EUROPE MANAGE HR

EMPOWERING THE MODERN WORKFORCE

ISSN 2832-3572

MANAGEHRMAGAZINE.COM

TOP PAYROLL SERVICE PROVIDER IN EUROPE 2026



Louise Grønlund Dawall,
Founder and Partner

Klaus Bøje Nielsen,
Founder and Partner

KBN & PARTNER ApS

STRENGTHENING PAYROLL THROUGH INTEGRATED SUPPORT

ISSN 2832-3572

MANAGE HR

MANAGEHRMAGAZINE.COM

TOP PAYROLL SERVICE PROVIDER IN EUROPE 2026

KBN & PARTNER ApS

VALLYMEDIA, INC. 600 S ANDREWS AVE STE 405, FT LAUDERDALE, FL 33301

editor@managehrmagazine.com

PH: 510 369 5330

KBN & PARTNER ApS

STRENGTHENING PAYROLL THROUGH INTEGRATED SUPPORT



"THE WORLD IS COMPLEX, SO THE TARGET IS TO MAKE IT AS SIMPLE AS POSSIBLE AND CREATE A PROCESS THAT IS EASY TO UNDERSTAND FOR THE PEOPLE HANDLING IT."



Klaus Bøje Nielsen,
Founder and Partner

Accurate payroll depends on several functions working in sync. Employee information must flow correctly from HR into salary calculations and statutory filings before being reconciled with financial records. Yet payroll is often under-resourced because it is viewed as an administrative expense rather than a contributor to revenue. Without sufficient capacity and expertise, gaps in this process can lead to payment errors, compliance issues and unnecessary costs.

KBN & Partner bridges this gap by combining payroll administration with HR, accounting and CFO support. Based in Denmark, it works as an extension of each client's internal team, adding the expertise and capacity needed to manage these interconnected functions. Its integrated approach helps clients pay employees accurately, meet regulatory obligations and maintain reliable financial information for reporting and decision-making.

KBN & Partner examines these functions as one connected operation, tracing how information moves through the organisation. It identifies where data originates, who verifies and approves it and which teams and systems handle it. It then assigns ownership, aligns deadlines and establishes controls, ensuring information reaches the right people and systems in time for payroll processing, financial reconciliation and management reporting.

"Because we are not limited to payroll and HR, we understand what accounting and management need and can develop processes that support the wider business," says Klaus Bøje Nielsen, founder and partner.

Klaus's ability to work across these areas reflects the founders' combined experience. Klaus brings more than 15 years of CFO expertise and across accounting, HR, IT and GDPR. The founders contribute together with 25+ years of experience in accounting, controlling, budgeting, public reporting, payroll and HR. Together, they align day-to-day administration with the broader financial requirements of a business.

Making Cross-Border Payroll Repeatable

KBN & Partners's end-to-end perspective becomes especially valuable when employees work across borders. Although the European Union enables mobility among member states, an employer's obligations vary according to the employee's working arrangement and the jurisdiction.

An employee's country of residence, place of work, contractual terms and level of authority can all affect the employer's responsibilities. Certain activities may also create permanent establishment risk, triggering local tax, accounting and filing obligations. Managing these arrangements requires more than understanding individual regulations. Companies must determine which rules apply, coordinate multiple parties and ensure accurate information reaches each on time.

Consider a Danish company employing an individual who lives in France, works partly in Denmark and travels to Germany. The employee's income and associated tax obligations may need to be allocated across jurisdictions. Since a Danish payroll system cannot calculate French taxes, a local provider may perform part of the calculation before returning the results for payroll processing, review and reporting.

KBN & Partner converts this complexity into a structured monthly workflow. It defines the required information, the party responsible for each step, the applicable deadlines, the provider performing each calculation and the outputs that must be returned for review, processing or filing. The regulatory environment remains demanding, but the process for managing it becomes clear, controlled and repeatable.

"The world is complex, so the target is to make it as simple as possible and create a process that is easy to understand for the people handling it," says Klaus.



Louise Grønlund Dawall,
Founder and Partner



This philosophy gives employees, service providers and internal teams a defined monthly routine, reducing uncertainty over responsibilities, deadlines and approvals.

From Assessment to Control

For process-improvement and outsourcing assignments, KBN & Partner reviews the client's existing operation across HR, time and attendance, absence management, payroll and accounting. The assessment exposes repeated data entry, unclear ownership, conflicting deadlines, disconnected systems and outputs that cannot move efficiently to the next stage.

The findings shape a solution tailored to the client's operations. KBN & Partner may define responsibilities, establish payroll calendars, standardise files exchanged with providers, introduce approval checkpoints or strengthen controls for sensitive information. Each measure addresses a specific weakness and clarifies how a person's responsibilities affect the next stage.

An embedded role gives its consultants direct insight into late submissions, informal exceptions and communication gaps that may not appear in process documentation. It also enables them to resolve issues within the operational context in which they arise.

Because payroll can process only the information it receives, KBN & Partner establishes clear ownership and firm submission deadlines. If expenses are due on the 15th, for example, a claim received on the 16th may be deferred to the following payroll cycle. Enforcing these rules consistently preserves sufficient time for review, verification and accurate processing.

This discipline affects more than operational accuracy. Correct and timely payroll gives employees confidence that the organisation has its fundamentals under control, while repeated errors can erode trust and even influence a decision to leave.

Accurate employee payments are only one required outcome of payroll. Accounting teams also need general ledger files, reconciliations and supporting documentation while management requires reliable workforce cost data for planning and decision-making. A payroll can be calculated correctly but create downstream problems if its outputs cannot integrate with financial systems or meet reporting requirements.

KBN & Partner's accounting and CFO expertise closes this gap. By incorporating reconciliation, budgeting and reporting requirements into payroll design, it reduces the need for corrective work and gives finance teams dependable outputs. A sound process alone cannot eliminate inefficiency when disconnected systems force employees to re-enter or transfer data manually.

Automating Without Losing Oversight

KBN & Partner digitises these handoffs by implementing payroll and HR platforms suited to the client's operations, international footprint and existing technology. KBN & Partner is not tied to a single payroll platform. The resulting setup reduces manual intervention and supports consistent processing and reporting.

A direct integration is not always available or proportionate to the problem being solved. An API can transfer data automatically when the systems support it. Building a custom connection, though, may require more time and cost than the resulting benefit justifies. In those situations, KBN & Partner can introduce a controlled CSV transfer that allows data to be extracted from one system and uploaded to another without being re-entered manually.

Even the most carefully designed system requires informed oversight. KBN & Partner builds review controls into the payroll process and helps clients determine the checks needed before approval. These can include comparing original inputs with calculated outputs, reviewing a representative sample of payslips, checking gross-to-net and general ledger files and comparing the total payroll amount with the previous month. New hires, employee departures or bonuses may explain a change, but an unexpected difference should be investigated before approval.

Where appropriate, KBN & Partner uses AI-assisted comparisons to help clients identify differences between files and direct reviewers toward unusual results. But the technology cannot judge whether a calculation correctly reflects the applicable pension, holiday pay, tax or social security rules. Experienced payroll professionals must interpret each exception, determine whether the result is reasonable and retain responsibility for approval. Technology highlights the area requiring attention, while professional judgment determines whether the payroll is correct.

Proof in Action

The consequences of a fragmented payroll structure became evident in one of its largest international assignments.

KBN & Partner supported a company with more than 600 employees across 10 countries, where payroll relied heavily on manual processes. Workflows varied by country while HR, time, absence and payroll systems remained disconnected. The consequences had already reached employees. In two consecutive months, the company failed to pay an entire country's workforce on time, affecting two different countries.

KBN & Partner helped restore control by implementing an international payroll platform and creating a consistent operating model across all 10 countries. Payroll calendars continued to reflect local regulations and payment deadlines, but the surrounding workflow was standardised. Teams submitted information in defined formats, calculations followed a structured review process and approvals operated under common controls.

It also created common gross-to-net reports and general ledger files for the global ERP system. Direct integrations were introduced where practical, while structured file transfers supported the remaining system connections, improving cross-market comparisons and workforce cost visibility.

Instead of applying one calculation method across different jurisdictions, KBN & Partner established consistent governance around each payroll while preserving the local expertise required for compliance. The client gained a more reliable international operation, comparable reporting and greater visibility across countries.

> *"BECAUSE WE ARE NOT LIMITED TO PAYROLL AND HR, WE UNDERSTAND WHAT ACCOUNTING AND MANAGEMENT NEED AND CAN DEVELOP PROCESSES THAT SUPPORT THE WIDER BUSINESS."*

Building Capability That Endures

Maintaining that foundation requires continued access to current knowledge. KBN & Partner draws on professional networks, international payroll platforms and local specialists because shared European initiatives can still produce different responsibilities in individual markets.

Knowledge continuity is equally important. Klaus sees a widening knowledge gap in European payroll as experienced practitioners approach retirement and fewer professionals are available to replace them. The concern extends beyond headcount because much of their expertise lies in understanding how payroll works beneath the system. Experienced payroll professionals combine technical knowledge with a practical understanding of how local pension, holiday pay, maternity and tax rules should be applied. This enables them to recognise an unusual result even when the payroll system reports no error. As these practitioners retire, companies risk losing the country-specific judgment needed to identify incorrect calculations or system configurations.

Working alongside client teams, KBN & Partner helps preserve and transfer that understanding. Its professionals explain the reasoning behind calculations and controls, helping employees recognise unusual results and investigate them appropriately. Clients gain support for current operations while becoming less dependent on individual employees or unquestioned system outputs.

KBN & Partner's ability to connect payroll with HR, accounting and management underpins its recognition as a Top Payroll Service Provider in Europe 2026. Combining suitable technology with country-specific expertise, it makes complex administration easier to operate, monitor and trust. HR