**Decision Box:** Represents the possible outcomes of a decision or analysis that took place in a step immediately preceding.

**Process Start:** Denotes the process begin point for specified level.

**Process End:** Denotes the process end point for specified level.

**Legend:**
- Represents a manual analysis/process that occurs outside of decision tree. Determinations and conclusions drawn from this process contribute to decision results within the specific branch of decision tree.
- Denotes a loop back to the top level decision tree.
“Employee” Status Strong Evidence – Decision Tool

2. Associate should be treated as employee and should not be paid through AP.
3. Are there current Payroll/HR processes in place to facilitate hiring action?
   - Yes: Use existing Payroll/HR processes to facilitate request.
   - No: Associate should be treated as employee and should not be paid through AP.
4. Will there be 20 or more associates hired for the engagement?
   - Yes: Conduct cost/risk analysis comparing internal program with external vendor procurement.
   - No: Recommendation
5. Use existing Payroll/HR processes to facilitate request.
6. Recommendation
7. Does the risk and expense associated with an internal program outweigh the risk and expense associated with vendor solution?
   - Yes: Conduct cost/risk analysis comparing internal program with external vendor procurement.
   - No: Recommendation
8. Recommendation
9. Does the risk and expense associated with an internal program outweigh the risk and expense associated with vendor solution?
   - Yes: Conduct cost/risk analysis comparing internal program with external vendor procurement.
   - No: Recommendation
10. Utilize in country payroll requirements outlined in the country playbook along with consolatory services to initiate payroll program for country.
11. Payroll team begins processing payroll for employees.

Country Specific Considerations
- Tax Reporting Requirements
- Payroll Tax Requirements
- Requirements for Social Insurance, health benefits, etc
- Considerations for establishing business presence; Is brick and mortar location required?
- Expected length of engagement
- Regulatory and common practice assessment of expected labor relationships in country
- Currency and other remuneration requirements (i.e. cash payments, direct deposit regulations, paycheck delivery options)
- Does BU have the requisite in house expertise to execute the program.
- Availability of local in country talent to partner with domestic team
- Employment contract requirements
**Independent Contractor Status (Strong Evidence) - Decision Tool**

1. **Strong or Very strong evidence of independent contractor status.**

2. **Associate should be treated as an independent contractor.**

3. **Review country playbook for employment contract information.**

4. **Are employment contracts required for independent contractors?**
   - Yes
   - No

5. **Are employment contracts required for independent contractors?**
   - Yes
   - No

6. **Use existing Payroll/HR processes to facilitate request.**

7. **Are there current processes in place to facilitate requirements of the employment contract?**
   - Yes
   - No

8. **Are there regulatory requirements within the employment contract that are customarily associated with employment? (i.e. health insurance requirements, tax withholding, paid time off)**
   - Yes
   - No

9. **Will there be 20 or more associates hired for the engagement?**
   - Yes
   - No

10. **Review requirements of the employment contract.**

11. **Review and select in-country vendor payroll and staffing solutions.**

12. **Conduct cost/risk analysis comparing internal program with external vendor procurement.**

13. **Process payments through AP while Payroll Team ensures employment contract terms are adhered to.**

14. **Does the risk and expense associated with an internal program outweigh the risk and expense associated with vendor solution?**
   - Yes
   - No

15. **Use known requirements along with consolatory services to initiate payroll program for country.**

**Country Specific Considerations**
- Tax Reporting Requirements
- Tax Withholding Requirements
- Requirements for Social Insurance, health benefits, etc
- Considerations for establishing business presence; is brick and mortar location required
- Paid time off
- Bonus payment requirements
"Employee" Status (Some Evidence) - Decision Tool

4.1 Some Evidence or Evidence of employee-employer relationship.
4.2 Examine employment/labor climate and culture of country.

Country Specific Considerations
- Employment/Labor regulatory climate
- Employee Centric vs Employer Centric Culture
- Expected length of engagement
- Common practice assessment of expected labor relationships in country

4.3 Does the climate/culture of the country favor employee advocacy?
- Yes
  - 4.4 Treat associate as an employee.
  - Recommendation
  - Proceed to Employee decision tool.
- No
  - 4.5 Can BU reduce risks by introducing and increasing independent contractor attributes into the agreement? (e.g., pay by the project, reduce controls over how work is done, etc.)
  - No
  - Proceed to Employment Status decision tool.
  - 4.6 Process End
  - Recommendation
  - Proceed to Employee decision tool.
Independent Contractor Status (Some Evidence) - Decision Tool

5.1 Some Evidence or Evidence of independent contractor status.

Start

5.2 Can BU reduce risks by introducing and increasing independent contractor attributes into the agreement? (i.e. pay by the project, reduce controls over how work is done, etc)

Yes

5.7 Examine employment/labor climate and culture of country.

Country Specific Considerations
- Employment/Labor regulatory climate
- Employee Centric vs Employer Centric Culture
- Expected length of engagement
- Common practice assessment of expected labor relationships in country

5.3 Examine employment/labor climate and culture of country.

5.4 Does the climate/culture of the country favor employee advocacy?

Yes

5.5 Treat associate as an employee.

No

5.6 Requires external consultation and review.

5.8 Does the climate/culture of the country favor employee advocacy?

Yes

5.9 Process End

No

5.10 Strong Evidence of independent contract status.

5.11 Process End

5.12 Proceed to Independent contractor decision tool.

5.13 Proceed to Employment Status decision tool.

Recommendation