



# Our Digital Transformation Journey: Tales From The Front Line

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Success Connect 2022





ATENÇÃO





# Canfor's Vision

We are the most innovative and sustainable global resource company delivering the highest value to our customers.



Canfor started in Vancouver in 1938  
10 sawmills in BC and Alberta



SOUTHERN PINE



15 manufacturing facilities  
1 new sawmill coming to DeRidder, LA



PULP



4 pulp mills in BC



Canfor has 70% ownership of the Vida Group  
12 sawmills  
9 value-added facilities

# Our Operations



## LUMBER

### CANADA

1. Houston
2. Mackenzie
3. Plateau
4. Polar
5. Prince George
6. Fort St. John
7. Chetwynd
8. WynnWood
9. Radium
10. Elko
11. Grande Prairie
12. Fox Creek
13. Whitecourt
14. Spruceland

## LUMBER

### US

15. Urbana
16. DeRidder\*
17. Hermanville
18. Fulton
19. Jackson
20. Mobile
21. Moultrie
22. Thomasville
23. Estill
24. Camden
25. Darlington
26. Conway
27. Marion Plant
28. Graham

## VIDA SAWMILLS

### SWEDEN

29. Morlunda
30. Orrefors
31. Vimmerby
32. Alvesta
33. Borgstena
34. Hestra
35. Hjärtevad
36. Hästveda
37. Nössemark
38. Tranemo
39. Urshult
40. Vislanda
41. Vrigstad Planer

## PULP AND PAPER

### CANADA

42. Intercontinental Pulp Mill
43. Northwood Pulp Mill
44. Prince George Pulp & Kraft Paper Mill
45. Taylor Pulp Mill

## PELLETS

### CANADA

46. Chetwynd
47. Fort St. John
48. Houston

## GLULAM

### US

49. Arkansas Laminating Plant
50. Georgia Laminating Plant

## VIDA SPECIALTY

### SWEDEN

51. Packaging Hestra
52. Packaging Ryd
53. Building Växjö
54. Building Växjö
55. Packaging Vimmerby
56. Packaging Logistics Falun
57. Packaging Logistics Järna
58. Packaging Skärplinge

## TRUCKING FLEET SERVICE

### US

59. New South Express Trucking fleet serving AL, AR, MS, GA, NC and SC

## GREEN ENERGY

60. Canfor Green Energy [Canada]
61. Vida Energy [Sweden]

## INNOVATION & REFORESTATION

62. Canfor Pulp, Innovation Centre
63. J.D. Little Tree Nursery

## HEAD OFFICES

64. Vancouver, BC, Canada
65. Mobile, Alabama, United States
66. Alvesta, Sweden

# HUMAN RESOURCES

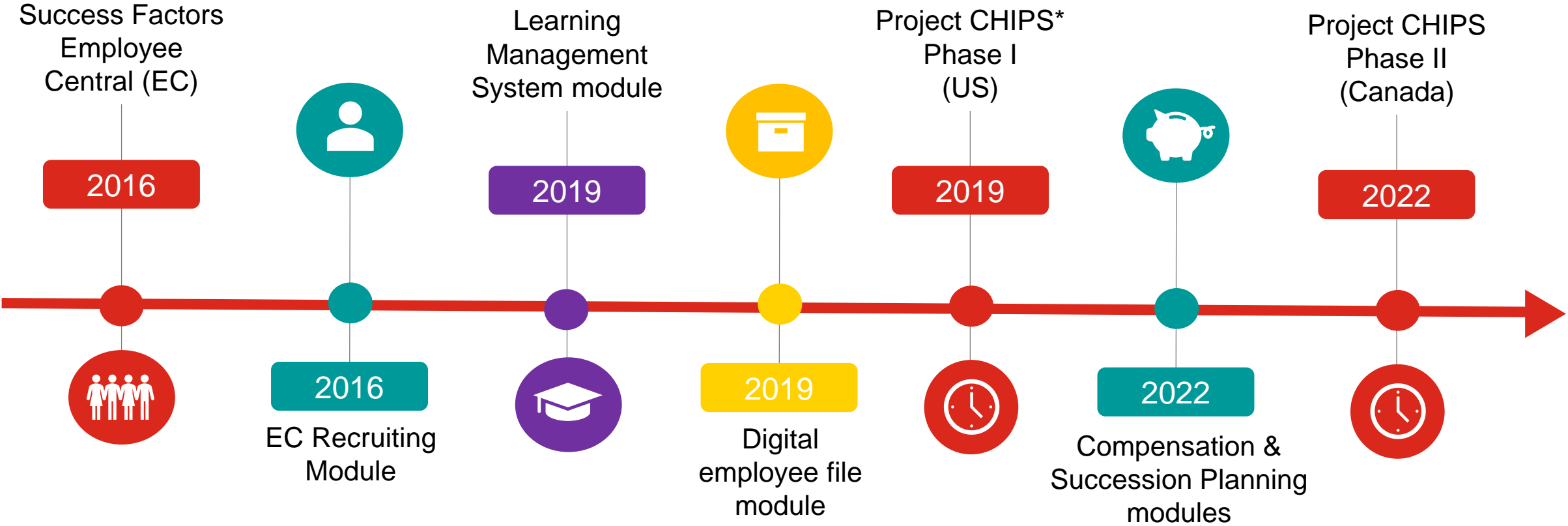
## Digital Transformation Journey



- Five different master data systems
- Legacy policies from various acquisitions
- Thousands of boxes (folders) of employee files
- Over 50 payroll groupings across North America
- Five (5) different payroll systems
- An antiquated applicant tracking system (ATS)
- Excelled at Excel
- No formal learning system



# HR Digital Transformation



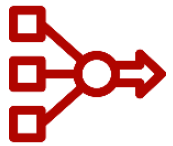
\*CHIPS: Canfor HR Integrated Payroll Systems





# Project CHIPS: Phase I

## Benefits achieved



12 payrolls condensed to 1



Automated benefit enrollment



Increased time, attendance & pay transparency/ visibility for all stakeholders (employees, supervisors, etc.)



Employees have access to electronic pay statements

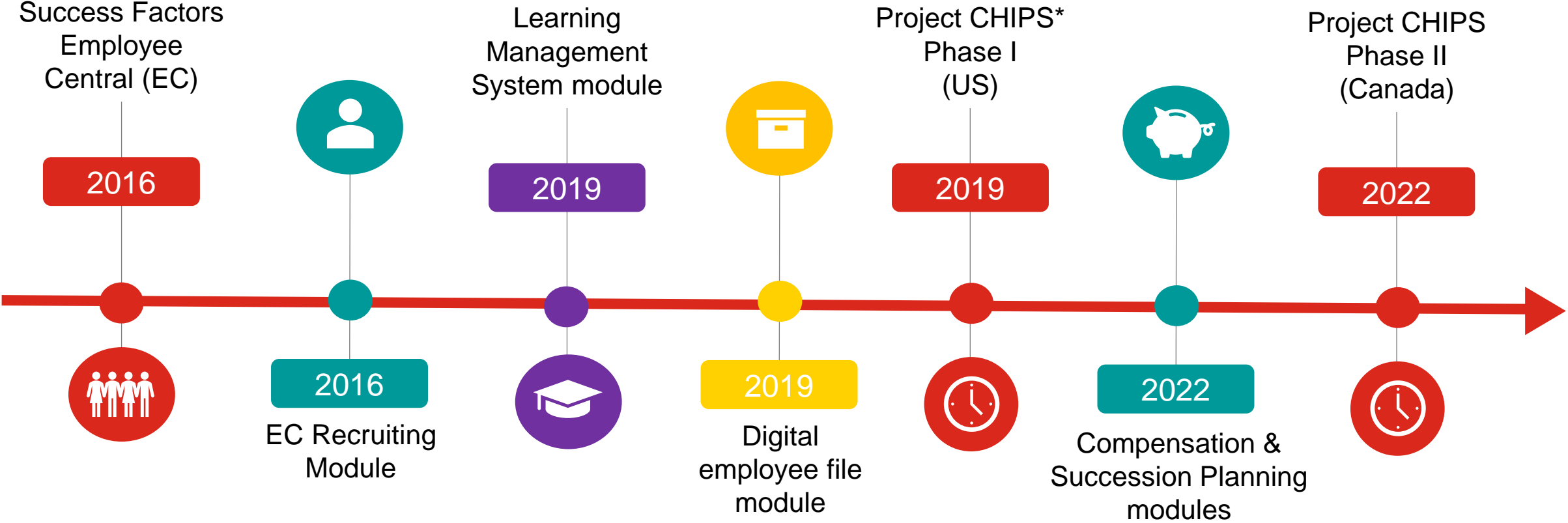


New South Express using a pre-existing driver tracking solution



Replaced outdated time & attendance management systems with a single system featuring improved functionality, security & a modern user experience

# HR Digital Transformation

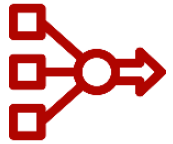


\*CHIPS: Canfor HR Integrated Payroll Systems



# Project CHIPS: Phase II

## Desired benefits



32 payrolls condensed to 6



Replaced outdated time & attendance management systems with a single system featuring improved functionality, security & a modern user experience



Increased time, attendance & pay transparency/ visibility for all stakeholders (employees, supervisors, etc.)



All employees have access to electronic pay statements



Payroll leakage identified and mitigated

# Project CHIPS: Phase II Journey



Over 100 design decisions consulted with the business



Proof of concept for all 20 locations



3,200+ employees trained



10,000 test scenarios executed



75 active biometric time clocks



Monthly Change Champion network meetings



1,500+ retirees, 1,200+ salaried employees, 2,500 hourly employees paid from new payroll system



**June 26, 27 & July 3**

**July 13, 2022**







**Challenge existing processes**

**Overcommunicate**

**Training must be local**

**Integrations. Don't overlook or  
take for granted**

**Sustainment plan**

**CANFOR**





**CHIPS PHASE III**  
October 9 & 10, 2022

*Thank  
you*