

Paydata Business Insight National Statistics



July 2022: PAYstats Pay and Labour Market Statistics

Quarterly Edition



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AIMS



Our quarterly round-up brings together trends and opinions on what is happening and what the future holds for:

- Inflation
- Employment
- Earnings
- Pay Settlements
 - Historic
 - Predictive
- PAYstats pay and labour market statistics

KEY FINDINGS



- The Consumer Prices Index (CPI) rose by 9.4% in the 12 months to June 2022, up from 9.1% in May.
- The latest Labour Force Survey (LFS) estimates for March to May 2022 show that over the quarter, there was an increase in the employment rate, while unemployment and economic inactivity rates decreased.
- Firms continue to report significant recruitment difficulties and elevated levels of vacancies and most surveys suggest above average levels of capacity utilisation.
 Unemployment is expected to fall further in the near term, reflecting the recent strength of activity and business optimism.
- Growth in employees' average total pay (including bonuses) was 6.2% and growth in regular pay (excluding bonuses) was 4.3% in March to May 2022.
- Underlying wage growth is projected to pick up further in the next few months. That reflects the tightening in the labour market and further upward pressure from the rise in CPI inflation, as firms seek to retain and recruit staff.

If you would like to find our more about any of the information contained in this PAYstats bulletin please contact us via:

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Inflation

BANK OF ENGLAND MONETARY POLICY REPORT (MAY 2022)

Twelve-month CPI inflation rose to 7.0% in March, around 1 percentage point higher than expected in the February Report. The strength of inflation relative to the 2% target mainly reflects previous large increases in global energy and tradable goods prices, the latter of which is due to the shift in global demand towards durable goods and to supply chain disruptions.

In the May Report central projection, CPI inflation is expected to rise further over the remainder of the year, to just over 9% in 2022 Q2 and averaging slightly over 10% at its peak in 2022 Q4. The majority of that further increase reflects higher household energy prices following the large rise in the Ofgem price cap in April and projected additional large increase in October. The price cap mechanism means that it takes some time for increases in wholesale gas and electricity prices, and their respective futures curves, to be reflected in retail energy prices. Given the operation of the price cap, consumer price inflation is likely to peak later in the United Kingdom than in many other economies, and may therefore fall back later. The expected rise in CPI inflation also reflects higher food, core goods and services prices.

BANK OF ENGLAND MPC MINUTES (JUNE 2022)

Twelve-month CPI inflation had risen to 9.0% in April, close to the May Monetary Policy Report projection. Energy and core goods inflation had continued to account for around 80% of the overshoot of CPI inflation relative to the 2% target. Food and services inflation had risen further and accounted for the remainder of the overshoot, with an increasing contribution from services prices, which was partly due to the restoration of the 20% VAT rate on the hospitality sector's sales. Core CPI inflation, excluding food, beverages, tobacco and energy, had risen to 6.2%. The April CPI release had triggered the exchange of open letters between the Governor and the Chancellor of the Exchequer that was being published alongside these minutes.

CPI inflation was expected to rise somewhat further in the near term, to just under 10% in September, reflecting higher food, core goods and services price inflation. The recent increase in oil prices would also push up on inflation relative to the May Report projection, by around a quarter of a percentage point. Core CPI inflation was expected to rise to just under 7% by September.

CPI inflation was then expected to rise to slightly above 11% in October, slightly higher than the monthly peak consistent with the May Report. The projected increase between September and October was expected to be due largely to the next reset of Ofgem's utility price cap.

OFFICE FOR NATIONAL STATISTICS (JUNE 2022)

The Consumer Prices Index including owner occupiers' housing costs (CPIH) rose by 8.2% in the 12 months to June 2022, up from 7.9% in May. The largest upward contributions to the annual CPIH inflation rate in June 2022 came from housing and household services (principally from electricity, gas and other fuels, and owner occupiers' housing costs) and transport (principally from motor fuels). On a monthly basis, CPIH rose by 0.7% in June 2022, compared with a rise of 0.4% in June 2021.

CPI inflation is expected to rise further over the remainder of the year, to just over 9% in 2022 Q2 and averaging slightly over 10% at its peak in 2022 Q4."

BANK OF ENGLAND MONETARY POLICY REPORT

May 2022



The Consumer Prices Index (CPI) rose by 9.4% in the 12 months to June 2022, up from 9.1% in May. On a monthly basis, CPI rose by 0.8% in June 2022, compared with a rise of 0.5% in June 2021. Rising prices for motor fuels and food made the largest upward contributions to the change in both the CPIH and CPI 12-month inflation rates between May and June 2022. The largest, partially offsetting downward contributions to change in the rates were from second-hand cars and audio-visual equipment (principally recording media).

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The largest upward contributions to the annual CPIH inflation rate in June 2022 came from housing and household services (principally from electricity, gas and other fuels, and owner occupiers' housing costs) and transport (principally from motor fuels)."

OFFICE FOR NATIONAL STATISTICSJune 2022



Employment

CIPD LABOUR MARKET OUTLOOK (SPRING 2022)

The net employment balance – which measures the difference between employers expecting to increase staff levels and those expecting to decrease staff levels in the next three months – remained high at +36, after reaching +37 last quarter. This continues to exceed pre-pandemic levels.

Employment intentions remain positive across industries but are particularly high in construction, information and communication, hospitality/arts and entertainment and business services. Forty-five per cent of employers have hard to-fill vacancies. These are most common in healthcare, the voluntary sector and education. Just 6% of employers plan to decrease staff levels in the next quarter. Relative to historical levels, redundancy intentions among employers remain low at 13%. Action is increasingly focused on the existing workforce, including upskilling and introducing more flexible working arrangements.

BANK OF ENGLAND MONETARY POLICY REPORT (MAY 2022)

The labour market has tightened further, with the unemployment rate at 3.8% in February having fallen below the MPC's assessment of the medium-term equilibrium rate of unemployment of just above 4%. Firms continue to report significant recruitment difficulties and elevated levels of vacancies and most surveys suggest above average levels of capacity utilisation.

Unemployment is expected to fall further in the near term, reflecting the recent strength of activity and business optimism. However, the projected sharp slowing in demand growth means that the MPC expects demand to grow more slowly than supply over the projection. As a result, unemployment is expected to start to rise in 2022 Q4 when a margin of excess supply emerges. The degree of excess supply is expected to rise to around 2.25%, and the rate of unemployment to 5.5%.

BANK OF ENGLAND MPC MINUTES (JUNE 2022)

The ONS's reweighting of the Labour Force Survey (LFS) with new population estimates had changed only marginally the composition of the labour market. In the three months to April, the unemployment rate was 3.8%, equal to its pre-pandemic trough [...]. LFS employment had grown strongly, by 0.5%. The inactivity rate had declined a little over recent months but was still higher than immediately before the pandemic.

Labour demand indicators had remained strong, alongside evidence of persistently elevated recruitment difficulties. The stock of vacancies had risen further, to 1.3 million in the three months to May. [...] Intelligence from the Bank's Agents' contacts suggested that hiring intentions had continued to be positive and that recruitment difficulties had remained severe. Contacts had said that they expected recruitment difficulties to persist for at least the next twelve months, due to structural shortages of labour and skills.

+36 Lilli this quarter's net employment balance

45%



have hard-to-fill vacancies, most commonly in healthcare, the voluntary



OFFICE FOR NATIONAL STATISTICS (JULY 2022)

The latest Labour Force Survey (LFS) estimates for March to May 2022 show that over the quarter, there was an increase in the employment rate, while unemployment and economic inactivity rates decreased.

The UK employment rate increased by 0.4 percentage points on the quarter to 75.9%, but is still below pre-coronavirus (COVID-19) pandemic levels. The most timely estimate of payrolled employees for June 2022 shows a monthly increase, up 31,000 on the revised May 2022 figures, to a record 29.6 million. The unemployment rate for March to May 2022 decreased by 0.1 percentage points on the quarter to 3.8%. The number of job vacancies in April to June 2022 rose to 1,294,000. However, the rate of growth in vacancies continued to slow down.

MANPOWER EMPLOYMENT OUTLOOK SURVEY (Q3 2022)

In the UK, +35% of employers plan to add to their workforce – up by four percentage points on Q2, and by 22 percentage points year-on-year. Finance and IT sectors have increased their Outlook this quarter: Banking, Finance, Insurance and Real Estate and IT, Tech, Telecoms, Communications and Media both reported the strongest outlook (+49%), followed by Other Services (+39%), and Manufacturing (+38%). Notably, the Outlook for Restaurants and Hotels has dropped again this quarter (+25%), as has Primary Production (+28%), however both are still reporting solid hiring intention.

Employers in London are the most optimistic this quarter with hiring confidence jumping 10 percentage points since the last quarter, to +41%, fueled by the positive hiring intent of the Banking and Finance, and IT and Tech. Hiring outlook in the East has the biggest decline this quarter, and similarly in Scotland and Wales, the Outlook falls four percentage points this quarter in both.

KPMG / REC REPORT ON JOBS (JULY 2022 PRESS RELEASE)

Recruitment activity continued to expand across the UK during June, with temp billings rising to a greater extent than permanent placements. Notably, permanent staff appointments increased at the slowest rate for 16 months, which was blamed on a combination of candidate shortages and slower decision-making at clients amid greater uncertainty around the outlook and rising costs.

Although overall vacancies continued to rise at a historically sharp pace in June, the latest upturn was the least marked for 15 months. Softer rises in demand were signalled for both permanent and temporary workers at the end of the second quarter, with the former noting the quicker rate of expansion. The availability of staff continued to decline at a severe pace in June. [...] Recruitment consultancies often attributed lower candidate numbers to a generally low unemployment rate, fewer foreign workers, robust demand for staff and hesitancy to switch roles in the increasingly uncertain economic climate.

Neil Carberry, Chief Executive of the REC, said: "The labour market is still strong, with demand for new staff high. That said, today's data show that we are likely to be past the peak of the post-pandemic hiring spree. That pace of growth was always going to be temporary – the big question now is the effect that inflation has on pay and consumer demand over the course of the rest of the year. Whether we will see the market settle at close to normal levels, or see a slowdown, is unpredictable at this point. It is important to note that plenty of hiring is happening in this tight market – there are candidates out there for firms who get it right. Skilled recruitment professionals are at the heart of this, making a difference to opportunity and growth for companies and workers."

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NEIL CARBERRYChief Executive, REC



Earnings

BANK OF ENGLAND MONETARY POLICY REPORT (MAY 2022)

Underlying wage growth is projected to pick up further in the next few months. That reflects the tightening in the labour market and further upward pressure from the rise in CPI inflation, as firms seek to retain and recruit staff. And, as suggested by the Agents' survey on pricing and margins, firms seek to rebuild their margins following the sharp increases in their costs. As a result, services price inflation is expected to rise a little further over this period. Whole-economy average weekly earnings (AWE) growth is expected to be slightly lower than underlying wage growth during 2022, given an expected drag from compositional effects.

BANK OF ENGLAND MPC MINUTES (JUNE 2022)

Recent indicators of nominal pay growth had remained elevated, consistent with the continued effects of a tightening labour market. Nominal private sector regular AWE growth had been 4.8% in the three months to April, in line with the expectation at the time of the May Report. Adjusted for the mechanical effects of the changes in workforce composition and the Coronavirus Job Retention Scheme, Bank staff estimated that underlying nominal private sector regular pay growth had remained above 4%, also consistent with expectations at the time of the May Report and in excess of pre-pandemic rates of around 3 to 3.5%. HMRC PAYE measures of median pay growth had been in a range of 4 to 6.25% over recent months, also above prepandemic rates. Recent strong growth in bonus payments had been broad based when compared to pre-pandemic sectoral averages. The Bank's Agents' contacts had reported that one-off bonus payments had been used to address recruitment and retention difficulties. Given recent developments in market-sector productivity, these underlying nominal earnings indicators also appeared to be consistent with elevated rates of unit wage cost growth.

KPMG / REC REPORT ON JOBS (JULY 2022 PRESS RELEASE)

The ongoing imbalance between the supply and demand for workers drove further steep increases in rates of starting pay during June. Though sharp and well above the series average, the rate of starting salary inflation eased to the softest since August 2021, while temp wage growth edged down to a 12-month low.

ONS AVERAGE WEEKLY EARNINGS (JULY 2022)

Growth in employees' average total pay (including bonuses) was 6.2% and growth in regular pay (excluding bonuses) was 4.3% in March to May 2022. In real terms (adjusted for inflation), over the year, total pay fell by 0.9% and regular pay fell by 2.8%. Note, we are comparing the latest period with a period where certain sectors (accommodation and food service activities, and wholesale and retail) had employees on furlough as a result of the winter 2020 to 2021 lockdown. Therefore, a small amount of base effect will be present for these sectors, but not to the degree we saw when comparing with periods at the start of the coronavirus (COVID-19) pandemic.

The ongoing imbalance between the supply and demand for workers drove further steep increases in rates of starting pay during June. Though sharp and well above the series average, the rate of starting salary inflation eased to the softest since August 2021."

KPMG / REC REPORT ON JOBSJuly 2022



Pay Settlements - Historic

XPERTHR - REPORTED IN HRREVIEW (JULY 2022)

The latest data from XpertHR shows that the median basic pay increase in the three months to the end of June 2022 was 4 percent, unchanged for the third consecutive rolling quarter despite soaring inflation. Based on the outcome of 324 pay settlements with effective dates between 1 April 2022 and 30 June 2022, covering almost 780,000 employees, XpertHR also find that there is also a wide interquartile range. The middle half of pay awards are worth between 3 percent (the lower quartile) and 6 percent (the upper quartile).

It was also found that the most common pay award is 3 percent. Pay deals worth 3 percent account for almost one in five (19.1%) basic awards, followed by a 5 percent increase which accounts for one in ten (10.1%) deals.

The research also shows that pay freezes are relatively rare. Only 3 percent of pay settlements resulted in a pay freeze in the three months to the end of June 2022.

INCOMES DATA RESEARCH (MAY 2022)

The National Living Wage and rising inflation are having an impact on pay awards, with the median rising from 3.0% to 3.5% for the three months to April 2022, and the upper quartile rising by much more, according to the latest monitoring figures from Incomes Data Research (IDR).

An analysis of 70 pay deals effective between 1 February and 30 April 2022 reveals that over two-fifths of reviews across the economy have given employees increases of 4% or more with the largest cluster - 31% of all pay outcomes - occurring in the 5%-plus bracket. This is far more than in the same period last year, when only around one-in-twenty pay increases were at this level.

"Labour market pressures and the rising level of inflation since last summer have prompted employers to respond with relatively higher pay rises than last year", commented Zoe Woolacott from IDR.

BANK OF ENGLAND MPC MINUTES (JUNE 2022)

The Bank's Agents had reported that pay settlements continued to be much higher than a year ago, with deals averaging just over 5%, a little above the 4.8% expected by companies in the Agents' pay survey conducted near the beginning of this year. A significant minority of companies were considering mid-year top-ups to pay settlements.

LABOUR RESEARCH DEPARTMENT (JUNE 2022)

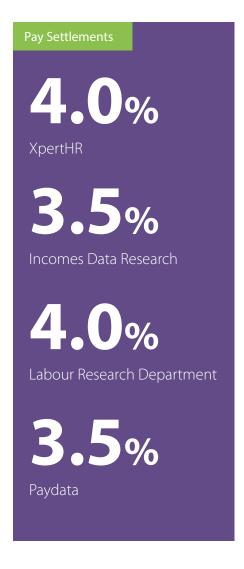
In the most recent three-monthly period, ending in May 2022, the median increase among pay deals monitored on the LRD Payline database was:

- 4.2% on lowest pay rates (the lowest basic median)
- 4.0% for most workers covered by the settlement (the standard median)

The latest trend has settled at around or just above 4.0% and compares with median three-monthly settlement medians of 2.0% to 2.5% last summer.

PAYDATA PAY DATABASE (APRIL 2022)

Paydata's pay database shows a median pay review of 3.5 per cent for 2022 pay awards up to July 2022, with an interquartile range of between 3.0 and 4.2 per cent. The most common pay award was three per cent. 1.2 per cent of organisations have said they have frozen pay.





Pay Settlements - Predictive

CIPD LABOUR MARKET OUTLOOK (SPRING 2022)

Of those employers planning a pay review, an increase in pay is the most popular option at 44%. However, around three in ten (28%) think it is hard to tell, and around a fifth (18%) do not know. Eight per cent expect a pay freeze and only 2% expect a decrease.

The median expected basic pay increase stands at 3% in total, as it did last quarter, when we reported that this was the highest level we have seen in the Labour Market Outlook since 2012. The figure also stands at 3% for the private and voluntary sectors. The public sector has risen from 1% in the last quarter to 2% this quarter. It should be noted that the average basic pay award covered in this analysis is only one pay component. Many people will also benefit from incremental progression, bonuses, or a pay bump when switching jobs. For this reason, growth in median earnings is likely to be higher than this metric suggests.

WTW SALARY BUDGET PLANNING REPORT 2022 – REPORTED IN E-REWARD (JULY 2022)

2022 has seen growing financial pressures across the board, but inflation is forecasted to drop to 3.6% in 2023, whilst average pay rise budgets are projected to stay at 4%, which should help to close the gap on rising costs.

In response to rapidly rising inflation:

- Two-thirds of companies (64%) have budgeted for higher employee pay rises than last year.
- Two-fifths (41%) of organisations have increased their budgets since original projections were made earlier in the year.
- Less than half of companies (45%) have opted to stick with the pay budgets they agreed at the start of the year.

Meanwhile, total compensation budgets – covering pay, benefits, discretionary bonuses and payments – have increased even further, by 7.3%, suggesting that companies are navigating cost increases to benefits, investing more in discretionary pay, or even making one-off payments and signing-on bonuses.

Companies are also focusing on the frequency of salary increase adjustments, with more than one in ten (13%) having already taken action. While almost a quarter (23%) of organisations are planning on increasing how often they offer salary increases to staff in the future.

PAYDATA UK REWARD MANAGEMENT SURVEY (SPRING 2022)

The most common pay review for 2022 is up to three per cent, with almost double the number of respondents (42 per cent) awarding this increase compared with last spring (22 per cent). There has been a significant increase in the number of respondents awarding an up to four per cent increase from one per cent of employers in spring 2021 to 28 per cent. Similarly, 15 per cent of respondents are offering up to five per cent increases, in comparison to one per cent of employers last year.

2022 has seen growing financial pressures across the board, but inflation is forecasted to drop to 3.6% in 2023, whilst average pay rise budgets are projected to stay at 4%, which should help to close the gap on rising costs."

WTW SALARY BUDGET PLANNING REPORT 2022
July 2022



Pay freezes have been on the decline since the autumn 2020 survey when 24 per cent of respondents were operating a pay freeze. Just one respondent is planning to freeze pay in 2022.

PAYDATA'S PULSE SURVEY (JULY 2022)

Pulse survey results, covering more than 150 employers, show a median predicted pay review of 4.0 per cent for 2023, with an interquartile range of between 3.0 and 4.0 per cent. The most common pay award was three or four per cent. Most organisations that predict a four per cent pay award paid three per cent or more in 2022.

To take part in our pulse and UK Reward Management Surveys, and receive a copy of the free participant report, please register here.

The most common pay review for 2022 is up to three per cent, with almost double the number of respondents awarding this increase compared with last spring. There has been a significant increase in the number of respondents awarding an up to four per cent increase from one per cent of employers in spring 2021 to 28 per cent."

PAYDATA UK REWARD MANAGEMENT SURVEY Spring 2022



PAYstats at a glance

Our round-up of key statistics, covering inflation, employment and average earnings.

Consumer Price Index

9.4%

June 2022

CPIH

8.2%

June 2022

Retail Price Index ^

11.8%

June 2022

Employment

32.9_m



employed, up 2.1% on last year.

51,000



redundancies, down 50.1% on last year.

1.29_m



vacancies, up 49.7% on last year.

1.29_m



unemployed, down 21.9% on last year.

4.6%



change in whole economy average earnings, excluding bonuses, for the 12 months to May 2022, up 0.6 percentage points on last month. 3.9%



change in whole economy average earnings, including bonuses for the 12 months to May 2022, down 1.0 percentage points on last month.

Notes: ^ RPI has lost its designation as a National Statistic but is still used for some indexing purposes. ~ Labour Force Survey estimates published on 14 June 2022 have been reweighted for periods from January to March 2020, using updated Pay As You Earn (PAYE) Real Time Information (RTI) data.

Data source: Adapted from data from the Office for National Statistics licensed under the Open Government Licence v.1.0. Please note the specific definitions for the measures above vary.



PAYstats in detail

EMPLOYMENT (seasonally adjusted, change calculated for last 12 months)

	Jobs *		Vacancies		Redundancies		Unemployment	
Reference Period	Mar-May 2022		Apr-Jun 2022		Mar-May 2022		Mar-May 2022	
	000's	Change	000's	Change	000's	Change	000's	Change
All UK∼	32,863	2.1%	1,294	49.7%	51	-50.1%	1,285	-21.9%
Manufacturing	2,606	2.8%	95	49.5%				
Electricity & gas supply	138	-4.3%	6	1.8%				

Water, sewerage & waste 233 7.2% 9 58.9% Construction 4.5% 44 47.2% 2,259 Wholesale, retail & 4,803 0.2% 162 49.8% motor repair Info & communications 1,562 4.0% 79 66.9% 55 Financial & insurance 1,082 -4.1% 70.7% Real estate 614 -2.6% 17 5.6% Prof. scientific & technical 3,297 4.2% 131 61.8% Administrative & support 3,182 6.1% 81 26.1% Public admin, defence, 1.5% 39 1,637 69.4% social security 3,038 Education 3.3% 71 44.5% Health & social work 4,587 214 0.5% 39.9% Other services 863 -1.7% 25 29.0%

AVERAGE EARNINGS (seasonally adjusted)

	Excluding	g bonuses	Including bonuses		
May 2022	Change from 12 months ago	% point change since last month	Change from 12 months ago	% point change since last month	
Whole economy	4.6%	0.6%	3.9%	-1.0%	
Private	5.3%	0.6%	4.5%	-1.2%	
Public	1.9%	0.3%	1.4%	-0.2%	
Services	4.8%	0.6%	3.8%	-1.1%	
Finance & business services	6.2%	1.7%	4.1%	-2.4%	
Public sector exc. Financial services	1.9%	0.3%	1.4%	0.0%	
Manufacturing	3.6%	0.5%	4.0%	0.3%	
Construction	5.4%	0.1%	8.1%	3.4%	
Wholesale, retail, hotels & restaurants	5.3%	-1.2%	3.3%	-5.0%	

Notes: * Sector breakdown as at March 2022



Current Rates

NATIONAL MINIMUM WAGE (NMW) For more information: www.gov.uk	() !!!
Workers 21-22 years old: Workers 18-20 years old: Workers 16-17 years old:	£9.18 £6.83 £4.81
Accommodation offset – maximum per day that can be offset against the NMW where employer provides accommodation.	£8.70 £4.81
Apprentice minimum wage rate for: - apprentices under 19 years old - apprentices aged 19 and over, but in the first year of their apprenticeship	

NATIONAL LIVING WAGE



The compulsory National Living Wage (NLW) was introduced in April 2016. The NLW effectively increases the National Minimum Wage for workers aged 23 and over.

£9.50

LIVING WAGE



The Living Wage is set independently and calculated according to the basic cost of living in the UK.

- UK hourly rate:

£9.90 - London hourly rate: £11.05

STATUTORY MATERNITY PAY



Statutory Maternity Pay is paid for up to 39 weeks:

- the first 6 weeks: 90 per cent of average weekly earnings (AWE) before tax
- the remaining 33 weeks: £156.66 or 90 per cent of AWE (if

Statutory Paternity Pay:

- 1 or 2 weeks consecutive leave: £156.66 or 90 per cent of AWE (if lower)

Statutory Adoption Pay is paid for up to 39 weeks:

- the first 6 weeks: 90 per cent of AWE before tax
- the remaining 33 weeks: £156.66 or 90 per cent of AWE (if lower)

STATUTORY SICK PAY



Standard weekly rate £99.35 Maximum period 28 weeks in any 3 years

STATUTORY REDUNDANCY PAY



Statutory redundancy pay rates are based on age and length of employment:

- 1.5 weeks' pay for each year of employment after their 41st
- 1 week's pay for each year of employment after their 22nd
- 0.5 week's pay for each year of employment up to their 22nd birthday

Length of service is capped at 20 years.

Calculation of age and service is counted back from the date of dismissal.

For redundancies made on or after 6 April 2022, the weekly pay is capped at £571 and the maximum statutory redundancy pay is £17,130. If redundancy was made before 6 April 2022, these amounts will be lower.

WORKING TIME



For more information: www.gov.uk

Basic entitlement for workers aged 18 and over:

- 5.6 weeks holiday a year
- Work no more than 6 days out of every 7, or 12 days out of every 14
- A 20 minute break if more than 6 hours worked continuously
- Work a maximum 48-hour average week

Workers aged 16 and 17 are entitled to:

- Take at least 30 minutes break if more than 4.5 hours worked continuously
- Work no more than 8 hours a day and 40 hours a week
- Have 12 hours rest between working days and 2 days off every week
- 5.6 weeks holiday a year



Join us this September and help prepare for the year ahead, as we explore all things HR and Reward at Paydata's inaugural HR and Reward Conference.

A cross sector event, the conference brings together expert speakers to tackle current challenges, including:

- Pay plans and expectations how has the pay landscape altered over the last few years and what does the future hold?
- Managing recruitment and retention in challenging times - what can employers do to minimise and counter the impact of current challenges?
- **Sustainability in the workplace** what policies and initiatives can employers put in place to create a greener, more sustainable workplace?
- **HR Group discussion forums** exchange advice and experience on current challenges at industry level discussion groups.

Tuesday, 27th September 2022 9:00 - 5:00pm

Venue: Royal College of Physicians, St Andrews Place, London. NW1 4LE

Tickets

Full Price	Early Bird		
£275 +VAT	£235 +VAT		
£235 +VAT*	£210 +VAT*		

^{*} Not for profit discounted price

Discounts available for additional delegates attending from the same organisation.

Places are limited and available on a first come, first served basis.

To discover more and reserve your place, please contact us on +44 (0)1733 391 377 or email events@paydata.co.uk



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