# Non-U.S. Independent Workforce Engagement FAQs for Salesforce Managers

## GENERAL PROGRAM INFORMATION

Salesforce engages independent professionals—commonly known as contractors, consultants, freelancers, small services providers, and non-employee workers—to deliver specialized services. These independents provide Salesforce with workforce flexibility and subject matter expertise that can augment the abilities of its full-time staff.

In short, independent professionals help Salesforce compete in the ever-escalating war for talent—and it is critical that Salesforce engages them safely and efficiently.

**Why does Salesforce use a program for engaging independent workers?**

A consistent independent workforce engagement program promotes enterprise-wide process consistency, improves productivity, controls costs, increases visibility into provider relationships and spend, and mitigates the risks associated with using independents—most notably, independent contractor reclassification.

Reclassification can occur when tax authorities determine that independents working for a client do not meet the necessary criteria to engage as qualified vendors / independent contractors. These authorities may then **reclassify** them as employees, which frequently results in significant penalties and back-tax payments for the client. Reclassified workers may also try to recoup back-benefits through class-action lawsuits, which could prove very damaging to Salesforce and its reputation, brand, and bottom line.

**How will this program remove these risks?**

The program ensures that only independent professionals who meet all appropriate qualification requirements may engage as vendors. This eliminates Salesforce's reclassification risk entirely and minimizes other risks, such as class-action lawsuits and business liability risk.

**Which independents are appropriate for this program?**

All internally identified independent professionals and one-person businesses (i.e., those not recruited or sourced through a staffing vendor) **which provide services outside the U.S** must engage through this program.

**Important:** Incorporated entities and former employees are **not exempt** from this program. If you have questions concerning whether a worker you wish to engage is appropriate for this program, please contact Salesforce's Chris Farmer at cfarmer@salesforce.com.

## MBO PARTNERS AND ITS SERVICES

**Why MBO Partners?**

Since 1996, MBO Partners has delivered solutions that make it safer and easier for enterprise organizations and top independent professionals to work together. MBO strengthens relationships, minimizes risk, and maximizes value for businesses like Salesforce. Our unmatched experience and industry leadership enable us to operate on the forefront of the independent economy and consistently advance the next way of working.

**How do I contact MBO Partners?**

Salesforce managers can contact salesforce@mbopartners.com.

**Is there a cost for this program?**

MBO applies a fee to the rate you negotiate with the worker. This fee varies by the country in which the work is performed and the partner MBO uses to assist with the engagement (if any).

MBO performs a cross-border assessment of each non-U.S. project to determine the appropriate engagement channel and cost. We convey the cost to you for approval before the project may commence.

## ENGAGEMENT PROCESS

**Once I identify new independent workers, how do I refer them to MBO?**

When you identify a new in-scope independent professional for a non-U.S. project, complete this Referral Form.

**How long does it take to onboard workers after I refer them to MBO?**

Onboarding times vary based on several factors. Country-specific business qualification steps and background screening requirements (when required) have the biggest impact, but other factors (such as time zone differences) often play a part as well.

Note that onboarding timing also strongly depends on the worker's responsiveness. MBO provides clear instructions and works closely with each worker to improve responsiveness and accelerate the process as much as possible.

As the manager, you have a part to play as well. We recommend that you stress the importance of completing the steps quickly when you're communicating with a worker you intend to engage.

**Are background checks required?**

A background check may be required depending on system access requirements. When needed, MBO coordinates the screenings as part of our onboarding process. It is Salesforce policy not to allow workers to begin work until the screenings is complete.

**How do I approve time and expense entries?**

You'll receive an email notification each time a worker engaged on your projects submits time, milestones, deliverables, and/or expenses. Follow the instructions in the email to execute the approval.

Please be sure to approve all submissions by noon ET at each Tuesday. Failure to meet this deadline may delay payments.

**How long does it take for workers to receive their payments?**

Payment timing varies by the worker's business classification (employee or independent contractor), client, and country. If you have questions about a worker's payment timing, please contact salesforce@mbopartners.com.

Again, it is very important that you approve your independents' time and expense submissions before the noon ET Tuesday deadline each week.