2021 Finance Strategies
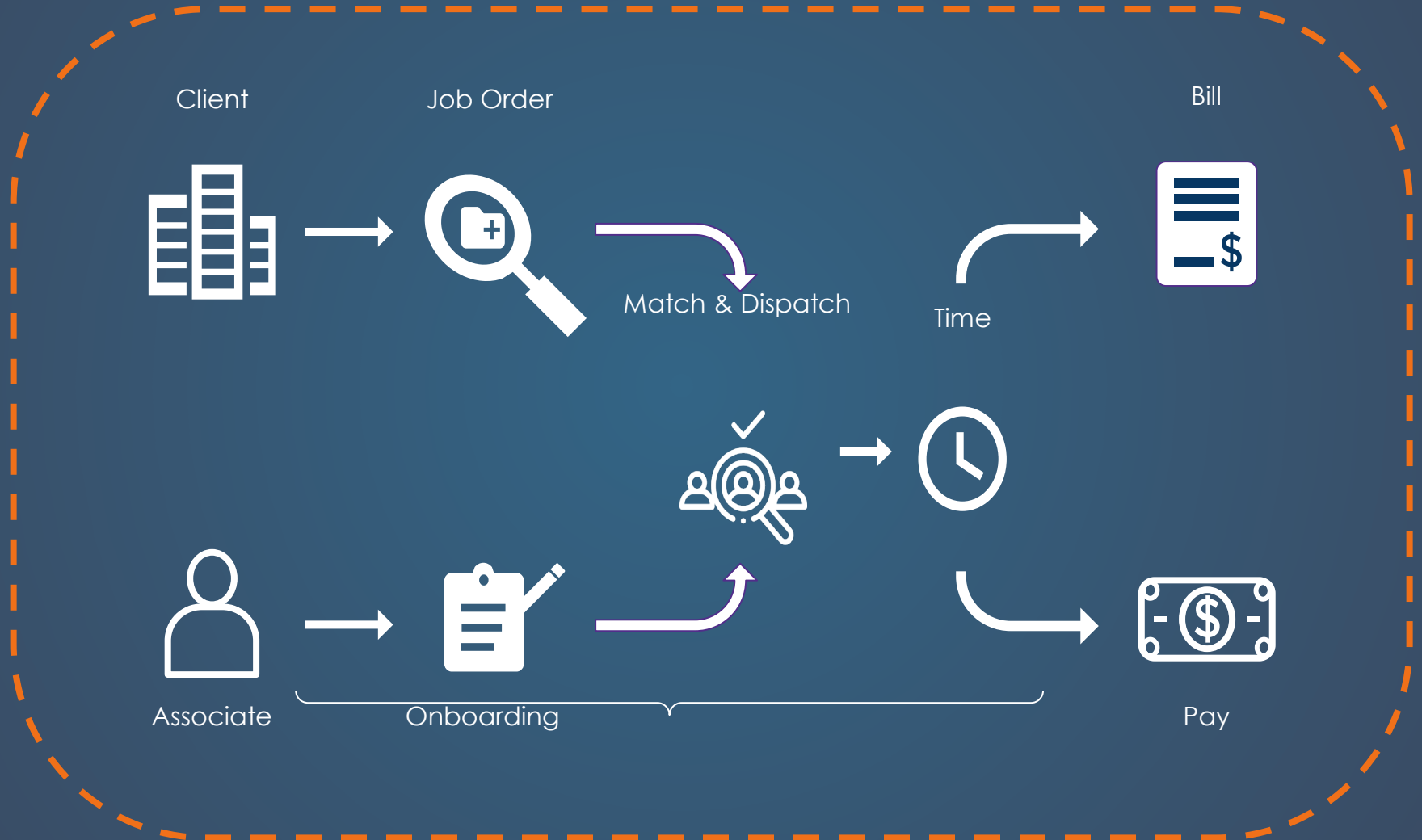December 2020

Agenda

I.   Introduction- Derrek - 5 min

II.   System of Record – Lisa Harris – 10 min

III.   Working Capital – Phelps Morris – 10 min

IV.   Workers' Compensation – Brent Pickens– 10 min

V.   Oracle – Norm Frey – 10 min

VI.   Questions – 15 min

SYSTEM OF RECORD REPLACEMENT FOR PEOPLEREADY

trueblue®
THE PEOPLE COMPANY

The basics on staffing technology

Client

Job Order

Bill

Match & Dispatch

Time

Associate

Onboarding
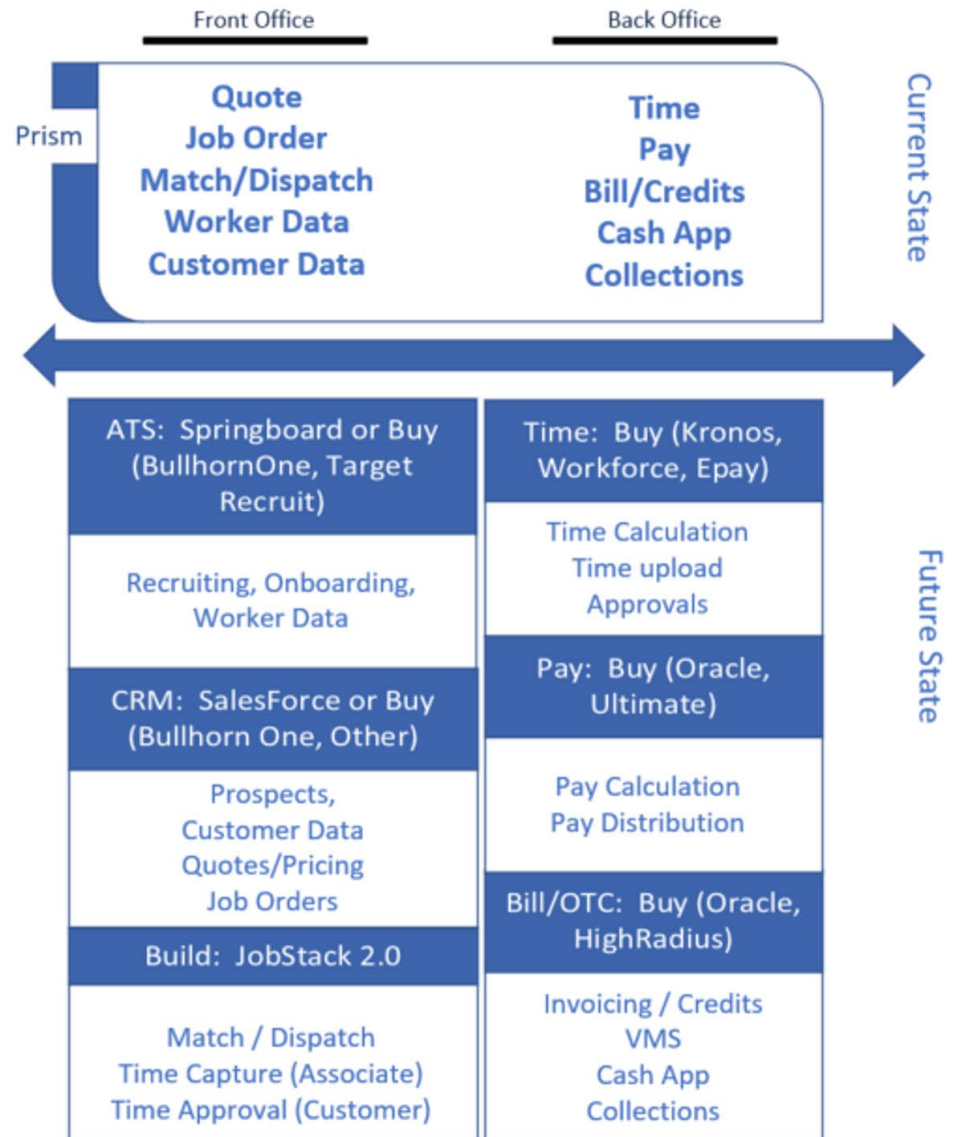
Pay

SOR ACTIVITIES

What is being replaced?
- All modules in Prism, LabPro, PeopleSoft

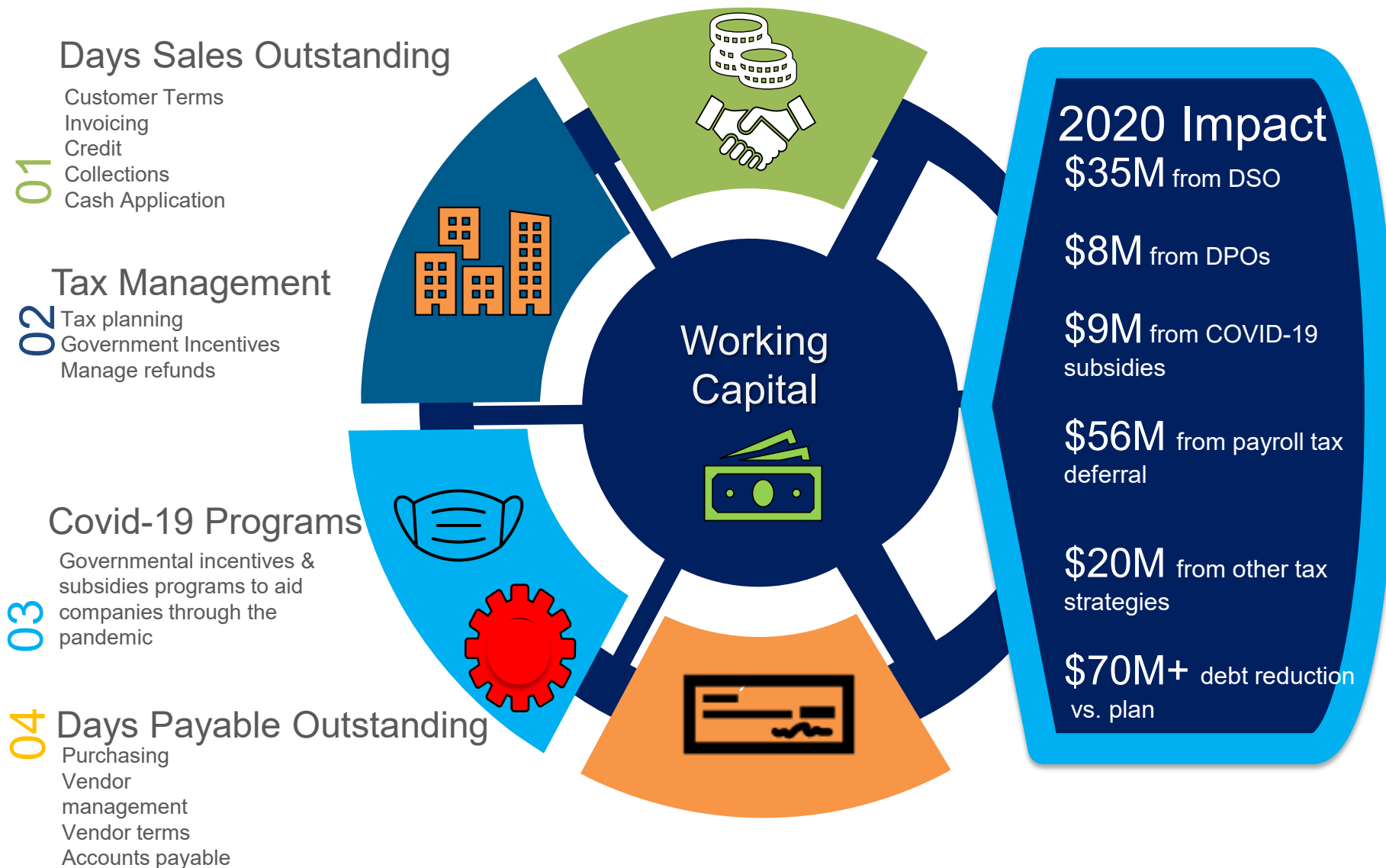**What is happening from now through Q1 2021?**
- Make vs buy decisions

When will these new systems go live?
- Expected implementation of Prism replacement – Summer 2022.

Front Office | Back Office

Prism

Current State

Quote	Time
Job Order	Pay
Match/Dispatch	Bill/Credits
Worker Data	Cash App
Customer Data	Collections

Future State

ATS: Springboard or Buy (BullhornOne, Target Recruit)

Recruiting, Onboarding, Worker Data

CRM: SalesForce or Buy (Bullhorn One, Other)

Prospects, Customer Data, Quotes/Pricing, Job Orders

Build: JobStack 2.0

Match / Dispatch, Time Capture (Associate), Time Approval (Customer)

Time: Buy (Kronos, Workforce, Epay)

Time Calculation, Time upload, Approvals

Pay: Buy (Oracle, Ultimate)

Pay Calculation, Pay Distribution

Bill/OTC: Buy (Oracle, HighRadius)

Invoicing / Credits, VMS, Cash App, Collections

WORKING CAPITAL

2020 Working Capital Initiatives

Days Sales Outstanding
01
- Customer Terms
- Invoicing
- Credit
- Collections
- Cash Application

Tax Management
02
- Tax planning
- Government Incentives
- Manage refunds

Covid-19 Programs
03
- Governmental incentives & subsidies programs to aid companies through the pandemic

Days Payable Outstanding
04
- Purchasing
- Vendor management
- Vendor terms
- Accounts payable

Working Capital

2020 Impact

$35M from DSO

$8M from DPOs

$9M from COVID-19 subsidies

$56M from payroll tax deferral

$20M from other tax strategies

$70M+ debt reduction vs. plan

2021 Working Capital Initiatives

Days Sales Outstanding

01

Customer Terms
Invoicing
Credit
Collections
Cash Application

Tax Management

02

Tax planning
Government Incentives
Manage Refunds
Residual Covid
Programs

Capital Mgmt.

03

Cash Management
Repatriation
Minimize borrowing
ROIC

Days Payable Outstanding

04

Purchasing
Vendor
management
Vendor Terms
Accounts Payable

Working Capital

2021 Targets

51 days DSO or less

50 days DPO or greater

$30 million or less cash balance

WORKERS' COMPENSATION

2020 Lower Worker Compensation

Safety
01

Worker Safety Ratio
Organization alignment
Safety culture from
Executive to branch

Claims Mgmt
02

On-time Reporting
Nurseline usage
In-Network penetration
Claims closure project

Innovation
03

Online Site Evaluation
Online Claims reporting
Client analysis of
profitability & over/under of
WC accrual
On-site technology
solutions

Communications
04

12 month communication
calendar of safety messages
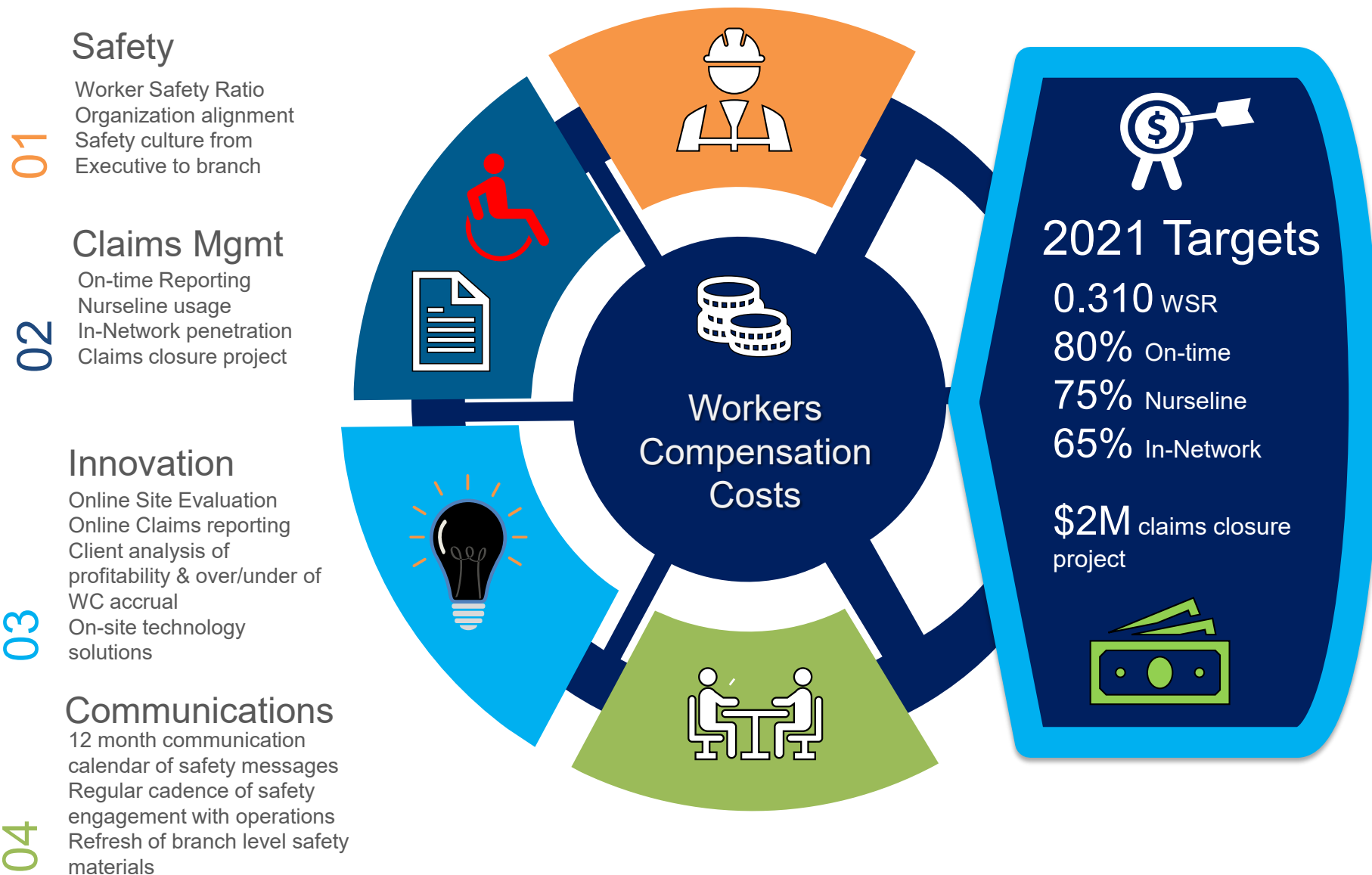Regular cadence of safety
engagement with operations

Workers Compensation Costs

2020 Results

Results	Goal	
0.312	0.312	WSR
77%	80%	On-time
69%	70%	Nurseline

$3M claims closure project

Results through October 2020

2021 Lower Worker Compensation

Safety
01
Worker Safety Ratio
Organization alignment
Safety culture from
Executive to branch

Claims Mgmt
02
On-time Reporting
Nurseline usage
In-Network penetration
Claims closure project

Innovation
03
Online Site Evaluation
Online Claims reporting
Client analysis of
profitability & over/under of
WC accrual
On-site technology
solutions

Communications
04
12 month communication
calendar of safety messages
Regular cadence of safety
engagement with operations
Refresh of branch level safety
materials

Workers Compensation Costs

2021 Targets
0.310 WSR
80% On-time
75% Nurseline
65% In-Network

$2M claims closure project

FINANCE TECHNOLOGY

LEVERAGING TECHNOLOGY TO CREATE VALUE - 2020

Risk

Service

Quality

Productivity

digital technology

EMPLOYEE

| Streamline Remove Bottle Necks & Human Error | More Time for Employees / Focus on Valuable Work & Growth | Improve Employee Satisfaction / Glint Score 80 |

Oracle Expansion – NEW
- Automate PeopleScout Invoicing
- Data Analytics/Decision Support–ERP & HCM FAW
- Financial Consolidations - FCCS
- SOX Compliance - FRC
- HCM Learning

Oracle Enhancements
- Optimize Oracle Patch Process
- Qtrly Patches – 377 HCM 278 ERP/EPM Improvements

Oracle Optimizations – Highlights
- Accelerate Close & Reporting – 35% faster
- HCM Core (Address Workday GAPS)
- AP Automation - AP Punchouts & Move Vendors to Electronic Pay
- Oracle Purchasing, AP & FAW – Revamp Cost Mgmt
- Working Capital Improvements AP DPO $8M
- In Source W-2 Generation

Credit Card Surcharge Pass-Through
- Slim CD & WorldPay technology processing solution
- $4 million+/year ongoing cost avoidance

Other Technology Solutions
- New Risk Management System
- New Payroll Tax Compliance System – MasterTax
2020 Pilots
- Online Jobsite Safety Evaluations – Full Rollout 2021
- Online Claims Submittal Portal – Full Rollout 2021

Leveraging Technology 2021

Service | Quality | Productivity | Savings
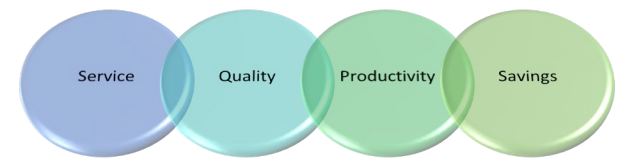
Technology Process Improvement

Technology RACI	Strategic Planning Process	Quarterly Patch Regression Testing Automation	Manual Process Inventory & Improvements	Business Case & CapEx Proposal Process

Oracle

Qtrly Patch Improvements	PeopleScout invoicing	Digital Assistant (aka Chat Bots) & Expense Reimbures Automate	OCR to IDR–Vendor invoice recognition & coding (Machine Learning)	Business Planning, Enterprise Model, Capital Planning, Workforce	OTC Upgrade to Full Functionality

Other Systems

Service Now Roadmap	Prism Reimagine / System of Record	PeopleScout "TMP" Concepts	Online Claims Submittal Portal	Online Jobsite Safety Evaluations