



MARSTON'S



Zalaris Transformation Project of the Year

*Winner of
Global Payroll Association's Transformation Project of the Year 2023
&
Chartered Institute of Payroll Professionals Project of the Year 2023*

Zalaris simplify HR and payroll administration and empower you with useful information so that you can invest more in people. We are a leading service provider of Human Capital Management (HCM) solutions, serving more than 1.5 million employees monthly with an annual revenue of more than 80 million Euros.

We hold #1 or #2 positions in most of our markets and carry over two decades of experience in transforming HR and support creating sustainable businesses with our clients. Simplify work life. Achieve more. For more information about us, go to zalaris.com.

Transforming payroll for one of the UK's leading pub operators: Marston's PLC

The client: Dealing with a people powered business

Marston's PLC is one of the UK's leading independent pub operators with a diverse estate of around 1,500 pubs and bars with 14,500 people on their payroll made up of employees and pensioners. It has a long history, serving communities since 1834. The company has £800 million in revenue and is listed on the London Stock Exchange. The company prides itself on being a 'people powered business.' On taking on Marston's, Zalaris had to deliver for this proud company and its workers, transforming their payroll and HR services.

The achievement: Migration delivered on time and on budget

Transforming this historical company's complete payroll and human resources provision into a fully digitised and highly automated service fit for the 21st Century, future-proofing their payroll provision for years to come was a significant undertaking and a monumental achievement realised in ten months, delivered on-time, on-budget with no glitches, delays or complications. This involved the elimination of the pub chain's data centre, SAP licences and old payroll systems and the adoption of Zalaris PeopleHub platform.

The numbers astound. This involved 140,000-time records from 14,500 employees, pensioners and those on zero-hours contracts, processing 3,500 leave requests and up to 1,500 new hires and rehires a month. All had to be migrated onto the new system. The original set up was spread out across four separate payrolls and 100 different applications. These types of transformations for clients save 25-30% of their costs. Marston's payroll is now almost 100% automated.

The challenge: Complex, multi-faceted, transformation and delivery

In a partnership dating back to 2009, Marston's had been a long-standing SAP payroll and HR customer of Zalaris. But the company wanted to future-proof its systems. In the course of moving out of its own data centre, it took the opportunity to transform payroll and HR onto the Zalaris' platform. Zalaris invests £6.5 million a year in innovating its platform and systems, so its offering is future-proofed for its clients.

Marston's is a people-powered business and wanted to deploy a user-friendly, all-inclusive payroll and HR solution for its employees. A major challenge was the migration of Marston's four payrolls, which had to be moved without a hitch. This involved a separate weekly payroll for 10,000 hourly-paid staff, as well

as payrolls for head office, monthly-paid pub staff, and 3,000 pensioners.

The timeline for delivery had no flexibility and was ten months, driven by the Carlsberg Marston's Brewing Company joint venture. Resources were tight. Penalties were at play. Marston's had to ensure all data and systems were off the old SAP platform before the contract end date or risk paying for two systems if one was delayed. There were also multiple interfaces at play, more than 19 in total, all of which needed supporting within the new system.

Up against it, the Zalaris team had only a few days to migrate data for the weekly payroll, incorporate its history and check the complete data set for accuracy before the last payroll went out on the old system and the first went live on Zalaris' PeopleHub platform. There were no problems. Repeat. No glitches. Zalaris pride themselves in quiet, successful go-lives. This was one of them.

The fact that Marston's had a highly bespoke and complex system historically that had to be reconciled, consolidated and migrated to Zalaris PeopleHub meant that it was a significant undertaking. To add further complication to the picture, Marston's was in the process of relocating to new premises with a new IT structure following their joint venture with Carlsberg for the Brewing part of their business.

The pub giant also presented its own specific challenges unique to the sector. For example, pub managers are devolved HR managers who run their own recruitment locally with many casual workers and students. They were using an antiquated scanning solution to upload contracts, right to work documents and grievance procedures. This has now been automated.

The response: A future-proofed, fully automated payroll platform

Zalaris delivered a Software as a Service platform with ease, whereby Marston's now has its own customised payroll with its HR teams using the company's PeopleHub solution. Zalaris provides technical support and account management. PeopleHub is hosted in the Zalaris data centre. PeopleHub uses SAP as a core, but the intellectual property products and services Zalaris has built around it provide outstanding capabilities.

The solution offers Marston's Pay on Demand, which is rare as part of a standard payroll software offering, allowing staff to access monies already earned before payday. This is an increasingly important offering with the cost-of-living crisis omnipresent in the UK today. The pub company also has an ability to manage alumni, where previous employees can access past records, which is also a rare provision as standard.

Zalaris also offers Marston an industry-leading CO₂ tracker whereby employees can track their carbon emissions for both commuting and business travel. This will become an important tool as businesses look to reduce Scope 1, 2 and 3 emissions. also now benefits from cloud-based payroll, HR, time and attendance, organisation management, and travel and expenses.

The outcome: Significant savings and state-of-the art HR provision

PeopleHub features easy and robust payroll reporting functionalities that are fully integrated. The aim is to enhance overall employee and manager user experience. The solution supports multiple strategic business initiatives including the improvement, evolution and future-proofing of payroll and HR technology.

There were significant savings made by Marston's. This included eliminating printing and postage, and redeployment of staff into value-add roles. The total cost of ownership was lowered since Marston's no longer had to manage its data centre, business applications or payroll associated infrastructure. Improvements included improved processes and less risk due to full automation.

The benefits: A full suite of new services as standard

- A revamped Pub Manager Service – enhanced usability and a more modern, reliable robust solution
- New mobile technology solution for employees now able to use all self-service functions
- 98.7% automation eliminating human error, while analytics and reporting improved decision making
- Updated self-service for managers, administrators and team leader processing
- Online P60 annual tax statements and payslips, and expenses completed by using mobile phones to photograph receipts and upload them
- Open-text scanning embedded into the hire process
- Integration to software vendor Spinifex for secure emailing of encrypted reports so they cannot be read if intercepted
- Cost savings through online payslips rather than printing and postage
- Streamlined back office and integration with benefits provider, pension provider and finance team
- No data centre cost
- Zalaris is now responsible for compliance e.g., processing legal changes to payroll. These are done with push notifications automatically.

The conclusion: Outsourcing payroll can be achieved easily with the right partners

Marston's payroll and HR admin team were concerned about moving to the new system, but their nervousness was unfounded as the transition was brilliantly executed. Zalaris managed the migration seamlessly with no teething problems, and Marston's were able to deploy the change to all 1,500 of the company's pubs and bars.

First person accounts

"Zalaris PeopleHub is the solution of our choice. We're delighted to have partnered with Zalaris to modernise our payroll and HR. Our expectations were met, and we are happy to present this solution to our employees for their benefit. Together with Zalaris we will continue to develop and nurture this relationship with ongoing support and application maintenance."

Director of IT, Marston's PLC

"After working with Marston's for 10+ years, we were able to build on the established trust to deliver their transformation to Zalaris PeopleHub on time and on budget; something all involved can be immensely proud of. This success would not have been possible without expertise, commitment, and the trust that both the Marston's & Zalaris teams exhibited throughout, for which I am thrilled both the CIPP and GPA have now recognised with their 'Project of the Year' awards. A year on from go-live, our Managed Services team & Marston's work hard to ensure the relationship is still strong, open, and collaborative to maximise the benefits."

Stephen Burr, Executive Vice President, Zalaris UK & Ireland

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