

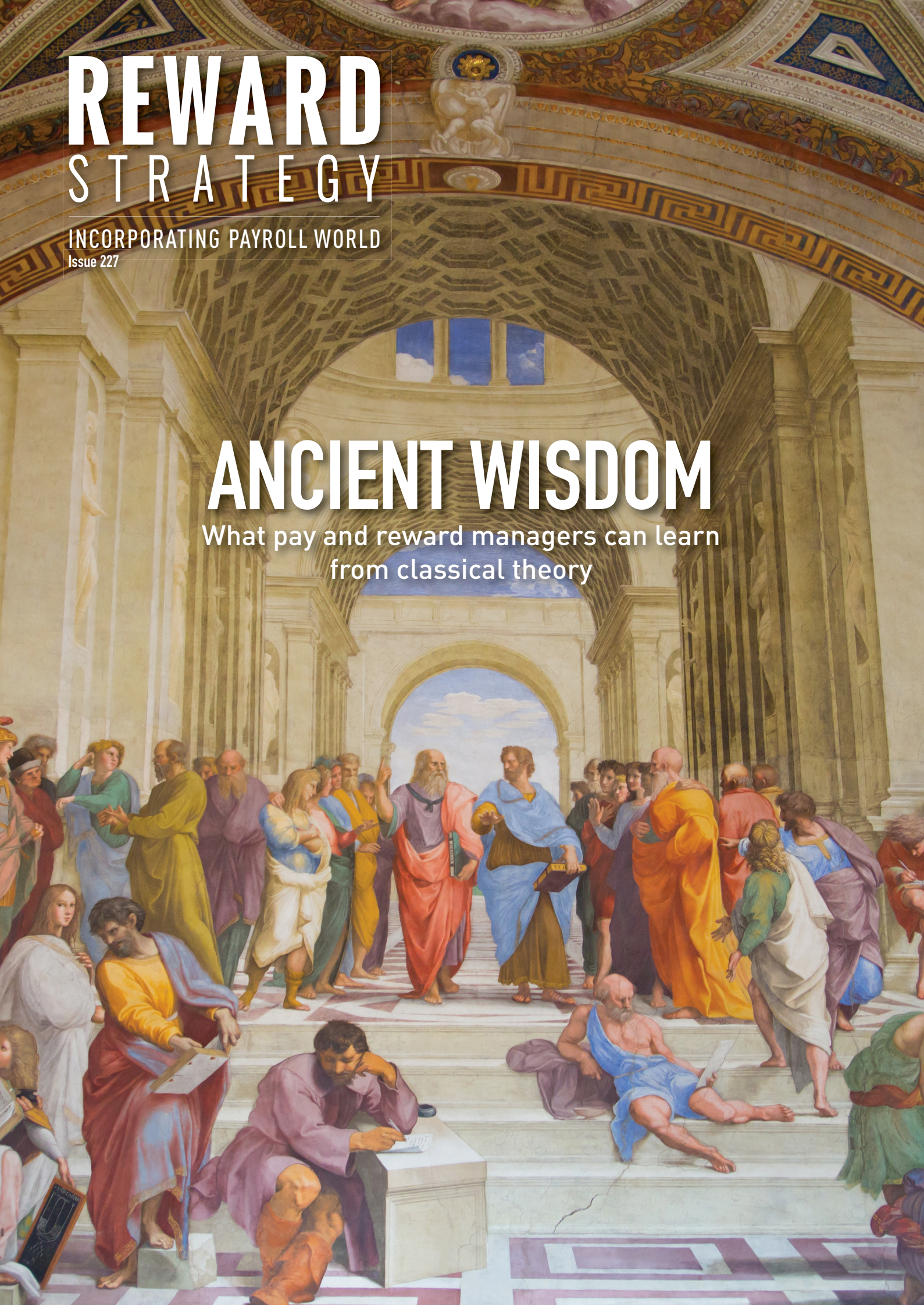
REWARD STRATEGY

INCORPORATING PAYROLL WORLD

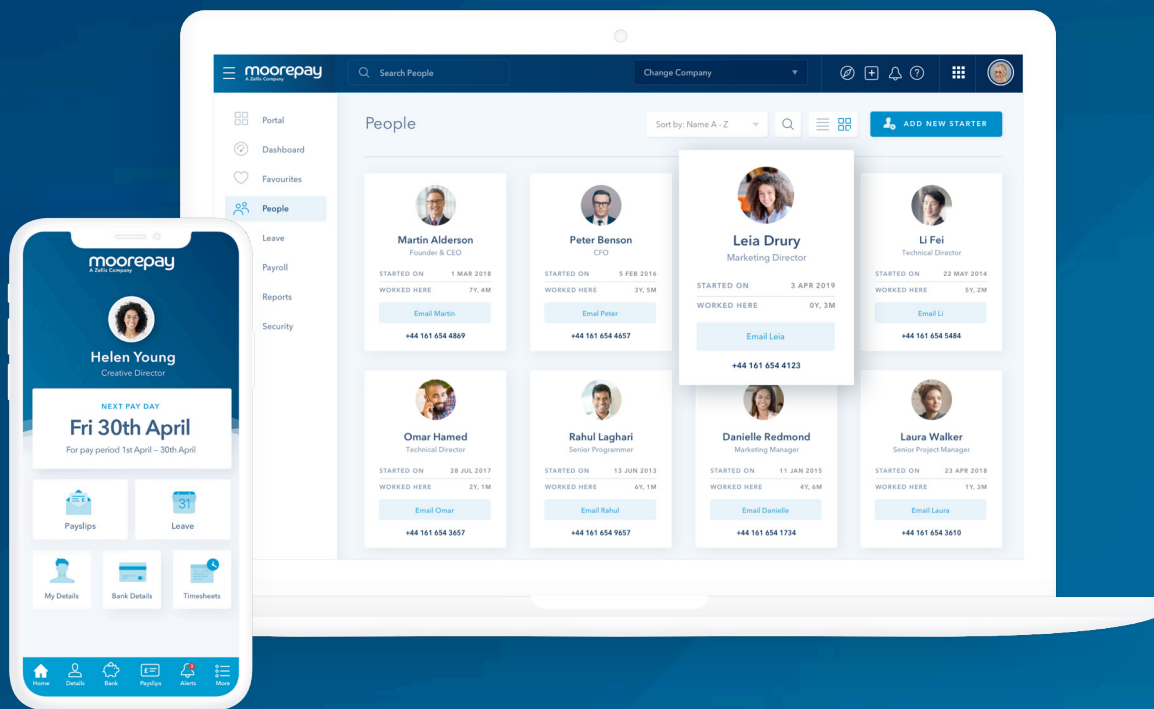
Issue 227

ANCIENT WISDOM

What pay and reward managers can learn
from classical theory



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Printed by: Stephens & George
ISSN No: 1474-9068

For membership to Reward Strategy visit
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Membership starts from £475

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THIS IS "THE NEW NORMAL"

2021 is here and we are no longer thinking about what "the new normal" will look like, this is it.

We may be looking forward to working back in an office, but we aren't impatiently waiting for a BBC news alert to tell us we can. We know that, realistically, that's not going to happen for a good while yet and when it does, companies are now so flexible it's unlikely to be full-time.

What you may be more eager to hear is when we can actually socialise properly again, and spend that quality time with our teams we normally would after work, in the pub. I certainly am.

While we continue to live our lives virtually, *Reward Strategy* has pivoted, once more, to become a digital pioneer in the pay and reward space. We have created "RS TV", an online broadcasting platform where we will host our awards and conferences, as well as a series of Masterclasses and Refresh episodes (see p33 for more information).

Speaking of events, in this issue we highlight the key findings from the Reward & Payroll Summit (p6) and share the winners of The Rewards (see p8), which took place last December. We also launch the nomination process for this year's Reward 300 (p20).

However, the rest of this magazine's content focuses on the future. COVID-19 will continue to affect everything we can, and can't do, but going forward I will publish features on the tasks that are crucial to pay and reward – pandemic, or not.

Recently, there have been several reports in the news highlighting a lack of diversity in the workplace. One report shows that women face discrimination of both age and gender bias, while another finds less than one percent of university professors are black. Therefore, we take this issue to focus on the theme of culture, including the need for not only a diverse workforce, but an active diversity and inclusion (D&I) strategy. We profile a global D&I manager (p12), while our cover feature examines pay culture and how philosophy underpins reward (p16).

We also explore how home-working has enabled companies to become more diverse (p26), and how our perceptions of pensions are changing (p29).

If there are any themes you'd suggest *Reward Strategy* explores, please reach out to me at apritchard@shardfinancialmedia.com



Amber-Ainsley Pritchard

"Home-working
has enabled
companies to become
more diverse"

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REWARD STRATEGY

— webinars —

BUSINESS AS UNUSUAL

How to stay educated and informed during the pandemic



WEBINAR

With COVID-19 restricting usual activities, it's never been more prevalent to keep abreast of news and build knowledge. Reward Strategy is delivering monthly webinars to ensure you stay up-to-date

TOPIC

MONTH

Managing Annual Leave and Holidays in 2021 sponsored by  **moorepay**

February

Payroll Round Up for the New Tax Year sponsored by  **sdworx**
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March

Keeping the world paid during lockdown and beyond sponsored by  **WesternUnionWU** Business Solutions

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Maintaining global payroll during a crisis sponsored by **CERIDIAN**

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How a payroll efficiency review can boost operational resilience sponsored by  **sdworx**
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Contact Ben Miller: bmiller@shardfinancialmedia.com / 07944 780942

Register your interest in joining:

Visit reward-strategy.com/webinars

FRIENDS IN BENEFITS

Getting up close and personal
with the people profession

A podcast from
**REWARD
STRATEGY**

Reward Strategy has created its first ever podcast series

Friends in Benefits is hosted by *Reward Strategy's* Editor Amber-Ainsley Pritchard and each episode will feature a guest from the pay and reward world.

Guests to date include James Whittaker of The Telegraph; Cristina Bertua-Mera from the NSPCC; BT's Megan O'Shaughnessy; Dommy Szymanska, Pay & Reward Manager for Europe at Stella McCartney, and JGA's Managing Director, Nick Day.

SUBSCRIBE TO FRIENDS IN BENEFITS ON APPLE PODCASTS OR SPOTIFY

REPORTING ALONE CAN'T BE "THE MAGIC PILL"

Reward Strategy highlights the key learnings from the Reward & Payroll Summit



Amber-Ainsley Pritchard
Reward Strategy



Workplace taboos, COVID-19 pay policies and the future of reward, were explored at the Reward & Payroll Summit.

The CPD-accredited event, sponsored by Ceridian, Cintra HR & Payroll Services, Immedis, The Payroll Centre and the CIPP, was broadcast live from a TV studio looking out over Tower Bridge, London, on December 10 and 11 last year.

The summit was previously known as the Autumn Update Conference, but was rebranded in 2020 to better reflect the needs of the growing profession from pay into reward.

Throughout the summit, a range of sessions took place, including:

- Stella McCartney, BT, and the NSPCC discussed the "new working world";
- Public sector expert, Shaun Tetley, provided a payroll update for 2021;
- In-house payroll managers discussed becoming key workers and keeping the nation paid during the pandemic.

Here is what *Reward Strategy* learnt:

"It's ridiculous fertility is so unsupported"

During a panel session on the future of reward, the need for more progressive wellbeing policies was discussed.

The women speaking on the topic argued that fertility benefits should "absolutely be offered by employers", as well as support around areas such as the menopause and gender reassignment.

Debbie Bullock, wellbeing lead for Aviva, which already offers support on all of these areas, said: "Employers need to create a culture where employees can bring their whole selves to work, including the challenges they face personally."

Speaking about the need to offer

fertility support, Landy Slattery, co-founder of 4Women, Channel 4's in-house gender equality network, explained: "It's important fertility is not treated as a side issue just relating to women, it affects men's mental health too. All of your employee base, no matter what gender, will be thinking about having a family at some point, so it's important men are included. I think it's ridiculous it's still such an unsupported area."

Expressing the need to support employees going through all types of medical treatment, not just fertility, the panel touched upon gender reassignment.

Hazel Robinson, associate director of reward at Brunel University London, said it's critical employees are supported no matter what they are going through.

Slattery added that it can be seen as an opportunity for an employer to show they support everyone: "If you really want to bang on culturally about inclusivity, which is written down in the culture of so many companies, this is how to do it."

As for menopause policies, Navena Alim, co-founder of 4Women, said: "It's really not a difficult policy for employers to offer. Everything was there before we put it in place, it was just making it formal. I think the acknowledgement is the most important thing, otherwise people just suffer in silence - both those experiencing it and those supporting."

Reiterating the point was Bullock, but she explained Aviva does not use the pronouns "he" or "she" to be sure they are inclusive of colleagues who are non-binary, gender-fluid or transgender.

Is the UK "good" enough?

In 2020, the need for qualifying companies to report their gender pay

gap was postponed due to the pandemic. This raised concerns in the pay and reward industry, around whether this was morally right to do and, more broadly speaking, whether the UK is "good" enough when it comes to this legislation.

Both Adrian Porter, global group head of reward at AVEVA, and Aaron Mudd, global payroll and benefits at DECIEM, The Abnormal Beauty Company, agreed the reporting requirements should not have been postponed.

Mudd said: "It sets a marker by saying it can be dropped and it's not as important as everything else."

Despite disagreeing, explaining it was a sensible suggestion given the impact of the pandemic, Jade Linton, HR business partner and employment solicitor at Thursfields Solicitors, said she's not sure how much of a difference not reporting the figures would really make. This led on to the discussion about whether the UK was "good enough" in terms of gender pay gap legislation.

Porter said that since the reporting was introduced, the impact has diluted: "I think we all have a responsibility, in our own companies, to take action and drive changes internally. We can't rely on the reporting to be the magic pill."

Mudd added: "Good enough is such an interesting phrase when it comes to this topic, because it sounds like we are striving for the bare minimum."

"The UK probably is good enough, but reporting alone is not. It's one thing to legislate and be transparent around numbers, but another for companies to actually be held accountable when they aren't up to scratch." ■

Amber-Ainsley Pritchard, editor, Reward Strategy



MANDY GARDINER
HEAD OF PAYROLL - EAST REGION
FC PAYROLL SOLUTIONS
PKF FRANCISCLARK

CELEBRATING OUR KEY WORKERS

In December 2020, The Rewards and The Reward 300 Awards were broadcast live to celebrate the teams and individuals in pay and reward for their extraordinary work during the pandemic

The Rewards 2020, headline sponsored by Cintra HR & Payroll Services, marked a decade of recognition and *Reward Strategy* took that opportunity to celebrate the work of both key workers and employers during COVID-19.

We had a total of 22 categories, including staples such as Best Business Award, Customer Service Award and Payroll & HR Provider Award, sponsored by Immedis, Ceridian, The Payroll Centre and the CIPP.

For 2020 we also introduced the Crisis Management Award, this celebrated a team that proactively and efficiently dealt with the COVID-19 outbreak - supporting employees and frontline staff.

However, the Crisis Management Award was not the only opportunity to illustrate hard work carried out during

the pandemic. Many of the awards showed evidence of this, including Best Reward Strategy to the Wellbeing Provision Award and Employee Benefits Provider Award.

The Rewards 2020 ceremony also featured The Reward 300 Awards, sponsored by Cintra HR & Payroll Services, which would have normally taken place in June but was postponed due to the pandemic.

The awards were broadcast live from a TV studio looking out over Tower Bridge, London, on December 10. Those watching were able to digitally network through the entire evening, show off their evening wear (black tie or loungewear) on social media and be entertained by a special guest.

Stand-up comedian and radio DJ Justin Moorhouse hosted the awards

ceremony. Moorhouse is well-known for his appearances on Michael McIntyre's Comedy Roadshow and Peter Kay's Phoenix Nights.

During the evening, guests raised money for the Shooting Star Children's Hospices which cares for babies, children and young people with life-limiting conditions and their families.

The awards took place during the evening of the first day of the Reward & Payroll Summit, sponsored by Ceridian, Immedis, Cintra HR & Payroll Services, The Payroll Centre and the CIPP (see p6 for more on the summit). ■

Amber-Ainsley Pritchard, editor, Reward Strategy

Nominations for The Reward 300 2021, sponsored by Cintra HR & Payroll Services, are now open, see p20

The Rewards 2020 winners

Best Business Award
sponsored by Ceridian
Crowe UK – Employment Tax
and Share Plans

Customer Service Award
Intelligo's Managed Service
Payroll Department

Payments Provider Award
EQPay

Best Employer Award
sponsored by Ceridian
Intelligo

**Employee Benefits Provider
Award**
Second sight

Payroll & HR Provider Award
sponsored by The Payroll Centre
EPM

Best Leader Award
sponsored by CIPP
Annette McDermott, Howden
Group Holdings

Global Payroll Award
*sponsored by Cintra HR & Payroll
Services*
activpayroll

**Payroll & HR Software Product
Award**
*sponsored by Cintra HR & Payroll
Services*
KeyPay

Best Manager Award
sponsored by CIPP
Rachel Eblett, YBS

In-house Team Award
*sponsored by Cintra HR & Payroll
Services*
Howden Group Holdings - Payroll

Public Sector Team Award
Essex Police and Kent Police

Best Reward Strategy
YBS Reward Team

Innovation Award
sponsored by Immedis
SSCL (Shared Services
Connected)

Rising Star Award
*sponsored by Cintra HR & Payroll
Services*
Ryan Witter, Howden Group
Holdings

Crisis Management Award
Howden Group Holdings - HR
Operations Team - Payroll

Next Generation Award
Shadon Jarman, Adecco Group
UK & Ireland

Service Provider Team Award
sponsored by The Payroll Centre
SSCL (Shared Services
Connected) - Payroll Team

**Specialist Payroll & HR
Provider Award**
FC Payroll Solutions

Wellbeing Provision Award
University of Lincoln - Wellbeing
Virtualisation Project

Technology Award
Zest Technology

The Reward 300 Award
John Stonestreet, Essex Police
and Kent Police

The Reward 300 Awards winners

Reward Industry Luminary
Lisa Grover, The Salvation Army

Payroll Leader
Aaron Mudd, DECIEM | THE
ABNORMAL BEAUTY COMPANY

Pension Professional Leader
Kay Ingram, LEBC

HR Leader
Mareena Flint, Everyday Loans

**Knowledge & Professional
Services Leader**
Barry Matthews, Paycircle

Employee Benefits Expert
Laura Jackson, Credit Suisse

Employment Lawyer Leader
Madeleine Mould, Blake Morgan

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D&I CAN'T JUST BE A "BOLT ON"

Susan Tew, global diversity and inclusion manager at Standard Chartered Bank, on influencing communities beyond your organisation and challenging your own unconscious bias

The year 2020 was consumed by the pandemic and most strategic plans for organisations to become more socially responsible, diverse or inclusive were overshadowed by COVID-19. However, that's not to say such strategies are not important.

In 2021, when the workforce is used to home-working and sudden changes like lockdowns, it's key businesses circle back to the changes they want to implement to become a more progressive employer.

Over video call, Amber-Ainsley Pritchard (ALP) spoke with Susan Tew (ST), global diversity and inclusion manager for Standard Chartered Bank, on how organisations can influence communities beyond the employee base, the need to challenge your own unconscious bias and why diversity strategies can't just be a "bolt on".

ALP: How did you come to work in the people profession?

ST: "I did a degree in social sciences and that included looking at anthropology, how humans develop and are influenced by different environments and cultures. My degree also meant studying occupational psychology which directly led to me doing a masters in HR and from there, directly into a career in HR.

"I know not everyone has a direct route into their career, but mine was. I decided quite early on I wanted to work in an environment that was about people and the influence of people on our world."

ALP: What does your role at Standard Chartered Bank look like?

ST: "I make up one sixth of our global diversity team and report into the global diversity director. We also have an operations team which does a lot of our research and analytics work, but the diversity team as a whole is part of the HR function supporting 86,000 employees worldwide.

"I am currently specifically focusing on supporting diversity in our supply chain function. We want to be the best bank that

"The extent of our impact goes further than the boundaries of our organisation"

we can be for our employees and clients, but also the communities we operate in and without a strong focus on supply diversity, we can't fulfill that purpose.

"We have thousands of suppliers and contractors helping us achieve our aims, and as people want to ensure that they can bring their full selves to work and are not treated differently to employees within our organisation, we understand that the extent of our impact goes further than the boundaries of our organisation.

"I think having a holistic approach to diversity and inclusion and linking it strategically to our overall purpose is very much a part of ensuring we don't have a narrow vision. It's not just about what we are doing, it's how it affects the wider community. Ensuring diversity in our supply chain will challenge our suppliers to think about their suppliers and so on. It has a knock-on effect and therefore, a much wider impact than on just our own organisation."

ALP: How have you seen company cultures change in the 35 years you have been working in the people profession?

ST: "I would say the biggest change has been in trust. There used to be a more widely accepted autocratic approach underpinned by lack of trust in people that drives behaviours of coercion and control, and managing by exception - managing people by the things they haven't done as opposed to the things they have done, creating a disengaged culture with higher turnover and other negative people

indicators such as high absence, poorer performance and lower productivity.

"In previous roles, that was exactly what was initially happening. At one company, really important frontline employees in customer interfacing roles had the highest turnover - as much as 44 percent leaving every day. The realisation that you can't build a customer-centric organisation with half of your staff leaving everyday led to a different, more democratic people culture being established. I was able to convince the senior team that they wouldn't be able to differentiate on customer service until they had people working for them that really wanted to be there. I observed a lot of different business areas and challenged what they were doing in terms of culture. I then made sure every single frontline manager, from supervisor up to regional director, went through people development to help them understand that having trust in people will lead to better outcomes. It wasn't easy, but we got there."

ALP: How do you build a diverse and inclusive organisation?

ST: "It's important organisations don't treat it as a bolt-on. People will see through that. It needs to be part of the business purpose and be a continuous process. You need meaningful initiatives and policies delivered through mechanisms and structures that touch the whole organisation. Effective delivery, communication of impact and reinforcement of initiatives is important to keep it alive.

"At the bank, we do a lot of internal research into what will make a difference through initiatives such as listening groups. We basically ask people if they think there's anything we should be doing, what we aren't doing or if we could be doing something differently to ensure ongoing impact.

"You need to continually implement initiatives that are what people want and need. You need to measure and report the impact you are making and be transparent. It's not about listing a set of initiatives, but

“Global organisations can have as much influence as governments”

ensuring the company’s beliefs and values are aligned with the initiatives. That’s what makes a difference.”

ALP: What countries would you say are leading in terms of a diverse workplace culture?

ST: “Some years ago I may have said yes and pointed to a certain country, but now I’m not too sure. In terms of impact, I’m not confident I could pick out a certain country or market. However, there are some countries that are doing great things without formally recognising it as a diversity and inclusion strategy.

“The developing and emerging markets like Asia and Africa, that I deal with on a daily basis, often talk about some of the things they are doing to address what they see as perceived inequalities, without calling it diversity and inclusion, which are amazing. Actions including supporting young female entrepreneurs and local, small enterprise businesses.

“It’s not just about what countries are doing either, it’s about how global companies are influencing the countries they operate in. Global organisations can be like small countries and can have as much influence as governments. There are some really good global organisations that have great diversity practices and take them into countries that didn’t previously have such awareness.”

ALP: How can you train managers to not recruit in their own image?

ST: “We all carry our own biases. Not everyone has had the benefit of a hugely cosmopolitan exposure, so it’s important to train managers to acknowledge their biases and then challenge each decision they make around hiring associated with any potential bias.

“I do think that whilst it might be difficult to challenge ourselves around our own biases and prejudices, even to acknowledge that we have them, I still think it is a fundamentally important thing that we need to do. I certainly do: if I am making a decision, I will go ‘hang on a

minute - am I really considering everything here? Am I really seeing this the right way?’. That’s something I have become used to doing as a step in ensuring I am being fair.”

ALP: Should data analytics be used to help inform who to hire?

ST: “Yes. I think it can be helpful to give a more balanced view of how things should be, in terms of diversity, versus how they are and where you should strive to be.

“However, I feel that we are human beings and I certainly like to work with human beings - something that’s been reinforced during the pandemic - so we still need that human element when it comes to recruitment.

“If you hold central that the right thing to do, the ethical thing to do, is to recruit people on merit, then you can’t really go wrong in terms of your hiring decisions. Data can help to support your decision and keep you on track, but we should focus on developing those capabilities ourselves as human beings.”

ALP: What do you think about the decision for unconscious bias training to be phased out for civil servants?

ST: “I have never believed that just because someone goes through training they are immediately a different person or start behaving differently. They need the ongoing opportunity and support or coaching in the workplace to apply what they have learnt on any training to really develop. But training clearly plays an important part and I think it’s quite radical to just stop it because there is not an immediate impact. Just because something isn’t making a difference yet, doesn’t mean it’s not worthwhile. Organisations need other policies and initiatives to supplement training and drive real change, but training needs to remain part of that.”

ALP: Many companies have employee support groups based on characteristics, such as race and disability. However,



some employers have replaced these with mixed inclusion groups based on hobbies. What do you believe is best to support an inclusive culture?

ST: "Personally, I think these support groups are useful and an important part of creating a culture of psychological safety."

"I'm not against having broader groups either, but I would always want to give the option of a more focused group where employees know they can comfortably, and without consequence, openly express their views and needs, as well as respond to any initiatives we may put in place."

ALP: Do you think pay gap reporting is going too far and employers are spending too much time fixing the data than the actual problem?

ST: "Yes. The issues we are focusing on can get clouded by an overzealous focus on the data. Please don't get me wrong, I think it's important to benchmark your starting point and progress, and to share it, but we need to be careful about why we are gathering and reporting data. We can collect data about anything, but if we don't have the capability to use it, analyse it, store it or report it in line with the responsibilities and legislation that comes with it, then don't collect it."

"It's important we don't forget about the

individual qualitative good news stories too. Even if it's just in one area, or with one group of people, that you've made a positive impact - it may not be showing as high volume in the data, but it's still progress and needs to be shared."

ALP: Are there any new practices implemented from the pandemic that you will carry forward?

ST: "The pandemic has fast-forwarded us into what we call our 'Future of Work' projects and strategies. They did exist before COVID-19, but it's been an absolute acceleration in terms of getting them started. By trialing them now in the real world, we can learn what works to take forward."

"At the moment, we are trialing a whole new agile working approach where people will have the choice where they work and hours of work. It's more about trusting people to get the job done, rather than how and when you do it."

"We've also launched flexible workplaces. We have gone into partnership with a supplier that enables employees to work in their local area, even if they don't have the resources at home they can go to work from a local hub."

Amber-Ainsley Pritchard, editor, Reward Strategy

Susan Tew: THE CV

Global diversity and inclusion manager

Standard Chartered Bank
Nov 2019 - present

Global people manager

HSBC
Jan 2018 - July 2019

Senior EU HR business partner

Office Depot
Dec 2014 - July 2017

Interim group manager of people and performance

Blaby District Council
Oct 2013 - July 2014



ANCIENT WISDOM

Dr Lisa Grover, head of reward at The Salvation Army, examines the philosophical underpinnings of equality, fairness and cost-effectiveness as part of a reward strategy



Dr Lisa Grover
The Salvation Army

Given the impact 2020 had on businesses, it's no surprise that many organisations will be looking to update or restructure their reward strategies, including their approach to pay.

Equality, fairness and cost-effectiveness are some key drivers of a pay strategy and it's assumed these factors would complement each other. However, these concepts conflict and a single strategy will never deliver on all of the principles.

As head of reward at The Salvation Army, I recently led the implementation of a new reward strategy with these drivers in mind. It's important to understand the tensions between the concepts and how the discord should influence the design of your pay structure. Therefore, in this article I examine the philosophical underpinnings of equality, fairness and cost-effectiveness.

Equality

Simply stated, in *Politics*, Greek philosopher Aristotle argues that we should "treat like cases as like".

Reward professionals are familiar with the concept of equality. This underpins legislation on equal pay. This states that an individual can claim equal pay when she

"We don't tend to use the principle of equality to justify how pay is distributed"

or he, when compared with a comparator of the opposite sex, is employed in like work - work rated as equivalent or work of equal value. So far, so straightforward. The problem comes where we try to identify 'like cases'.

Aristotle recognised that the question of which cases are equal and which are unequal is controversial. He gives the example of political office, arguing that some people are slow runners and others fast. However, this is no reason for the latter to have more than the former. This difference is only due recognition in athletics competitions, not politics.

Similarly, in the modern world, differences in gender should not be recognised by differences in pay.

The problem of identifying like cases justifies the use of objective job evaluation methodologies. The process of ranking jobs fairly and logically judges the relative importance of different jobs to the organisation. Having a framework for these judgements aims at reducing subjective opinion. The framework specifies which features are relevant to determining differences between jobs. The resulting ranking gives us a method of identifying which jobs are like and, therefore, should be paid equally.

Fairness

Fairness is complicated. What one person perceives as fair may be perceived as unfair by another. American philosopher John Rawls, in *A Theory of Justice*, considers what a rational person would regard as fair from a position of ignorance. This rational person has no idea of their talents, education, job role and overall position in society.

Rawls argues that, from this position of ignorance, a rational person would agree to dividing resources equally and that where there are inequalities, these should benefit the worst off. This is known as the "difference principle".

Of interest to us as reward

professionals, is the statement that economic inequalities are to be arranged so that they are “to the greatest benefit of the least advantaged”.

Of course Rawls is thinking about society in general, but let us apply this idea to organisations and their pay decisions.

Take the example of the annual pay review. Is it fair to distribute the pay budget unequally? Under this view, yes.

For example, it would be fair to award the lowest paid a greater percentage increase in pay than those higher up the pay range. Or it would be fair to offer a flat rate increase, as this would proportionately be of more value to the lower paid. In the third sector at least, this tends to be the reality. Increases in National Living Wage often drive higher pay increases for the lower paid and this can be justified as fair.

Cost-effectiveness

Cost-effectiveness has utilitarian foundations. Utilitarianism developed as a theory in the nineteenth century. In *Utilitarianism*, English philosopher John Stuart Mill stated that actions are right “in proportion as they tend to promote happiness”.

In the context of organisations, this implies that resources should be allocated consistent with maximising overall benefit. The benefit will differ depending on the organisation, be that profits for shareholders or delivery of services.

Pay decisions have to be made within this context. What is the optimal pay budget to maximise overall benefit? Does spending more here reduce costs elsewhere, for example, costs of turnover? Or does spending less here divert more funds towards service users or shareholders?

The conflict

We may use the principle of equality to justify objectively evaluating job role sizes. However, we don’t tend to use the principle of equality to justify how pay is distributed.

“Cost-effectiveness makes no claim towards alleviating inequality”

According to Aristotle’s theory of equal distribution, pay should be distributed according to size of job role. So if Jeff’s role is twice as large as John’s, Jeff should be paid twice as much as John. The organisation’s total pay budget would be distributed proportionately according to the relative size of all jobs.

More commonly, pay decisions are justified by their fairness. Job evaluation scores are compared to the market rates to decide fair pay. Or pay systems use a common sense view of merit to decide fair pay. How much does Jeff deserve to be paid? The answer depends upon their talents and skills.

Are market rates and merit fair? Rawls thinks not. His difference principle aims to redistribute the wealth generated by markets. The result is a fairer distribution to the benefit the least well off. Hence if you rely on market rates to determine pay, you will import market inequalities into your organisation.

The current pandemic has also highlighted questions about whether market rates are fair. Is it fair that the market rate for, say, a care assistant is low?

What about merit? Rawls thinks that what we do is mostly the result of arbitrary talents and circumstances. These arbitrary circumstances have a large effect on merit criteria (e.g. hard work, productivity). Hence his argument for fair distribution targets the least well-off, rather than what individuals deserve.

Relying on merit to distribute pay can conflict with equality, as employees may not have had equal access to opportunities. Relatedly, employees may not perceive the merit criteria as fair.

Cost-effectiveness often conflicts with both equality and fairness. Cost-effectiveness makes no special claim towards alleviating inequality. It could only be justified in terms of spend here, save costs elsewhere.

Considerations of fairness could lead, for example, to a redistribution of resources to implement the real living wage. Yet, this approach may conflict with cost-effectiveness. By doing this, an organisation could divert funds away from services or profits, thus leaving everyone potentially worse off.

The conclusion

Why reflect on these philosophical concepts? Back when I was researching my PhD, my then HR director used to joke about me philosophising with the spreadsheets. So, what can we learn from philosophy about pay?

The practical learning from this analysis is that designing a reward strategy or pay structure is going to be complex. Analysis of the concepts reveals conflict which can only be resolved through compromise. We must realise that no strategy will perfectly deliver on all of these competing principles.

It is interesting that we often only partially apply these concepts. For example, we of course consider equality in terms of pay within a single level of role. But we tend not to consider the equality of the distribution of the whole pay budget. Growing interest in the ratio of chief executive (CEO) salary to lowest salary is beginning to drive these considerations in our pay design.

Deep reflection on these concepts may drive us to explore new, innovative ways of making pay decisions. ■

Dr Lisa Grover, head of reward, The Salvation Army



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**R**

THE REWARD 300

2021 REWARD 300

Following the turbulent year of 2020, your continued efforts to support workers this year should be recognised and *Reward Strategy* has just the thing.

The Reward 300 2021, sponsored by Cintra HR & Payroll, is now open for nominations.

The index of the industry's most important influencers and decision-makers is a recognition programme that will have been running for 12 years in 2021.

The Reward 300 sections

- Payroll Leaders, including Global Specialists
- Reward Industry Luminaries
- Leaders within Knowledge & Professional Services
- Pension Professionals
- HR Leaders
- Employee Benefits Experts
- Employment Lawyers

The process

The Reward 300 is based on nominations from readers who provide a 300-word entry explaining why their chosen individual deserves to be in the index. Individuals are also welcome to nominate themselves.

Entries must show the individual has met at least one of the following criteria:

- Shown a level of influence in their organisation or profession;
- Demonstrated best practice;
- Been recognised for their work (through award programmes, not necessarily Reward Strategy's);
- Helped to educate their peers, whether that be through content contributions, speaking at conferences or webinars, and so on;
- Advocated the promotion of their profession.

Throughout the nomination process, the editorial team will also ask for submissions from notable individuals it has kept track of, as well as

recommendations from the industry.

Following strategic consultation, nominations will then be finalised by the editorial team in conjunction with a board of trusted advisors.

Nominations close on March 15th and The Reward 300 will be announced this June.

The Reward 300 Awards

In 2021, we will continue the tradition of awarding one standout individual from each section of the index. These are The Reward 300 Awards and are normally celebrated alongside the reveal of The Reward 300. However, due to the pandemic last year they were revealed at The Rewards. See p8 for the 2020 individual winners.

More information on The Reward 300 Awards will be revealed in due course. ■

To enter The Reward 300, visit the Reward 300 tab on the Reward Strategy website

WHY RECOGNITION IS SO IMPORTANT

Reward Strategy spoke with Carsten Staehr, chairman of Cintra HR & Payroll Services, and The Reward 300 sponsor, about the importance of workers being acknowledged for their contribution to the profession



RS: Why should we recognise those who drive excellence in the pay and reward profession?

CS: "I think 2020 taught us an important lesson with regards to the profession. The concept of 'hero' took on a new meaning. It's certainly true that not all heroes wear capes.

"We have commended many previously unsung heroes this year: NHS workers, teachers, delivery drivers and supermarket staff. All of these people have been essential in looking after the health and wellbeing of the nation during a very difficult time.

"Behind these frontline workers were the equally essential, and often undervalued, payroll professionals who kept the nation paid! The effort of our frontline workers has been publicly recognised, so it's vital we recognise these key workers as a profession.

"We must commend and celebrate our industry and our everyday heroes for the outstanding work they do. Highlighting the individuals that strive for excellence and continually seek to raise the bar is vital to ensure the pay and reward profession stays on the map and is recognised for the valuable contribution it makes."

RS: How can we drive up excellence in the reward sector?

CS: "In my opinion, the best way to raise excellence is continued investment in education, training and

sharing best practice. I am a firm believer in continual learning - certainly in the payroll industry, it's an absolute necessity. Even without recent demands resulting from the pandemic, we are constantly alive to new challenges and need to have juggling skills that would be the envy of any top-class circus act.

"Payroll has become increasingly complex over the years and the ability to learn, question and adapt are now staple requisites in a payroll professional's skill set. Strong foundations are vitally important when building a payroll career, which is why it's a must that all Cintra bureau staff are CIPP-qualified, with many continuing their education to the highest level.

"The fact that there is now a defined route into the profession, through the Payroll Apprenticeship Scheme, is also a great step in establishing payroll as a desirable career. Cintra embraced the scheme and it's working incredibly well, with an apprentice added to each of our outsourcing teams. The apprenticeship provides the opportunity to learn and then put that knowledge into practice, enabling us to grow future talent that takes great pride in being counted as one of the professions that keeps the wheels of industry turning.

"2020 also emphasised the importance of being a part of the wider reward community. Last year, we really saw the industry come

together to master the ever-changing demands being placed upon it. In an industry that relies on teamwork, remote working certainly presented a challenge. However, teams across the country adapted quickly and efficiently, embracing technology to provide a unified, seamless service in a fragmented, remote world."

RS: Why should those in the profession put themselves forward to be in the index?

CS: "The reward industry, and the payroll profession in particular, is a proud but modest bunch. I would encourage people to highlight their achievements and expertise so, collectively, we can continue to raise the profile of the industry as a whole and the immensely valuable contribution it makes.

"As a profession we are coming out of the pandemic stronger than ever - payroll is now on the map as a valued service, and it is imperative we keep it there. Opportunities to shine a light on those excelling should be grabbed with both hands. We need to recognise and celebrate those individuals who contribute to keeping payroll high on the agenda where it belongs.

"In the straight-talking words of the inimitable Dolly Parton: 'Sometimes you just have to toot your own horn. Otherwise, nobody will know you're a-comin'."

THIS SKILL IS ESSENTIAL

Soft skills are critical in helping business weather the COVID-19 storm, says the CIPD's Charles Cotton



Charles Cotton, CIPD

“Business leaders have had to adopt a more humane approach”

Business nous and adaptability have no doubt been key to companies successfully navigating their way through the pandemic. However, we shouldn't underestimate the role that soft (or essential) skills – communication, teamwork, problem solving and staying positive to name a few – have also played in helping firms to weather the storm.

There are countless examples we could run through that demonstrate how line managers have relied on soft skills in the last year, but given that this pandemic has been a very human crisis, with wellbeing and health at its core, it feels right to focus on communication.

Employers and managers, who are good communicators, have taken great pains to speak with staff about changes to their business model; checked in on their mental, financial and physical wellbeing; asked how they find home-working, are dealing with stress, burnout and juggling work with childcare; and discussed concerns about returning to the workplace. And for those working from home, communication has arguably become even more important given that teams are now dispersed and many colleagues won't have seen each other in person for many months. For these workers, regular communication is key to minimising feelings of isolation, keeping them motivated and giving them a bit of certainty.

However, it is not just line managers that need to be able to demonstrate soft skills – those at the top of an organisation need to as well. In one of our latest research reports, *Responsible business through crisis*, we explore how a company's commitment to being a responsible business has helped to sustain them through this crisis.

The report highlights that when we feel vulnerable, as in times of crisis, we are more likely to seek out

leadership we can trust. This has forced business leaders to change their communication style and adopt a more humane and personal approach, including being honest and open about difficult decisions that need to be made, such as a pay freeze.

Start them young

Whilst the pandemic may have underscored the importance of soft skills, there is too often a disconnect between schools and employers about what they are and how to develop them. This can leave young people unprepared for the world of work.

The CIPD, along with others, is hoping to change this and is a member of the Essential Skills Taskforce. The group was set up to agree a universal framework for essential skills, which can be used by schools and employers alike, to help people succeed in education, work and life. The taskforce also aims to champion the need for soft skills when completing complex and creative tasks. So far, hundreds of schools and employers have started using the framework and we hope many more will join them.

Returning to the present, we have, unfortunately, just experienced a third lockdown. With fatigue setting in and financial and mental resilience perhaps wearing a little thin, it's important that line managers continue to draw on their soft skills. HR has a role to play in helping managers to utilise these skills and providing training and support where it's needed. Most employers also recognise that staff will remember how they've been treated over the course of the pandemic for a long time to come. Communication and the use of other soft skills will be critical to getting this right, just as they will to meeting other demands placed on business by the pandemic. ■

Charles Cotton, performance and reward adviser, CIPD

ARE YOU EQUIPPED TO FACE THE FUTURE?

Payroll needs to invest in analytics to prepare for the challenges ahead, says Anthony Vollmer, managing director at Moorepay

The future is, broadly, foreseeable. Not in a crystal ball kind of way: isolated events will always be unpredictable, but we do have a good idea of the key trends to prepare for.

Clearly the pandemic was unforeseen, but the rise of working from home, video calls and flexible working are long-term trends that pre-date the lockdowns.

While we can't predict everything that will happen going forward, we must still make decisions in the present day based on predictions about the future – what the business environment may look like in 12 months' time informs the decisions we make now around staffing levels, pay and reward, technology investment and so on.

In recent years, the tools available to us to make those predictions have become significantly more potent. We have an incredible volume of payroll and HR data on which to base our decisions, and the power of cloud computing and analytics software to make sense of it all. I mention this because there has been a clear turn towards analytics in the payroll sphere: The CIPP's *Future of Payroll Report 2020* revealed that 46.7 percent of payroll professionals plan to develop their data analytics skills within the next two years. And in our own payroll report for 2020, we found that 47.5 percent of professionals want to see improved reporting and analytics from their providers.

It's clear payroll professionals are recognising the power analytics can give them in addressing the challenges we can predict, and seeing the importance of being empowered to adapt rapidly to those we can't. It's perhaps more in these moments when analytics really comes into its own.

Decision-making

Having dashboards that tell you headcount growth rate by gender or salary range distribution by age, for example, can help leadership teams make decisions immediately. This kind of insight can take hours, days or even

weeks to obtain and analyse manually, and in an unexpected crisis that time can be exceptionally valuable. The intelligence from analytics is integral to both the speed and quality of our decisions in these critical moments.

So, from an investment perspective, you want to have analytics and advanced reporting in place for when the unexpected does happen. But, as many professionals are recognising, you also want it in place now to help with the strategic function payroll performs today – and will always perform.

Of course, much of the power of analytics comes from the data being analysed, which is where modern, integrated payroll and HR systems really come into their own. Otherwise it's a bit like having a shiny new motor and no fuel. Integrated data is the turbo diesel to your analytics engine.

However, despite the need for integrated software and the need payroll professionals see for analytics, just under eight percent of organisations switched their payroll provider last year – compared with 16.8 percent in 2019, according to our research. This means thousands of organisations know they don't have the tools needed to effectively face the future they know is coming. Why is this?

Well, it's no surprise that in our research the main reasons cited against switching to a new provider were 'it's too much hassle' and 'unable to secure investment'. What's more concerning is that 43 percent said switching providers was 'very difficult' – a year-on-year increase of 264 percent.

Payroll providers must make switching easier. This requires an increased focus on implementation processes, onboarding best practice, as well as quality training and ongoing support across the industry. For this reason, Moorepay has committed to offering a simple switch guarantee. It's an important first step in ensuring payroll teams aren't left behind to face a future they know they're not ready for. ■

Anthony Vollmer, managing director, Moorepay



Anthony Vollmer, Moorepay

“Integrated data is the turbo diesel to your analytics engine”

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HOW YOU CAN KICKSTART CAREERS

The CIPP's Lora Murphy details guidance on government measures introduced to incentivise employers to hire young people



Lora Murphy
CIPP

“NMW rates for
younger people are
set to increase from
April 1 2021”



It has been reported that the outbreak of COVID-19 has had some of the most significant effects on the jobs of younger people. Under-25s saw the biggest rise in unemployment, and those in the same age bracket were also more likely to be furloughed than those in any other age group.

Back in July 2020, as part of his *Plan for Jobs*, chancellor of the exchequer, Rishi Sunak unveiled the £2bn Kickstart Scheme. Individuals aged between 16 and 24, in receipt of Universal Credit, will be offered six-month work placements under the scheme being delivered by the Department for Work and Pensions.

The scheme, open until December 2021, aims to incentivise employers to hire younger staff. The government will pay 100 percent of the age-relevant National Minimum Wage (NMW) for those employed through the scheme, for 25 hours a week.

The government will also pay the associated employer National Insurance and minimum employer auto-enrolment contributions. Employers may opt to pay those on Kickstart placements more than this, but will be required to fund any top-up pay themselves.

An additional £1,500 per placement will be provided to employers to fund support and training for those employed under it.

Criteria

Placements must relate to a new job and must not replace any existing or planned vacancies, or result in existing employees,

apprentices or contractors losing work or reducing their working hours.

Employers must also assist the person, or people, that they hire under the scheme in becoming more employable. This will involve helping them to look for long-term work, supporting them with their CV and interview preparations, and developing their workplace skills.

How to apply

Employers who are offering less than 30 placements must make their bid via an intermediary, such as a local authority or Chamber of Commerce, who will combine bids from several businesses to reach a total of at least 30.

If a business is offering 30 or more placements, they can directly apply themselves. Once an application has been submitted, an email will be sent to advise on the decision within one month.

Other available support

The Kickstart Scheme is only one of a range of measures introduced to help young people get into work. Some of the other schemes that encourage young people to get into work are apprenticeships, traineeships, and the Sector-based Work Academy Programme (SWAP).

When announcing the Kickstart Scheme, Sunak also confirmed that businesses will be awarded £2,000 for each apprentice that they hire under the age of 25. This is on top of the pre-existing £1,000 payment that the

government grants for new 16-18-year-old apprentices and individuals aged under 25 with education, health and care plans.

Businesses offering traineeships may be eligible for an incentive payment of £1,000 per learner, up to a maximum of 10 learners.

The SWAP is designed to assist jobseekers, in receipt of either Universal Credit, Jobseeker's Allowance or Employment and Support Allowance to become more employable.

SWAPs can last for a period of up to six weeks and involve pre-employment training and work experience, and offer a job interview with an employer in the relevant sector, or where an interview cannot be offered, assistance with the application process will be provided.

Despite the economic turbulence posed by COVID-19, the NMW rates for younger people are set to increase from April 1 2021. The apprentice rate has increased by 3.6 percent, so that the hourly rate will become £4.30, and the rates for 16-17 year olds, 18-20 years olds and 21-22 year olds have also increased by 1.5 percent, 1.7 percent and two percent, respectively. The National Living Wage (NLW) rate, which will be payable at a rate of £8.91 per hour, has also been expanded. From April 1 2021, it will be payable to anyone aged 23 and over, as opposed to just those aged 25 and over. ■

Lora Murphy, policy and research officer, CIPP

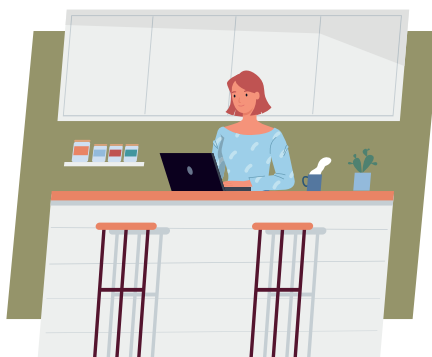
HOW COVID-19 RAISES EXPECTATIONS

Lifting workplace limitations is crucial for employers to remain attractive, as well as become more diverse, says Rosemary Lemon



Rosemary Lemon
Hays

“Companies are
at risk of losing
good people”



C OVID-19 has been a game changer for working at home. Thirty years ago, when I was using email and laptops the size of suitcases for the first time, I remember being asked to write a report on how working from home would soon become the new normal, but nothing really happened. However, thirty years later the global pandemic has changed everything.

The CIPD reported that only two percent of people permanently worked at home prior to the pandemic and that this has shifted to 50 to 70 percent now.

Importantly, it is not just a shift to home-working that is having an effect on employees; it is also more flexible working. There is a growing understanding that, with schools closed, parents need more flexibility to juggle work and home education; employees need to choose suitable, safe times to exercise or shop; and, as we are all juggling life under lockdown, working hours are shifting from a traditional nine to five and are becoming more “elastic”.

In addition, we are all becoming more human. As we conduct meetings on video, we are seeing colleagues in their home environments. Our “work persona” and “home persona” are merging and we are becoming “real” people to each other. This understanding is important in the way we move working practices going forward and helps us become more inclusive.

The pandemic has opened up opportunities for both companies and candidates, as well as created a shift in thinking about flexible working, diversity and inclusion, learning and development, and employee wellbeing.

Limitations in choosing a job such as proximity to the office, travelling costs, geographical location or workplace adjustments should no longer be such a barrier for candidates in applying for a job. Lifting these limitations gives employers access to a more diverse candidate and talent profile, should

“We are all becoming more human”

employers choose to adopt these advantages. At Hays, we are already seeing evidence of this. For example, a professional in Cornwall has been appointed to a role working for an Aberdeen-based company.

As we look ahead to a new normal, it is likely we will move to a hybrid form of working, balancing time in the office with time at home. Our challenge is to ensure we retain the opportunity that flexible working practices offer, both to the employer and employee.

The key to retention

Over 10 days in September 2020, Hays surveyed 10,000 people on flexible working. Overall, nearly three quarters (70 percent) of professionals said that working flexibly is essential or important to them, with over a quarter (28 percent) saying they would look for another job if this was not an option. Companies are at risk of losing good people and not being able to attract others if well-designed, flexible working solutions are not offered going forward.

Flexibility is especially important for certain demographics. As you get higher up in an organisation, there is a greater degree of autonomy, whereas at a more junior level there has traditionally been less flexibility. Hays’ survey shows that the vast majority of professionals (86 percent) believe access to flexible working can help organisations gain access to a more diverse pool of talent.

Specifically when looking to recruit new talent, respondents consider flexible working to have the most positive impact on candidates with dependents (78 percent of respondents) and those with

disabilities (76 percent).

However, full-time home-working is not for everyone and mental health issues have increased significantly during lockdown. The respondents to Hays’ survey also cited three main drawbacks – employee isolation (53 percent), blurring the boundaries between work and home (45 percent) and communication with colleagues (31 percent).

The good news is that respondents who did utilise some form of flexible working before lockdown felt that they were now less disadvantaged, in terms of career progression than prior to the pandemic. Previously 32 percent felt disadvantaged in their career because they worked flexibly, but this fell to 14 percent during lockdown as flexible working has become more normalised.

Going forward, companies have a lot to think about as we emerge from the pandemic. To gain broader access to diverse talent, as well as retain the talent they already have, flexible working is becoming essential. There are many considerations: health and safety at home, mental health and wellbeing, learning and development, career progression, good communication, the ability to think about jobs in different ways and the willingness to be really flexible and not revert to old ways. Employers need to be overt about this and explicitly state on job adverts that they are open to truly flexible working practices.

Hays’ survey showed that 78 percent of professionals believe COVID-19 has permanently impacted their organisation’s flexible work offering. The CIPD has suggested that the UK is likely to have over 30 million people looking to work flexibly as we emerge from lockdown. Expectations have been raised.

As employers, we need to review our culture, policies and actual practice to ensure we meet expectations and can encourage a more inclusive, diverse and motivated employee workforce. ■

Rosemary Lemon, group head of reward, Hays

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“THE IDEA OF A PENSION HAS CHANGED”

Charles Counsell, chief executive at The Pensions Regulator, reflects on the past and proposes what changes are to come

Changes and innovations over the last decade include the roll-out of automatic enrolment (AE), the introduction of pension freedoms and the shift from defined benefit (DB) to defined contribution (DC) and master trusts. However, the biggest change has been philosophical: the idea of a pension has changed.

Certainties have been replaced with options and choices. The liberating effects of pension freedoms have created opportunities for pension holders, but they've also introduced responsibilities. I believe we all should be thinking about 'savers', rather than 'members'.

AE has succeeded in ensuring millions more are saving and it has vastly expanded the scope of pension provision, with huge growth in DC. That has altered the landscape and changed the associated risks. It also positively effected the demographics of those saving. Now the profile of pension savers closely resembles the demographic profile of the nation as a whole. This is fundamental and should not be underestimated.

We're introducing a new corporate strategy, one that considers those needs and seeks to determine what we, and our industry, should do in response. It sets out where we think we need to prioritise to take account of the generational shifts, alongside shifts that we believe are likely to be most important in the landscape.

There will be significant developments in technology (dashboards), types of pension schemes (superfunds, collective defined contribution) and legislation (*The Pensions Schemes Bill*).

My hope is that we can make pensions more certain. We will use our learning from the past decade and apply it using good, clean data to create intelligent regulation - to ensure pensions, even the very thought of them, are clearer and more valuable. And by analysing future economic scenarios, predicting shifts in the market and actively managing risks, we can apply regulation in the most effective way possible.

The pandemic

Our response, and that of the wider industry, to COVID-19 has been considered and diligent. We took pains to suspend some of our guidance and regulatory tools at the start and as we moved forward in tandem with industry, we expanded and contracted easements, and rules and protocols, in line with fast moving developments. This approach has seen us meet the early challenges, but as we move further into the pandemic and its consequences, it's harder to predict an outcome.

What we can say, with some certainty, is that the economic impact will be uncompromising. The consequences for those businesses currently unable to trade are already very difficult. We have issued guidance for schemes having to cope with distressed employers. Trustees need to be a step ahead to ensure their schemes and savers are not set aside in the event of corporate distress.

DB schemes will also need long-term planning if they are to pay out the pensions that have been promised.

We will hold a second consultation on our DB funding code in the second half of 2021. Our proposals seek to secure a reasonable balance between protecting savers' benefits, fairness between schemes and flexibility for schemes to fund and invest as they wish.

Pressure has also been building for trustees to focus on environmental, social and governance factors. Savers increasingly want to know what's being done with their money. *The Pension Schemes Bill* will enable regulations to be made requiring trustees to consider how climate change will affect their scheme and its investments. They will have to publish information relating to the effects of climate change on their scheme, alongside their existing obligations. We will publish our new climate strategy later this year. ■

**Charles Counsell, chief executive,
The Pensions Regulator**



Charles Counsell
The Pensions Regulator

“My hope is that we can make pensions more certain”



HOW PARENTS ARE PROTECTED

Blake Morgan's Madeleine Mould explains current and proposed redundancy protections for new and expecting parents



Madeleine Mould, *Blake Morgan*

“It is possible to fairly dismiss an employee on maternity leave”



Employers who have undertaken redundancy processes will be aware of the additional protection afforded to employees who are on maternity leave, and the dangers of maternity discrimination and/or automatic unfair dismissal. However, it is important to note that it is possible to fairly dismiss an employee who is on maternity leave.

Sound dismissal

If the person on maternity is genuinely in a "pool of one", or they have been pooled and selected for redundancy following a fair selection process on the basis of reasons that are not connected to their maternity leave, and there are no suitable alternative vacancies, the dismissal may still be fair.

Regulation 10 of the *Maternity and Parental Leave etc. Regulations 1999* effectively gives maternity leavers a right of first refusal in relation to any suitable alternative vacancies. They will not have to go through any competitive selection process and will have priority over other employees who are also at risk of redundancy, even if the other employees are better qualified. Failure to comply with this requirement will render the dismissal automatically unfair, with no qualifying period of employment needed.

However, this right is only triggered once it is "not practicable by reason of redundancy" to continue to employ the maternity leaver under their existing employment contract. It should not be factored into the selection process itself. For example, if there are five employees doing the same role and the proposal is to remove one role, regulation 10 will only be triggered if the maternity leaver is selected for redundancy following the application of a fair selection process. Only at that stage does it cease to be possible to continue to employ them on their existing contract.

Secondly, the vacancy in question has to be a "suitable alternative vacancy". Employers have to actively consider and

offer any suitable alternative vacancies, including vacancies in group companies. However, there is no obligation to create a vacancy which does not exist or to offer a maternity leaver a role for which they are not qualified.

New protections

In 2019, the government consulted on extending the protection of regulation 10 to cover the employee's pregnancy, through maternity leave and up to six months after their return from maternity leave. This proposal received wide support, with 76 percent of respondents agreeing that the protections should be extended to cover the first six months following a return to work.

Respondents commented that new mothers felt vulnerable returning to work, and the proposals would allow time for new mothers to adjust on return with fewer concerns over job security. They also suggested that this would avoid employers making an early judgment on performance in the first few months of a new mother's return to work.

The consultation also asked whether these protections should apply to adoption leave, shared parental leave and longer periods of parental leave. Of those that responded to this question, 81 percent agreed. However, challenges arise from the flexibility of shared parental leave, and how the protection can be applied in those circumstances. For example, where a parent takes discontinuous periods of shared parental leave, should the full six month protection apply in respect of each return to work, or should it be apportioned between different periods? Whilst someone who takes a significant period of shared parental leave is clearly likely to be in a similar position to someone taking a similar period of maternity leave, if the period of shared parental leave is only brief (e.g. a few weeks), the experience of the employee on their return to work is likely to be quite different and may not warrant the same

level of protection.

The government pledged to take these measures forward in a new *Employment Bill* "when parliamentary time allows". Parliamentary time has been taken up by other matters since then, so we are still waiting for the bill. However, the government pledged to extend redundancy protection:

- From the point the employee informs their employer of the pregnancy, whether orally or in writing, through to the first six months following a return to work;
- For six months following a return to work from adoption leave;
- Into a period of return to work for those taking shared parental leave, taking into account that:
 - the key objective is to protect new and expecting mothers from discrimination;
 - the differences between shared parental leave and maternity leave require a different approach;
 - the period of protection should be proportionate to the amount of leave and the threat of discrimination;
 - a mother should be no worse off if she curtails her maternity leave and then takes a period of shared parental leave;
 - the solution should not create any disincentives to take shared parental leave.

A private member's bill introduced in July 2020 seeks to prevent employers from making employees redundant at all whilst they are pregnant, on maternity leave or in the first six months of a return to work, strengthening current and proposed protections. If the bill is enacted, such a dismissal would be automatically unfair, unless the business were closing down or ceasing work in the area in which the woman worked. However, the second reading of the bill has been postponed to March 2021 and without government backing it is rare for a private member's bill to become law. ■
Madeleine Mould, solicitor, Blake Morgan

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Website: www.cintra.co.uk
Contact: Geoff Dorward
Target employee range: up to 20,000

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Email: sales@frontiersoftware.com
Website: frontiersoftware.com
Contact: Sales Department
Target employee range: 50+

Frontier Software's payroll service is tailored to each organisation, because we understand that each has its own requirements. From bureau to fully managed, we offer security and backup to ensure a smooth and confident payroll operation. We are auto-enrolment and Real-Time Information ready.

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- Accurate, flexible and reliable service
- UK Processing centres
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Email: clive.fautley@cgi.com
Website: cgi-group.co.uk
Contact: Clive Fautley

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Target employee range: up to 20,000

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Target employee range: Unlimited

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78 York Street, London W1H 1DP
Tel: 0208 187 2800
Email: sales@intelligosoftware.co.uk
Website: intelligosoftware.com
Contact: Martin Sweeney
Target employee range: Unlimited

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Contact: Geoff Dorward
Target employee range: up to 20,000

Cintra is an award-winning provider of HR and payroll software and solutions. Cintra prides itself on service excellence, built on mutually rewarding relationships. Cintra's managed solution allows you to outsource your payroll administration but retain full and immediate access to your entire payroll data, direct from your desktop. Cintra will comply with all compulsory HMRC RTI filing, including a full year end service. Fully managed frees you from the chores of day-to-day payroll processing, safe in the knowledge that your payroll is being administered by a team of dedicated, CIPP qualified, bureau staff. You will also have a dedicated contact within our bureau team who is there to provide jargon free support and answer all of your payroll enquiries.



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Target employee range: 50+

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Contact: Frances McDonald
Target employee range: Unlimited

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Suite 3A, 3rd Floor, Skypark 5, 45
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Software

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Email: sales@frontiersoftware.com
Website: frontiersoftware.com
Contact: Sales Department
Target employee range: 1 to 50,000

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3A Penns Road, Petersfield,
Hampshire GU32 2EW
Tel: 01798 861111
Email: michael@thelearncentre.co.uk
Website: reward-strategy.com/events
Contact: Michael Short
Target employee range: All PAYE employers

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Contact: Sales department
Target employee range: Unlimited

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