REWARD STRATEGY
INCORPORATING PAYROLL WORLD
Issue 226

HERE WE GO AGAIN

Another tortuous job support scheme – how will payrollers cope?

Issue 226
November 2020

WHY TODAY IS DIFFERENT

Amber-Ainsley Pritchard

We are now in the eleventh month of the year. How has that happened? This year has gone incredibly quickly.

I'm constantly seeing social media posts writing off 2020 and saying things like "the sooner we hit 2021 the better". However, I'm not sure we need to be that pessimistic in our thinking. The year 2020 has been horrendous, but also remarkable.

Of course, no one would wish to live through a pandemic - fearing for the physical, mental and financial health of themselves and loved ones. Yet, this year has proved we are kind, resilient, versatile and humane people.

> "This year has proved we are kind, resilient, versatile and humane people"

As people and not workers, but people who work together, we have been kind to one another in these hard times. Hard times when mental health can decline easily.

Unlike 2008, during the financial crash, when the phrase "mental health" was very much a workplace taboo, as well as a social taboo, today is different. This is a topic I spoke to Dave Ascott, head of UK reward at Airbus Defence and Space, about - see the full conversation on page 10.

This issue also focuses a lot on how we can support employees and reward them for their hard work through the pandemic to date. See pages 6, 14 and 25 for more information on this. We also take a look at what will be much of payroll's focus for the next six months - the Job Support Scheme (see p16).

While much of our content focuses on COVID-19's impact, we still plan to cover the ongoing work that reward and pay professionals must focus on, such as equal pay, taboo subjects yet to be broken and legislation like off-payroll working. Much of this will, in fact, be discussed at our next event - the Reward & Payroll Summit.

Taking place on December 10 and 11, the summit will be our second ever live broadcast event. The Rewards, featuring The Reward 300 Awards, will also take place, in the same format, the evening of December 10. With Tower Bridge, London, as our backdrop, day and night, I'm sure the content, as well as the view, will be spectacular. Hopefully, you will see me there.

For now, it's time for me to wrap up 2020 in print format. Who knows where we'll be in the new year, but you can plan on me delivering content to your door.

I'd like to say thank you for reading *Reward Strategy* this year and thank you for keeping the nation paid and rewarded this year and always.

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1st Floor, Axe & Bottle Court,
70 Newcomen Street, London SE1 1YT

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

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Membership starts from £475

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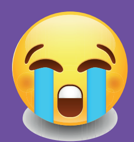

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REWARD STRATEGY

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
Going green: How healthy is your reward strategy?	*December*
Keeping the world paid during lockdown and beyond sponsored by WesternUnion WU Business Solutions	*On-demand*
Holiday pay and the pandemic sponsored by sdworx For life. For work.	*On-demand*
Maintaining global payroll during a crisis sponsored by CERIDIAN	*On-demand*
How a payroll efficiency review can boost operational resilience sponsored by sdworx For life. For work.	*On-demand*

Interested in sponsoring a webinar or podcast?
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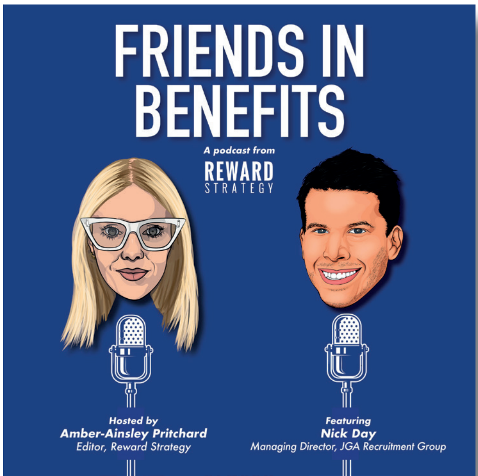

Reward Strategy has created its first ever podcast series

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 Nick Day, Managing Director of JGA Recruitment; Megan O'Shaughnessy, Head of Consumer Reward at BT, and Dommy Szymanska, Pay & Reward Manager for Europe at Stella McCartney.

SUBSCRIBE TO FRIENDS IN BENEFITS ON APPLE PODCASTS OR SPOTIFY

APPLAUSE IS NOT ENOUGH

Simplyhealth's Jane Vivier explains what we need to do to have a fairer and more appreciative culture to those that provide essential services

Jane Vivier,
Simply Health

> "We need to look at how we reward those adding real value to society"

The sound of clapping for key workers each week is long gone, the option to buy a meal for a local hospital worker has left the Just Eat app, and barely a day goes by without a news story on shop workers being abused by those they are trying to help.

Once again, those in frontline roles, in retail, healthcare, logistics, social care and more, have disappeared back into the shadows of society as we carry on with the 'new normal'. However, those that keep the country ticking over, often putting themselves at greater risks than others during COVID-19, are some of the most poorly paid members of the UK workforce.

There are close to 50,000 nursing vacancies and more than 122,000 social care positions unfilled in the UK. While supermarkets have created more than 30,000 new positions to cope with the demand of delivery and click and collect shopping in the past six months.

Put simply, we need more people in these key roles to keep the UK going. Yet, if you look at the job ads - the reward aspect does not match the demand.

It's a perverse situation that we entrust the care of our loved ones at their most vulnerable to people who we seem to have little problem with being paid the minimum wage.

As our population ages and we face more events like the pandemic, we need to take a serious look at how we reward those adding real value to our society.

Be fair to the frontline

Duncan Brown, independent reward researcher, has written extensively on the pay of key workers. One article, *Applause is not enough*, argues that incorporating care staff on the *NHS Agenda for Change* framework makes sense, both in terms of pay and career progression. It will offer care workers, who are four times more likely to be on a zero-hours contract compared to other workers, job security, as well as training and progression into other roles. Not to mention the comfort of wages which are regulated and adhered to. The cost of doing this for the nation's two million care workers would be around £2bn, according to the Kings Fund, that's less than one percent of the estimated cost of the government's Coronavirus Job Retention Scheme.

For those currently within the NHS pay scales, we need to look again at how pay is progressed – basing it not on a government-dictated rate, but looking at the rising costs of living and growth in real terms. Now is a good time to do this, society understands the need for key workers and it would be hard to argue against a small rise in tax or National Insurance for higher earners, or placing a levy on the tax affairs of those who have 'sweetheart deals' with HMRC, to fund better pay for NHS frontline staff.

How to make a change

For a start, we could all encourage our employers, suppliers and partners to implement the living wage – £10.75 in London and £9.30 nationwide.

With the introduction of reporting requirements for chief executive (CEO) pay ratios in 2019, now is also a good time to look at the redistribution of wealth in organisations. It might not be feasible to go full Dan Price (the boss who pays everyone in his business €70,000 a year, including himself), but we could look better at how we share the salary bill. In simple terms, does the CEO really need another £100,000 or would 100 of your lowest paid people appreciate an additional £1,000?

We also need to close the pensions gap, both in terms of gender and standards of living. Those who work in low-wage roles do not have a comfortable retirement to look forward to, even with automatic enrolment their pension pots remain resolutely small. Yet, most companies offer a higher pension contribution for those that earn more and that needs to be flipped on its head to boost the pensions of our lowest earners.

Let's also think about our benefits. Here's one for suppliers - why not create an initiative whereby for each private medical insurance policy sold, another is gifted to a key worker or establishment.

There's so much that we can do to show our continuing gratitude to key workers and it doesn't always mean spending more. All it needs is some ingenuity and persuasive individuals to make a change. Let's make reward rewarding. ■

Jane Vivier, interim head of reward, Simplyhealth

Hazel Robinson,
Brunel University London

> "I certainly hope that payroll can make the same leap as personnel"

Hazel Robinson, of Brunel University London, says now is the time for payroll to reinvent itself and be better understood

A list of a company's employees and the amount of money they are to be paid, or the total amount of wages paid by a company. Apparently that's the definition of the noun "payroll", according to Bing. I don't know about you, but I don't think that definition reflects the enormous and invaluable contribution made by payrollers around the world.

Where are the activities around employee engagement, supporting the company with attraction (by providing benefits like childcare vouchers), retention (by processing bonuses) and not to mention ad-hoc projects like our most recent furore into the world of furlough?

Bing's simple definition does not come close, but perhaps it is not as much the definition as the noun that is at fault.

I look back over my career and reflect on the journey the personnel department had into Human Resources (HR), to better reflect all that it does. I am comforted the world has come to realise personnel moved on. I certainly hope, and strive to demonstrate, that payroll can make that same leap.

I often reflect that payroll has moved away from being clandestinely performed in the corner of an office hidden away, to a centre stage, high-performing, and strategic value-adding function. However, sometimes this is hard in practice to demonstrate, and even harder to bring people on that journey.

Back to definitions. If you search "reward" online, you will see lists, pictures, information and intrinsic rewards - the concepts are endless.

The Chartered Institute of Personnel and Development (CIPD) defines reward as that which "generally covers all financial provisions made to employees, including cash pay, and the wider benefits package (such as pensions, paid leave)". I like that definition for payroll, but it isn't, it is reward.

Payrollers are in fact reward professionals - payroll is just one of its responsibilities. Just like recruitment is one responsibility of HR or training is one responsibility of staff development.

How we get to what is included in payroll - determining how much someone is paid and the impact of that decision, is reward.

We need to demonstrate our value in payroll as reward professionals. By taking the journey to rebrand from payroll to reward will help ourselves and others understand our value and how to engage with us.

What to pack for our journey

Other than a calculator, and our wits to remember how to work out strange cases, we need:

Passion: To support people to grow and recognise and appreciate them. All of the steps to growing are supported in some way through rewards, and it is such a reward, such a self-satisfaction, for you, knowing that you have that positive impact on someone's career.

Confidence: We need this to promote what we do and to challenge what could be improved. The confidence to talk to someone and help them see there is a route forward, even if that is out the front door of your organisation and onto greener pastures.

A compass: This is your psychological compass, the one that tells you when something feels right or not so right, sometimes called a moral compass but it's not always about morals.

Having the passion to see what can be done, and the confidence to raise those questions should always be balanced with an inner, perhaps gut, feeling that what is being suggested is balanced, "right". Going anywhere with the right motivations will likely find you at the right outcome.

Rebranding payroll administration to reward administration is as much about how we engage with our role and what we see as our purpose, as it is what our job description tells us we do.

Payroll administrators have a choice to make: how they see their role and their influence into the team and the broader organisation around them.

It is certainly worth packing the bags and taking your first step in to reward. The choice is yours. ■

Hazel Robinson, associate director of reward, recognition and payroll, Brunel University London

START AT THE END

Dave Ascott, head of reward, UK, for Airbus Defence and Space, on reward during 2008, the importance of exit interviews and the need to be socially responsible

The last time the UK experienced an event that caused as much of an economic impact as the COVID-19 pandemic, was the financial crash in 2008.

Although there are many, many differences between the crises, one that stands out most is the reaction employers had in caring for their people. The stigma around mental health is, finally, being broken down, meaning support is in place for those in need. Many still suffer in silence, but thankfully there are options available and, most often, are supplied and promoted by the workplace.

On a video call, Amber-Ainsley Pritchard (ALP) spoke with Dave Ascott (DA), head of reward, UK, for Airbus Defence and Space, about his view of reward during 2008, the importance of exit interviews and the need to be socially responsible.

ALP: How did you come to work in reward?

DA: "I would say I fell into it by accident. I was working at Deloitte in the late nineties doing all kinds of things in the tax department, but tax wasn't something I thought I wanted to do for the rest of my life and thankfully, the organisation was very good at moving me around different departments.

"I ended up doing expatriate work, including calculating tax for clients who did expat moves. That was my first experience in reward and that's when it started to open up for me. Deloitte hired a couple of guys to set up a sort of UK reward practice and I went to work in their team. We looked at benchmarking for executive directors, as well as advise and consult on bonus schemes and harmonisation of benefits in different EMEA regions. We would work on anything we could get, because we were a new team. It was a good learning experience for me, because we literally did everything to justify us being there."

ALP: You started your role at Airbus just before the lockdown hit. How was that?

"Exit interviews are always a good source of information"

DA: "Interesting. I think I was actually in the office for eight days before we all got sent home. At the start of a new role, when you need to get up to speed quickly, it's quite a challenge when you're not in the office and can't easily interact with everyone. That made things a lot harder, but that was probably the same for everybody. We just learned to work in a different way. We've all learned to adapt and are working really well together."

ALP: What does your team look like at Airbus?

DA: "As head of reward for the UK at Airbus Defence and Space, which is a division of the Airbus Group, I work alongside a contractor - to serve around 3,000 people - and I report into the head of HR for the UK."

ALP: How does the financial crash compare to what we are going through now, in terms of reward and support around mental health?

DA: "In 2008, I was at the drinks company Britvic. I was there for five years and, from what I can remember, there was absolutely no mention of mental health at that point, at all. I guess not just at work, but actually in the world at large. We didn't really talk about it, did we?

"At the point of the financial crisis, we were just looking at ways to better spend a lower budget. The company had less money to spend at salary review time, so, for example, we offered share incentive plans.

"The word 'salary' became a big word at that time too, whereas it wasn't really thought about before. We had to think more carefully about how we were spending money, how could we save money and so on."

ALP: Does Airbus have anything in place to support employee wellbeing, specifically during the pandemic?

DA: "Yes, very much so. There has been strong messaging around this. Employees are encouraged to talk to their managers about how they are feeling and if they don't want to talk to their manager, there are third-party phone lines they can reach out to."

ALP: As an aerospace company, does Airbus have any green elements in its benefits or reward strategy?

DA: "We do. At Airbus Defence and Space, our company cars have to be green cars and we have a focus on decreasing our carbon footprint. I think it's important, not just at Airbus, but across a lot of different companies, to think about our carbon footprint. Especially travel for work, is there really any need? This has been highlighted by working from home during the pandemic.

"There's going to be a different way of working going forward. Companies were thinking about their carbon footprint before, but now they will actually be able to make a difference and take the time to be more socially responsible."

ALP: Social responsibility is definitely something younger generations entering the workforce look for in a company.

DA: "I couldn't agree more. It all fits in

"There was no mention of mental health during the financial crash"

to your reward approach too. From my perspective, it's what are we offering. It's not just paying benefits, it's about flexible working, ensuring a work/life balance and, of course, being socially responsible."

ALP: How have you seen reward change in the time you've been working in it?
DA: "Systems and data have become more formalised and there's definitely a lot more data available.

"When I started working on benchmarking executive director salaries, there were only a few companies that produced reports - and they were only four or five pages long. Now, you can get benchmarking data on all kinds of things and the reports are much more detailed.

"Today, when companies want to make a change to part of their reward strategy, whether its benefits, pay or incentives, they want to know what other companies do. Benchmarking information now forms quite a big part of the justification about why you'd want to change something within reward. I think that's certainly changed since I started working in the profession, it's got a lot more pronounced."

ALP: Companies want to know what others are doing to find a competitive edge and help attract and retain their people, especially in this day and age.
DA: "Completely. Until not long ago, I think reward was seen as a dark science with people like me sat in a hidden room making up their salaries and deciding what bonuses they should get. Whereas now, anyone can search for their job online and find out what others in the same position are being paid. The challenge with that, of course, is that people will come to you and say they could get paid more elsewhere. Then you have then got to explain what a recruitment premium is and so on, but also ask them if they've looked at the total rewards offer and remind them what theirs is now: the pensions, development opportunities, the company culture. You don't get paid more for nothing, companies will expect more from you.

"The first thing I do when I start a new job is look at how companies communicate their total rewards, rather than just their salary once a year, etc, at review time."

ALP: I'm hearing more and more companies talk about bringing back total reward statements and finding a way to actively communicate them. It's important, again, for attraction and retention.
DA: "That's it, it's so important.

"Often, managers come to me and say they need to pay an employee X amount more each year, because the employee is threatening to leave. You have to find out why they are threatening to leave, in most cases it's not the money. They could be given the rise and still leave the following year, because actually they didn't want more money - they wanted more training or new responsibilities. It's very rare that people leave because of pay. And, if you increase a lot of people's pay, the overall costs to the company is huge. You need to look at other ways of rewarding people. If you're increasing the salary bill for no reason, that is not a good business model.

"So, another thing I do when I start at a new company is to look at exit interviews. They are always a good source of information - you can find out why people are leaving. Companies often tell me 'people leave because we don't pay very well', but once I've been through the exit interviews, it's a very different story. There's a lot of information that can be gleaned from them, that people don't often look at. Looking at the exit interviews means I can go back to the company and say 'it wasn't the pay, it was X, Y or Z'."

ALP: You've worked in a range of sectors - do you like to experience different types of businesses? Do you have a favourite?
DA: "I don't mind where I go. I've got absolutely no preference. I like working in different sectors and experiencing different cultures; the different ways of doing things

and the challenges that brings.

"More than it being the sectors that are different, it's the cultures and processes within different organisations. For example, in the public sector, the Post Office wasn't very mature in its systems, as the investment was elsewhere, whereas Lloyds Bank was very modern. So, there's challenges around the variety and differences.

"I do find it weird though, when either public sector or financial services companies are recruiting in the reward space - they say they want someone with experience in their specific field. I find that strange because, at the end of the day, reward is reward. You're there to attract and retain and offer a variety of benefits based on culture. It doesn't matter what previous experience the reward manager has. If anything, a varied background can help create new ideas and policies.

"Sometimes it goes the other way too. When the Post Office was recruiting for reward, they were looking for someone who had experience in the private sector. They wanted to apply learnings from other sectors.

"The Post Office was making millions of pounds of losses and needed to turn that around, which they did in the time I was working there. They made a profit for the first time a couple of years ago. They went from one end of the scale to the other, and that is massive. They understood that it's not just about what you offer as a business, but about culturally how you develop and work.

"If you think of a massive, very old institution like the Post Office, and if they had stayed in their old working ways, they would have never become profitable. Hiring from the private sector, I think, was a deliberate move to get people in with different experiences of other sectors to help drive that business forward and modernise it, which was refreshing. It doesn't happen very often." ■

Amber-Ainsley Pritchard, editor, Reward Strategy

REWARD 300

Dave Ascott: THE CV

Head of reward, UK
Airbus Defence and Space
March 2020 - present

Head of reward
Post Office
Jan 2017 - August 2019

Reward manager
Post Office
Oct 2016 - Dec 2016

Senior reward consultant
Inmarsat
May 2016 - July 2016

IS YOUR REWARD FAIR?

Charles Cotton explores the options around pay cuts, bonuses and benefits during the pandemic

Charles Cotton, *CIPD*

“What protection will there be for the low-waged, often key workers?”

As the COVID-19 pandemic continues, so does the economic impact. Businesses have been through a turbulent six months, and this looks set to continue.

There have been winners and losers from the crisis, and some of the winners have looked to reward workers accordingly, such as through pay rises or one-off bonuses. Some are also looking to the future. For instance, last month Kingfisher launched an all-colleague share plan. Under this scheme, every share bought by a worker is matched on a one-for-one basis by the business. The minimum monthly contribution starts from £10, with a maximum total annual contribution capped at £1,500 to ensure that store colleagues are the priority.

A rounded wellbeing approach

While the focus has unsurprisingly been on physical wellbeing and more recently mental wellbeing, organisations must also think about their employee’s financial wellbeing.

With attention diverted to other important employee issues such as furlough, homeworking or redeploying members of staff to busier departments, it is important for organisations to take a step back and consider how to reward teams and recognise their good work.

First off, reward professionals should check the relevance of the organisation’s reward philosophy, principles and strategy relating to the current circumstances. Given the increased media, customer and investor scrutiny about decisions and outcomes, this includes having policies in place to ensure that reward actions are fair. Having a definition of what’s fair will help guide your thinking. For instance, whether to reduce the pay of those who choose to move away from living near the workplace or the appropriateness of executive bonuses.

If the organisation must freeze or cut pay, is there something that can be offered in compensation, such as extra leave, and what protection will there be for the low-waged, often the essential and key workers who have done so much to help our economy and society?

Looking to the future, when the business improves, how will you reward staff for their contribution? The hope of a better future can be powerful in inspiring commitment from your people.

Pandemic responses have not just been limited to pay. Employers have been reviewing their support for colleagues who have had to shield or have fallen ill due to COVID-19, such as improved sick pay and flexible working arrangements. Christmas parties and employee recognition celebrations are being moved online. While other benefits that may be boosted by the pandemic include a financial allowance for employees who now must work from home, the cycle-to-work scheme and virtual GP services.

Tackling the issue of poor financial health is crucial too. CIPD research shows that employee perceptions of their financial security have declined since the pandemic and subsequent restrictions. This can have a negative impact not only on their mental wellbeing, but also on their productivity and their ability to do their job. For this reason, it makes sense for employers to create a strategy, preferably with a budget, to meet this challenge. The response can include hardship loans, financial education programmes, highlighting the problems of financial scams and signposting where to go for further information and guidance. Again, this is an opportunity to talk about the future and help employees set financial wellbeing priorities.

As we move into the next stages of the pandemic, having a reward strategy that is fair, relevant and flexible is going to be important in enhancing employee wellbeing and putting the organisation in the best situation possible to respond to what might happen in the next six months. ■

Charles Cotton, performance and reward adviser, CIPD

CRISIS PAY: UK V THE WORLD

Grant Dalton, from think tank The Institute for Government, explores how countries around the world are supporting workers during the pandemic

In March and April 2020, throughout the developed world, the COVID-19 crisis pushed much of the economy into hibernation. In normal times, this would lead to unemployment, as businesses either failed due to falling revenues or laid off employees rather than paying them to stay at home.

This fall in employment happened in some countries. Official unemployment in the US, for example, peaked at around 15 percent in April. But in much of the rest of the world, especially Europe, governments put in place, or extended existing, schemes to support wages and prevent mass layoffs.

Much of this support was provided directly to businesses, in the form of loans and grants. However, the most significant step taken by governments to support employment directly – as well as probably the most expensive, in the UK at least – was to subsidise the wages of employees.

Countries that adopted wage subsidy schemes are mainly those with no pre-existing scheme and include Canada, Ireland and Australia. Short-time working schemes already existed in Germany, France, Denmark and Sweden, where long-standing policies (Kurzarbeit, chômage partiel, arbejdsfordelingsordningen and korttidsarbete, respectively) top up employees' wages if their employer is forced to cut their hours. These schemes were generally made more generous or eligibility extended during the pandemic. The UK is unusual in having no existing scheme, but opting for a (continental-style) short-time working scheme, rather than a broader wage subsidy scheme.

Broadly speaking, countries operating short-time working schemes have been more successful in reducing unemployment, at least initially. Official unemployment spiked in Ireland, Canada and Australia in the spring, and remained much steadier in the UK, France and Germany.

How generous are different schemes?

The UK is nearer continental Europe in terms of generosity – at least in the initial phase of the scheme. France, Germany, Denmark and Sweden all offered to pay between 70 and 90 percent of an employee's salary for hours not worked, although this generosity has now reduced. Some countries, including Denmark, required employers to top up wages to 100 percent of previous salaries – others, like the UK, did not. The maximum payment also varies significantly – payments under the French scheme are capped at €6,927 (around £6,268) per month, far higher than the £2,500 cap in the UK. However, the new Job Support Scheme (JSS), which pays a maximum of 22 percent of wages, more closely resembles the sort of wage subsidies employed in Australia or Canada. The Australian government offers A$600 (£330) per week for each eligible employee, while the Irish government's new wage subsidies offer businesses between €150 and €200 per week. This is not dissimilar to the chancellor's new scheme, which is capped at £160 per week for employers claiming the maximum subsidy.

Other countries have also reduced the generosity of their schemes. Australia, Canada, France and Ireland all now require businesses to make a bigger contribution to wages than they did at the start of the crisis. Germany, on the other hand, still offers subsidies on the same terms.

When is support due to end?

In the UK, the JSS is due to end in April 2021. This is a similar timeframe to Ireland and Australia. Canada's scheme is due to end in November. In France and Germany, some wage support will be available until at least 2022. ■

Grant Dalton, research assistant, The Institute for Government

See p16 for more information on the Job Support Scheme

Grant Dalton, The Institute for Government

"Some countries required employers to top up wages to 100 percent"

HERE WE GO AGAIN

Another tortuous job support scheme has been announced. Amber-Ainsley Pritchard asks payrollers how they'll cope

Amber-Ainsley Pritchard
Reward Strategy

"As I've said throughout this crisis, I cannot save every business. I cannot save every job. No chancellor could."

These were the words of chancellor of the exchequer Rishi Sunak, speaking in parliament, in September.

However, Sunak is attempting to save as many jobs as possible with the introduction of the Job Support Scheme (JSS), which was unveiled as part of the government's *Winter Economy Plan* on September 24.

Ahead of the closure of the Coronavirus Job Retention Scheme (CJRS), which ended on October 31, and after demands for further support, the new scheme was announced to take effect from November 1 for a further six months.

Sunak said: "There has been no harder choice than the decision to end the furlough scheme.

"The furlough was the right policy at the time we introduced it. It provided immediate, short-term protection for millions of jobs through a period of acute crisis. But as the economy reopens, it is fundamentally wrong to hold people in jobs that only exist inside the furlough.

"We need to create new opportunities and allow the economy to move forward and that means supporting people to be in viable jobs which provide genuine security."

Therefore, the JSS will be open to businesses across the UK, even if they have not previously used the furlough scheme. The government will contribute towards the wages of employees who are working fewer than normal hours due to decreased demand because of COVID-19.

On October 22, the government announced it would increase support through the JSS.

How was it meant to work?

Originally, the scheme meant employees must be working at least 33 percent of their usual hours and be paid by the employer for these hours.

For the hours not worked, the government and the employer would each pay one third of their equivalent salary. This meant employees who can only go back to work on shorter hours than usual will still be paid two thirds of their hours not worked.

The level of grant would be calculated based on an employee's usual salary, capped at £697.92 per month.

Where the government contribution would not have not been capped, this would ensure employees earned a minimum of 77 percent of their normal wages.

How will it work now?

At the time of writing, on October 22, to be eligible for the scheme, employees must be working at least 20 percent of their usual hours and be paid by the employer for these hours.

For every hour not worked, the employee will be paid up to two-thirds of their usual salary.

The employee will contribute five percent to unworked hours and the government will provide up to 61.67 percent of wages for hours not worked, up to £1541.75 per month. This more than doubles the previous maximum payment of £697.92.

However, for businesses in tier three areas - those under very high alert - the government also announced it will cover the full cost of employers paying two-thirds of people's salaries where they cannot work for a week or more.

Who is eligible?

Employers:

- All small and medium-sized

enterprises (SMEs).
- All employers with a UK bank account and UK PAYE schemes.
- Large businesses will have to meet a financial assessment test, so the scheme is only available to those whose turnover is lower now than before experiencing difficulties from COVID-19 (the government's expectation is that large employers using the JSS will not be making capital distributions, such as dividend payments or share buybacks, whilst accessing the grant).

Employees:
- Employees must be on an employer's PAYE payroll on or before September 23 2020 (this means a Real Time Information (RTI) submission notifying payment to that employee to HMRC must have been made on or before September 23 2020).
- Employees will be able to cycle on and off the scheme and do not have to be working the same pattern each month, but each short-time working arrangement must cover a minimum period of seven days.

Employers must agree the new short-time working arrangements with their staff, make any changes to the employment contract by agreement and notify the employee in writing. This agreement must be made available to HMRC on request.

How will payments be made?
The scheme will be open from November 1 2020 to the end of April 2021. Employers will be able to make a claim online through GOV.UK from December 2020 and they will be paid on a monthly basis.

Grant payments will be made in arrears, reimbursing the employer for the government's contribution. The grant will not cover class one employer National Insurance contributions (NICs) or pension contributions, although these contributions will remain payable by the employer.

> "The scheme doesn't go far enough to protect jobs"

The government said employers must pay employees their contracted wages for hours worked. Therefore, employees who have previously been furloughed will have their underlying usual pay and/or hours used to calculate usual wages, not the amount they were paid whilst on furlough.

At the time of writing, the government is yet to publish detailed guidance, but it said the "usual wages" calculations will follow a similar methodology as that for the CJRS.

Employees cannot be made redundant or put on notice of redundancy during the period within which their employer is claiming the grant for that employee.

How much work will it really be?
To gauge the thoughts of the profession responsible for making claims under the new scheme, *Reward Strategy* reached out to payroll professionals.

Just as the government made life more complex for payrollers, the announcement was also incredibly bad timing for Reward Strategy - with the chancellor announcing the changes five minutes before we were due to print the magazine. Therefore, these comments were made based on the original JSS - with employers contributing a third of wages for hours not worked.

When asked how difficult the new scheme would be to manage, compared to the CJRS, it was no surprise that most payrollers couldn't say until further detailed guidance was available.

Some believed it would be similar to the process of calculating flexible furlough claims, but this didn't mean the process would be any easier.

Both Jamie Flarry, employee accounting manager for Champneys Health Resorts, who was speaking personally, and Michelle Sutton, head of reward and pensions at SUEZ Recycling and Recovery UK, said the new scheme would "not be any easier to process" and "require just as much work as the CJRS has to date".

Jim Woodlingfield, payroll and pensions manager for not-for-profit education group NCG, said it will be slightly easier to calculate than the CJRS, as there is no pension or National Insurance element. However, he did have concerns around the administrative burden in tracking the hours worked and making sure the payment is made to the employee in the month.

With a similar worry, a payroll manager at a fast food retailer said it would be impossible to design, build, test and implement a system in the given timeframe without further guidance.

They added: "We don't know if it will be more complicated than the CJRS, in fact, we think we will have to do this manually as the take up for us will be low and we do not even know if all areas of the business will qualify."

Fit for purpose?
Similar to the previous comments, on the complexity of the new scheme, the below comments were offered on the previous incarnation of the JSS. Some payrollers may have changed their minds.

Torsten Bell, chief executive of think tank Resolution Foundation, said that, on its own, the JSS would not encourage firms to cut hours rather than jobs, because it is much cheaper for firms to employ one person full-time, than two people part-time.

Therefore, *Reward Strategy* asked payroll managers if they thought the new scheme would help reduce redundancies, or if they, like Bell, thought employers would ignore the scheme and cut jobs based on costs.

The overwhelming majority of payrollers believed that the new scheme would not be effective in reducing redundancies.

Flarry and Woodlingfield agreed "the scheme doesn't go far enough to protect jobs."

As for whether or not businesses would cut jobs because it's cheaper for firms to employ one person full-time than two people part-time, opinions were divided.

Several payrollers *Reward Strategy* spoke to believed some employers would ignore the scheme and cut jobs.

Flarry said: "Those who are the hardest hit won't even have the cash to pay for a third of employee wages."

While a payroll manager at a budget airline echoed Flarry's sentiment and said: "Ultimately, for some firms, it may be the only realistic option to cut jobs."

Woodlingfield added: "It is a key weakness of the scheme. It is not flexible enough for employers to decide how best to use it themselves.

"Employers will still be required to make a relatively large contribution for the third of hours worked. So, some employers will crunch the numbers to see if it is cheaper to retain a small number of full-time employees rather than keep a larger number on short hours."

However, Dommy Szymanska, pay and reward Manager for Europe at Stella McCartney, and Sutton were more optimistic.

Szymanska didn't think employers would cut part-time workers, but would utilise new flexible working hours to ensure part-time workers could cover the workload of full-time employees.

Sutton added: "Whilst it could be more expensive to employ one full-time employee as opposed to two part-time employees, when considering factors such as reduced training costs, less office equipment, clothing etc, assuming you have good retention rates, I'm not sure it

"It will require just as much work as the CJRS has to date"

is cheaper in the long-term.

"When you consider employer NICs are payable after the secondary threshold is exceeded (and employers NICs are not payable up to the upper secondary threshold if under 21), it's unlikely two part-time employees would increase the employer on-costs."

Job Support Scheme expansion

Shortly after the announcement of the JSS, at the start of October 2020, the chancellor announced the new scheme would be expanded to protect jobs and support businesses required to close their doors as a result of COVID-19 restrictions.

Employees who work for UK firms forced to shut by law, because of COVID-19 restrictions, will get two-thirds of their wages (or 67 percent) paid for by the government - up to a maximum of £2,100 a month.

Businesses will only be eligible to claim the grant while they are subject to restrictions and employees must be off work for a minimum of seven consecutive days.

Under the UK-wide scheme, employers will not be required to contribute towards wages and only asked to cover NICs and pension contributions.

The government said it is estimated that around half of potential claims are likely not to incur employer NICs or auto-enrolment pension contributions, therefore will not face employer contribution.

Payments to businesses will be made in arrears, via a HMRC claims service that will be available from early December. Employees of firms that have been legally closed in the period before November 1 are eligible for the CJRS.

The scheme will be available for six months, with a review point in January.

Further guidance on the scheme will be set out by HMRC in due course.

Job Retention Bonus

As well as the new wage support schemes put in place, employers are also able to claim a one-off, taxable payment of £1,000 for every employee who they previously claimed for under the CJRS and remains continuously employed through to January 31 2021.

Employers can claim the Job Retention Bonus for all employees that meet the eligibility criteria, including office holders, company directors and agency workers, including those employed by umbrella companies.

Employees must have been continuously employed by the relevant employer from the time of the employer's most recent claim for that employee until at least January 31 2021.

Employees must have also earned at least £520 a month, on average, between the November 1 2020 and January 31 2021.

Employees who are serving a contractual or statutory notice period for employers on January 31 2021, including serving notice of retirement, cannot be claimed for.

Employers will be able to claim the bonus after they have filed PAYE for January 2021 and payments will be made to employers from February 2021.

It is possible for employers to claim the bonus and from the JSS in the same period. ■

Amber-Ainsley Pritchard, editor, Reward Strategy

See p15 for more on job support schemes around the world and p25 for ideas on how to spend the Job Retention Bonus

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10:00 — Welcome address
10:10 — How COVID-19 has changed the working world as we know it
10:45 — Why wellbeing has become a "need to have", not "nice to have"
11:15 — *Break*
11:30 — The future of reward: From fertility benefits to menopause policies
12:05 — The importance of financial wellbeing
12:35 — *Break*
13:20 — How to ensure seamless global payments
13:50 — How key workers are keeping the nation paid during a worldwide pandemic
14:20 — Closing remarks

FRIDAY 11 DECEMBER

10:00 — Welcome address
10:10 — What's next? How 2020 has influenced your priorities for the coming year
10:45 — Pay gap reporting: Is the UK "good" enough?
11:15 — *Break*
11:30 — 2021 payroll update
12:05 — Global mobility: How more homeworkers could change your role
12:35 — *Break*
13:20 — How did reward change during the COVID-19 crisis?
13:50 — Employment law: What has changed?
14:20 — Closing remarks

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SIGH OF (NICS) RELIEF

Employer National Insurance contribution reliefs may be useful for companies facing decreased turnover. The CIPP's Lora Murphy explains

Lora Murphy,
CIPP

> "Payroll professionals were most bemused by the proposed transitional process"

Many businesses will currently find themselves in the unenviable position of seeing their turnover decrease, in some cases dramatically, due to the economic turbulence caused by COVID-19. Therefore, now would be the ideal time for employers to consider the range of reliefs that could be available to them and how they could take advantage of the government measures aimed at incentivising the employment of certain types of individual. These measures are often introduced by granting employers National Insurance contribution (NIC) reliefs.

At the time of writing, the number of the policies have been in place for some time, whilst others are due to be introduced shortly.

Veterans

As one of its 2019 manifesto pledges, the Conservative party announced it would "reduce National Insurance contributions for employers, if they employ ex-Service personnel."

It was then announced, at the 2020 budget, that from April 6 2021, any employers hiring veterans would be granted an employer's NICs holiday for a period equating to 12 months.

HMRC then published a consultation, *Supporting veterans' transition to civilian life through employment*, which ran from July 2020 to October 2020, and sought feedback on the finer details of the new policy and employer entitlement.

The CIPP submitted a formal response to the consultation, and it was apparent that payroll professionals were most bemused by the proposed transitional process that will be applied in tax year 2021-2022 - the initial year of the policy.

The current proposal will see the employer paying the relevant employer NICs throughout the first year, and then claiming a credit using the Real Time Information (RTI) process at the commencement of tax year 2022-23. Concerns were raised, in both a survey and a think tank roundtable meeting, that, as the employer cannot take advantage of the relief straight away, they may not utilise it, which could subsequently act as a deterrent to employing veterans.

The level of savings that could potentially be made by employers is more than £5,500 per veteran employed, in scenarios where the entitlement is utilised in full. The current proposition is that employers can save on their secondary NICs up to the Upper Secondary Threshold (UST), which sits at £50,000 at present.

In order to assess the effectiveness of the new employer entitlement, and to gauge how many employers have begun to employ veterans, and at what level, the government is intending to include a three-year 'sunset clause' in legislation. This will mean that, after a three-year period, the policy can be reviewed and the government can decide whether or not to extend the relief.

Employees under the age of 21

In order to encourage businesses to take on young people, from April 2015, employers can benefit by employing individuals aged below 21, as they will not be required to pay secondary NICs on any of their earnings up to the UST.

Ordinarily, the rate of employer's NICs would be 13.8 percent for earnings above the Secondary Threshold (ST), which currently sits at £8,788 per annum in tax year 2020-21.

The NI category to be applied to employee records for those aged under 21, is M. Employers will need to ensure that they keep track of employee ages, so they are only claiming the entitlement for those staff members who meet the eligibility requirements.

Apprentices

Following on from the successful implementation of the new NI category for those aged under 21, from April 2016, employers who take on an apprentice under the age of 25 are not required to pay employer NICs on their earnings, up to a maximum £50,000. A new NI category was established – category H – which is applied to the records of any employees who are apprentices and are under the age of 25.

Employers need to be able to supply evidence to demonstrate the employee is an apprentice. ■

Lora Murphy, policy and research officer, CIPP

"THIS IS NO PASSING FAD"

The Pensions Regulator's David Fairs says trustees must consider climate change risks or investment performance may suffer

David Fairs,
The Pensions Regulator

"Climate change throws up tough questions"

To keep temperature rises in line with international agreements, greenhouse gas emissions must fall sharply. This requires big changes in the global economy's structure.

Climate change will challenge every area of our lives and the pension industry's response to that challenge will determine its future prosperity.

Pressure has been building for pension trustees to focus more on environmental, social and governance factors (ESG) and not just from the government or regulators. Savers increasingly want to know what's being done with their money, including how their scheme trustees manage climate-related financial risks to their savings.

Climate change has the potential to have a big effect on scheme investments and sponsor covenants. If trustees don't consider climate change risks and opportunities or exercise effective stewardship, investment performance may suffer. This could mean savers missing out on better outcomes. It'll affect how The Pensions Regulator approaches meeting its statutory objectives. It's directly relevant to our objective to protect member benefits.

Our increased focus comes as the government aims to ensure requirements for the effective governance of pension schemes, with respect to the effects of climate change, are written directly into pensions law.

The Pensions Scheme Bill

The Pension Schemes Bill will enable regulations to be made requiring trustees to consider, in-depth, how climate change will affect their pension scheme and its investments and to publish information relating to the effects of climate change on the scheme.

Trustees must already produce a statement of investment principles (SIP), setting out their policies on financially material ESG considerations (including climate change) and their policies on stewardship – including when and how they plan to engage with investment issuers or managers on matters including risks and social and environmental impact. Trustees must also publish their SIP online.

From this year, trustees will have to make further changes. These include publishing an implementation statement describing whether certain policies in the scheme's SIP have been followed and the trustees' voting behaviour.

An implementation statement may be used to show how trustees have held their investment managers to account, explaining how they have engaged with, influenced and challenged investment service providers where necessary.

This statement offers trustees the opportunity to demonstrate the work they are undertaking on members' behalf, as well as reflecting on areas for improvement or change. It will have to be made publicly accessible, so savers have the chance to examine how the intent stated by trustees in scheme policies translates into action.

A message to trustees

This is no passing fad. Given the long-term nature of pension schemes, climate change will be a fundamental consideration. Trustees must take account of long-term risks and opportunities to deliver the pensions people will need in the future.

There's no stepping away from the tough and complex questions raised by climate change. Particularly, as they'll depend on service providers for some of the answers when it comes to underlying data. However, trustees can have influence. Applying pressure on investment managers to pay attention to climate change, in the building of portfolios and investment selection, will drive those looking to attract investment to accelerate their plans. ■

David Fairs, executive director of regulatory policy, analysis and advice, The Pensions Regulator

STAND BY YOUR EMPLOYEES

BT's Megan O'Shaughnessy explains how employers can utilise the Job Retention Bonus

The government has announced that companies will receive a £1,000 one-off, taxable payment for each eligible employee that was furloughed and kept continuously employed until January 31 2021.

To most employers, the extra cash injection from the Job Retention Bonus will be welcomed after months of ambiguity. The real question is: What to do with it?

Social interaction

Given the fact that most of us haven't had the largest amount of human interaction this year, there is a part of me that feels the Job Retention Bonus should be spent in a way that allows people to reconnect. Whilst a Christmas party may be off the cards this year, there is no harm in planning a social event, or a couple of smaller social events, for 2021. Something to look forward to can boost morale and give people a sense of 'team' again. However, some employees may not be comfortable with socialising or believe the bonus could be spent in a more sustainable way...

Personal development

During the national lockdown, we had to adapt. We had no shops, gyms, bars, clubs or holidays, but we survived. Many people decided to use their free time to pick up a new hobby or develop new skills - such as leaning a language or starting home workouts.

As an employer, wouldn't it be brilliant to support colleagues in one of their new endeavours, by creating an allowance for one of these new hobbies?

People have found joy in doing things at home and I don't think that will change. A lot of employers already offer gym/shop discounts, so why not offer a subsidy for things we can do at home?

Housing ladder

Some employees may not have found joy at home during lockdown, and have decided now is the time to move out of the family home, or rented accommodation, and buy their first property.

Wouldn't it be fantastic if employers could give colleagues who are struggling to save for a deposit a contribution? This could be linked to retention: including a clause that states a colleague would need to stay employed for a year to benefit. For a Millennial or Gen Z employee, that's a pretty good retention statistic.

Honesty

The ethos behind the Job Retention Bonus was to encourage jobs to be kept safe until at least the end of January 2021, but I do think there is a real opportunity here for employers to be honest with their people.

If you know, like so many do, that there are restructures and potential job losses on the horizon, then this is a moment to level with your colleagues - to gain a little respect and be completely honest.

Whenever I talk to people who have been made redundant, they always say "it was the way I was communicated with that made the difference".

Bad news is bad news, but the timing and the delivery can make it much more bearable.

Overall, the Job Retention Bonus can be spent in a number of ways - and it does not need to be paid to employees.

If a business is financially struggling, the bonus may be swallowed up to actually ensure employees keep their jobs - which I think most would agree is better than any new benefit. However, for those companies that have navigated their way through the pandemic, so far, and remain healthy, I would implore them to invest in their people. They stuck around through the ambiguity and it is time to stand by them. ■

Megan O'Shaughnessy, head of reward - consumer, BT

See p16 for more on the Job Retention Bonus

Megan O'Shaugnessy,
BT

"Gain a little respect and be completely honest"

TAKE CARE WITH THESE PAYMENTS

Blake Morgan's Madeleine Mould explains how a significant settlement was reached in a case concerning National Minimum Wage

Madeleine Mould, *Blake Morgan*

> "It may be labour-intensive to calculate travel time precisely"

A settlement has recently been reached in a case brought by care workers against three homecare service providers, regarding entitlement to National Minimum Wage (NMW) for time spent travelling and/or waiting between appointments.

In *Harris and others v Kaamil Education Ltd and others*, the settlement totalled over £100,000, with each worker receiving an average of £10,000. This was recorded in a short judgment by a tribunal, as the claimants requested that their methodology for calculating their losses be shared as an aid for future claimants.

Whilst no judgment was given on the claimants' legal entitlement to NMW, this settlement has been heralded as a victory by Unison - which is encouraging other care workers in this situation to bring claims.

With no end to the COVID-19 pandemic in sight, care workers will continue to provide essential services to many vulnerable people in their homes and this could have costly implications for employers.

> "This settlement has been heralded as a victory"

Travelling time

For NMW purposes, work is classified as "salaried hours work", "time work", "output work" or "unmeasured work". Different rules apply in respect of travel to and from the worker's home, depending on the category of work. However, here we are dealing with travel during the working day where travelling time is treated as paid time across the board.

"Travelling time" includes journey time (whether by foot or any other mode of transport), time spent waiting at a place of departure to begin a journey, waiting at a place of departure for a journey to re-commence (except for time spent taking a rest break) and waiting at the end of a journey to start work (except for time spent taking a rest break).

In this case, the claimants were undertaking "time work". They were rostered to attend appointments at clients' homes within the local area. The employers organised the rosters and the claimants, therefore, had no control over the order of the appointments and their location.

A key question was how much waiting time should be allowed where there were gaps between appointments. The only case law referred to by the parties was a judgment under the *NMW Regulations 1999* (which were replaced in 2015 by the current NMW Regulations), in which Langstaff J held that time travelling between assignments would count as time work unless the gap between the assignments was so long that the claimant could realistically have returned home between the assignments. The claimants in this case argued that the worker would have to have time to return home and have a meaningful opportunity to rest before leaving again, rather than simply having time to reach their front door.

The methodology

The claimants in this case were ordered to produce a schedule of loss by reference to a single pay reference period, which could then be multiplied as appropriate. To calculate the hours worked for NMW purposes, the claimants added together:

- The total period of any care appointments; and
- Where there was a gap of 60 minutes or less between appointments:

- The travelling time between those appointments; and
- Any additional waiting time between the travelling time and the start of the second appointment.

The claimants state that they approached the calculation of their losses in a conservative way, which they state favours the respondents. In particular, the claimants disregarded gaps in excess of 60 minutes, on the assumption that gaps of more than 60 minutes would be sufficient to allow the claimant to return home at the end of one assignment before travelling to the next (even though in some instances, this would not have been possible).

Additionally, travel time was calculated using the median journey time calculated by Google Maps, based on travel at off-peak, non-rush hour times, which may have led to an under-counting in relation to journeys conducted during rush hour.

In practice, it may be very complicated and labour-intensive for employers to endeavour to calculate travel and waiting time precisely for each assignment (absent appropriately tailored software, which is utilised properly and consistently by workers). It may be more practical to adopt a general approach (as in this case), based on the data available to the employer about travel times.

It is worth remembering that the obligation on the employer is to ensure that the average hourly rate the worker receives in any pay reference period is not less than the NMW; although the general approach selected by the employer may not be accurate in relation to each individual assignment, as long as this is balanced out elsewhere the employer should remain compliant across the pay reference period.

Please note, at the time of writing, we are still waiting for the Supreme Court's judgment in the joined cases of *Royal Mencap Society v Tomlinson-Blake* and *Shannon v Rampersad*, which will address the issue of entitlement to NMW for sleep-in shifts. The case was heard in February 2020 and the judgment is expected imminently. ■

Madeleine Mould, solicitor, Blake Morgan

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Founded in 1976, CGI is among the largest IT and business consulting services firms in the world. Operating in hundreds of locations across the globe, CGI delivers an end-to-end portfolio of capabilities, from strategic IT and business consulting to systems integration, managed IT and business process services and intellectual property solutions. CGI works with clients through a local relationship model complemented by a global delivery network to help clients achieve their goals, including becoming customer-centric digital enterprises.

CINTRA HR & PAYROLL SERVICES

Computer House, 353 High Street,
Gateshead, Tyne & Wear, NE8 1ET.
Tel: 0191 4787000
Email: sales@cintra.co.uk
Website: www.cintra.co.uk
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 offers a single, fully integrated solution for all of your HR and Payroll needs, utilising the best functions from our award-winning HR and Payroll products... from payroll and HR management to communications and reporting, in one easy-to-use system, saving you time and money and putting control and accuracy at your fingertips. Cintra's software can be deployed as an in-house or hosted solution. Cintra offers a fully integrated payroll and HR solution, with the ability to outsource your payroll requirement. Cintra's software supports an unlimited number of employees within one database and has the ability to report across the whole organisation.

FRONTIER SOFTWARE

63 Guildford Road, Lightwater,
Surrey GU18 5SA
Tel: 0845 3703210
Email: sales@frontiersoftware.com
Website: frontiersoftware.com
Contact: Sales Department
Target employee range: Unlimited

Frontier Software PLC, a leading provider of integrated HR and Payroll solutions, offers total integration across all modules. The easy to use and versatile products meet the ever changing needs of Human Resource and payroll management to organisations in the UK and worldwide. chris21 is continually enhanced and updated to keep abreast of business and government legislative changes. Additional modules include Time & Attendance, Employee/Manager self service, Learning and Development, Recruitment, expenses and health & safety. Frontier Software PLC is accredited to PAYE Recognition Scheme, ISO27001 and ISO9001:2000 and BACS approved.

INTELLIGO

78 York Street, London W1H 1DP
Tel: 0800 0390116
Email: sales@intelligosoftware.co.uk
Website: intelligosoftware.co.uk
Contact: Fiona Cullinane
Target employee range: Unlimited

Intelligo is a leading provider of corporate Human Resource and Payroll Software and Services in the UK and Ireland with clients ranging in size from 300 to 20,000+ employees. Megapay, Intelligo's owned and developed flagship payroll system integrates seamlessly with MegaHR, a web-based enterprise level Human Resource solution. Built on a shared database this allows for accurate sharing of information such as job history, salary history, holiday leave, etc between Payroll and Personnel, ensuring key employee data is entered only once. Megapay and MegaHR are available to purchase as either an On Premises installed solution or on a Software as a Service (SaaS) basis.

Additional modules include Employee/Line Manager Self Service, Training, Recruitment, Consultancy, plus much more.

Outsourced / fully managed

CINTRA HR & PAYROLL SERVICES

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Gateshead, Tyne & Wear, NE8 1ET.
Tel: 0191 4787000
Email: sales@cintra.co.uk
Website: www.cintra.co.uk
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.

FRONTIER SOFTWARE

63 Guildford Road, Lightwater,
Surrey GU18 5SA
Tel: 0845 3703210
Email: sales@frontiersoftware.com
Website: frontiersoftware.com
Contact: Sales Department
Target employee range: 50+

Frontier Software's payroll service is tailored to each organisation as 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.

- Dedicated experienced payroll team
- Business disaster recovery
- BACS approved bureau
- Accurate, flexible and reliable service
- UK Processing centres
- PAYE Recognition Scheme accredited

INTELLIGO

78 York Street, London W1H 1DP
Tel: 0800 0390116
Email: sales@intelligosoftware.co.uk
Website: intelligosoftware.co.uk
Contact: Frances McDonald
Target employee range: Unlimited

Intelligo provide trusted payroll solutions to clients ranging in size from 300 to 20,000+ employees. Its payroll software Megapay is an enterprise level payroll system that is capable of accommodating the most demanding complex payroll scenarios. Developed as a standard application, the solution is highly configurable to meet clients specific payroll needs. It is widely used throughout every industry and is available as either an installed solution or on a hosted basis. As a Certified Workday Global Cloud Partner, the system fully integrates with Workday. In addition, Megapay is PAYE Recognised by HMRC.

- RTI
- Auto-Enrolment
- HMRC Integration
- Statutory Payment Processing
- Irish Payroll Calculation Engine
- Employee Self Service
- Payslip Mobile App
- HR Integration

Software

CERIDIAN

Suite 3A, 3rd Floor, Skypark 5, 45
Finnieston Street, Glasgow, Scotland,
G3 8JU
Tel: 0800 9520 415
Website: www.ceridian.com/uk

Ceridian is a global human capital management (HCM) software company. Dayforce, its flagship cloud HCM platform, provides human resources, payroll, benefits, workforce management, and talent management capabilities in a single solution. The platform helps you manage the entire employee lifecycle, from recruiting and onboarding, to paying people and developing their careers. Ceridian provides solutions for organizations of all sizes, from small businesses to global organizations.

Software

EQ GLOBAL

Broadgate Tower, 20 Primrose Street,
London EC2A 2EW
Email: eqglobal@equiniti.com
Website: www.equinitiglobal.com
Telephone: 0844 776 1836

EQ Global is a trusted international payments provider. It helps your business pay employees on time by making complicated, business critical and time-consuming global payroll payments simple. The use of its end-to-end technology gives you the assurance that your payments processes are covered, so you can concentrate on the business activities that matter to you most.
By offering a smart solution to send and receive money internationally, EQ Global eliminates the pain points around the traditional payments process, providing speedier payment delivery more cost-effectively, and at much lower risk.
EQ Global is part of the Equiniti Group, a company with a 180-year heritage and whose clients include over 50 percent of the FTSE100 in addition to a large number of government bodies and public sector organisations.

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63 Guildford Road, Lightwater,
Surrey GU18 5SA
Tel: 0845 3703210
Email: sales@frontiersoftware.com
Website: frontiersoftware.com
Contact: Sales department
Target employee range: Unlimited

Frontier Software PLC, a leading provider of integrated HR and Payroll solutions, offers total integration across all modules. The easy to use and versatile products meet the ever changing needs of Human Resource and payroll management to organisations in the UK and worldwide. chris21 is continually enhanced and updated to keep abreast of business and government legislative changes. Additional modules include Time & Attendance, Employee/Manager self service, Learning and Development, Recruitment, expenses and health & safety. Frontier Software PLC is accredited to PAYE Recognition Scheme, ISO27001 and ISO9001:2000 and BACS approved.

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78 York Street, London W1H 1DP
Tel: 0800 0390116
Email: sales@intelligosoftware.co.uk
Website: intelligosoftware.co.uk
Contact: Fiona Cullinane
Target employee range: Unlimited

Intelligo's flagship payroll product Megapay, is the Number 1 payroll system choice for corporate organisations and the public sector. Megapay is used throughout every major industry from Manufacturing, Telecoms, Top 5 Accounting Firms, Government Departments, etc., with clients ranging from 500 to 20,000+ employees. As a Certified Workday Global Payroll Cloud Partner, Megapay is certified as interoperating with Workday HCM. In addition, Megapay also interfaces with leading T&A and Financial applications.

Software as a service

FRONTIER SOFTWARE

63 Guildford Road, Lightwater,
Surrey GU18 5SA
Tel: 0845 3703210
Email: sales@frontiersoftware.com
Website: frontiersoftware.com
Contact: Sales Department
Target employee range: 1 to 50,000

Founded in 1983, Frontier Software PLC is one of the most trusted global suppliers of HR and Payroll software and services to all areas of the public and private sectors.
Implementation of the fast growing technology platform of Software-as-a-Service (SaaS) has allowed Frontier Software PLC to meet their client's needs and produce measurable business benefits both in the UK as well as around the World.

Training / Intelligence

REWARD STRATEGY TRAINING IN ASSOCIATION WITH THE PAYROLL CENTRE

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

Reward Strategy, formally known as Payroll World, has been well respected by payroll, HR and finance professionals for over a decade for incisive comment and practical advice. Now in association with The Payroll Centre, we offer a select range of CPD certified short courses to develop real skills. Courses range from the Payroll Introduction course to the Payroll & HR Update. You can find the variety of courses available online and for more information call us today on 01798 861111.

REWARD STRATEGY MEMBERSHIP

1st Floor, Axe & Bottle Court,
70 Newcomen Street, London SE1 1YT
Tel: 020 7940 4801
Email: membership@rewardstrategy.com
Website: reward-strategy.com

Keeping abreast of the changes in the industry is vital to your role. Reward Strategy membership makes this easy. Membership includes the 'must read' Reward Strategy magazine in print, unlimited online access, either discounted or complimentary passes to our conferences and access to an award-winning desktop PAYE calculator. With three levels to choose from, there's a membership for every budget.

Workforce management

FRONTIER SOFTWARE

63 Guildford Road, Lightwater,
Surrey GU18 5SA
Tel: 0845 3703210
Email: sales@frontiersoftware.com
Website: frontiersoftware.com
Contact: Sales department
Target employee range: Unlimited

Frontier Software PLC, a leading provider of integrated HR and Payroll software solutions, offers chris21, a comprehensive HR integrated solution, for effective workforce management. Intuitive and easy to use, chris21 is continually enhanced and updated to keep abreast of business and government legislative changes. Additional modules include Time & Attendance, Employee/Manager self service, Learning and Development, Recruitment, expenses and health & safety. Frontier Software PLC is accredited to PAYE Recognition Scheme, ISO27001 and ISO9001:2000 and BACS approved.