

HR DATA INTEGRATION AT ADP

TECHNICAL WHITEPAPER

Exploring best practices and innovations for seamless HR data integration success





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Executive summary

In today's digital economy, data serves as the lifeblood of business operations. Efficient management of data, and the ability to ensure its timely and accurate flow across systems, is critical to achieving strategic business goals. Regardless of department — whether in human resources (HR), information technology, operations, finance or marketing — organizations must prioritize the seamless integration and movement of data across key platforms. At stake are not only operational efficiency and regulatory compliance but also the broader realization of long-term business value.

When it comes to HR, an integration strategy that enables datasets to be in all the right places at all the right times — accurately, securely and within compliance standards — is a worthy goal to be shared by leadership in both HR and IT departments. When HR, payroll, benefits and financial data are all connected, you get a clearer picture of your workforce that can help you move beyond routine tasks and focus on bigger, strategic goals. This kind of setup makes planning more accurate, helps teams work better together and boosts your ability to adapt when things change.

The expectations placed on HR leaders continue to evolve. According to the 2023 Gartner ReimagineHR Conference Keynote, 83% of HR leaders report being tasked not only with traditional responsibilities, such as recruitment, compliance and performance management, but also with driving business outcomes, managing organizational change and enhancing the employee experience. However, many organizations face significant technological hurdles in achieving these goals.

Expanding the HR technology stack to address the broader set of responsibilities and expectations has been a natural and rational response. Research from the <u>Sapient Insights Group's 26th Annual HR Systems Survey</u> reveals that midsize organizations now maintain between three and 15 separate HR solutions, while larger enterprises often manage as many as 55.² But this proliferation can easily create data integrity and accuracy issues between systems, aside from the obvious data input and management challenges confronting HR teams.

As organizations continue to navigate rapid change and rising expectations, the ability to exchange consistent and timely data across the HR and business ecosystem is not optional; it is a strategic imperative. Integration, and the requisite security and compliance, is rising as a lead consideration for HR and IT leadership when selecting and implementing core and peripheral HR solutions.

This whitepaper informs all stakeholders involved in HR data integration, planning and implementation. Because these individuals may differ in their technical understanding, we've organized the paper into sections that are easy for you to skim, skip or go into depth, depending on your knowledge and interest.

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What is data integration?

2

HR data integration challenges

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HR data integration at ADP



Integration technologies and use cases



Getting started

What is data integration?



While data integration is simple in concept, it can get complex very quickly below the surface. Beyond the many acronyms and technical language, there are also datasets, dataflows, schedules, and multiple exchange techniques to consider. It's helpful to start with a few basics.

Put simply, data integration facilitates the transfer of information from one system to another. It's a technical process of exchanging or synchronizing two or more individual datasets into one common data environment.



HR data integration fundamentals

Data integration enables varying amounts of valuable data to flow securely across your application and information services ecosystem based on specific needs. It automates the flow of this information in a timely manner, requiring much less human oversight and manual effort, thereby improving data accuracy and reducing or eliminating the need for multiple data entry points. It also reduces costly risk and administrative burden, increases flexibility, and creates easier access to important information across the organization and with HR service providers.

Common HR integration use cases range from large scheduled transactions (such as exchanging payroll deduction information to health insurance carriers and retirement plan administrators) to event-driven data exchange at the individual employee record level (for example, provisioning network, application, equipment and facility access for a new hire across all affected systems).

Who and what is involved?

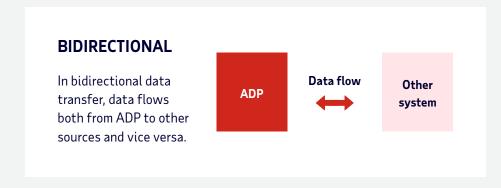
Although somewhat obvious, it's important to note who and what may be involved with each HR data integration. Integration choices are driven by the options available at both ends (and in the middle!) of the exchange process. It can also require collaboration within your organization, primarily between HR and IT. The key players and enablers are therefore:

- Your extended organization.
- ADP and other solutions and vendors you use to process data.
- Middleware platforms to facilitate data exchange.

How the data flows

At its most basic, integrations facilitate HR data flows in three ways:

- Bidirectional: Both to and from your organization. An example might be information about 401(k) contributions between your payroll provider and retirement plan administrator (e.g., Fidelity, Vanguard).
- Outbound: In one direction only, from ADP to other applications.
 An example might be posting payroll expense data to a general ledger system (e.g., Sage Intacct, Acumatica).
- Inbound: In one direction only, from other sources into ADP. An example might be employee hours and attendance from a time and attendance system (e.g., MakeShift, Synerion, Replicon).











Data flow considerations

Several factors influence how you choose to move data from one source to another. For example, how quickly do you need to transfer the data? Does it need to be in real time? Or is it sufficient to move the information once a day or once each pay period? Is it done manually or can it be automated, triggered by specific events like onboarding a new hire?

For example, secure file transfer protocol (SFTP) and application programming interfaces (APIs) are both methods for transferring data between systems, but they have different approaches and use cases. SFTP excels at bulk file transfers and is well-suited for secure, scheduled data exchange. APIs, on the other hand, facilitate dynamic, real-time data exchange and are ideal for more complex interactions and integrations. In <u>Section 3</u>, we'll go into more detail on how SFTP and APIs can be used to meet integration needs and when each is more appropriate.

Common HR data integration use cases

Data integration of some form is implemented between an HR system of record and the following systems and services to ensure HR data is synchronized in a timely manner:

- HR and HCM solutions like payroll, recruiting, time and attendance, learning management systems, performance management, etc.
- Retirement plans like 401(k) and IRAs, often administered by external administrators (e.g., Fidelity Investments)
- Benefit providers like health insurance companies (e.g., Aetna, Blue Cross Blue Shield)
- Identity and access providers (e.g., Microsoft Entra ID, Active Directory, Okta)
- General ledger and enterprise resource planning (ERP) systems (e.g., Oracle NetSuite, SAP S/4HANA, Microsoft Dynamics 365)
- Vertical market solutions that offer products or services designed to meet the specific needs of a particular industry or market segment (e.g., MedTrainer, Clockshark)
- Homegrown solutions (e.g., software applications and databases built for unique business processes, often developed in vertical markets or industries with high-volume, high-churn workforces)
- Database systems (e.g., Microsoft Azure, Snowflake, Databricks)
- Analytic systems (e.g., Microsoft Power BI and Power Automate, Google BigQuery)

In each of these examples, select HR data needs to flow between systems. Data integration makes this possible.

Key terms: Integration basics

Data integration: The seamless transfer and synchronization of data, a set of facts or numbers, between systems through inbound, outbound, or bidirectional integrations, ensuring accuracy and consistency.

Export: The extraction and conversion of raw data from its existing format into a format required by another application.

Import: The inbound process of moving data or settings used in one program to another.

Interface: An interface may also be referred to as a bridge, where two or more separate software systems communicate under limited capacities. Data is typically maintained in multiple locations and requires some manual administration.

Middleware integration: A platform used to facilitate communication and interaction between different software systems (could also be referred to as an integration platform). Middleware acts as an intermediary layer that connects disparate systems and enables them to exchange data and service.

Carrier connection: An industry term used to describe the movement of employee benefits information between an HR information system (HRIS) and the benefit carrier or plan provider. Also referred to as EDI feed.

Secure file transfer protocol (SFTP): A network protocol that uses encryption to securely transfer files between a client and a server.

Application programming interface (API): A set of standardized requests or protocols that allow programmers to push and pull data in real time from one application to another. Web service APIs that use HTTP-style addressing to send and receive data exchange requests are typically used for integration projects (aka RESTful APIs). Middleware is often required to manage HR data exchange.

Business process integration: Aligning business processes across different software systems to streamline operations. This involves ensuring that different systems support the same workflow and can exchange information when needed.

HR data integration challenges

Integrating HR systems is a common but often complicated challenge for many organizations. Most companies today juggle an ecosystem of disparate HR technologies to manage payroll, benefits, time tracking and employee records. According to research conducted by Sapient, organizations with 50 employees to the largest global companies cite an average of 24 separate HR systems.² This doesn't even include additional non-HR systems like ERPs, data warehouses or analytics platforms.



Learning management

Performance



Rewards and recognition



Data analytics



Travel and expense



Compliance and consulting



Financial wellness



Employee help desk



ERP and accounting



Identity providers



While each system serves its purpose, getting them to work together smoothly can be difficult. Without proper integration, it's harder to get a complete picture of workforce data, keep things compliant or make processes more efficient. This section explores the main roadblocks to integration and what to consider when planning a data integration project.

What can get in the way?

The availability of pre-built integrations and solutions for common data exchange use cases can mitigate many of the following challenges. Still, here are factors that can impede data integration.

Available data exchange options

Systems vary in their ability to exchange data. Lack of available APIs or incompatible formats may require fallback methods like automated or manual file transfers. Understanding each system's capabilities is essential for defining scope and selecting tools. Limited interoperability can obstruct seamless data flow.

Budget

Budget constraints can shape the scope, tools and timeline of an integration initiative. Integration projects require financial investment at some level. Costs may include software subscriptions, implementation fees, outsourced development, or consultancy services and support.

Cross-department coordination

Effective data integration depends on close collaboration between HR, IT and finance teams. Misaligned goals, timelines, or resources can cause delays, errors, and inefficiencies. Though less urgent than technical or compliance issues, coordination is critical to achieving business objectives.

Stakeholder coordination

Integration efforts often involve multiple parties (including system providers, middleware platforms, third-party tools and sometimes external integrators), each with its own processes and timelines. Aligning these stakeholders is essential to a unified integration strategy.

Technical resources

Depending on the project, skilled developers, system architects, and IT support personnel may be required for both initial implementation and ongoing maintenance, but not every business has internal IT resources. Professional service integration offerings and pre-built integrated solutions can mitigate or alleviate the need for in-house or contracted technical support.

Data field mapping and translation

Data field mapping and translation are crucial processes in data management, especially when dealing with data from multiple sources or different formats. Data field mapping establishes the relationships between data fields (e.g., name, address, job title) in different systems, ensuring accurate transfer and transformation. Data translation, on the other hand, involves converting data from one format to another, often for compatibility or usability reasons.

Security and compliance

Data integration must follow strict security protocols and industry regulations like General Data Protection Regulation (GDPR), Health Insurance Portability and Accountability Act (HIPAA) or System and Organization Controls 2 (SOC 2). Security dictates how data is transferred, stored, and accessed, often influencing tool or vendor selection. Encrypted transfers, secure authentication and access controls increase complexity. Vendors should offer strong security and compliance measures, helping organizations protect sensitive data while maintaining accessibility.

In the next section, we'll review how to meet these challenges to create a data integration strategy that works for your business.



Key terms: Integration basics

Automated file transfer (AFT): The process of moving digital files between systems or locations on a scheduled or trigger-based basis without manual intervention, using software tools or scripts.

Data fields: Individual units of information within a database or form, each representing a specific attribute or value, such as a name, date, or ID number.

Data translation: The process of converting data from one format, structure, or language into another to ensure compatibility and usability across systems or applications.

Encrypted data transfer: The secure transmission of data by converting it into a coded format that prevents unauthorized access during communication.

Interoperability: The ability of different systems, applications, or platforms to seamlessly exchange, interpret, and use data in a consistent and meaningful way. Systems must be able to send and receive data using shared formats, understand the meaning of data fields, process data without error, and enable real-time updates, batch processing, or event-driven data sharing.

Security and compliance standards: Formalized rules and frameworks that organizations follow to protect data, systems, and operations from threats and ensure they meet legal, regulatory, and industry-specific requirements. They help maintain confidentiality, integrity, and availability of information while demonstrating accountability and governance. Examples include GDPR, HIPAA and SOC 2.

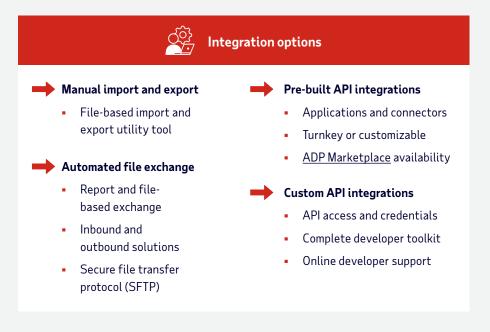
Standardized file formats: Predefined structures used to store and exchange data consistently across different systems, applications, or platforms. Three commonly used formats are extensible markup language (XML), JavaScript object notation (JSON) and comma-separated values (CSV).

HR data integration at ADP



ADP has **75-plus**years of experience
and serves over
1.1 million clients
worldwide. Our
integration solution
teams have solved
most every HR data
integration challenge.

At ADP, we offer many ways to manage connectivity across your HR ecosystem. Whether it's plug and play or customized, implemented using file-based exchange techniques or API, built in-house or externally, we have secure solutions and experienced technical professionals ready to help our clients select a method that best fits their business needs.



Manual file-based import and export utility tool

ADP clients have access to manual file-based import and export tools that are built into the ADP systems. These tools facilitate manual data transfer within the integration ecosystem, allowing users to manage their data efficiently when automated solutions are not implemented.

Automated flat file exchange

These solutions typically use automated flat files (like CSV or TXT) to exchange data, often in a scheduled, automated process using SFTP to transfer files securely. SFTP excels at bulk file transfers and is well-suited for secure, scheduled data exchange. Inbound, outbound or bidirectional exchange can be enabled. The data fields and file format are generally dictated by the system receiving the data. These integrations could be configured and managed by ADP or your organization.

Automated flat file examples (available with select ADP systems) include:

- Data Bridge: An inbound or outbound data integration solution that moves select employee information in a defined file format between an external vendor or platform and an ADP system.
- Automatic export services (AES): An outbound data integration solution to a third-party system that facilitates the automatic scheduling and transmission of reports created in an ADP system.

- 401(k) and 401(k) 360: An outbound integration solution that sends employee retirement plan information in a specific file format from ADP to a third-party provider of retirement services. A "360" implementation also receives retirement plan information from a third-party retirement plan provider to an ADP system.
- Benefits carrier connections: An outbound integration that moves employee
 information for benefits enrollment, eligibility, and demographic information
 between an ADP system and insurance providers or other benefit providers.
 Electronic data exchange (EDI) is a technology that is often used.
- Automated paydata: An inbound integration solution facilitating the automatic import of a payroll-related data file from an external system into an ADP system.

API-based integration solutions

While many systems that send and receive HR data still use SFTP and file-based solutions, data integration software has rapidly advanced. For many applications, organizations need data faster and often in real time — in a word, programmatically. APIs can alert other systems to changes in one or more data fields and enable you to push and pull data in real time from one system to another.

Because APIs are so powerful and valuable, their use is accelerating across HR data integration use cases and across the HR ecosystem. ADP offers API-based solutions as pre-built, tested and secure integrations and also in a format that makes it easy for developers to create customized solutions for your organization.

Pre-built API integrations and ADP Marketplace

Through ADP Marketplace, our digital HR storefront, clients can access pre-built solutions and data connectors from ADP and third-party partners that integrate with ADP HR and payroll platforms via APIs. These solutions help clients meet their top HR challenges and make it easy to connect and share data across systems. To help clients quickly find the solutions that best meet their needs, they can use natural language to search for solutions via the generative artificial intelligence (AI) smart search tool.

- Pre-built solutions: A broad range of ADP and partner solutions are available
 to support recruiting, onboarding, learning, benefits, financial wellness and
 more all ready to quickly connect with ADP platforms.
- Data connectors: Pre-built data connectors allow clients to securely and automatically share ADP data with other solutions (Workday, NetSuite, Sage Intacct), so you can enter data once and share it across multiple systems with little or no custom development effort required.

ADP Marketplace is the largest open HCM ecosystem.

apps.adp.com 🔆





800+
solutions globally



6.9B API calls per year



6 countries — global availability

HRIS and Compensation
Manager Macie Benjelloun
of International Vitamin
Corportation (IVC) estimates
her company has saved at
least \$60,000 by switching
from manual to automated
processes with apps from
ADP Marketplace.

"At IVC, the goal is to move from paper to automating our HR processes. So far, ADP Marketplace has played a key role in helping us reach that objective."

Macie Benjelloun
 HRIS and Compensation
 Manager





"We use ADP API
Central to incorporate
employee data into our
internal MIS systems
and for offline analysis.
The integration of ADP
data into our systems
has worked very well
and we are able to
derive significant
benefits from
our analyses."

— **Robert Willson**President, APS Materials

Custom API integrations

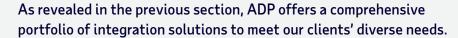
ADP APIs are available through ADP technical services, or through ADP® API Central, a self-service portal for developers to build custom integrations with third-party or internal systems. With API Central, client and third-party developers can instantly access the ADP API library, project templates, tools, and services all in one place to build integrations more easily. The ADP developer portal provides complete API documentation for partners and clients as well.



ADP integration solutions: summary

In this section, we reviewed the full spectrum of ADP integration options designed to support your business objectives. From a person's first day of employment to the ongoing flow of critical HR and payroll data, ADP platforms and integration solutions help ensure information exchange is secure, timely, and actionable. With expert support, tools, and a robust ecosystem of trusted partners, ADP empowers organizations of all sizes to help streamline operations, enhance compliance, and improve the employee experience through thoughtful, effective integration strategies.

Integration technologies and use cases



It's important to note that by its very nature, data integration has multiple external dependencies driving the approach and successful implementation. The data source and destination are generally unique systems, typically from different vendors and each must offer methods for data import, export, or both. Invariably, some form of middleware is required to facilitate the transfer of data between the sending and receiving systems.

It is essential to identify which integration technique each system can support and determining the party responsible for each step of the integration process is essential for achieving a successful outcome.

In this section, we'll discuss the technical architecture, data flow, use case, and general implementation of the foremost integration techniques used by ADP and our partners, specifically:

- ADP file-based solutions (SFTP)
- ADP API-based solutions (RESTful)



ADP file-based solutions (SFTP)

ADP file-based solutions utilize SFTP, with few exceptions. SFTP is a network protocol that uses encryption to securely transfer files using a client-server approach. ADP offers several data integration solutions using SFTP for inbound or outbound data transfer. For some use cases, separate inbound and outbound SFTP solutions are implemented to provide a bidirectional exchange between two systems (aka 360 file-based solutions).

File-based inbound data integration

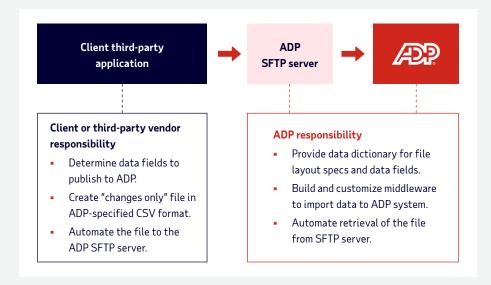
A file-based inbound integration solution is a one-way file feed from a third-party source (application or system) to an ADP SFTP server. The source file is created by the client or third-party vendor using an ADP-specified layout and data fields. The file is automated by the third-party vendor or client to the ADP SFTP server. The ADP system is automated to retrieve the file from the SFTP server and import the data fields to complete the data exchange.

Common use cases for this type of integration include importing new hire data to ADP from a global HRIS system or recruitment system and importing pay data from a third-party time and attendance system.



Technical overview of file-based inbound integration

The illustration below identifies the key elements of a file-based inbound integration and defines the roles that clients, third-party vendors and ADP typically serve in this type of integration.



File-based outbound data integration

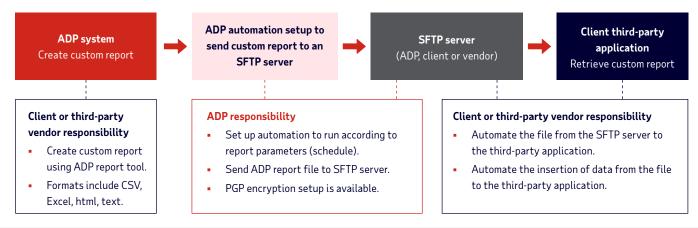
A file-based outbound integration solution is a one-way file feed from an ADP system to an SFTP server (ADP or third-party). The file is typically created using an ADP reporting tool. The integration setup includes automation that is scheduled to send the file to a designated SFTP server. A corresponding automatic file retrieval is set up in the third-party application to complete the data exchange.

Common use cases for this type of integration include employee demographics output, 401(k) or stock plan contribution data, and general ledger file information to accounting and ERP systems.

Technical overview of file-based outbound integration

The illustration below identifies the key elements of a file-based outbound integration and defines the roles that clients, third-party vendors and ADP typically serve in this type of integration.







ADP API-based solutions

ADP is taking a comprehensive approach to integration capabilities with an eye on the future as well as our existing customer and partner needs. Leveraging APIs whenever possible, instead of files, for data integration offers a more strategic, modern and scalable approach for businesses.



The benefits of APIs over legacy file-based integration techniques are compelling.

- Real-time access: Enables faster decisions, better customer experiences and greater agility
- Event-driven architecture:
 Enables near-real-time data
 change notifications and updates
 on your data via event and
 webhook models
- Lower overhead: Reduces IT burden, cuts maintenance costs and minimizes human error
- Stronger security: Aligns with GDPR, HIPAA and leading data protection standards
- Scalable and flexible: Helps future-proof integrations and speeds up partner onboarding

- Standardized and reusable:
 Promotes service-oriented
 design and rapid development
- Generative Al support:
 Programmatic access to HR data can support generative Al capabilities across an organization
- Proactive monitoring:
 Enhances observability, issue resolution and service-level agreement (SLA) management
- Seamless integration:
 Accelerates innovation and ecosystem connectivity

Pre-built API-based integrations

ADP and our partners offer a wide range of pre-built API-based integrations, both as connectors between existing systems and software, and as pre-built, integrated HR applications. The solutions are generally available via e-commerce on ADP Marketplace or through ADP sales associates.

The technical architecture for API-based integration includes middleware, which may be implemented as a custom software routine, an open-source platform or a commercially available integration platform as a service (iPaaS).

Pre-built solutions are generally turnkey and require minimal technical support for implementation. They are often plug-and-play, easily implemented by HR practitioners who will administer and use the solutions.

ADP Marketplace partners build and test API-based integrations utilizing integration tools and support made available from ADP. ADP Marketplace offers hundreds of solutions to meet many HR and integration needs, with new ADP and partner solutions added regularly.

Custom-built API-based integrations

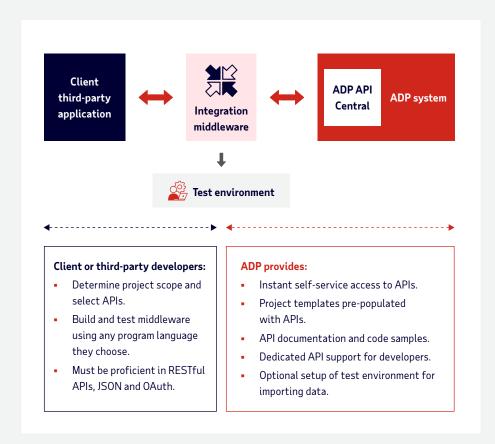
When pre-built integrations are not available on ADP Marketplace, <u>ADP APIs</u> <u>available through ADP API Central</u> are ready solutions for ADP clients to build the integrations needed to connect virtually any HR or business system.

API Central is a self-service portal that empowers developers by giving them immediate access to a comprehensive library of ADP APIs, use case templates, detailed documentation, code samples and online support. Integrating systems becomes less challenging, and organizations can accelerate efficiency and innovation through custom integration.

Common use cases for custom-built API-based integrations include integration with ADP systems, workforce provisioning systems, time and attendance systems, ERP, database, and analytics tools.

Technical overview of custom-built API-based integrations

The illustration below identifies the key elements of an API-based integration and defines the roles that clients, developers and ADP play in a custom integration project using API Central.





Forrester Total Economic Impact[™] Study of ADP API Central

The study indicates that the composite organization — representing a typical business with 1,500 employees and \$400 million in annual revenue — can realize significant cost savings and efficiencies by adopting API Central.³

Over three years, the quantified benefits include:

- ✓ IT time savings of 50% on integrating workforce management systems.
- Reduced errors through automated data transfer and synchronization.
- The ability to automate various HR processes, saving time and resources.



Additional custom integration resources

1

ADP developer portal

Access detailed information on building custom integrations with ADP systems using APIs for partners and clients.

2

API consulting services

API specialists are available to guide custom integration projects. Consulting includes selecting appropriate APIs for your projects, guidance on interacting with the applications you are integrating with, and development best practices to drive a project to completion quickly.

3

ADP API Central integration services partners

Offering both turnkey and custom integration service for many use cases, integration services partners provide complete integration development and service subscriptions on <u>ADP Marketplace</u>.

Aquera seamlessly integrates ADP with HR, finance, and IT ecosystems to ensure automated, end-to-end, employee life cycle processes, data synchronization, and user account provisioning. Choose from 1,000+ pre-built connectors for leading business applications including identity directories, applicant tracking systems, ERPs, learning management systems, IT ticketing systems, and third-party payroll services.

DataBlend offers integrations dedicated to finance and accounting-related workflows. Featuring a no-code, low-code approach, DataBlend allows accounting and finance professionals to create secure and worry-free data integrations, with out-of-the-box or custom-built options.

Flexspring specializes in integration between ADP and applicant tracking systems, ERPs, and identity providers to automate processes including new hires and employee updates. Choose from quick, pre-built data connectors with over a dozen systems, or Flexspring can create custom integrations.

Getting started

Integrating HR data across an application and service ecosystem can appear daunting, but in most cases, much of the effort is typically addressed when a new HR system of record is introduced. Many of the core integration requirements will be addressed as part of the implementation plan. These include integrations between payroll systems and benefits providers, particularly health insurance and retirement plan providers.

Increasingly, companies will adopt an HCM suite from a single vendor, such as ADP, that includes pre-integrated application modules supporting a range of HR functions. In fact, the "all-in-one" HCM suite approach has integration as a key benefit and high-value cornerstone.

Invariably, a single vendor (ADP included) will not provide all the systems, services, and solutions that need automated, consistent, and readily available HR data. This document covers the full range of integration use cases and corresponding integration solutions in detail. Most organizations are not starting from a blank technology stack but rather are on an integration journey with a vision of the right HR dataset in the right place at the right time — accurately, securely and within compliance standards. ADP is committed to helping our clients on that journey in the most efficient way possible.

Therefore, to get started on addressing additional integration needs, we recommend the following entry point options, based on your integration journey.

ADP Marketplace 💃



is the place to start if you want to:

- Connect an existing system to ADP.
- Purchase a new HR solution that includes integration with your ADP system.

ADP API Central 🐍



is the place to start if you want to:

- Build a custom integration.
- Create a custom alternative to pre-built solutions.

ADP Integration Discovery Form *



is the place to start if you want to:

- Share information with ADP about your integration needs.
- Receive a recommendation from an ADP integration specialist.

ADP Sales and ADP® Professional Services *



- Discuss your integration needs and receive guidance.
- Schedule an integration discovery call with an ADP integration specialist.
- Talk to sales at 877-600-8802.





- 1. 2023 Gartner ReimagineHR Conference Keynote.
- 2. 27th Annual HR Systems Survey White Paper Report, Sapient Insights Group, 2024.
- 3. A study commissioned by ADP and conducted by Forrester Consulting examines the potential return on investment (ROI) that ADP clients can achieve by adopting ADP API Central using a composite organization: 1,500 employees; \$400M revenue.

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