



### CUSTOMER STORY

# PCL Construction Transforms Global Payroll and Operations with Landmark Oracle ERP Transformation on Microsoft Azure

## ERP Powers Payroll Operations for a Global Construction Leader

**PCL Construction** (PCL) is one of the most respected and accomplished global construction leaders, comprising independent companies operating throughout the United States, Canada, the Caribbean, and Australia. With an annual construction volume of \$9.9 billion USD, PCL builds projects that shape communities and strengthen infrastructure.

To manage financial operations for a workforce of more than 7,000 employees and over \$1 billion in annual payroll across multiple countries and currencies, PCL relied on JD Edwards (JDE), Oracle’s enterprise resource planning (ERP) system, as a mission critical backbone.

## Legacy ERP Set Up Presents Challenges

Over its 120-year history, PCL’s expansion across diverse business units and regions led to a fragmented ERP landscape—26 standalone JDE systems running on aging IBM AS/400 infrastructure. This decentralized setup introduced significant challenges:

- Dispersed and inconsistent data
- Cumbersome reporting processes
- Limited scalability to support modernization
- Operational risk with every system change or update

Recognizing that its legacy ERP environment was unsustainable, PCL sought a partner to help modernize and future-proof its systems.

### CUSTOMER PROFILE

Name: PCL Construction

Location: Edmonton, Alberta, Canada

Industry: Construction

Solution: Syntax Advisory and Migration Services for JD Edwards | IBM AS/400 modernization | Syntax Enterprise Cloud | Microsoft Azure

### Benefits

- Enterprise-wide visibility of global payroll and finance data
- Cloud-native foundation for innovation and agility
- Enhanced operational efficiency via standardized processes



## A Phased Modernization Roadmap

PCL partnered with Syntax to design and execute a multi-phased digital transformation initiative aimed at consolidating, modernizing, and securing its ERP environment.

The first step was a lift-and-shift migration of all 26 JDE environments from the legacy IBM AS/400 infrastructure to a modern AS/400 environment hosted on the Syntax Enterprise Cloud. This reduced infrastructure risk, ensured business continuity, and established a reliable foundation for modernization.

The second phase consolidated all 26 JDE instances into a single, unified ERP platform on Microsoft Azure—eliminating decades of fragmentation. Historical finance and payroll data from multiple regions and business units was meticulously reviewed, validated, and selectively migrated to ensure audit readiness, regulatory compliance, and enterprise-wide data integrity.

Mark Bryant, Chief Information Officer at PCL, noted: “The magnitude, complexity, and technical sophistication of this initiative are incredible. Through close collaboration with Syntax, we’ve moved decades of fragmented infrastructure to the cloud. This not only streamlines how we operate but equips us with the agility and insights to support our long-term strategy.”

## A Historic Achievement in ERP Consolidation

The transformation unified 370 financial entities into a single platform—representing one of the construction industry’s most complex payroll consolidations to date.

Today, PCL’s new cloud-based JDE platform supports all core business functions including finance, payroll, asset management, project execution, and supply chain management. The outcome is real-time visibility across borders, enhanced governance and compliance, and greater operational efficiency and agility.

## Delivering Scale, Speed, and Strategic Advantage

Through its partnership with Syntax, PCL has achieved measurable results:

- **Enterprise-wide integration:** Consolidation of 26 JDE instances into a single ERP platform has unified data, standardized processes, and improved cross-border visibility and compliance.
- **Data transformation and audit readiness:** Two years of financial and payroll history were migrated, validated, and harmonized—ensuring integrity, auditability, and confidence in enterprise reporting.
- **Cloud-native flexibility and security:** Hosting on Microsoft Azure enables high availability, dynamic scaling, and built-in enterprise security—laying a resilient foundation for innovation.
- **Business process automation:** Leveraging Microsoft Power Platform, PCL has streamlined critical workflows and eliminated manual handoffs, reducing errors and increasing speed to execution.
- **Cost and complexity reduction:** The move to a single JDE instance significantly reduces IT overhead and simplifies maintenance, upgrades, and support.

“Consolidating our ERP environment on Azure marks a pivotal shift in how PCL operates financially across its global footprint,” said Glen Anderson, Vice President of Finance and Commercial Risk, and Project Executive Sponsor, PCL. “We’ve significantly improved reporting accuracy, eliminated duplication, and reduced risk—while building a flexible platform to scale with our business. Syntax has been an indispensable partner in this achievement.”

## A Blueprint for Global ERP Success

Oracle has recognized the project’s success by honoring PCL with its “Initiative of the Year Award.” The effort has been described as the largest IT overhaul in PCL’s history in terms of complexity and effort. The result is a modern, customer-centric platform built to support long-term growth, regulatory compliance, and cross-border agility—a blueprint for other global enterprises navigating similar transformations.



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**Glen Anderson**

Vice President of Finance and Commercial Risk,  
and Project Executive Sponsor, PCL



### About Syntax

Syntax is a leading global technology solutions provider driving enterprise transformation in the cloud. We help organizations modernize mission-critical applications through AI-enabled innovation, industry-tailored outcomes, and end-to-end solutions across strategic advisory, implementation, and managed services. Through our Boutique @ Scale approach, we tailor every engagement to our customers’ priorities, blending boutique-level agility and care with the reach and resilience of a global enterprise. Supported by strategic partnerships with Oracle and other technology leaders, we empower customers to scale faster, work smarter, and build for what’s next.

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