

# THE PEOPLE WHO KEEP EVERYTHING MOVING



**Kuldip Johal, Volunteer,**  
**Samaritans,** provides words  
of strength and support for  
pay professionals ahead of the  
busyness of the new tax year,  
and as winter still surrounds us

**P**ay professionals carry a responsibility that many never fully see. They're the quiet engine inside organisations, making sure wages land, mortgages are safe, heating stays on and families can breathe financially. A single mistake can ripple into fear or frustration. A perfect payroll run, however, often passes without a word. Pay professionals may not speak about stress. They continue through deadlines, legislation changes, year-end figures, unexpected issues and calls that come at the busiest possible moment. They give reassurance to others, even on days when they have none spare for themselves. It isn't resilience that keeps them moving. It's duty, skill and heart. But even the steady need steadiness in return.

If you're reading this and something inside you recognises itself, please let this land softly. You're allowed to feel tired. You're allowed to reach for support. You don't have to hold everything in silence. There's strength in speaking your truth with honesty instead of endurance.

It's a job where silence follows success, and noise follows error.

This imbalance can feel heavy. Not immediately. Not dramatically. But slowly and quietly, like weight settling over time. Especially during winter. January and February sit at the tail-end of the year's effort when energy is thin, daylight is brief and personal resilience feels stretched across work, deadlines and life outside the screen. Payroll doesn't soften for tired minds.

Accuracy remains absolute even when a person feels anything but steady inside.

Feeling the strain isn't weakness. It's simply human.

For a long time, I understood what it was to hold everything for others. My roles were different, but the internal world was similar. Calm on the outside. Responsible. Reliable. The one people came to. The one who kept everything running. Meanwhile, inside, fatigue and emotion gathered like weather at sea. I didn't know how to ask for help because I thought strength meant endurance.

Then one evening, I reached a point where silence felt heavier than words. I called Samaritans. Not because I was falling apart. Not because I needed fixing. But because I needed somewhere I could speak without shrinking my feelings to make them acceptable. The voice on the other end gave me space. No rush. No judgment. Just time. Gentle breathing room. The kind people rarely receive when they spend their lives holding everything for everyone else. That single conversation softened something in me.

It helped me breathe again. It steadied the noise in my mind. It reminded me that being listened to is a form of care.

In time, I trained as a Samaritans volunteer so that I could offer others the same calm that was once offered to me. I've listened to people who sound so much like the professionals who keep payroll flowing. Capable. Efficient. Trusted. Yet quietly overwhelmed. People who carry responsibility like muscle memory and only realise their exhaustion when they finally speak it aloud.

One truth appears over and over. The ones who hold others together often feel alone. The ones who cope well still carry hidden weight. The ones nobody worries about sometimes need the most care.

Support doesn't have to be dramatic. It can be a conversation with someone you trust. A message that says, "I feel under pressure." A quiet moment of honesty. Or, like me once upon a time, a call to Samaritans in the night when the world feels too still to carry alone. There's no wrong path to being heard. There's only the first brave moment where you choose not to hold it all by yourself.

As winter stretches across the early part of

the new year and the world waits for spring to return, I hope this article feels like warmth on a cold day. Payroll is more than numbers and deadlines. It's made of people. People with hearts, lives, families, worries, strength and vulnerability. People who deserve rest and compassion, not just responsibility.

You matter beyond your accuracy. You matter beyond your output. You matter even when no one notices what you hold.

If there comes a day when the weight feels too heavy, when the silence after success feels colder than usual, when your heart

needs space, please remember that there's always someone who'll listen.

You aren't meant to carry everything alone. Not through winter. Not through pressure. Not through life.

Sometimes the bravest thing a person can do is speak their truth and let someone hold a moment of it with them.

And in that simple exchange, healing starts. **Samaritans**. Confidential, patient, human listening, day and night. Call **116 123** or visit [samaritans.org](https://www.samaritans.org).



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