



PAYROLL THAT SIMPLY WORKS FOR EXL IN THE UK

Quickfacts

Company:

EXL Service (UK) Limited

Headquarters:

Harpenden, Hertfordshire, UK

Industry:

Data analytics, AI and business services

Employees:

60,000 globally,
300+ in the UK

ADP Products:

ADP iHCM — Managed Payroll Service

Client since:

2015

EXL

Ian Wall

Vice President, UK & Ireland HR
EXL Service (UK) Limited



Founded in 2003, EXL Service (UK) Limited (EXL) is a data analytics, AI and business services organisation supporting clients with business-to-business (B2B) services across sectors including insurance, utilities and banking. With a workforce of about 60,000 people globally and around 300 people in the UK, they help business unlock the full potential of their data to drive better decisions, stronger customer experiences and profitable growth.

Ian Wall, Vice President at EXL leads HR across the UK and Ireland, covering employee relations, learning and development, business partnering and payroll.

EXL's payroll needs to be accurate, dependable and ready for business as usual. As Ian puts it, "When payroll is right it's almost invisible. When it isn't, the impact is immediate."

Payroll is a hygiene factor — until it isn't

Payroll doesn't often win praise. People expect to be paid correctly and on time. But when payroll problems happen, they can drive higher volumes of queries, reduce trust and create pressure across HR, finance and leadership teams.

Ian describes payroll as "Mission critical ... even minor delays can cause anxiety." He points to an example in Ireland where some staff did not receive pay until later in the day, creating uncertainty for people watching their bank accounts.

That's why EXL values the confidence that comes from stable payroll delivery.

A long-standing relationship with ADP in the UK

EXL has worked with ADP since 2015. Although Ian wasn't involved in the original selection, the reason for continuing the partnership has been simple — ADP deliver consistent service, time and time again.

Ian says, "ADP has delivered a reliable experience that removed the need to consider switching payroll providers."

He also pointed out that EXL is a loyal organisation that rarely switches suppliers. Payroll, healthcare, pensions and life insurance providers have all remained stable for seven years — and ADP forms part of that trusted set.

“Payroll is mission critical. When it goes right no one notices, when it goes wrong it’s a catastrophe.”

— Ian Wall, Vice President, EXL Service (UK) Limited

A smooth move from ADP Freedom to ADP iHCM

Change is never simple and payroll is no exception. When ADP retired ADP Freedom, EXL moved to ADP iHCM. For any organisation, a platform change can feel high risk when it coincides with payroll deadlines and year-end requirements.

Ian was involved in the transition and describes a clear implementation approach, “ADP set out what was changing, why it was changing and how the project would be delivered” he explains. The move was planned well in advance and timed to align to the UK tax year, supporting continuity from one tax year end to the next.

Switching to iHCM also meant EXL gained a more modern, data driven payroll system. With clearer visibility, easier access to reports and a mobile app that supports employees on the move, iHCM aligns with EXL’s focus on accuracy and accessibility. It gives teams the information they need, when they need it — without relying on manual processes or waiting for reports.

And the biggest success measure was also the simplest one: the first payroll run in the new platform was delivered correctly and on time.

Confidence, comfort and minimal effort for HR leadership

For Ian personally, one of the clearest indicators of stability is the time required to oversee payroll. He estimates he spends around five minutes a month on payroll, having confidence that the process will run as expected. Ian says, “It still works. It does what it should.”

He also noted that the ADP mobile app is useful and that payslips are clear and transparent.

While the payroll team sits outside HR, Ian says no dissatisfaction has been raised with him, reinforcing the view that payroll is working as it should.

Opportunities for more proactive compliance insight

For a business built on data accuracy, even small payroll errors can create big risks. That’s why compliance is a major priority for EXL, particularly given the complexity of payroll legislation. That’s why Ian sees an opportunity for ADP to play an even more proactive role.

He explained that ADP already holds the data needed to spot potential issues early and believes the platform could add further value by automatically flagging anomalies before they become problems. That might mean identifying National Insurance exemptions for migrant workers, highlighting when pension annual allowance thresholds are close to being exceeded, or other scenarios where earlier warning flags would help teams investigate and resolve issues sooner.

A recent National Insurance case identified by HMRC highlighted this need. EXL is now working with ADP to calculate the shortfall, and Ian sees this as an area where proactive insight could make a meaningful difference.

"You gave us a plan and delivered it. My expectation was a seamless, low-effort transition — and that's what we got."

— **Ian Wall**
Vice President, EXL Service (UK) Limited

"ADP has provided a good service on a consistent and ongoing basis, so I've never considered changing provider."

— **Ian Wall**, Vice President, EXL Service (UK) Limited

A trusted payroll partner for the long term

Overall, EXL's view of ADP is grounded in consistency and confidence. For payroll, the goal is straightforward — pay people accurately and on time, with a level of service that does not create noise or distraction.

When asked what ADP has meant personally, Ian summarised it simply:

"Comfort, confidence, relaxed — those kinds of things."

And when asked whether he would recommend ADP to peers looking for a similar solution, his answer was confident: "Yes."

For a business built on data accuracy and trust, having a payroll partner that delivers the same reliable services, time and time again, is essential. And that's exactly what ADP provides.