



Uniting Payroll |  
Virtual Global Payroll Summit |

# Housekeeping

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- Live streaming and recording
- Type your questions in the Q Box
- Questions may be answered post event
- No introductions of each speaker details are on the GPA Website  
Uniting Payroll



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Frontierpay  
**Worldwide**



**Lee McIntyre-Hamilton**  
Partner, Blick Rothenberg  
**Worldwide**



**Virginia Magliulo**  
President GV, ADP  
**Worldwide**



**Shawn Golden**  
Global Director of Payroll and  
America's Operational Lead  
Immedis  
**Africa**



**Marco Taylor**  
CEO, Mercans  
**Middle East**

Presenters....



Ana Ronco |  
Spain

# Update on Spain

14th March 2020 State of emergency declaration

*( Currently until 26<sup>th</sup> April however can be extended)*

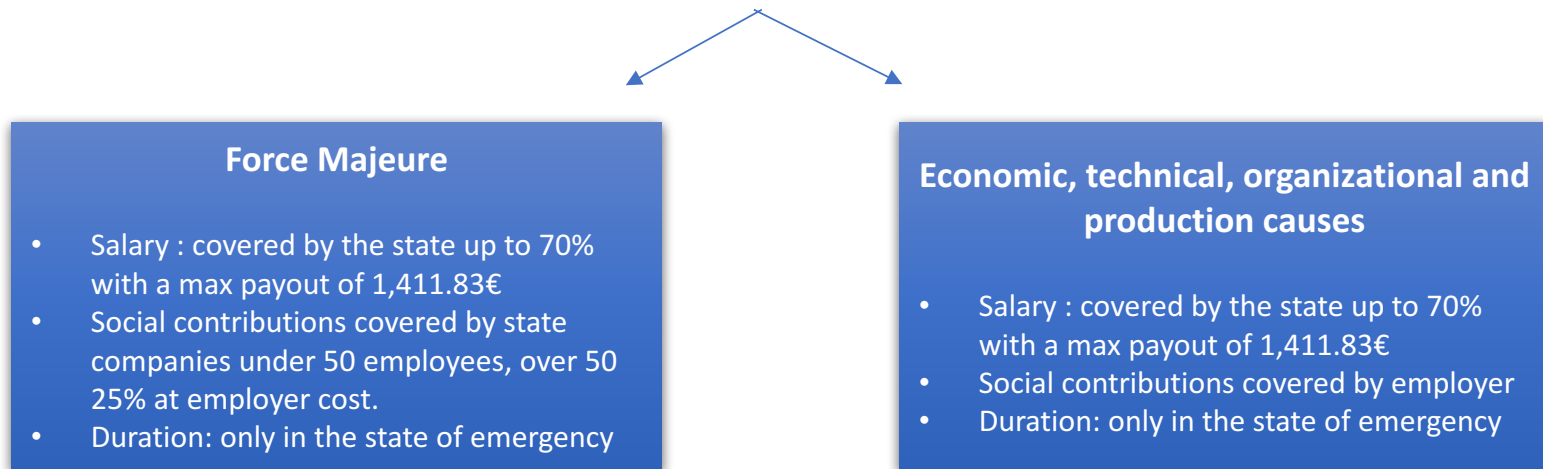
- Strict measures on movement and travel.
- Recommendation for Preventative isolation.
- Recommendation for companies not legally required to shutdown, to work from home.
- Specific sectors and businesses forced into lockdown on the grounds of force majeure and as a consequence, a knock on effect on other sectors.

## **What is considered force majeure**

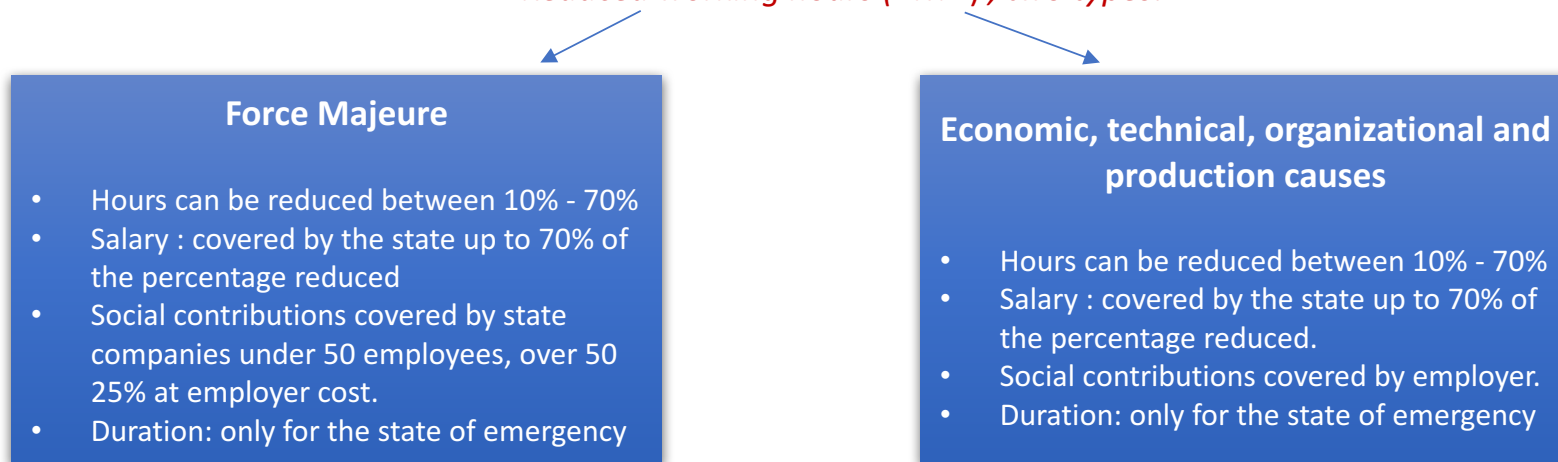
- The suspension or ceasing of activities.
- The temporary closure of establishments frequented by the public.
- Restrictions on public transport.
- Restrictions on the movement of people or goods.
- A shortage of supplies which severely hinder the ordinary course of business.
- Preventative isolation measures ordered by the health authorities or in urgent and extraordinary circumstances due to contagion of the workforce.

# What measure does the Government give to affected companies?

## *Temporary contract suspensions (ERTE) , two types:*



## *Reduced working hours (ERTE) , two types:*



## 30<sup>th</sup> March 2020 – Reinforced self isolation

- Business required to shut down who were not initially included in state of emergency legislation.
- Only business allowed to operate those considered key essential.
- All those business not considered key essential, with no option to work from home
  - Compulsory paid leave to their employees covering from 30<sup>th</sup> March to 9<sup>th</sup> April inclusive at full employer cost.
  - Hours not worked to be recovered within 2020, once the state of emergency lifts and as an agreement between employer and employee.



## How to treat Coronavirus related sick leave on payroll

Sickness is to be considered as an accident leave where the Social Security covers 75% of payment as from the day after the sick leave begins.

## Dismissals

Employers cannot terminate on any grounds related to Coronavirus during the state of emergency. Employers can terminate employees however on grounds non related.

Also applicable to contracts coming to an end ( temp).

## Tax Deferments

Tax filings are to be submitted however a deferment of the payment can be requested from the Tax Office and this needs to be granted as not applicable to all companies.

## Social Security Deferments

Social security contributions for March due as usual.

Deferment options for contributions on months from

April to June for companies

May to July for self employed

NOTE: not confirmed or to what companies these would apply.



## Self-employed

Supplementary allowance for self-employed obliged to closure due to the state of emergency

### Who is entitled

When the **business activities** are **suspended**.

When a fall in their **invoicing incomes**, in the month prior to the date the allowance is applied for, is **reduced**, at least, in a **75%**, compared with the average of the invoicing incomes of the previous semester.

### Requirements

To be **up to date** with Social contribution Payments.

To be **registered** and **affiliated** as Self Employed.

### Allowance

Based on a percentage of the monthly contributions an individual has made to the Social Security .

Minimum monthly allowance = 661, 05€

Maximum to be confirmed.



Mario Abramo |  
Italy

# FACTS AND KEY DATES



## 30<sup>th</sup> of January

- **1<sup>st</sup> infection** has been documented – 2 Chinese tourists- Rome; Flights suspended

## 31<sup>st</sup> of January

- State of emergency has been declared by the Italian Government

## 2<sup>nd</sup> February:

- Covid 19 Genomic sequence identified

## 21<sup>st</sup> February:

- 16 new infections (14 Lombardy – 2 Veneto) including 1<sup>st</sup> Italian (38 y.o. runner in Codogno)

## 3<sup>rd</sup> March:

- All Italian Regions have at least 1 infection

## 5<sup>th</sup> April:

**128.948** Cases – 91.246 positive - 15.887 deaths– 21.815 recovered

[REGULAR UPDATES – ITALIAN MINISTRY OF HEALTH \(EN\):](http://www.salute.gov.it/portale/nuovocoronavirus/dettaglioContenutiNuovoCoronavirus.jsp?lingua=english&id=5367&area=nuovoCoronavirus&menu=vuoto)

<http://www.salute.gov.it/portale/nuovocoronavirus/dettaglioContenutiNuovoCoronavirus.jsp?lingua=english&id=5367&area=nuovoCoronavirus&menu=vuoto>

# REGULATORY SOURCES EXTRACT (to be integrated by Regional laws)



17/03/20	Law Decree no 18 "Cura Italia"; Measures to support business and families during the Covid 19 Crisis	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/17/20G00034/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/17/20G00034/sg</a> EN <a href="https://www.esteri.it/mae/resource/doc/2020/03/italian_march_package_against_covid19_2.pdf">https://www.esteri.it/mae/resource/doc/2020/03/italian_march_package_against_covid19_2.pdf</a>
30/01/20	Ministry of Public Health – Order - Travel restriction - 90 days from/to China	<a href="https://www.gazzettaufficiale.it/eli/id/2020/02/01/20A00738/sg">https://www.gazzettaufficiale.it/eli/id/2020/02/01/20A00738/sg</a>
31/01/20	Council of Ministers – Resolution - Declared state of emergency (6 months)	<a href="https://www.gazzettaufficiale.it/eli/id/2020/02/01/20A00737/sg">https://www.gazzettaufficiale.it/eli/id/2020/02/01/20A00737/sg</a>
23/02/20	Law Decree 6: <b>Restrictive measures for a few cities</b>	
02/03/20	Law Decree 9: Measures to support business and families during the Covid 19 Crisis	
01/03/20	Decree of the Italian Prime Minister - DPCM Replaced by Decree 08/03/20	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/01/20A01381/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/01/20A01381/sg</a>
04/03/20	Decree of the Italian Prime Minister - DPCM Replaced by Decree 08/03/20	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/04/20A01475/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/04/20A01475/sg</a>
08/03/20	Decree of the Italian Prime Minister - DPCM - <b>Restrictions Lombardy and Northern Italy</b> main provinces - social distance-Infection control	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/08/20A01522/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/08/20A01522/sg</a> EN <a href="https://www.esteri.it/mae/resource/doc/2020/03/decreto_del_presidente_del_consiglio_dei_ministri_8_marzo_2020_en_rev_1.pdf">https://www.esteri.it/mae/resource/doc/2020/03/decreto_del_presidente_del_consiglio_dei_ministri_8_marzo_2020_en_rev_1.pdf</a>
09/03/20	Decree of the Italian Prime Minister - DPCM - <b>Restrictions all Italy</b> - social distance and suspension of public events	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/09/20A01558/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/09/20A01558/sg</a> EN <a href="https://www.esteri.it/mae/resource/doc/2020/03/decreto_9_marzoeng.pdf">https://www.esteri.it/mae/resource/doc/2020/03/decreto_9_marzoeng.pdf</a>
11/03/20	Decree of the Italian Prime Minister- DPCM - Further Restrictions all Italy-smart working and minimum services	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/11/20A01605/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/11/20A01605/sg</a> EN <a href="https://www.esteri.it/mae/resource/doc/2020/03/decreto_11_marzoen.pdf">https://www.esteri.it/mae/resource/doc/2020/03/decreto_11_marzoen.pdf</a>
14/03/20	Circolare Ministero Interno: Food markets restriction during festivity days and week end	<a href="https://www.interno.gov.it/sites/default/files/circolare_14_marzo_2020_covid_19.pdf">https://www.interno.gov.it/sites/default/files/circolare_14_marzo_2020_covid_19.pdf</a>
17/03/20	Decree – Ministry of Transports and infrastructures: 14 days of mandatory quarantine for Italians re-entering from abroad	<a href="http://www.mit.gov.it/comunicazione/news/coronavirus/coronavirus-de-micheli-firma-decreto-su-autoisolamento-chi-rientra">http://www.mit.gov.it/comunicazione/news/coronavirus/coronavirus-de-micheli-firma-decreto-su-autoisolamento-chi-rientra</a>
18/03/20	Exceptions for a specific list of cases	<a href="https://www.esteri.it/mae/resource/doc/2020/03/decreto_n_122_18mar20.pdf">https://www.esteri.it/mae/resource/doc/2020/03/decreto_n_122_18mar20.pdf</a>
20/03/20	Ministry of Public Health – Order : further restrictions - social distance	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/20/20A01797/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/20/20A01797/sg</a>
22/03/20	Ministry of Public Health /Ministry of Interior – Order : further restrictions: <b>Cannot move between different cities</b>	<a href="http://www.salute.gov.it/portale/news/p3_2_1_1_1.jsp?lingua=italiano&amp;menu=notizie&amp;p=dalministro&amp;id=4296">http://www.salute.gov.it/portale/news/p3_2_1_1_1.jsp?lingua=italiano&amp;menu=notizie&amp;p=dalministro&amp;id=4296</a>
22/03/20	Decree of the Italian Prime Minister- DPCM - Suspension of big part of businesses (list of tax codes)	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/22/20A01807/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/22/20A01807/sg</a>
25/03/20	Decree – Ministry of Economic Development - Corrects/integrates the list of businesses which are suspended	<a href="https://www.mise.gov.it/images/stories/normativa/DM-MISE-25-03-20.pdf">https://www.mise.gov.it/images/stories/normativa/DM-MISE-25-03-20.pdf</a>
25/03/19	Law Decree no. 19- Further restrictions -	<a href="https://www.gazzettaufficiale.it/eli/id/2020/03/25/20G00035/sg">https://www.gazzettaufficiale.it/eli/id/2020/03/25/20G00035/sg</a>
28/03/20	Ministry of Public Health – Ministry of Transports – Order Formal declaration – whoever enters Italy – at departure	<a href="https://www.esteri.it/mae/resource/doc/2020/03/ordinanza.pdf">https://www.esteri.it/mae/resource/doc/2020/03/ordinanza.pdf</a>
01/04/2020	Decree of the Italian Prime Minister– DPCM – LAST "I stay home" - extend restrictive measures ( <b>new deadline 13<sup>th</sup> April</b> )	<a href="https://www.esteri.it/mae/resource/doc/2020/04/dpcm_20200401.pdf">https://www.esteri.it/mae/resource/doc/2020/04/dpcm_20200401.pdf</a>
03/04/2020	Ministry of Public Health – Ministry of Transports – Order Travel exceptions for motivated business reason	<a href="https://www.esteri.it/mae/resource/doc/2020/04/decreto_nr_145_del_3_aprile_2020_0.pdf">https://www.esteri.it/mae/resource/doc/2020/04/decreto_nr_145_del_3_aprile_2020_0.pdf</a>

<http://www.salute.gov.it/portale/nuovocoronavirus/archivioNormativaNuovoCoronavirus.jsp>

# FAQ and binding declarations (Multi language)

<https://www.esteri.it/mae/it/ministero/normativaonline/decreto-iorestoacasa-domande-frequenti>



Ministero degli Affari Esteri e della Cooperazione Internazionale

Seguici su

Cerca

Politica Estera | Cooperazione | Servizi e Opportunità | Sala Stampa | Amministrazione trasparente

Home > Farnesina > Normativa online > Decreto #IoRestoCasa, risposte alle domande frequenti

## Decreto #IoRestoCasa, domande frequenti sulle misure adottate dal Governo

Normativa altre Amministrazioni - COVID-19

Decreto #IoRestoCasa, risposte alle domande frequenti

Principali disposizioni MAECI

Circulari

Normativa Consolare

Accordi Sindacali

Modulo di autocertificazione spostamenti in Italia	Modulo di autocertificazione dei motivi del viaggio
courtesy translation IT>EN	courtesy translation IT>EN
traducción de cortesía IT>ES	traducción de cortesía IT>ES
traduction de courtoisie IT>FR	traduction de courtoisie IT>FR
Höflichkeitsübersetzung IT>DE	Höflichkeitsübersetzung IT>DE
traducere de curtoazie IT>RO	traducere de curtoazie IT>RO

**FAQ Italiano**  
Focus: Cittadini Italiani in rientro dall'estero e cittadini stranieri in Italia

**FAQ English**  
Focus: Italian nationals returning to Italy and foreigners in Italy

**FAQ Español**  
Focus: Ciudadanos italianos que vuelven a Italia y extranjeros en Italia

**FAQ Français**  
Focus: Citoyens italiens qui font retour en Italie et étrangers en Italie

**FAQ Deutsch**

# AS OF TODAY



## RESTRICTED AREA:

Since March 9, the Covid-19 containment measures set out in the Government's decrees apply to the entire country, without distinction.

## MOVEMENTS AND TRAVEL:

Overall rule is “stay at home” and travel ban for tourism; people can move only producing a [binding declaration](#) and in case of:

- Same city: 1. **health needs** 2. **work requirements** 3. **necessity (food-essentials)**
- Different cities: 1. and 2. as above; 3 is replaced by absolute necessity
- From abroad to Italy: as above – specific binding declaration @ departure

## WORK:

Overall rule is “general shut down”, excluded essential services (i.e. hospitals-payroll services) and a list of businesses included in the “stay at home” decrees (i.e. banks-some production). Business can continue from remote, wherever possible.

Dismissals for economic reason(individual or collective) are legally suspended until 16<sup>th</sup> of May.

Various measures to support Employers and Workers have been introduced (see next slides)

## NEW PAYROLL RULES

Net Allowances- Parental and disabled workers leaves – Social shock absorbers- payroll calendar

# WORKING PEOPLE (by type of contract)



## SUBORDINATES – SUGGESTED ACTIONS IN ORDER OF PRIORITY:

- Remote work wherever possible (law removed bureaucratic constraints)
- Forced vacation when work is unnecessary or impossible (employer can “force” this time)
- Remaining cases: if no other choice + company’s business is listed by decrees, employees could be requested to **reach the company’s offices**. Provide to them a company’s declaration (justifying the “work reason”) so that they can reach their workplace. Declaration will be attached to their own binding declaration, currently requested to move across Italy. IMPORTANT: Employer is legally responsible of workers’ health and safety, so Personal Protective Devices (masks/gloves/clothes/other) and everything is needed to grant safety must be provided to them. Employee can refuse to work on-site if safety measures are not granted.

## INTERNS:

- No new starts will be admitted; active ones can continue only if: 1. Training is granted 2. Promoting entity accepts (i.e. University or Region)

## SELF EMPLOYED

- Not specifically protected by the law against Covid-19 effects; individual contract stands (read: use remote work where feasible, but no obligation to continue if task became impossible or unuseful)

# ABSENT PEOPLE



## COVID-19 RELATED ABSENCES (T&A)

- Forced absence (by law-shut down)

decreased)

shock absorbers)

- Quarantine (mandatory) (certificate)

- Quarantine (voluntary)  
immunodeficient)

- Unjustified (scared by C19)

safety laws (incl equipment)

- Covid-19 Sickness (provide certificate)

consider Work Injury

- Extraordinary Parental leave 15 days

- Extraordinary Disabled leaves 12 days  
std 3 days/month

## ACTIONS & EXPECTED PAYROLL TREATMENT

→ Remote work where possible (std pay)

→ Vacation (std pay – vacation days)

→ Paid absence in other cases (pay= social

→ Consider sickness (public indemnity + pay as per CBA)

→ As above (incl disabled-oncological-

→ Disciplinary actions (dismissal/termination with cause) if  
employer observed health &

→ Consider sickness (public indemnity + pay as per CBA)

→ Work related (i.e. doctors/nurses):

(Injury public indemnity + pay as per CBA)

→ New- 50% of average daily conventional wage

→ New- 100% of average daily (March and April) on top of  
(total of 18 days between March and April)



# COVID-19 related – first measures



- Contributions and taxes payments: **Suspended /delayed** (payroll: standard monthly deadline is 16<sup>th</sup> day of each month)
- “On site” allowance: **100 euros/month of net allowance** to be paid to on site workers.
- Suspended people: **9 weeks** of “no constraints” **social shock absorbers “Cassa Integrazione”** Fixed monthly gross thresholds of € 998,18 or 1199,72 if std gross salary is below or above € 2.159,48/month
- Extraordinary Parental leaves:  
All types of workers – parents of children <12 y.old (aged 12-16, an unpaid leave is granted):  
**15 additional days of Public indemnity** 50% conventional average wage  
Payroll scope: subordinate workers - Constraint: Employee’s online request to Public office INPS
- “Baby sitter bonus”:  
All types of workers. As an alternative to ext. parental leave above, a **“one shot” 600 euros bonus**(1000 for people working in the emergency, such as doctors, nurses, public security)
- Extraordinary Disabled leaves:  
Subordinate workers– disabled:  
**12 additional days of paid leaves** (to be used in March/April)
- “Self-employed bonus”:  
Self-employed workers who have lost >33% of turnover in the 1<sup>st</sup> 3 months of 2020 are granted a **“one shot” 600 euros** bonus if their 2019 income has been under 50K Euros

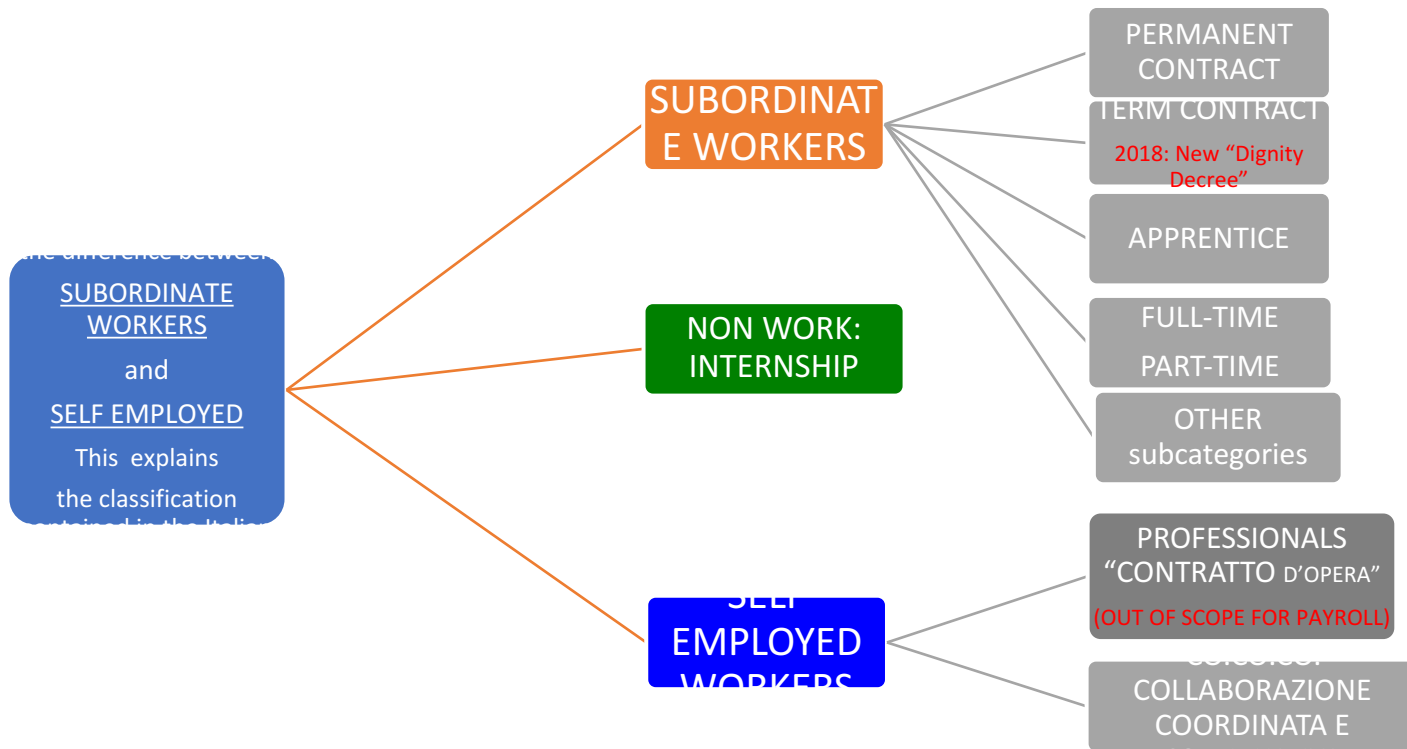
# COVID-19 – Expected measures incoming decree

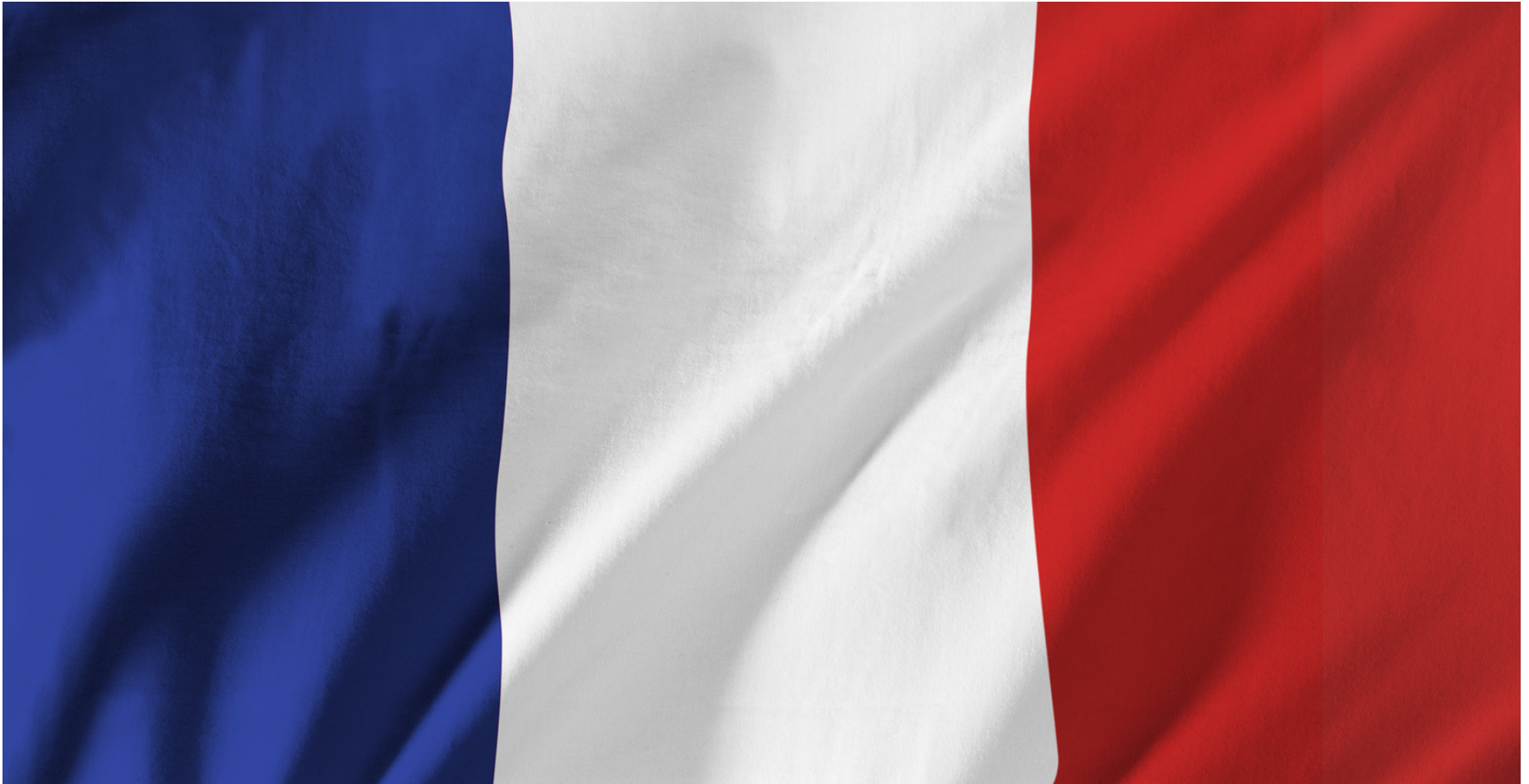


- Contributions and taxes payments: **Suspension to be extended**
- Social shock absorber “Cassa integrazione”: **extended**
- Extraordinary Parental leaves or Baby sitter bonus: **extended**
- “Self-employed bonus”:  
increased from 600 **to 800 euros**
- **NEW: allowance 500 euros/month** x 2 months (emergency income)
- **NEW: Children bonus 80-120-160 Euros** (age <14 years; proportional to family’s income)

# Labour contracts

## Payroll scope





Olivier Audaire |  
France |

# France COVID19

## Government steps

Main provisions from the published emergency law concerning the impact on employment are the following :

- Set limitations on redundancies and mitigate the consequences of the decrease of business by facilitating and strengthening partial activity;
- **Enable company or industry-wide agreements to authorize employers to impose or modify paid vacations dates, within the limit of six working days ;**
- **Entitle any employer to unilaterally impose or modify the dates of additional rest days in lieu of overtime (RTT), rest days provided by fixed annual working time agreements and rest days allocated to the employee's time savings account ;**
- Enable businesses that are essential to the safety of the country or to the continuity of the economic and social life to implement more flexible working time rules, including weekly rest and Sunday rest;
- Exceptionally modify the pay dates for mandatory and voluntary profit-sharing plans;

Source : The emergency law of March 23, 2020 relating to the Covid-19 outbreak has been published today: main provisions concerning employment Law - Marie-Hélène Bensadoun Laetitia-Marie Jamet <https://www.economie.gouv.fr/>

# France COVID19

## Payment deadlines

### Social contributions payment deadlines

Defer the payment of tax and social contributions – see

<https://www.economie.gouv.fr/coronavirus-soutien-entreprises>

In such case all or part of payment due can be deferred both for employee and employer social contributions

Until 3 months / a penalty will not be charged.

Adjust the amount of the bank transfer or to not transfer any amount.

Via DSN, you adjust your SEPA payment.



### Tax payment deadline

Ask the tax administration to report or adjust the tax (All) to be paid

[AGS Fund - In case of judicial liquidation, court-ordered liquidation](#), to guarantee the salary payment to the employees



[impots.gouv.fr](https://impots.gouv.fr)  
un site de la direction générale des Finances publiques

# France COVID19

## Extra bonus **buying power**

[Article 7 de la loi n° 2019-1446 du 24 décembre 2019](#)

Change the due date and payment conditions of the so-called “Macron bonus” (*prime exceptionnelle de pouvoir d’achat dite “Prime Macron”*)

As a reminder - No social contributions (employee/employer) and non taxable.

Up to 1000€ under the following conditions :

Employee salary below 3 SMIC (on the average previous 12 months before the payment).

The employer has to put in place a profit-sharing arrangement to remunerate employees.

[Ordonnance n°2020-385 du 1er avril 2020 publiée au Journal officiel du 2 avril 2020](#)

eased the conditions

Without a profit-sharing arrangement, 1000€

With a profit-sharing arrangement, 2000€

Payment before the 31 August 2020 (instead of 30 June)

[AGS Fund - In case of judicial liquidation, court-ordered liquidation](#), to guarantee the salary payment to the employees

# France COVID19

## Partial activity

1 - The company to pay a compensation equal to 70 % of the gross amount salary (nearly 84 % of the net amount) to the employees. Employee paid up to the mandatory minimum wage (SMIC level) or under are 100 % compensated.

The company will be reimbursed by the government for the gross amount salaries up to 6.927 € (4.5 times the SMIC)

2 - Employees subject to specific working time schemes computed in days or in hours on a yearly basis (so-called “forfait en heures sur l’année” or “forfait-jours”) are also entitled to partial activity in case of reduction of the usual business hours and not only in case of temporary shutdown of the business.

For these employees, the days of reduction of the working time must be taken into account on a pro rata basis.

3 - Publication, on April 3, 2020, of a decree providing for an increase in the maximum number of hours that can be compensated by a partial activity allowance from 1,000 to 1,607 hours per employee until December 31, 2020

[Source : https://activitepartielle.emploi.gouv.fr/aparts/](https://activitepartielle.emploi.gouv.fr/aparts/)

[AGS Fund - In case of judicial liquidation, court-ordered liquidation](#), to guarantee the salary payment to the employees



## Information de maintenance

Si vous êtes en attente de vos identifiants et / ou de votre habilitation, veuillez suivre la procédure suivante :

- Vérifier dans vos spams si vous ne trouvez pas un mail reçu de « notifications-ap@asp-public.fr »
- Si vous n'avez toujours rien reçu, renvoyez un message à contact-ap@asp-public.fr contenant les informations suivantes :

Objet : Identifiant non reçu

Informations du corps du mail :

- SIRET Etablissement
- Dénomination Etablissement
- Contact de la demande : NOM / PRENOM / mail / Téléphone
- Description du problème rencontré

### MA PREMIÈRE CONNEXION

Pour accéder à vos services en ligne, vous devez d'abord créer un espace pour l'entreprise que vous représentez. Pour cela, munissez-vous au préalable de votre SIRET avant de commencer la procédure.

[CRÉER MON ESPACE](#)

Vous êtes **EXPERT-COMPTABLE** et vous représentez un établissement ?

[CONTRAT DE PRESTATION](#)

### MON ESPACE PERSONNEL

Utilisateur :

Mot de passe :

[Annuler](#)

[Connexion](#)

[J'ai oublié mon identifiant](#) | [J'ai oublié mon mot de passe](#)

### Simulation de l'indemnisation de l'employeur en cas d'activité partielle

Estimez le montant remboursé par l'État au titre d'une période d'activité partielle des salariés



### BESOIN D'AIDE ?

Consultez notre base documentaire  
ou contactez le support technique.

[AGS Fund - In case of judicial liquidation, court-ordered liquidation](#), to guarantee the salary payment to the employees

# France COVID19 – Useful Links

<https://www.economie.gouv.fr/coronavirus-soutien-entreprises>

<https://travail-emploi.gouv.fr/actualites/l-actualite-du-ministere/article/coronavirus-questions-reponses-pour-les-entreprises-et-les-salaries>

<https://activitepartielle.emploi.gouv.fr/aparts/>

<https://www.pole-emploi.fr/employeur/vos-declarations-et-cotisations/le-chomage-partiel-ou-technique/lactivite-partielle.html>

<https://www.urssaf.fr/portail/home/actualites/toute-lactualite-employeur/activite-partielle--nouveau-disp.html>

<https://www.urssaf.fr/portail/home/actualites/toute-lactualite-employeur/mesures-exceptionnelles-pour-les.html>

<https://www.impots.gouv.fr/portail/node/13467>

<https://www.gouvernement.fr/en/coronavirus-covid-19> (English pages)

To find the list of actions taken by the French government to support the business and companies during the COVID19 crisis.



**impots.gouv.fr**

un site de la direction générale des Finances publiques



**economie.gouv.fr**

Le portail de l'Économie, des Finances,  
de l'Action et des Comptes publics

[AGS Fund - in case of judicial liquidation, court-ordered liquidation](#), to guarantee the salary payment to the employees



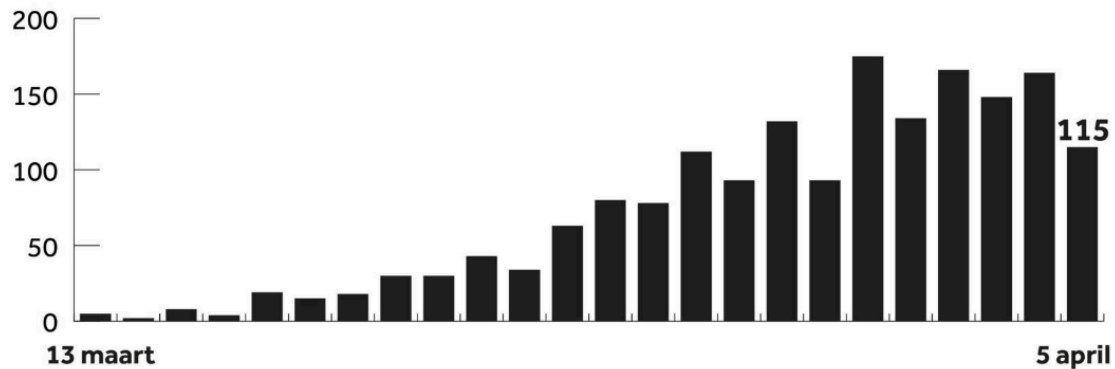
Michiel Chevalier |  
Netherlands

# The coronavirus and government measures in the Netherlands

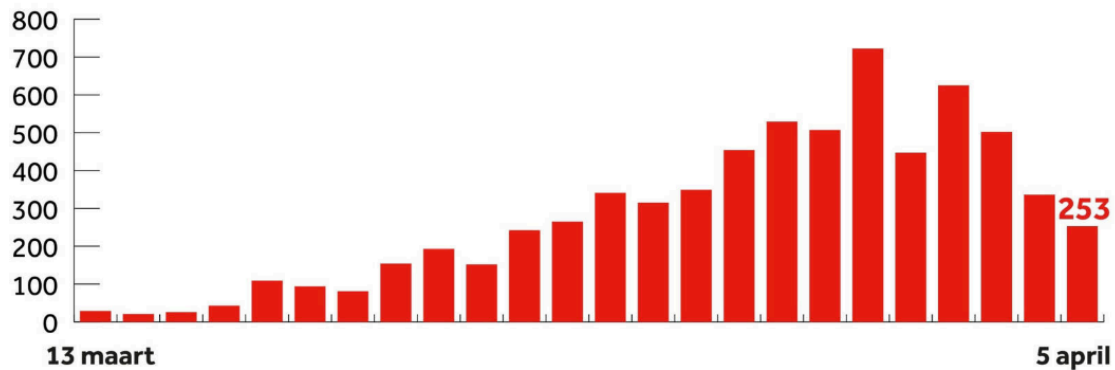
# General measures to protect the public health

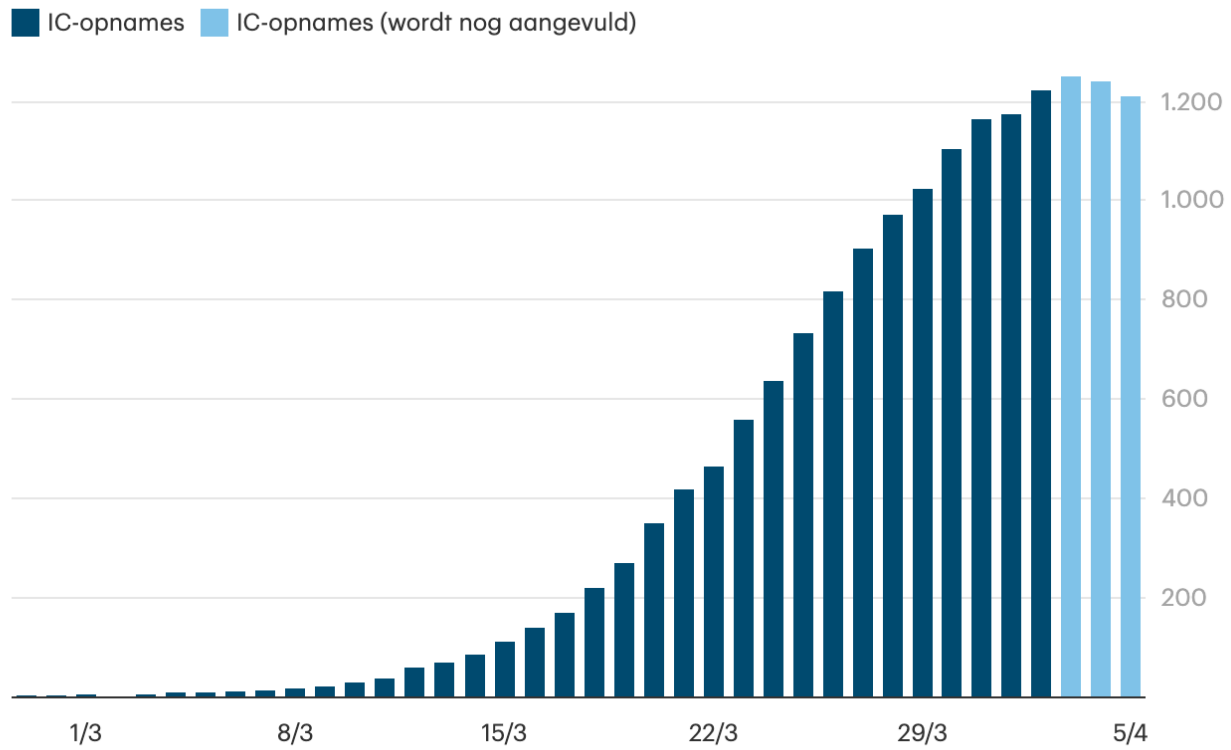
- All public events and meetings are cancelled until 1 June.
- All public places, like museums, concert halls, theatres, bars, restaurants, coffee shops, and sports clubs, are closed until 28 April.
- Personal care professionals, who cannot keep 6 feet distance from their clients, cannot execute their profession until 28 April.
- Shops that cannot guarantee their clients and staff that they can keep 6 feet distance from each other, are closed until 28 April.
- Schools and universities are closed, at least until the May vacation.
- People in so-called 'vital professions' may still go to work. Special arrangements are made for the schooling and daycare needs of the children of people in so-called 'crucial professions' (in Dutch).

### gerapporteerde doden per dag



### ziekenhuisopnames per dag





# The coronavirus and your company: government measures to help businesses



# Financial measures

	For whom?	Apply to:	Open?
<b>NOW</b>	Employers who experience at least 20% turnover loss	Employee Insurance Agency UWV	Yes
<b>TOZO</b>	All self-employed professionals: zzp, dga's, partners in partnerships, etc.	Municipality of residence	Yes
<b>TOGS</b>	All companies in sectors selected*	Netherlands Enterprise Agency, RVO	Yes
<b>Extension of employment contract reporting duty</b>	Employers	Dutch Tax Administration	Yes
<b>SET</b>	healthcare organisations that want to offer their clients eHealth solutions	Netherlands Enterprise Agency RVO	No

# Tax measures

	For whom?	Apply to:	Open?
<b>Payment extension for VAT, income tax, vpb, payroll tax</b>	All companies and self-employed professionals	Dutch Tax Administration	Yes
<b>Payment extension for landlord levy, betting and lottery tax, environmental taxes, excise duty, insurance premium tax</b>	All companies and self-employed professionals	Dutch Tax Administration	Yes
<b>No fines for overdue tax payments</b>	All companies and self-employed professionals	Dutch Tax Administration	Yes

# What is the NOW?

Do you employ staff, and expect a turnover loss of at least 20%? You can claim a compensation towards wages for a period of 3 months from NOW: Temporary Emergency Bridging Measure for Sustained Employment (Tijdelijke Noodmaatregel Overbrugging voor Werkbehoud NOW). You can claim a maximum of 90% of wages, depending on how much turnover you lose.

# Conditions if you want to claim NOW

- You expect to lose at least 20% turnover.
- If you claim NOW, you will not be allowed to request permission to dismiss employees on economic grounds during the period for which you receive compensation.
- You can retract a request for dismissal.
- You are obliged to keep your wage bill at the same level as much as possible. This means you have to pay your employees in full (100%).
- You must use this compensation to pay wage costs.
- You must inform your employees or works council if you have been granted this compensation.
- You have to keep verifiable records of all information of relevance. You must be able to make these records available until 5 years after this compensation has been granted.
- You must notify UWV of anything that happens that may affect a decision to change, repeal or determine the compensation.

# How much compensation can you claim?

The compensation for wages you can claim depends on the turnover loss. You can claim a maximum of 90% of the wages. For example:

- If the turnover loss is 100%, the compensation will amount to 90% of wages
- If the turnover loss is 50%, the compensation will amount to 45% of wages
- If the turnover loss is 25%, the compensation will amount to 22.5% of wages

Based on your application, the Employee Insurance Agency (UWV) will pay you an advance of 80% of the expected compensation. The actual turnover loss will be determined afterwards. When determining the definitive compensation, a correction can be made, if there has been a decrease in wages.

You can apply from 6 April 2020, 9:00 am, through 31 May 2020, for the months March, April and May 2020.

# What is the Tozo?

The support consists of:

Income support, depending on the income and your household situation this can amount to a maximum of €1,500 (net). You do not have to repay, and there is no capital or partner test.

and/or

A loan for business capital to a maximum amount of €10,157. You do have to repay this loan, but it is possible to request a delay of your payment obligation.

# What is the Tozo?

The government awards entrepreneurs in a number of specific sectors who have been affected by the corona measures a one-time, set compensation of €4,000. This is called the Compensation for Entrepreneurs in Affected Sectors COVID-19 (Tegemoetkoming Ondernemers Getroffen Sectoren COVID-19, TOGS).

# Who qualifies for the €4,000 compensation?

The compensation is for those SME's, with or without staff, that suffer loss because of:

- necessary closing of their enterprise
- restriction of meetings and/or
- curtailment of travel.

You qualify if your company complies with the conditions and your main activity is registered with the Dutch Chamber of Commerce (KVK) under a required SBI code (in Dutch). You can enter your KVK number in RVO's search tool (in Dutch) to check if your SBI code is on the list.



# Tax measures

You can apply for a payment extension of 3 months for all your income tax, corporate tax, payroll tax, and turnover tax (VAT) assessments at once, by filling out a special online form (in Dutch).

You will not have to pay any fines for late payment.

The normal collection interest rate for paying after the payment term has passed has been decreased temporarily to nearly 0%. This applies to all tax debts. The tax interest rate will also temporarily be set to the lowest possible percentage for all entrepreneurs.

# Other benefits

## Travel:

In the Netherlands, the reimbursement of travel expenses by your employer is not required by law. However, most Dutch companies do offer reimbursement for business travel in their employment contracts. In case of long-term absence of the employee, for example, due to sickness, the travel allowance can be paid for another six weeks. After this period of absence, the reimbursement needs to be stopped.

## Unpaid leave:

Parents of children up to the age of eight are entitled to parental leave in order to be able to spend more time with their children. Parental leave is generally unpaid, however, some employers may partially cover some of the salary.

In the Netherlands, employees are legally entitled to take (short-term) care leave to look after a sick relative such as a child, partner or parent also include time off to look after extended family members (such as siblings or grandparents) and acquaintances (such as a housemate, neighbour or friend).



Zennie Sjolund |  
Sweden |

# Covid 19- Update Sweden

- Short-time work allowance
- Employer social contributions
- Social Insurances

# Short-time work allowance

7<sup>th</sup> April

retroactively applied from 16<sup>th</sup> March

remains in effect throughout 2020

# Conditions

- possibility for short-time working in the central and local collective tie agreement
  - Or
- at least 70 percent of the employees at the operating unit

## The Company

- Use of other available measures to reduce its labour costs
- Financial state

**This is how the costs for a reduction in pay and working hours are apportioned. (The salary ceiling is SEK 44,000 per month)**

Level	Reduced working hours	Reduced wages	Employer	State	Employer costs
1	20%	4%	1%	15%	-19%
2	40%	6%	4%	30%	-36%
3	60%	7.5%	7.5%	45%	-53%

# Application

- Submission
- Approval
- Decision if preliminary financial support



# Employer social contributions

1th of March-30th of June

6 th of April

14th of April

# Temporary level

- 31.42% -> 10,21%
- Upto 25 000 SEK/month
- Maximum of 30 employees
- PAYE tax return
- Must apply
- Afterwards
  - More

# Social Insurances

# Changes

- The deduction from sick pay during the qualifying period
  - Payroll runs as usual
  - Employee applies from the Swedish Social Insurance Agency
- Doctor's certificate
  - No obligation
- Sick pay
  - Full compensation for the cost of sick pay stated in PAYE tax return for April och May 2020

# Useful web links

[Governments Gathered information due to the new coronavirus and covid-19](#)

[Social insurances- The Swedish Social Insurance Agency](#)

[Tillväxtverket- Short-time-work-allowance](#)

[Tax Agency- Information for companies](#)



Virginia Magliulo |  
Germany

# Short time workers (KUG) 1/2

- The loss of work must reach a certain minimum level. **10 % of the employees of a company or company department must be affected by a loss** of remuneration amounting to more than 10 % of their monthly gross income (previously 1/3 of the workforce) - recommendation must be applied for on a departmental or group basis.
- Old leave from 2019 must be reduced, leave from 2020 does not have to be taken
- The introduction of short-time work requires a legal basis. This can result from a collective agreement, a works agreement or an agreement with the employee
- The statutory subscription period for short-time work compensation is currently twelve months. The subscription period can be extended to up to 24 months.
- As a first step, the employer must notify the Federal Employment Agency of the introduction of short-time work in writing or electronically. The Federal Employment Agency has forms for the notification. The Federal Employment Agency in whose district the company affected by the short-time work is located is responsible. The existence of a considerable loss of working hours and the operational requirements for the short-time work allowance must be substantiated.
- In a second step, the employer must submit an application for short-time work compensation within a cut-off period of three months

# Short time workers (2/2)

- The amount of the short-time allowance is based on the flat-rate net remuneration difference. Employees with at least one dependent child receive 67%, all other employees 60% of the net pay difference. SV shares to 80% of the lost gross amount are paid by the AG and are reimbursed by the employment agency.
- Temporary workers can also enroll in KUG with their hirer
- KUG must also be settled in the current month
- Employers and employees can also find information on the subject of short-time work and the simplified regulations on the websites of the BA and BMAS at:
  - [https://urldefense.proofpoint.com/v2/url?u=http-3A\\_www.arbeitsagentur.de&d=DwIDAw&c=xu\\_5IAfKHjInGFR3ndoZrw&r=Pn-ax4iOMNO1J0lo8cQcq2l3bujSnaD2VpZmzp06hUg&m=Mf06IltmMF5rFqDfol8ZvK4hhvSsGOhZvpXNvC3EW0&s=E5n3fj3zB4Aj5IxE3\\_dtiD5MarLr4bw77FzF0By2ipA&e=](https://urldefense.proofpoint.com/v2/url?u=http-3A_www.arbeitsagentur.de&d=DwIDAw&c=xu_5IAfKHjInGFR3ndoZrw&r=Pn-ax4iOMNO1J0lo8cQcq2l3bujSnaD2VpZmzp06hUg&m=Mf06IltmMF5rFqDfol8ZvK4hhvSsGOhZvpXNvC3EW0&s=E5n3fj3zB4Aj5IxE3_dtiD5MarLr4bw77FzF0By2ipA&e=)
  - [https://urldefense.proofpoint.com/v2/url?u=http-3A\\_www.bmas.bund.de&d=DwIDAw&c=xu\\_5IAfKHjInGFR3ndoZrw&r=Pn-ax4iOMNO1J0lo8cQcq2l3bujSnaD2VpZmzp06hUg&m=Mf06IltmMF5rFqDfol8ZvK4hhvSsGOhZvpXNvC3EW0&s=aaAljagluPA5K-cmZhCdqZ5JoXFJxYGSro6EJAavcBs&e=](https://urldefense.proofpoint.com/v2/url?u=http-3A_www.bmas.bund.de&d=DwIDAw&c=xu_5IAfKHjInGFR3ndoZrw&r=Pn-ax4iOMNO1J0lo8cQcq2l3bujSnaD2VpZmzp06hUg&m=Mf06IltmMF5rFqDfol8ZvK4hhvSsGOhZvpXNvC3EW0&s=aaAljagluPA5K-cmZhCdqZ5JoXFJxYGSro6EJAavcBs&e=)



# Payment entitlements in COVID 19 periods

- If an employee is sick incapacitated for work (for whatever reason, including corona infection), the generally known regulations on continued remuneration apply. There is no entitlement to compensation for the employer.
- If an employee is not unfit for work, but cannot resume work for other reasons, there is usually no entitlement to continued remuneration (e.g. in the case of voluntary quarantine, where it is not possible to work from the HO, or one is "stranded" abroad). It should be checked whether holidays or reduction of time credits can be used in this case.
- An exception can be made if the prevention is only for a "relatively insignificant period of time", i.e. usually not longer than five days. This does not apply, however, if the application of § 616 BGB is excluded by an employment contract, works agreement or collective bargaining agreement
- Current practice: Notwithstanding existing regulations on § 616 BGB or the question of what is a relatively insignificant amount of time, many employers currently continue to pay wages for 10 days if they are prevented from doing so.
- In addition, the obligation to pay remuneration continues to exist, in particular if the employer denies an employee access to the company due to existing health measures and the employee is therefore unable to work

# Loss of earnings according to the German Protection against Infection Act ("IfSG") (does not apply to apprentices)

- If the state quarantines people because of the corona virus (§ 31 IfSG), **there is compensation for loss of wages**, under certain conditions, according to § 56 IfSG. The decisive factor for compensation by the state is a quarantine and/or a ban on work imposed by the state. **If employees are no longer able to perform their work due to the imposed quarantine and/or prohibition of activity, the conditions for compensation are fulfilled.**
- The compensation is calculated on the basis of the loss of earnings:
  - 1st - 6th week: Amount of the loss of earnings.
  - From the 7th week: Amount of sickness benefit
- The employer must pay compensation to the competent authority for the duration of the employment relationship, for a maximum of six weeks. The amounts paid out shall be reimbursed to the employer on request. The applications must be submitted within a period of three months after the cessation of the prohibited activity or quarantine.
- **In principle, each case must be examined, since the decision on compensation is taken at the level of the federal states.** A uniform procedure cannot be applied here. There must be a certificate from the relevant health authority confirming that quarantine has been ordered . A medical certificate is not sufficient.
- If an employee does not turn up for work on the grounds that he or she is in quarantine, salary payments must be suspended for the time being. The employer must then have the employee concerned show the order from the competent authority to prohibit the employee from carrying out his or her work
- 
-

# Mobile Workers

## *Implement mobile working for employees*

- Regardless of the legal requirements - there is no entitlement to a home office - employers should make every effort to enable mobile working in order to protect the individual and the entire workforce.
- Arbitrary absence - without an employee's home office, without an official quarantine order or without consultation with the employer - is a violation of the main contractual obligation to perform.

## By order of the employer

- The employer can order mobile working in individual cases with regard to the principle of consideration and fiduciary duties (e.g. when employees return from risk areas), if it is technically possible.
- In the current situation, health protection regularly outweighs the personal interests of the employee.
- Even if the employee in this case does not follow the order to work on the move and a labour court actually considers the order to be ineffective, the employer's obligation to continue to pay wages will regularly cease to apply, as the employer has offered a reasonable job in this case.

# Other mixed items

## Tax-free premium up to 1500€

- Payment up to 1500€ gross in the time from March 2020 - Dec 2020
- Needs to be reported in the yearly payroll account

## Corporate insolvency

- Deferral of social security contributions and taxes is currently possible - companies must contact the respective health insurance companies or tax offices for this
- Social security measure is currently limited to the end of April 2020

## Illness/sick leave:

- Sick leave by phone now possible for 14 days  
After the National Association of Statutory Health Insurance Physicians and the National Association of Statutory Health Insurance Physicians had already agreed on the possibility of having AU certificates issued for up to seven days in the case of minor respiratory diseases by the doctor on the telephone, it was now agreed to extend the measure

## Short-term employees

- The period of employment can be extended up to 115 days until October 2020
- 

## Additional income limit for pensioners was raised

- Rises from €6,300 to €44,590 gross p.a. for the CJ 2020

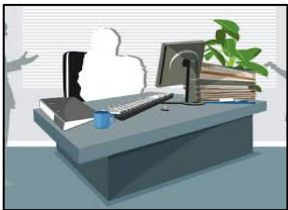


Felicia Cheek |  
USA |

# United States Updates – CARES Act



< 500 employees and/or quarterly receipts down by  $\geq$  50%  
All status (full time/part time, furlough, temporary, day laborers)  
Qualified sick leave or family leave  
Must calculate hours worked based on average hours worked (including overtime)  
If outsourcing tax filing and payments, check with payroll provider to understand the process  
Refundable payroll tax credit of up to 50% or up to \$10,000 of qualified wages through Jan 1, 2021



FFCRA reimburse for the cost of providing sick pay and family leave wages  
<500 employees  
 $\leq$  80 hours for workers health needs or to care for family members (Emergency Paid Sick Leave Act EPSLA)  
 $\geq$  10 weeks more to care for child who's school or child care provider has been closed (Emergency Family and Medical Leave Expansion Act - Expanded FMLA)  
Employees Regular Rate of Pay or Minimum Wage whichever is higher  
Employer is entitled to tax credit in the amount of wages up to \$10,000  
Includes Employer portion of Medicare Tax imposed on those wages



Student Loans are deferred for 6 months  
Consider adjusting system to accommodate



Tax liens are suspended from April 1- July 15

\*Please consult legal counsel for detailed implementation advice



Jose Maria  
South America

## Latin America Overview

- ▶ Regulatory Framework – State of emergency ( End of April)
- ▶ Dismissals without just cause / suspensions due to force majeure ( Up to 60 days)
- ▶ Telework arrangements
- ▶ Reduction of Employer contributions
- ▶ Unemployment insurance – Unpaid leave
- ▶ Employer Relief programs
  - Reduce employee's work hours and salaries by 50%
  - Temporary suspension of employment agreements (a type of furlough)
  - Vacation and leave time modifications
- ▶ Postponement or reduction of up to (95%) of the payment of employer contributions to the Integrated Social Security System



## Lessons Learnt & FAQ

- 1. Can companies cancel job offers prior to the start date?***
- 2. Can companies change the start date of newly hired employees?***
- 3. Can companies determine that employees work from home as a preventive measure to reduce the risk of circulation of the virus? Must companies consult with a union before implementing such a measure?***
- 4. Must companies pay any additional amount to employees temporarily required to work from home?***
- 5. Can companies suspend benefits when employees are working from home?***

## IMPACT

### 1. South America:

- Will face **lower export revenues**, both from the drop in commodity prices and reduction in export volumes, especially to China, Europe and the United States.
- Containment measures in several countries will **reduce economic activity** in service and manufacturing sectors for at least the next quarter, with a rebound once the epidemic is contained.

### 2. Central America and Mexico:

- A slowdown in the United States will lead to a **reduction in trade**, foreign direct investment, tourism flows, and remittances. Key agricultural exports (coffee, sugar, banana) as well as trade flows through the Panama Canal could also be adversely affected by lower global demand.

### 3. Caribbean:

- **Lower tourism demand** due to travel restrictions and “the fear factor”—even after the outbreak recedes—will weigh heavily on economic activity.



Sachin Goklaney |  
Asia |

# Asia-Pacific Region

## Payroll

- Varying legislation across countries
- Governments reacting on a daily basis, impacting all workforces
- Stimulus packages to assist employees and employers

## Lodgements

- Automated vs Manual
- Moving deadlines as governments look to ease burden
- Complexity of registrations during workforce lockdowns

## Payments

- Automated vs Manual
- Payroll vs Statutory
- Infrastructure and Support availability challenges



# Challenges

1. Ensuring there is expertise within available remote workforces to administer multi-country payroll deliveries – potentially high movements in employee data with increased complexities like terminations and retrenchments
2. Remaining compliant in countries which are not 100% automated with statutory lodgements
3. Ensuring robust remote infrastructure to perform important banking transactions – not everyone in every country has the availability of online banking
4. Accessing data securely from remote workplaces – Asia is vastly spread country to country, and even within certain countries, there is a large variation between urban and rural areas
5. A large number of countries not used to “working from home”. Workers not trained for such scenarios.

+’ves

## Singapore

Highly efficient country and government

Robust Infrastructure

Online banking network

## India

Highly efficient country and government

Robust Infrastructure

Online banking network

## Australia

Large Stimulus packages impacting employers and employees.

Robust infrastructure

Workforces used to working from home

-’ves

Latest country to impose a workforce lockdown

Expecting potential changes to employers and employees benefits

Statutory deadlines could be shifted based on recent lockdown

Country in curfew. Immense disruption

Unknown date of “opening” offices

Highly manual processes in certain aspects of lodgements and payments

Complex retrenchment and redundancy processes

State by State rule changes – calculations rates, lodgement deadlines



Shawn Golden |  
Africa

## The Tax and Submissions Impact of COVID-19 in Africa:

While African as a whole still accounts for moderately few deaths, the numbers are rising. We haven't seen a major change in operations, as it relates to payroll & tax filings and submissions. Many local authorities have not made any amendments to the deadlines due to the crisis, as a result employers are still required to pay by the due date originated. Therefore, I would say that tax and submission should be managed as normal unless otherwise notified by the local authorities.

Mauritius, however, has taken an alternative approach, with the Revenue Authority announcing that taxpayers that are unable to timely submit their tax returns or to timely remit tax payments because of the COVID-19 situation will not be subject to assessments of penalties or interest for late filing or late payments.

Other helpful info:

- **Ivory Coast**
  - Year end social security reconciliation submission deadline extended from end March to end June.
- **UGANDA**
  - Filing extended to 15 days therefore Deadline is now the 30th April
- **Kenya**
  - Tax free earnings threshold increased to KES 24,000
  - Maximum marginal tax rate rescinded from 30% to 25%.
- **Mauritius**
  - Taxpayers not subject to assessments of penalties or interest for late filing or late payments
  - MRA launches wage assistance scheme.



## Countries Which Require Manual Submissions

The risk we face at the moment is where manual submission(s) to the local authorities are involved. In many instances, there are restrictions in place i.e. capacity limits at the authorities, wait time leading to office closures, etc. all of which could extend to submission(s) being filed late. Penalties and interest could then likely be assessed , all at the expense of the employers. I have outlined below a list of countries, that could potentially be impacted by manual submissions.

COUNTRY	DEADLINE DATE	PAYMENT	COVID 19 LOCKDOWN (Y/N)	ALTERNATIVE MEASURES/DEADLINES AMENDED (Y/N)	Can Submissions Still Be Done (Y/N)
MOZAMBIQUE	20th	TAX MANUALLY , INSS ONLINE	Y	N	Yes
SIERRE LEONE	15th	MANUAL	N	N	Yes
IVORY COAST	10th	MANUAL	N	N	Yes
NIGERIA	10th	MANUAL	Y	Y	ONLINE SUBMISSION VIA EMAIL CAN BE DONE
CAMEROON	15TH	MANUAL	N	N	Yes
EQUATORIAL GUINEA	15TH	MANUAL	N	N	Yes
LIBYA	20th	MANUAL	N	N	Yes



Marko Taylor |  
Middle East |

# Middle East

- Workforce in the Gulf region countries is largely expatriate – immigration processes are a priority
- HR & Payroll related COVID-19 responses are mostly focused on the limitation of movement and remote work arrangements
- Financial incentives and support programs are limited and focus on local nationals
- Expatriate employees working in services and hospitality industries are most vulnerable as staff and salaries are being reduced, while expatriate employees are unable to return to their home countries
- Labor laws provide employers limited options for finding flexible solutions – only the UAE has amended its labor law to increase flexibility

## Middle East (cont.)

- Bahrain:
  - Labor Law – No Changes
  - Payroll – No Changes
  - Payroll Incentives – Payment of local nationals' salaries for 3 months
  - Immigration – Issuance of visas and residency permits has been suspended
- Jordan:
  - Labor Law – No Changes
  - Payroll – Temporary reduction in social security rate
  - Payroll Incentives – No Changes
  - Immigration – Issuance of visas and residency permits has been suspended
- Kuwait:
  - Labor Law – No Changes
  - Payroll – No Changes
  - Payroll Incentives – No Changes
  - Immigration – Issuance of visas and residency permits has been suspended

## Middle East (cont.)

- Lebanon:
  - Labor Law – No Changes
  - Payroll – Suspension of all payroll-related tax payments and filings for 3 months
  - Payroll Incentives – No Changes
  - Immigration – Issuance of visas and residency permits has been suspended
- Oman:
  - Labor Law – Remote work mandated
  - Payroll – No Changes
  - Payroll Incentives – No Changes
  - Immigration – Issuance of visas and residency permits has been suspended
- Qatar:
  - Labor Law – No Changes
  - Payroll – No Changes
  - Payroll Incentives – No Changes
  - Immigration – Issuance of visas and residency permits has been suspended

## Middle East (cont.)

- Saudi Arabia:
  - Labor Law – Remote work mandated
  - Payroll – No Change
  - Payroll Incentives – Partial payment of local nationals' salaries for 3 months
  - Immigration – Issuance of visas and residency permits has been suspended
- UAE:
  - Labor Law – Employment agreements restructuring allowed
  - Payroll – No Changes
  - Payroll Incentives – No Changes
  - Immigration – Issuance of visas and residency permits has been suspended



Lee McIntyre-Hamilton

Employment Tax and  
Payroll

## Repatriation of overseas employees to the UK

- UK tax and NIC may be required, even where employee remains non-UK resident
- Double tax treaty exemptions and double tax mitigation, subject to conditions
- Potential employer PAYE obligations
- Residence and personal tax considerations
- Employer and employee actions



# Repatriation of UK based employees to their overseas home country

- Corporate tax considerations
- Income tax and social security
- Practical implications
- Employer and employee actions

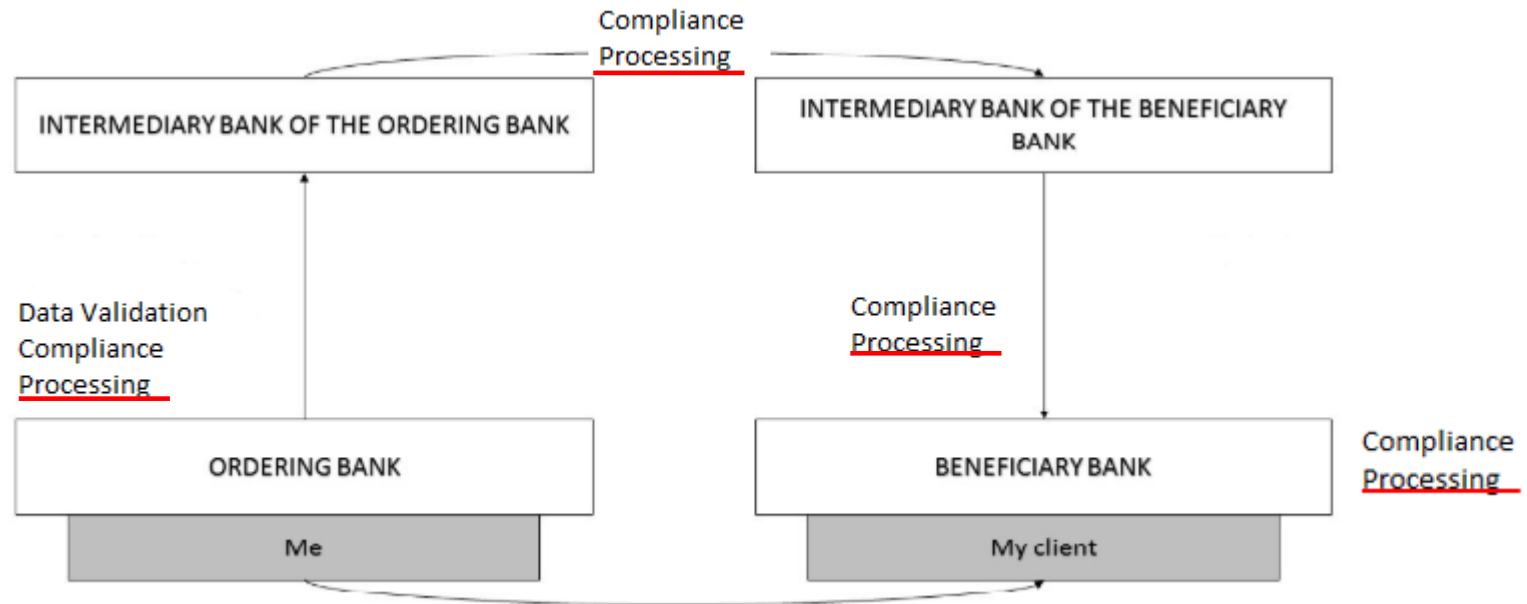


Owain Walters |  
International Payments

# Market Summary

- Payment systems overall managing quite well
- Markets with high degree of manual processing showing signs of more pressure
- Payment network closures appear to be short-lived but occur with little notice
- Payment problems tend to be more on cross-border. Domestic is more stable
- FX volatility is extreme, requiring increased collateralization for trading
- Payroll cost in base currency is cheaper for many, forward buying of exotics might be desirable

# Payment Life-Cycle

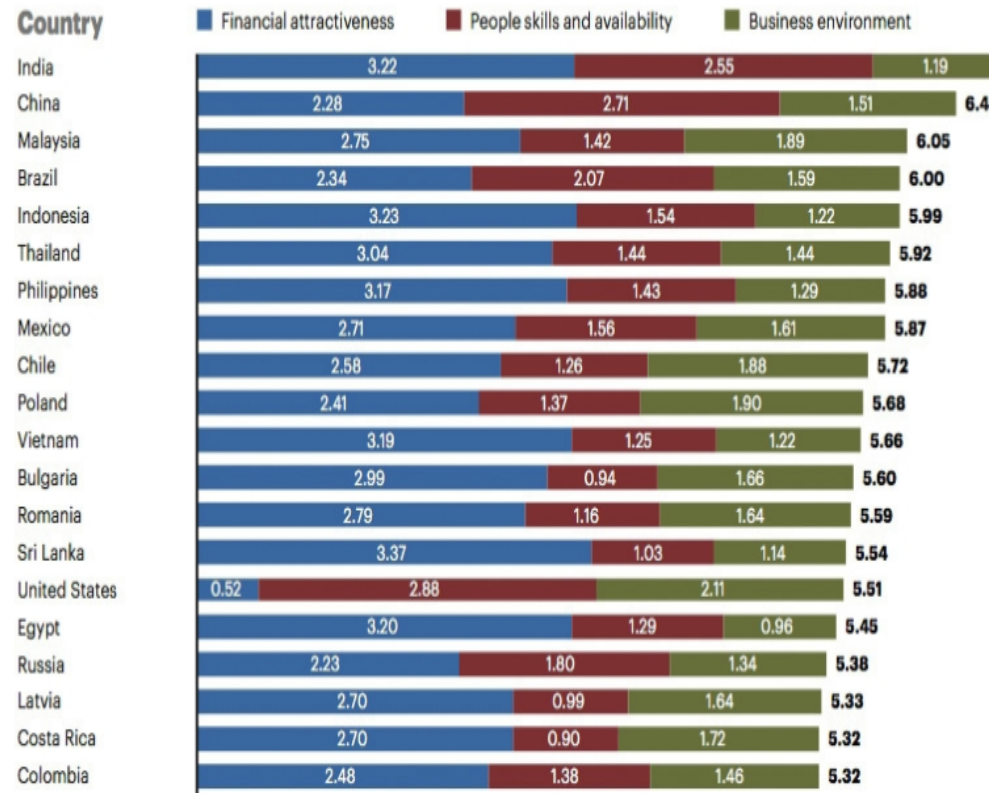


What are the considerations/risks in the COVID-19 situation:

- Exception management, manual processes and working from home; are your banks well prepared?
- Bank closures, what will you do?
- How robust is your payment network redundancies?

# Top Service Centres

## Kearney Global Services Location Index™



Country	High Degree of Manual Dependency	Lockdown (varying degrees)	Current Market Impact
India	Y	Yes	Complete lock down - banking impact not yet known
China	Y	Yes	
Malaysia		Yes	
Brazil	Y	No	
Indonesia	Y	No	Reduced RTGS hours
Thailand	Y	Yes	
Philippines	Y	Yes	Earlier payment cut off times
Mexico	Y	Yes	
Chile	Y	Yes	
Poland		Yes	
Vietnam	Y	Yes	
Bulgaria		No	
Romania		Yes	
Sri Lanka	Y	Yes	
United States		Yes	
Egypt	Y	Yes	
Russia	Y	Yes	
Latvia		Yes	
Costa Rica		Yes	
Colombia	Y	Yes	

# Other known market impacts

Country	Known Impacts
Afganistan	Reduced banking hours
Bangladesh	Was closed, now open. Situation seems unstable
Belize	Reduced banking hours
Ghana	Reduced hours
Iraq	Closed
Kenya	Reduced local FX trading hours
Nepal	Reduced hours and caps of high value transfers
Nigeria	Lock down in commercial centres, reduced processing
Uganda	Reduced hours
West African Franc	Reduced hours

# Final thoughts

- General rule of thumb; the more developed a country is, the more robust the payment network is
- Africa has yet to see major impacts from COVID-19 on its infrastructure – think ahead
- Do your banks and ICP's have adequate WFH provisions to process your payments? Do you have a plan B? Or C!
- Don't panic. There is help out there.



Josep Maria Elias |  
Lessons Learnt |



- Lessons learned
  - Don't panic
  - Fix here and now, day by day approach
  - Plan the future
  - Forget bells and whistles
    - No need for printed payslips (can do later)
    - Review payroll calendar and adjust it to the situation
    - Ask for help
  - Start controlling (even separating) the few variances... in case all is lost you can repeat previous month with variances adjustments.



Virginia Magliulo |  
Lessons Learnt |

- Lessons learned
  - Keep constantly up to date, regulations changes by the hour
  - Set up internal governance so that you can react quickly
  - Reach out to external bodies of regulations
  - Make sure you have a robust channel to communicate/update your customers
  - Train your people on the changes
  - For global businesses Provide global guidance and local content (in local language)
  - Make sure you consider differences among regions, i.e You can stop printing but make sure you deliver cheques...!
  - Not every regulatory change directly impacts payroll
  - Start thinking about going back to normal (How will you manage)



Questions |