



ENVOY AIR TAKES FLIGHT WITH OUTSOURCED PAYROLL SERVICES



Envoy Air Inc. (Envoy Air) is a wholly-owned subsidiary of American Airlines Group, operating almost 200 aircraft on 1,000 daily flights to over 160 destinations. The company's more than 22,000 employees provide regional flight service to American Airlines Group under the American Eagle brand and livery and ground-handling services for many American Airlines Group flights.

Envoy Air is experiencing rapid growth, increasing its workforce from 14,000 to over 22,000 people in just five years. With a heavily unionized environment and constant operational change, the organization needed a more agile, scalable payroll solution. By transitioning payroll operations to ADP® Comprehensive Outsourcing Services (COS), Envoy Air gained autonomy, flexibility and efficiency without increasing internal head count.

BUSINESS CHALLENGES

- Organization lacked the staff and compliance expertise to support a heavily unionized workforce without increasing payroll head count.
- Legacy system couldn't administer payment in arrears, leading to employee confusion and costly overpayments.
- Frequent regulatory, union and business changes were difficult to keep up with.

Company: Envoy Air Inc.

Industry: Transportation

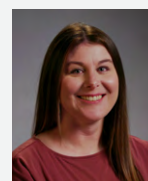
Employees: 22,000

Headquarters: Irving, TX

ADP Products: ADP Comprehensive Outsourcing Services (COS), ADP Project Services, Wisely®



Mindi Kimmell
Managing Director,
Financial Services



Tiana Lofberg
Director of Payroll
Automation

envoy

"One of the biggest benefits we've seen in moving to ADP Comprehensive Outsourcing Services is we've been able to move to payment in arrears, and by doing that we've dramatically reduced our overpayments, saving almost 26% annually."

— Mindi Kimmell

Managing Director, Financial Services

FROM TURBULENCE TO TAKEOFF: SCALING WITHOUT EXPANDING PAYROLL TEAMS

While rapid expansion is great for business growth, it comes with challenges. Prior to moving to ADP, Envoy Air's payroll was managed by its parent company, American Airlines Group. Envoy Air sought more autonomy; however, they lacked the staff and the expertise to manage payroll and handle the ongoing regulatory changes of nine different unions within its workforce.

They selected ADP Comprehensive Outsourcing Services because it provided a fast, flexible solution and the personnel needed to help them manage their growth and compliance complexities without increasing payroll department head count.

Managing Director of Financial Services Mindi Kimmell says, "We've had significant changes and we're heavily unionized. With COS, we're able to implement those changes and support all that change management with our managers, employees and partners."

A NEW FLIGHT PATTERN FOR PAYROLL DELIVERY

Envoy Air's legacy payroll system was antiquated and lacked the functionality to enable payment-in-arrears. People were often overpaid, causing confusion and wasting valuable time for payroll in having to explain the discrepancies, leaving everyone feeling frustrated and disgruntled.

Moving to ADP COS enabled Envoy to transition to payment-in-arrears, creating pay transparency for employees as well as reducing the organization's exposure to over payments.

Mindi says, "One of the biggest benefits we've seen in moving to ADP Comprehensive Outsourcing Services is we've been able to move to payment in arrears, and by doing that we've dramatically reduced our overpayments, saving almost 26% annually."

PROJECT SERVICES EXPANDS THE RUNWAY TO ENABLE AGILITY AT SCALE

Envoy Air has nine union workgroups requiring frequent system changes from 401(k) updates to regulatory changes to union contract changes. By partnering with ADP Project Services, they can manage between five and 10 projects at a time and can implement those projects two months faster on average.

Director of Payroll Automation Tiana Lofberg says, "I love Project Services. We continually have the same consultants for every project. They understand our company; they understand our complexities, and I really trust what they deliver."

CO-PILOTS IN SUCCESS

Envoy Air attributes much of their payroll success to their partnership with ADP's managed services teams who can flex as workloads increase, allowing their payroll team to be more of a strategic partner and business liaison within the company. They also appreciate the range of solutions ADP offers to help them solve whatever business challenges may arise.

A key initiative was to find cost savings around terminations in "hot state" locations. A hot state termination is one that requires immediate processing of an employee's final paycheck upon termination, regardless of whether that termination is timed with a payroll cycle. By utilizing checks from Wisely pay for these terminations, Envoy no longer needs to run off-cycle payrolls, saving approximately \$200,000 a year.

Tiana says, "ADP is a big reason why we're able to improve so many processes and do it without impacting our employees. We work with a lot of different vendors, and with ADP, we truly feel that there's care and respect. We support one another and work very closely together."

As Envoy Air continues its trajectory toward 200 aircraft and beyond, ADP will provide the scalable solutions to help ensure Envoy Air is well positioned to manage future growth without adding operational strain.



By utilizing checks from Wisely pay for these terminations, Envoy no longer needs to run off-cycle payrolls, saving approximately \$200,000 a year.



KEY OUTCOMES AT A GLANCE:

- 26% reduction in payroll overpayments
- \$200,000 annual savings utilizing checks from Wisely pay for hot state terminations
- Union changes implemented two months faster
- Zero increase in payroll headcount despite significant growth

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OUTSOURCING SERVICES**
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