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Prospectus 3
Payroll

1 Organisation Overview

About PwC UK and our Managed Services

PwC works with government departments, agencies and public bodies to run, improve and modernise essential public services. We enable you to focus on your priorities and achieve sustainable outcomes.

Our UK Managed Services function brings together operational delivery, programme management and enabling technology to support the delivery of complex, high-volume and regulated services. We partner with you to run critical services such as payroll with accuracy, resilience and control by combining day-to-day operational delivery with continuous improvement to deliver value for money.

Under the RM6295 Outsourced Services Framework, we provide managed and outsourced services across citizen experience, process administration and corporate functions. Our delivery models flex at call-off and range from targeted capacity support through to end-to-end managed payroll services and operate-to-transform arrangements.

Payroll within Managed Services

Payroll is a business-critical service that requires high levels of accuracy, security and timeliness. Within Payroll, we support public sector organisations to run compliant, reliable payroll services that pay people accurately and on time, while managing risk, change and demand.

We'll work with you to stabilise payroll operations, manage transition from incumbent providers, and embed controls and governance that support ongoing service quality and assurance. Where needed, we can also help you prepare payroll services for future transformation, automation or system change.

2 Specialisms and Capabilities in Payroll

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Core specialisms

We provide payroll services including:

- Payroll onboarding and transition from incumbent providers
- Ongoing payroll processing and administration
- Management of payroll change (for example, organisational change, policy updates or workforce change)
- Payroll data validation and reconciliation
- Incident and query management aligned to agreed service standards
- Business continuity and disaster recovery for payroll services

What we deliver

At call-off, we can work with you to design a payroll delivery model aligned to your workforce size, complexity, pay cycles and risk profile. Our services typically include:

- Mobilisation and transition
  - Discovery to understand current payroll arrangements, data and controls
  - Structured onboarding using defined payroll transition methodologies
  - Parallel runs, testing and go-live assurance

- Live payroll service
  - End-to-end payroll processing and administration
  - Management of payroll changes, exceptions and corrections
  - Defined payroll calendars, cut-offs and approval checkpoints
  - Issue and escalation management

- Assurance and improvement
  - Regular service reviews and continuous improvement planning
  - Root cause analysis of payroll errors and incidents
  - Process standardisation and optimisation
  - Preparation for automation or system change where appropriate

Programme and service management

For each call-off, we establish a governance and management structure aligned to the scale, complexity and risk of the payroll service. This supports safe transition, stable live running and continuous improvement.

3 Key Personnel

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Chris Watt
Director, Payroll Service, PwC UK

Chris Watt is a Director in PwC UK's Managed Services business and Co-Leader of PwC's UK and Global Payroll Services. He has extensive experience leading the delivery of payroll services for complex organisations, with a focus on mobilisation, service governance, assurance and ongoing performance management.

Chris specialises in running payroll operations that prioritise accuracy, resilience and compliance within regulated environments. He brings experience across payroll transition, control design, incident management and stakeholder engagement, supporting the stable operation and continuous improvement of payroll services.

4 Service Quality, Controls, Assurance and Resilience

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Payroll controls and assurance

Our payroll services are delivered through defined control frameworks designed to ensure accuracy, timeliness and compliance. Controls are embedded across the payroll lifecycle and typically include:

- Defined payroll calendars, cut-off dates and approval checkpoints
- Validation and reconciliation controls across gross-to-net calculations
- Segregation of duties across input, processing and approval activities
- Exception reporting with defined investigation and resolution procedures
- Documented Standard Operating Procedures aligned to Buyer requirements

Payroll performance and control effectiveness are reviewed through regular service reporting and governance forums. Issues are tracked and resolved through defined escalation routes.

Quality management and incident handling

Quality is monitored through structured checks, exception trend analysis and root cause reviews. Payroll incidents are logged, prioritised and managed in line with agreed severity definitions, with corrective actions implemented to prevent recurrence. All lessons learned are fed into process updates, training and control refinement.

Data protection and security

Payroll services are delivered using a secure-by-design approach aligned to ISO 27001, Cyber Essentials Plus, UK GDPR and public sector security requirements. Controls include:

- Role-based access and least-privilege permissions
- Secure data transfer, storage and retention arrangements
- Defined joiners, movers and leavers processes
- Monitoring, incident response and breach management procedures

Security controls are subject to regular review and assurance activity.

Capacity management and resilience

We operate a scalable payroll delivery model to manage predictable peaks (such as month-end, year-end and pay award cycles) and unplanned demand. Capacity is planned using rolling forecasts and can be flexed through trained internal resources and approved contingent support under PwC governance.

Business continuity and disaster recovery arrangements are in place to protect payroll delivery, including tested continuity plans and defined minimum service levels to ensure continuity of pay.

5 Relevant Payroll Experience

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UK payroll services: ICON plc

We provide UK payroll services for ICON plc, delivering monthly payroll processing for approximately 2,550 employees. The service operates as an ongoing managed service arrangement and includes payroll administration, controls and operational support. This engagement demonstrates our experience running stable, repeatable payroll services at scale and with defined controls and assurance.

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UK payroll services: Oxford Nanopore Technologies plc

PwC delivers UK payroll services for Oxford Nanopore Technologies plc, providing ongoing payroll processing and administration under a managed service model. The service commenced in 2022 and continues without a defined end date, demonstrating service stability, continuity and effective control over payroll operations.

6 Added value and social value

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Value-added services

Our "value-added services" will depend on what is already within the scope of the engagement and may include:

- A dedicated partner as a sounding board
- Peer-learning and lessons-learned opportunities with other clients who have completed similar programmes
- Skills transfer
- Coaching and support opportunities for individuals, especially from under-represented groups

Social value capabilities

As a professional services firm, some of the ways we aim to deliver social value include:

- Skills-based volunteering tailored to the scale and scope of the engagement
- Employability and digital skills training for different cohorts through schools, community groups and social enterprises
- Skills development for small businesses and social enterprises, for example coaching sessions and mentoring
- Training and mentoring for client personnel from under-represented groups
- Delivering mental health awareness training to client teams to support wellbeing

7 Key Delivery Partners and Subcontractors

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PwC leads delivery and retains full accountability for payroll services under the RM6295 Framework. Where appropriate, we work with specialist partners to support payroll delivery, including platform providers or contingent labour partners, selected based on Buyer requirements.

All partners operate within PwC's governance, quality and security framework, with clear oles, responsibilities and performance management arrangements.

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