of the environment are irritating or too bureaucratic.	Adopt talent analytics to uncover the hidden drivers of retention. Several of our clients have now built statistically validated retention models that help predict why and when an employee will leave. Design work environment solution sets around the findings to drive greater performance, passion, and retention stickiness.	Keep your finger on the pulse of the organization—regularly , not just annually or periodically. Use exit surveys and manager interviews to understand what was missing. Provide open blogs and communication tools to help people talk openly about what they need— and what they particularly value.

Leverage the data to identify the most impactful activities

*Human Capital Trends



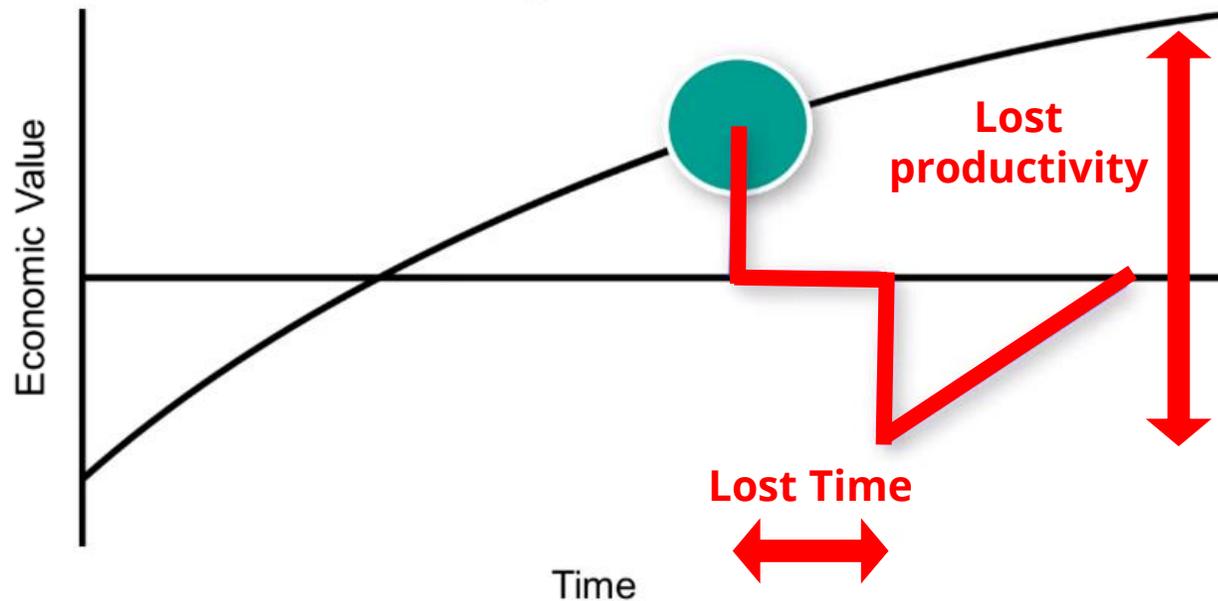
**How
expensive is
to loose and
get a new
employee?**



Business Case – Employee Attrition and Retention

Generally, there are two types of costs associated with employee attrition.

Indirect Costs



Direct Costs

- **Separation costs** (exit interviews, administration procedures, etc.)
- **Vacancy costs** (temporary help, overtime)
- **Acquisition costs** (job ads, interviews, tests, physicals, reference bonuses)
- **Placement costs** (new supplies, onboarding, training)
- **Salary & Benefit savings**

Calculation of costs associated with attrition

Illustrative example

Assumptions

Average monthly gross salary + benefits	1,680
Average annual gross salary + benefits	20,160
Average annual gross salary + benefits + health and social	27,115
Number of employees	358
Annual attrition	19%

Direct costs

Average separation (exit interviews, administrations procedures, etc.)	200
Average vacancy (temporary help, overtime, etc.)	600
Average acquisition (ads, interviews, tests)	200
Average placement (new supplies, onboarding, training)	600
Total	1,600

Lost productivity

Annual revenue per employee	168,660
Workdays per year	240
Average workdays position is open	20
Average onboarding / training period	60
New hires's effectiveness during onboarding / training	65%
Supervisors effectiveness during new hire's onboarding / training	95%
Total	30,921

Savings of salary + benefits

Average annual salary + benefits	27,115
Workdays per year	240
Average workdays position is open	20
Total	2,260

If we prevent just 1% of leavers, it saves €121,046

Illustrative example (cont.)



Saved costs with attrition being reduced by:

1% (or 4 prevented employee leaves)	€121,046
3% (or 11 prevented employee leaves)	€ 332,876
5% (or 18 prevented employee leaves)	€ 544,707

02 N 017

Maker Space

**What drives
the attrition?**



Which factors influence attrition?

Nations range in team

Daily shifts trend

Variation in monthly working hours

Salary vs. position change

Age

Team size trend

Variation of shift types

Sick day trend

Salary raise frequency

Length in company

Team churn trend

Evening shifts trend

Regularity of paid free day

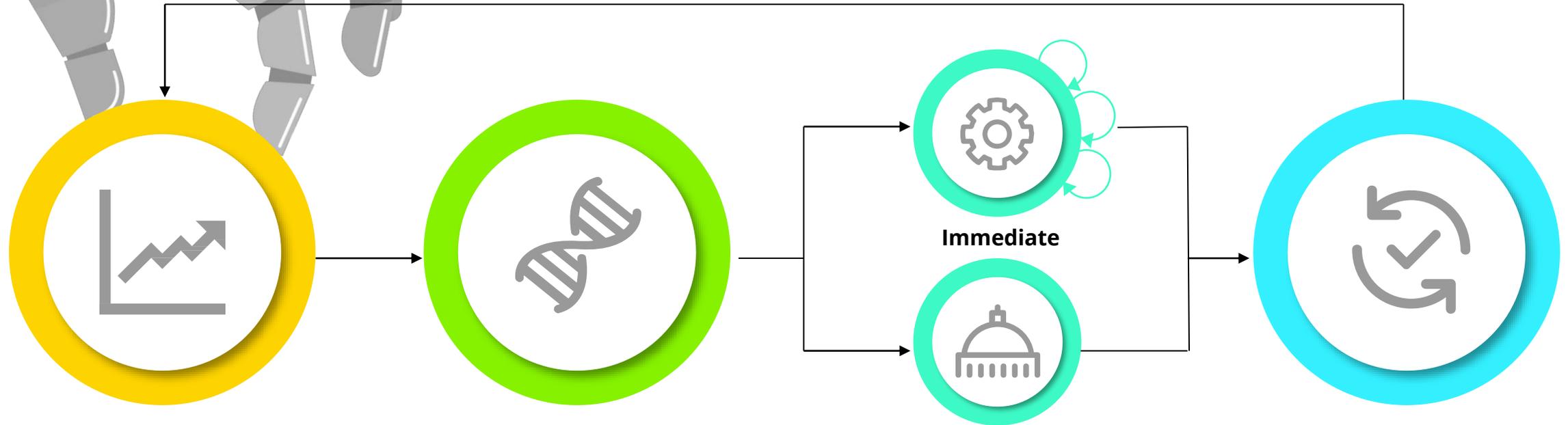
Position vs. role change

Languages



**Predicting
attrition and
developing
retention
measures
{demo}**

How we typically design retention projects?



Explore attrition problem

- How many are leaving?
- How much does it cost you?
- How do you stand compared to the market?

Understand and predict

- Why they are leaving?
- Who are the leavers?
- Who's going to leave?

Develop retention measures

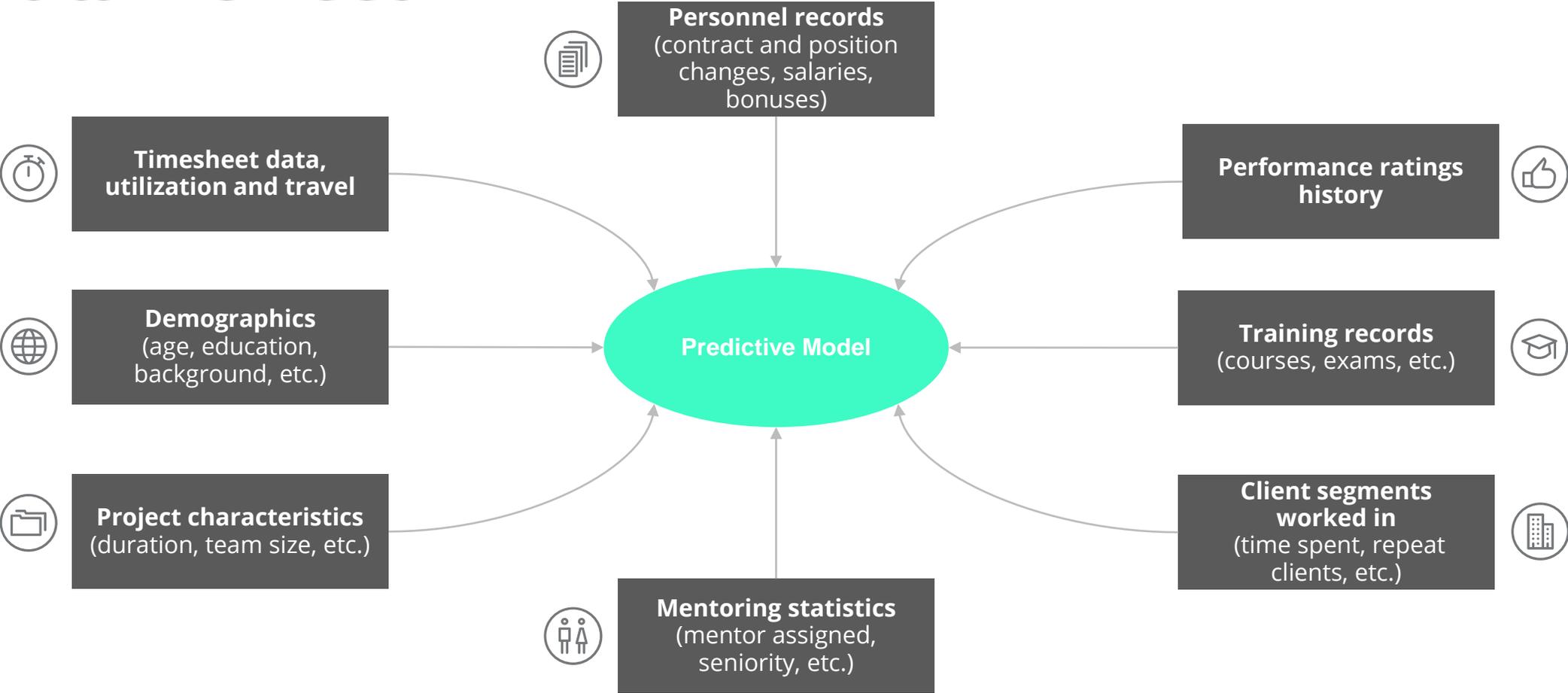
Evaluate and adapt

- Retention goals achieved?
- Are the measures set optimally?
- How quickly achieve ROI?



DEMO

What kind of data we need?





Thank you

Viktoria Kononova

Contact: vkononova@deloittece.com

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Deloitte
Victoria Kononova | AI & Data
Team Management



AGroup
Ksenya Ivanova | Head of
Service Delivery



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Alexander Snurnitsyn |
CEO



June 9, 2022

Venue: AC Hotel by Marriott Riga | 33, Dzirnavu, Str., Riga, Latvia

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The workshop on **SUPPORT**

Broken phone

AGROUP
Local Solution, Global Experience

HRB Portal

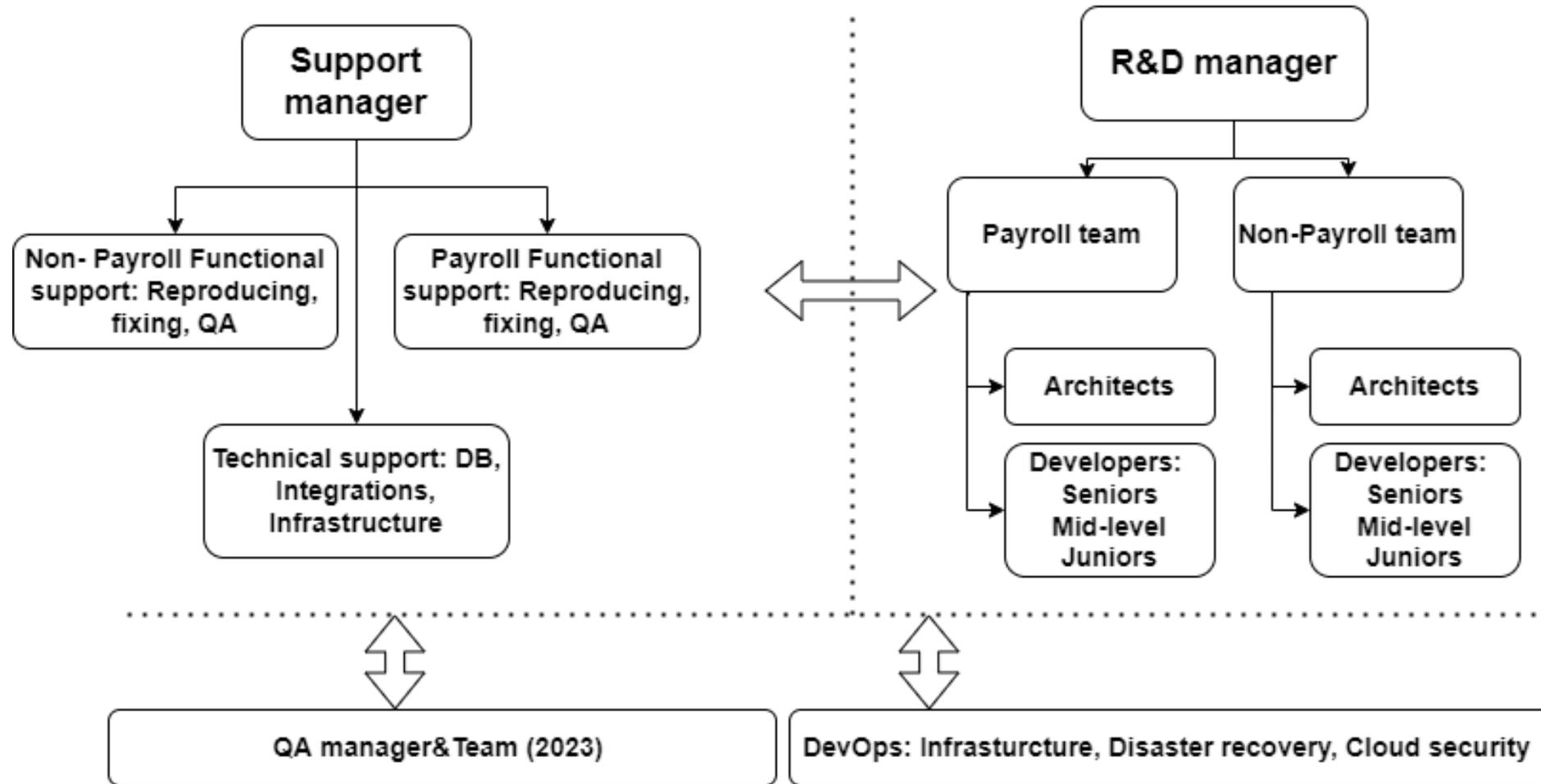
Agenda

- AGroup support under a magnifying glass
- Case study

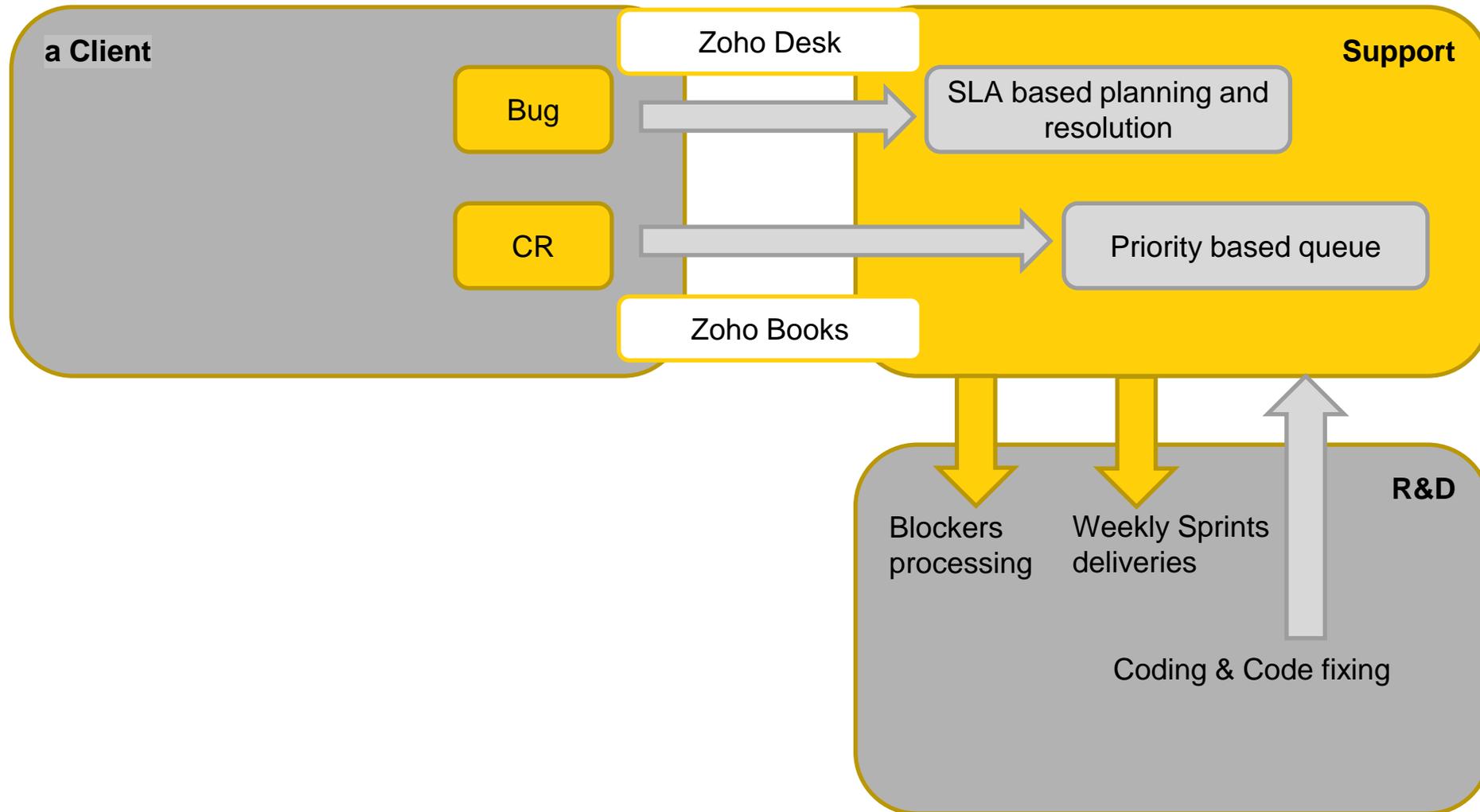


Support operations' deep dive

Team



Support process



Case study

Broken phone



How the customer explained it



How the project leader understood it



How the engineer designed it



How the programmer wrote it



How the sales executive described it

Case study results

Conclusions

- Time spent on describing a test case saves resolution time
- A ticket submission form helps to prepare a ticket in a proper way
- It has already been good now but...





Thank You



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HRB Portal Community Conference Programme

June 9, 2022

15:30 – 16:10 Workshop on HRB Portal Change Management

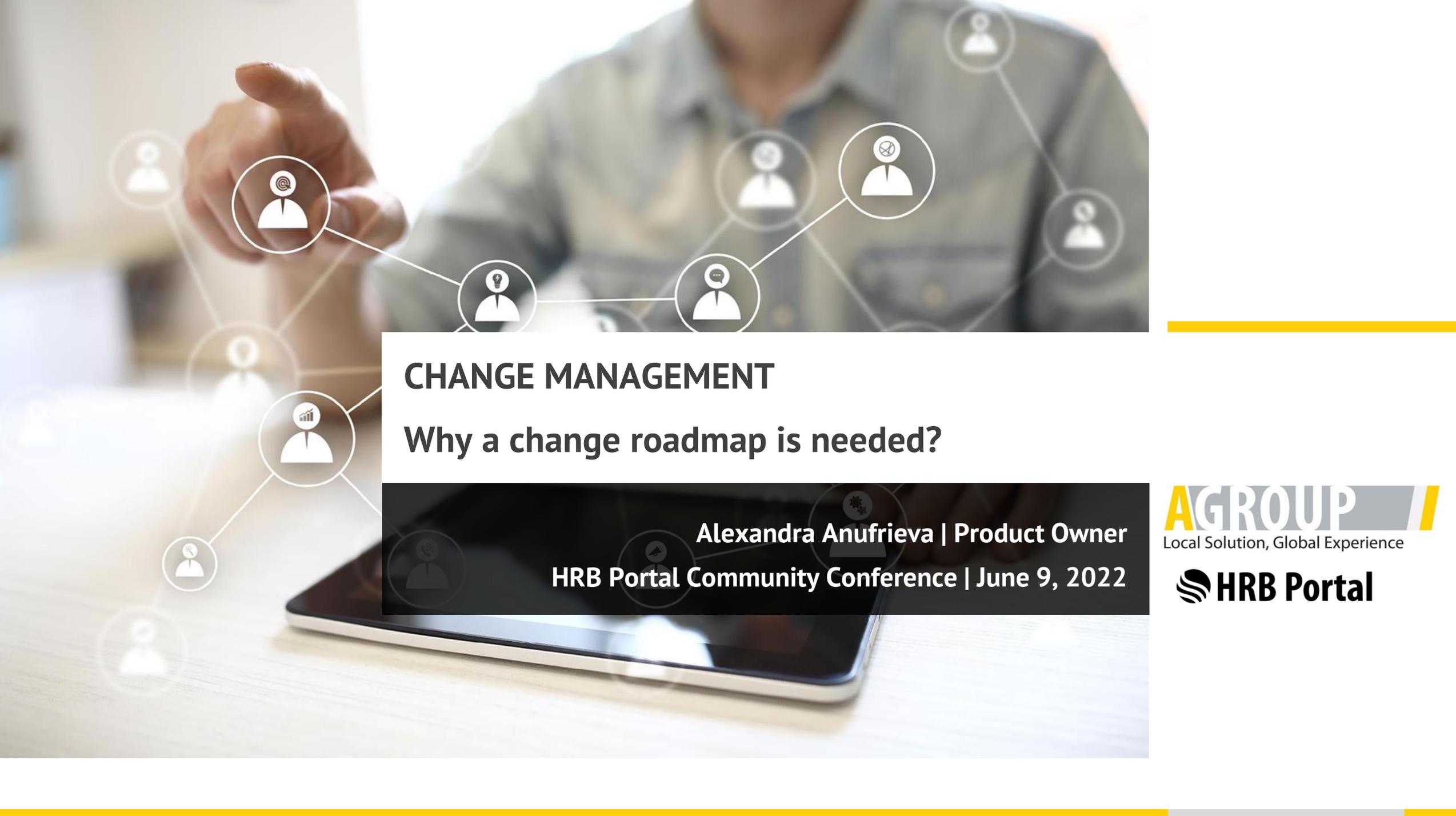
- **Alexandra Anufrieva | Product Owner | AGroup**
- **Laura Bula | Support Consultant | AGroup**

16:10 – 16:20 Closing remarks

- **Alexander Snurnitsyn | CEO | AGroup**

16:20 – 18:00 Cocktails & Networking



A person in a light blue shirt is pointing at a tablet. Overlaid on the image is a network diagram consisting of several circular icons connected by lines. The icons include a person with a gear, a person with a lightbulb, a person with a speech bubble, a person with a target, a person with a bar chart, and several plain person icons. The background is a blurred office setting.

CHANGE MANAGEMENT

Why a change roadmap is needed?

Alexandra Anufrieva | Product Owner
HRB Portal Community Conference | June 9, 2022

AGROUP /
Local Solution, Global Experience

 **HRB Portal**

In few words describe a change?

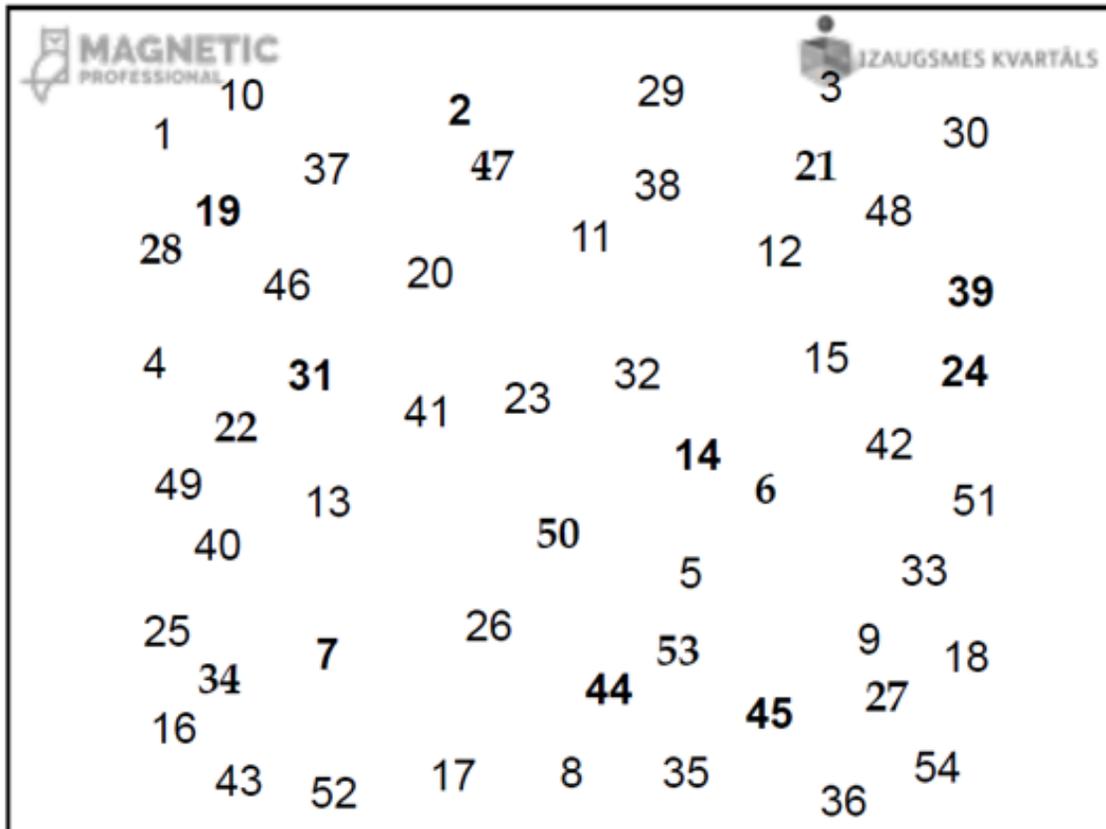
- Please, go to **menti.com**
- Enter a code
- In few words describe a change

What does it mean for you?

What are the first associations coming up to your mind?

Why is it so important to specify requirements? Slide 1

Connect all numbers from 1 to 54

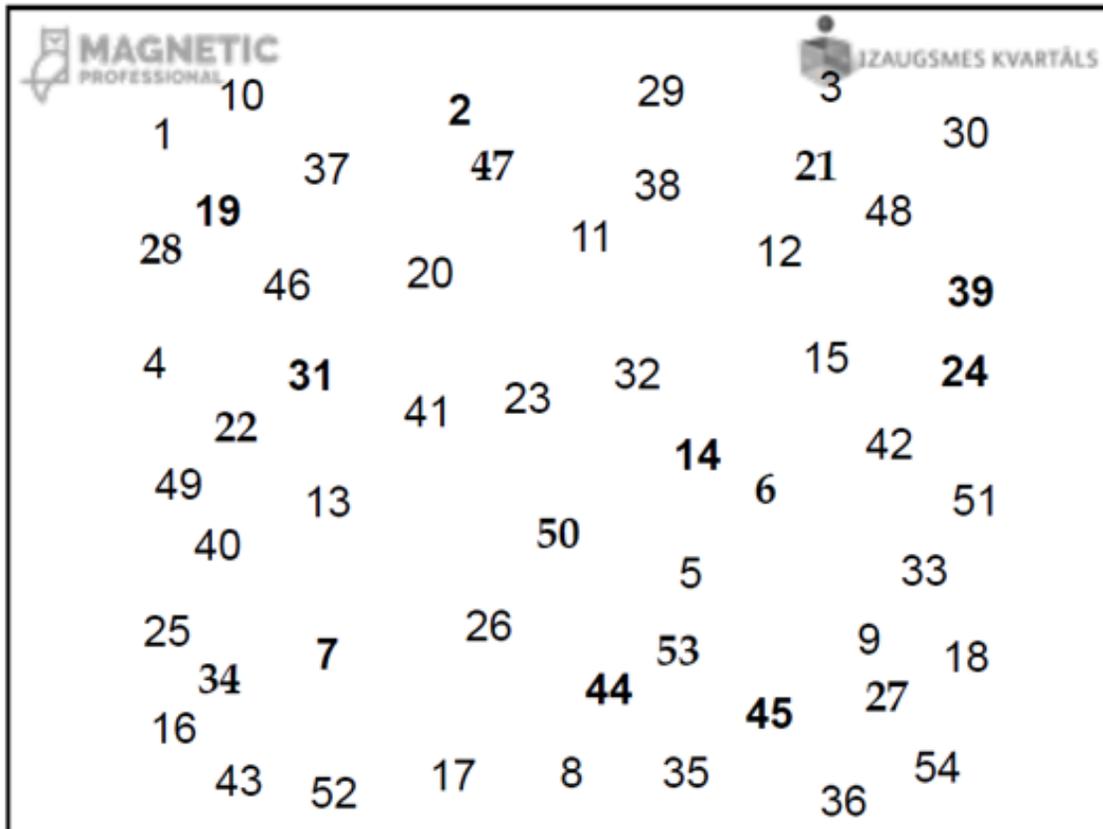


Timer:

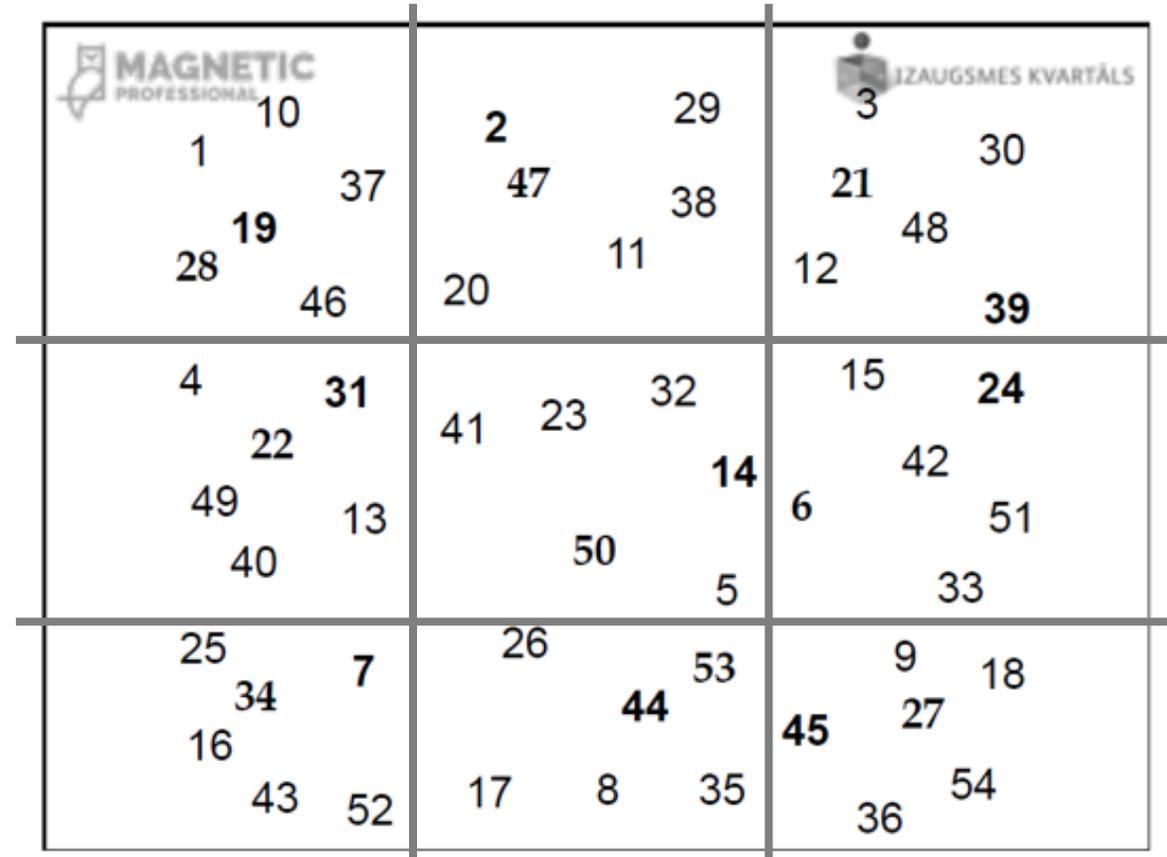
<https://www.timeanddate.com/stopwatch/>

Why is it so important to specify requirements? Slide 2

Connect all numbers from 1 to 54



Let's count time again





Let's play a game

Reach an agreement and build **YOUR** house

Each team has the unique set
of paper puzzles.

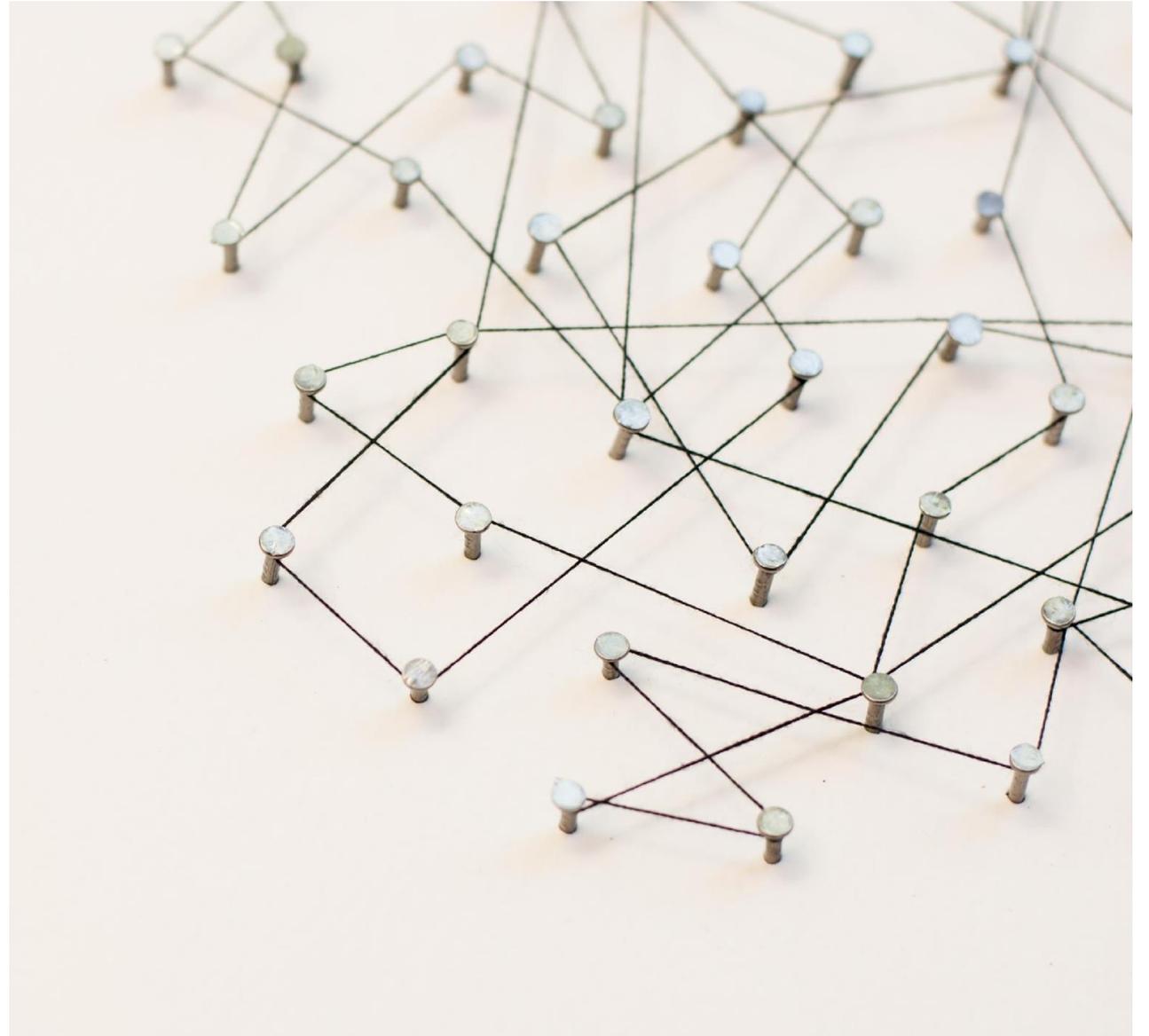
Plan your strategy, keep
talking and everybody will
win!



Roadmap

A clear roadmap allows all parties:

- To plan what and when will be done
- To plan costs
- To plan resources from both sides





Thank You

Alexandra Anufrieva | AGroup 



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